Crafting an Effective Strategy for Organisational Identification

Chan Ming Sum

BBA (Hon), MBus, MEng, GDipMgtResearch

A thesis submitted for the degree of

Doctor of Philosophy

School of Management

University of South Australia

August 2016

Contents

Contents ..... **ii**
List of Figures ..... **vi**
List of Tables ..... **viii**
List of Abbreviations ..... **x**
Abstract ..... **xi**
Declaration ..... **xiii**
Acknowledgements ..... **xiv**
Chapter 1: Introduction **1**
1.1 Introduction to the Study 1
1.1.1 Personal Identity 2
1.1.2 Organisational Identity 2
1.1.3 Organisational Identification 2
1.2 Background of the Study and Choice of the Research Site 6
1.3 Conceptual Framework 7
1.3.1 Sensebreaking 8
1.3.2 Sensegiving 9
1.3.3 Sensemaking 9
1.4 Significance of the Study 11
1.5 Overview of the Thesis 12
Chapter 2: Literature Review **13**
2.1 Introduction 13
2.2 Conceptualisation of OID 15
2.2.1 The Psychological View of Identification 17
2.2.2 The Social Psychological View of Identification 19
2.2.3 OID as a Process and Output 20
2.2.4 OID and Organisational Commitment 23
2.2.5 The Nature of OID 26
2.2.6 Process Model of OID 28
2.2.7 OID as a Change Process 29
2.2.8 Lewin's (1951) Three-stage Change Model 31
2.2.9 Identification as a Change Process in Lewin's (1951) Model 33
2.2.10 Multiple Identification 35
2.2.11 Change of Identification 36
2.2.12 Discussion 37
2.3 OI and OID 38
2.3.1 Multiple Identities of Individuals 39
2.3.2 Antecedents of Perceived OI or Identification 41
2.3.3 OI Construction by Interactions with Stakeholders 42
2.3.4 OI Construction by Construed External Image 44
2.3.5 OI Construction by Internal and External Communication 45
2.3.6 External Communication 46
2.3.7 Internal Communication 48
2.3.8 Vertical Communication 49

2.3.9 Horizontal Communication 50
2.3.10 Discussion 51
2.4 OI Crafting 54
2.4.1 Crafting an Effective Strategy for OID 56
2.4.2 The Measurement of OID 58
2.4.3 Discussion 60

Chapter 3: Methodology 61
3.1 Introduction 61
3.2 What is Action Research? 64
3.2.1 Why was AR Chosen as the Research Method? 66
3.2.2 How Does AR Work in Organisational Change? 69
3.2.3 Pros and Cons of an Insider Researcher 72
3.3 The Case Organisation 74
3.3.1 Case Organisation's Parent Company 74
3.3.2 What is the Case Organisation? 76
3.3.3 Why Was the Case Organisation Chosen? 77
3.4 How Did Organisational Change Occur in the Case Organisation? 79
3.4.1 What was the AR Implementation Process at KHK? 80
3.4.2 AR Cycle: Structure, Timeline, Stages, Stakeholders and Their Roles 81
3.4.2.1 Five Stages of the First Action Spiral 85
3.4.2.2 Second Action Spiral 89
3.4.3 How did the AR Implementation Process Answer the Research Questions? 90
3.4.3.1 Core Research Question 91
3.4.3.2 First Four Research Questions 91
3.5 Discussion 93

Chapter 4: Analysis and Results 95
4.1 Introduction 95
4.2 People Aspects 97
4.2.1 Identifying Stakeholders 99
4.2.2 Establishing a Dedicated OID Work Structure 112
4.2.3 Building Portfolio Analysis into Management Tactics 118
4.2.4 RQ1: What are the Roles of the Subsidiary Managers and Stakeholders? 121
4.2.4.1 ARQ1: Who are the Stakeholders? 121
4.2.4.2 ARQ2: What are the Levels of Involvement of the Stakeholders and Stakeholder Groups? 124
4.2.4.3 ARQ3: What are the Roles of the Subsidiary Manager? 125
4.2.4.4 ARQ4: What are the Roles of the Key Stakeholders and Stakeholder Groups? 127
4.2.5 RQ2: Who is Involved in the Communication Process? 131
4.2.5.1 ARQ5: What are the Intended Results of the Communication Process? 132
4.2.5.2 ARQ6: Who are the Message Senders? 133
4.2.5.3 ARQ7: Who are the Message Receivers? 135
4.2.5.4 ARQ8: What are the Means of Communication? 137
4.2.6 RQ3: What are the Roles of the Various People during the Communication Process? 141
4.2.6.1 ARQ9: What are the Roles of the Subsidiary Manager in the Communication Process? 141
4.2.6.2 ARQ10: What are the Roles of Stakeholders and Stakeholder Groups in the Communication Process? 143

4.2.6.3 ARQ11: What are the Roles of Various People in Creating the Right Environment for Communication? ... *145*
4.3 Process Aspects ... 148
4.3.1 Initiating the OID Process from Top Down ... 150
4.3.2 Generating Relational Identification through Organisational Socialisation 154
4.3.3 Linking Organisational Image with Organisational identity ... 159
4.3.4 Utilising Internal Marketing to Build Organisational Internal Image ... 164
4.3.5 RQ4: What Communication Processes Build an Image of the Organisation for the Employees? ... 170
4.3.5.1 ARQ12: What is the Organisational Internal Image that Helps to Build OI? ... *171*
4.3.5.2 ARQ13: What are the Meanings behind the Image that Employees Have to Understand? ... *173*
4.3.5.3 ARQ14: How Can an Organisational Internal Image be Built? ... *175*
4.3.6 RQ5: What are the Practical Means of Communication in the Construction of an OI? ... 178
4.3.6.1 ARQ15: What are the Available Means of Communication? ... *179*
4.3.6.2 ARQ16: What are the Advantages and Disadvantages of the Available Means of Communication? ... *181*
4.3.6.3 ARQ17: What are the Preferred Practical Means of Communication of OI? ... *182*
4.3.7 RQ6: How Can Electronic Technologies such as Smartphones and Tablet Computers Help to Construct an OI? ... 187
4.3.7.1 ARQ18: How Popular and Accepted is the Application of Smartphones and Tablet Computers? ... *188*
4.3.7.2 ARQ19: What are the Pros and Cons of Smartphones and Tablet Computers as Means of Communication? ... *190*
4.3.8 CRQ: What are Effective Strategies for OID? ... 193
4.3.8.1 The Sensebreaking Process ... *194*
4.3.8.2 The Sensegiving Process ... *197*
4.3.8.3 The Sensemaking Process with Enacting Identity and Interpreting ... *200*
4.3.8.4 The Process of Constructing Identity Narratives: People and Process Aspects ... *203*
4.3.8.5 The Effectiveness of KHK's OID Strategies ... *205*
4.3.9 Outcomes of OID Strategies ... 209
4.4 Summary of Key Findings ... 212

Chapter 5: Discussion and Conclusion ... 216
5.1 Introduction ... 216
5.2 Discussion ... 218
5.2.1 The Process Model of Identification ... 218
5.2.2 The Journey of the OID Process ... 220
5.2.2.1 The Action Research Cycles ... *220*
5.2.2.2 The Management Initiatives ... *221*
5.2.2.3 OID Strategies for Sensebreaking, Sensegiving and Sensemaking ... *222*
5.2.2.4 OID Surveys to Evaluate the Effectiveness of OID Strategies ... *225*
5.2.3 Summary of RQs and CRQ ... 226
5.2.4 Key Findings from AR ... 226
5.2.5 Theoretical Implications ... 232
5.2.5.1 Stakeholders' Clarification as an Independent Variable of OID ... *233*
5.2.5.2 Family Members as Key External Variable ... *236*
5.2.4.3 Organisational Socialisation as an OID Driver for Organisation Newcomers and Veterans ... *238*

5.2.4.4 Organisation Internal Image as the Outcome of Sensebreaking and Sensegiving *241*
5.2.4.5 Internal Marketing as a Management Tool to Promote Organisational Internal Image *244*
5.2.4.6 Top-down, Bottom-up and Network Communications as an Information Exchange Strategy *245*
5.2.6 Practical Implications 247
5.3 Limitations 249
5.4 Conclusion 252
5.4.1 Fulfilment of Research Aims 253
5.4.2 Further Research 259
References 263
Appendix A – Questionnaire for survey conducted in 2010 300
Appendix B – Questionnaire for survey conducted in 2012 303
Appendix C – Questionnaire for survey conducted in 2014 307

List of Figures

Figure 1.1: The AR spiral model. 4
Figure 1.2: Comparison of AR models. 5
Figure 1.3: Process model of identification. 8
Figure 2.1: Individual, group and organisational levels in identification. 15
Figure 2.2: Deconstructing organisational identification. 22
Figure 2.3: Conceptual monological model of organisational identification. 25
Figure 2.4: The environmental impact of perceived identities. 30
Figure 2.5: Comparison of Ashforth, Harrison and Corley's (2008) and Lewin's (1951) models 35
Figure 2.6: An organisation with some externally derived identity divisions 40
Figure 2.7: Organisational identity crafting. 55
Figure 2.8: Identification crafting. 57
Figure 3.1: Organisation of Chapter 3 62
Figure 3.2: Development of the AR model. 71
Figure 3.3: KHK's organisational chart. 77
Figure 3.4: KHK action spirals, using Jones and Brazzel's (2012) Action Research model. 83
Figure 3.5: AR cycle for KHK, using Jones and Brazzel's (2012) Action Research model. 84
Figure 4.1: Categorisation of research questions. 95
Figure 4.2: Relationship matrix of stakeholders in KHK 111
Figure 4.3: Relationship matrix for resources mobilisation in KHK. 115
Figure 4.4: Relationship matrix as implications of management tactics. 120
Figure 4.5: ARQs that led to RQ1. 121
Figure 4.6: ARQs that led to RQ2. 131
Figure 4.7: ARQs that led to RQ3. 141
Figure 4.8: Pathway of organisation-planned and -managed relational identification. 159
Figure 4.9: Metaphor of organisational internal image and organisational identity 162
Figure 4.10: The constructs of internal marketing and organisational internal image. 166
Figure 4.11: ARQs that led to RQ4. 170
Figure 4.12: ARQs that led to RQ5. 178
Figure 4.13: ARQs that led to RQ6. 188

Figure 4.14: OID perception of KHK employees during the two AR spirals. 206
Figure 5.1: Timeline of the OI and OID development for the current study. 217
Figure 5.2: Timeline of the action research..... 221
Figure 5.3: Management initiatives in stakeholder management. 222
Figure 5.4: OID strategies for sensebreaking, sensegiving and sensemaking. 224
Figure 5.5: Results of OID surveys. 225
Figure 5.6: Theoretical implications of key findings..... 228
Figure 5.7: An integrated process model of identification..... 232
Figure 5.8: An illustration on practical and theoretical implications. 249

List of Tables

Table 2.1: Chronological Development of Views on Organisational Identification 17
Table 3.1: Summary of KHK's Action Research 81
Table 4.1: Stakeholders' Capability to Influence Others 106
Table 4.2: Capability of Stakeholders to be Influenced by the Organisation..... 109
Table 4.3: Summary of Consolidated Scores for Each Stakeholder or Stakeholder Group 110
Table 4.4: Identification of Stakeholders in the First AR Cycle 122
Table 4.5: Identification of Stakeholders in the Second AR Cycle 123
Table 4.6: Level of Involvement of Stakeholders and Stakeholder Groups 124
Table 4.7: Roles of the Subsidiary Manager in the OID Process 126
Table 4.8: Roles of Key Stakeholders and Stakeholder Groups..... 130
Table 4.9: The Message Senders of KHK during Action Research 135
Table 4.10: Message Receivers and the Communication Context 136
Table 4.11: Activities Organised by KHK to Build Social Relationships and Friendships during the AR Cycles 139
Table 4.12: Roles of the Subsidiary Manager during the Communication Process 143
Table 4.13: Practices of TF to Build a Positive Communication Climate 146
Table 4.14: Common Social Activities to Build a Positive Relationship in KHK 147
Table 4.15: The Construction of KHK's Organisational Internal Image..... 173
Table 4.16: Employee Questions and SC Responses Regarding KHK's New Organisational Internal Image..... 175
Table 4.17: Application of Internal Marketing in KHK 176
Table 4.18: Marketing Activities Corresponding to KHK's Different Targets..... 178
Table 4.19: Communication Media Adopted by KHK to Construct OI 180
Table 4.20: The Advantages and Disadvantages of the Media Adopted by KHK 182
Table 4.21: Questions on OI Communication and Relationship-Building Strategies in the Second and Third Surveys..... 184
Table 4.22: Evaluation of the Key Communication Media Used by KHK Employees from the Second Survey Conducted in April 2012 185
Table 4.23: Evaluation of the Key Communication Media Used by KHK Employees from the Third Survey Conducted in December 2013 187

Table 4.24: Popularity and Acceptance of the Tools Available for the Application of Smartphones and Tablet Computers in KHK 190
Table 4.25: The Sensebreaking Process Built Up by the RQs and ARQs 196
Table 4.26: The Sensegiving Process Built Up by the RQs and ARQs 199
Table 4.27: The Sensemaking Process Built Up by the RQs and ARQs 203
Table 4.28: The Process of Constructing Identity Narratives Built Up by the RQs and ARQs 204
Table 4.29: Summary of OID Perception in the Three Surveys during AR Spirals 207
Table 4.30: Summary of t-Test Results for OID Perception (2010 *v.* 2012) 208
Table 4.31: Summary of t-Test Results for OID Perception (2010 *v.* 2014) 208
Table 4.32: Summary of t-Test Results for OID Perception (2012 *v.* 2014) 209
Table 5.1: Factors that Influence Successful OID Strategies in KHK Headquarters and Subsidiaries 257

List of Abbreviations

AR	action research
ARQ	action research question
CRQ	core research question
KHK	KONE Elevator (HK) Ltd.
MD	Managing Director
OI	organisational identity
OID	organisational identification
RQ	research question
SC	steering committee
TF	task force
US	United States

Abstract

Theories on organisational identity (OI) and organisational identification (OID) have been widely studied. Most works focused on the antecedents and outcomes of OID rather than the processes leading to OID. The current research fills this knowledge gap by crafting an effective strategy for OID.

The crafting followed the process model of identification developed by Ashforth, Harrison and Corley (2008), which suggests a conceptual framework that might lead to OID through multiple episodes of sensebreaking, sensegiving and sensemaking. Their process model and its related contexts have been cited by over 1000 studies, but have not been applied in a real-life situation. The current research is the first to apply the model in a longitudinal study to test the variables of OID.

This study investigated the people and processes involved in OID, identifying the stakeholders and their respective roles and the communication processes. The research clarified key variables such as 'organisation and individual', and 'sensebreaking, sensegiving and sensemaking', making the process model practically applicable for other organisations undergo a similar OID process.

Utilising an action research (AR) approach, the efficacy of this model was explored over 44 months within the Hong Kong subsidiary of the multinational KONE Corporation in two continuous AR cycles—the first cycle introduced a new OI imposed by the headquarters and the second cycle developed OID within the subsidiary. A six-item survey administered to employees found a significant improvement of OID perception after the implementation of OID strategies.

A relationship matrix was developed as a portfolio analysis to identify all key stakeholders. Further, the assessment of the levels of influence of various stakeholders on other employees contributed to the study of relational identification, highlighting the strength and impacts of the relationships among employees. Stakeholders were grouped into two tiers to denote their level of involvement and assigned different roles in dedicated OID work groups. A steering committee (SC) was established as the first-tier stakeholder group who managed the OID processes, decided the action strategies and

the order of implementation. These action strategies were planned and implemented by the second-tier stakeholder group, or task force (TF), with members from the frontline who better understood the needs of their co-workers and ensured that the strategies were realistic and practical.

The result of the portfolio analysis suggested that family members have a key influence on employees' OID. However, customers might not necessarily influence employees' OID, which contradicts most OID studies in emphasising construed external image as a key predictor to enhancing OID. The building of an organisational internal image had a more effective and direct impact on employees' OID, indicating that a centrally planned internal marketing approach might be powerful in building an internal image in Hong Kong.

The current research emphasises the importance of the organisation-individual relationship and interaction, the development of dedicated OID work structures, and the building of an organisational internal image as a reference for its members' perceived OI. OID strategies attempted in this study also provide a practical guide for organisations undergoing similar OID processes elsewhere.

Declaration

I declare that this thesis presents work carried out by myself and does not incorporate without acknowledgment any material previously submitted for a degree or diploma in any university; to the best of my knowledge it does not contain any materials previously published or written by another person except where due reference is made in the text; and all substantive contributions by others to the work presented, including jointly authored publications, is clearly acknowledged.

Signed: _____

Chan Ming Sum

Date: 29 August 2016

Acknowledgements

I wish to express my sincere thanks to a number of people and organisations who have supported and helped me during my PhD study.

First, I would like to thank my principal supervisor, Dr Mary Bambacas, and my co-supervisor, Adjunct Professor Margaret Patrickson, who have patiently and wisely guided me throughout my PhD candidature. Your encouragement and compassion help me to move forward and tackle every hurdle encountered in my studies, work and living.

I would also like to express my gratitude to my managing director, Mr Har Boon Cher, who granted me the permission to carry out the action research with KONE Hong Kong, all the directors who endorsed my studies and participated as members of the steering committee, and all the task force members who have been so dedicated during the whole research period.

I also thank Elite Editing, which provided professional editing services for this thesis according to the Australian Standards for Editing Practice.

Last but not least, I want to thank my wife Julia for all her love, patience and support. I am also in debt to my son Reynold and daughter Joanna, with whom I have not been able to spend much time for the last few years. Thanks to my family for their understanding and support.

Chapter 1: Introduction

1.1 Introduction to the Study

This thesis investigates the operation, outcome and overarching strategy adopted by a Hong Kong subsidiary of a global European organisation as it attempts to integrate a new identity in line with the requirements of its parent. The new identity is one that the parent wishes all its global subsidiaries to adopt, but this study is restricted to one location in order to examine the process in depth and over a set period.

Identity change requires a redefinition of the organisation's current state. Major organisational changes of this kind are pervasive and generally require 'soft' people skills, as many existing employees find such changes difficult (Carnall 2003). Changes between a multinational corporation and its subsidiaries are even more difficult as they may be far apart from each other both geographically and culturally (Kostova & Roth 2002; Zhang, George & Chan 2006). Within most multinational corporations, changes are initiated by the headquarters, including changes in strategic intent and reshaping of identity. However, such top-driven organisational changes often fail for various reasons, such as deficiencies in the change process (Muehlfeld, Rao Sahib & Van Witteloostuijn 2012; Rafferty, Jimmieson & Armenakis 2013) and management of changes (Probst & Raisch 2005).

This study examines the organisational change imposed by the headquarters of a multinational corporation to its subsidiaries, with a focus on the construction of a new organisational identity (OI) and how organisational identification (OID) is developed over time as individuals increasingly embed themselves in this new OI. To shed light on the constructs of OI and OID and their relationship, some key terms are defined below.

1.1.1 Personal Identity

Personal identity addresses the question 'Who am I?' As defined by Postmes and Jetten (2006, p. 260), it is 'a person's unique sense of self'. Simply, it is the self-referential description of one's uniqueness that distinguishes one from the other, which can be in terms of attributes like traits, abilities and interests. For instance, an environmentalist may distinguish him/herself from others by living with the principle of 3Rs: reduce, reuse and recycle.

1.1.2 Organisational Identity

Albert and Whetten (1985, p. 264) define OI as the collective understanding of organisational members on 'Who are we as an organisation?' or 'What do we stand for?' OI may be understood as the central, distinctive and enduring characteristic of an organisation. It always shapes the organisation's stereotypic, relevant and meaningful attributes, such as its value and strategic intent. Such attributes are widely shared within groups (Haslam 1997; Tajfel 1982) and distinguish in-group from outgroup members (Maass, Montalcini & Biciotti 1998). Individuals who play a role in an organisation are likely to share some similar attributes of personal identity and OI, such as concerns regarding integrity, safety and work-life balance. The more identity perceptions are shared among individuals, the stronger the OI and the higher the potential for identification (Sluss & Ashforth 2008).

1.1.3 Organisational Identification

Identification is referred to as 'the perception of oneness or belongingness' (Ashforth & Mael 1989, p. 21) or an alignment of individual and organisational values (Pratt 1998). Identification is developed over time through the interaction of organisation and individual so that the extent of sameness between them and between individuals can be developed and maintained. OID implies that an individual adopts the organisation's stereotypic attributes as his/her own and behaves appropriately towards these attributes (Haslam, Postmes & Ellemers 2003). Furthermore, such stereotypic attributes facilitate an individual's being judged both externally or internally as belonging to a particular group. Ingroup members who have a strong

OID will engage themselves in a process of self-stereotyping and behave towards the defined characteristics, norms and values of a particular group or organisation to internalise the OI (Haslam, Postmes & Ellemers 2003). OID therefore implies internalisation of the goals of collectives and the degrees of perceived congruence between individual identity and OI (Kim 2011). The OID process is described as the iterative interaction between individual and organisational members over time, which results in the integration of identities (Ashforth, Harrison & Corley 2008). As such, OID is developed through a dynamic process over time and influenced by both external and internal stakeholders (Ashforth & Saks 1996).

The current study examines the OID process in one overseas subsidiary of a multinational corporation by means of a longitudinal study utilising the framework of action research (AR). This framework was adopted because it is a pre-defined model designed for an in-depth study of organisational change divided into stages of continuous cycles over a period of time. It is a disciplined framework requiring individuals to plan, execute, observe, monitor and reflect on their actions (McNiff 2013). Individuals make sense of their learning through reflection, which then become inputs for the next action cycle. The framework is preferred for this OID study as it allows individuals in an organisation to 'respond to one another and so enable one another to construct our desired identities and decide the quality of our relationships' (McNiff & Whitehead 2000, p. 238).

AR originates from Lewin's (1951) three-phase change model composed of 1) unfreezing, which recognises the need for change and a desire for a new future; 2) moving, which involves the change implementation, and 3) refreezing, which stabilises and reinforces changes that have happened. Lewin's (1951) model not only emphasises problem solving through actions, it also aims for knowledge generation or theory building through learning (Cunningham 1993; French & Bell 1995; Maurer & Githens 2010). To amalgamate theory building with practice, Kemmis and McTaggart (2000) further elaborate this model into continuous cycles of action-reflection spirals involving planning, acting, observing and reflecting. Such self-reflective spirals illustrate how knowledge learnt through actions in the first spiral will then become inputs for the second spiral and so forth. This spiral model allows a

phenomenon such as continuous change to be addressed at a higher level after each consecutive spiral (McNiff & Whitehead 2011).

Kemmis and McTaggart's (2000) AR model illustrates the four steps – plan, act, observe and reflect – in individual action spirals (Figure 1.1). Each action spiral can either be completed by itself or lead to the start of the next spiral. The first step in each action spiral is the planning phase, which Chevalier and Buckles (2013) term the problem-awareness phase, corresponding to Lewin's (1951) concept of 'unfreezing' a situation. During the unfreezing stage, an organisation would identify existing problems by fact finding and diagnosis and aim to formulate a plan of action to change the current mindset and plan for the future stage of organisational development. Actions are then executed for this organisational transformation or the 'moving' phase of Lewin's (1951) model. Progressive learning through observation and reflection during this phase leads to the 'refreezing' of new forms of behaviour, which completes the individual action spiral. It can also provide inputs for a second spiral of change. Thus, Kemmis and McTaggart (2000) supplement Lewin's (1951) general framework and emphasise the cyclical process in organisational change.

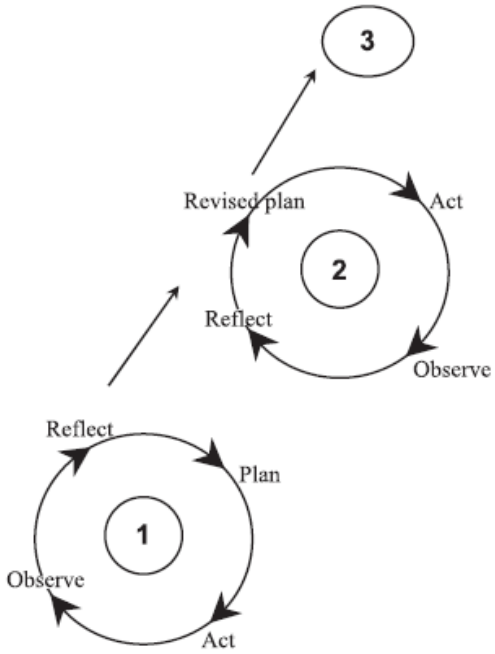

Figure 1.1: The AR spiral model.

Source: Altrichter et al. (2002, p. 125).

Other AR researchers have also referred to Lewin's work and developed their own models. For example, Jones and Brazzel (2012) arranges Lewin's (1951) model into five steps: 1) diagnosing the organisation, 2) determining the desired future state (unfreezing), 3) implementing action (moving), 4) evaluating the action and 5) institutionalising AR (refreezing). French, Kast and Rosenzweig (1985) develop Lewin's (1951) model into an organisational change process with eight components: 1) initial problem identification, 2) obtaining data, 3) problem diagnosis, 4) action planning, 5) implementation, 6) follow-up and stabilisation, 7) assessment of consequences and 8) learning from the process. As shown in Figure 1.2, the broad approach of Lewin's (1951) three-step model evolved into Kemmis and McTaggart's (2000) more specific four-stage action spiral and French, Kast and Rosenzweig's (1985) practical eight-component model, which has been widely adopted by AR researchers (Lamb & Cox 1999; Mullins 2007; Rodgers & Hunter 1991). The OID process is further discussed in Chapter 3.

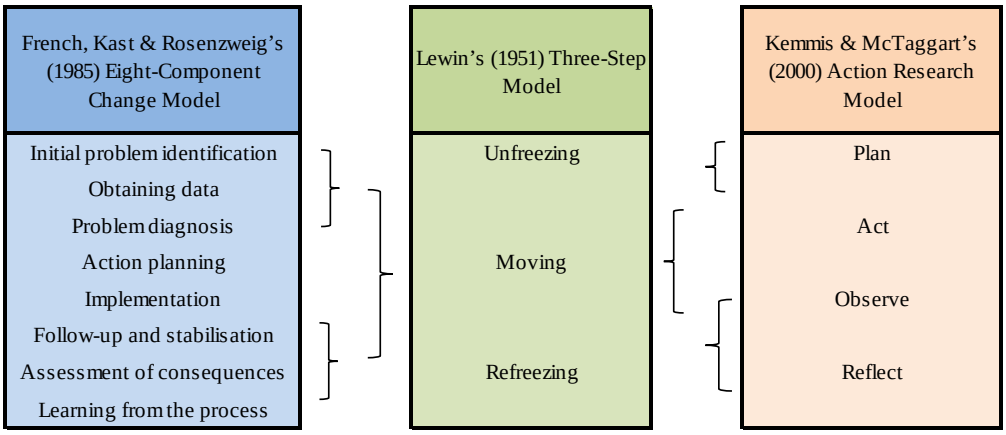

Figure 1.2: Comparison of AR models.

The action spiral mechanism aims to fix a problem or accomplish a task, expecting the problem is solved through planned action while at the same time individuals involved can learn about the problem-solving process itself (Burke 2008). These action and learning processes have been widely adopted for the study of organisation and management contexts (Elsey & Tse 2007; Ford et al. 2012; Hawkins 2007). The underpinning method is that the researcher engages with an organisation undergoing a change with access to real-life data in real time (Cunningham 1993). The current study is a planned organisational change process and a steering committee (SC) with

the researcher progressing through two complete AR spirals for OID. A number of areas will be examined during the AR process, including the roles of subsidiary managers and other stakeholders in the change process, together with the effective means of OID communication.

1.2 Background of the Study and Choice of the Research Site

The research will be conducted within the Hong Kong subsidiary of a multinational corporation, which, before 2008, had as its main purpose to install elevators within new and upgraded buildings in Hong Kong. The company's reputation had been generated and maintained over the years as a manufacturer of precision engineering equipment known for its high quality. However, in 2008, a change in headquarters' management led to the appointment of a new CEO, and shortly afterwards a change of direction and strategic intent for the organisation. Specifically, the former emphasis on high-quality products and precision engineering was replaced with a new emphasis on providing the best solutions to customers for their needs, as the core for the business. The company was re-established with a new set of values and strategy, focusing on developing good relationships with existing and potential customers and exploring how customer needs could be fully satisfied.

This new direction, developed and driven from the company's headquarters in Europe, was intended to lead to a new conceptualisation of its identity articulated by the headquarters and transferred to its subsidiaries throughout the globe. Headquarters conducted various workshops with subsidiary managers to communicate the new values and strategic intent. Although the headquarters provided materials such as videos, PowerPoint slides, posters and workbooks for each subsidiary, the subsidiaries were expected to develop their own policy strategies to introduce and communicate the new OI to their staff.

In Hong Kong where the researcher is located, the action that immediately followed receipt of this directive was to set up a five-member SC composed of all local senior management, including the researcher, with the Managing Director (MD) as chairperson. The SC was established to plan, implement and evaluate the action

strategies to enable employees to associate with the new values and strategies, and adopt the new identity imposed by the headquarters. It is charged with managing the process of embedding the new identity. The SC meets every Monday morning to look into the action plan strategy and actively discuss, review and record how they might implement this new direction imposed by the headquarters.

The researcher had two roles in the current study – 1) as the principal researcher in the study, to gather, analyse and utilise the data generated to examine the process in detail from the viewpoint of an insider, and 2) as one of the directors of the Hong Kong subsidiary and a standing member of the SC, to manage the identity change process from September 2010 to March 2014. This dual role of researcher and director of the company has both negative and positive consequences, which will be explained later in the chapter and in Chapter 3. Briefly, this dual role enabled access to materials not otherwise available but also presented challenges to maintain an objective stance as a researcher while simultaneously managing the company.

1.3 Conceptual Framework

The aim of the current study is to examine the process by which OID is built up over time and shared by stakeholders, and to discover what contributed to the successful outcome, as well as any delays and other problems and their resolution. The research adopts the process model of identification developed by Ashforth, Harrison and Corley (2008, p. 341), which identifies stages of the OID process (Figure 1.3).

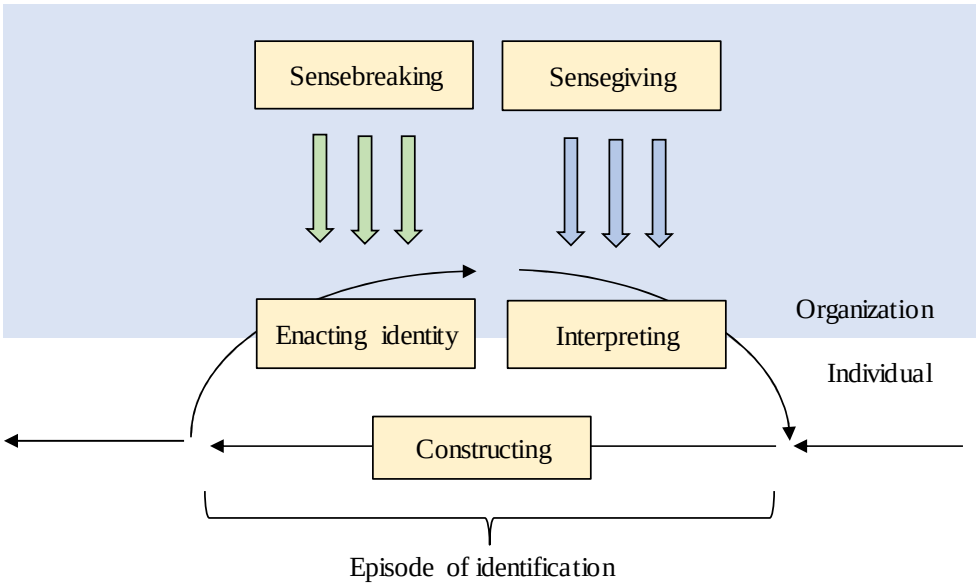

Figure 1.3: Process model of identification.

Source: Ashforth, Harrison and Corley (2008, p. 341).

This model consists of two continuous interacting mechanisms, including the top-down processes of sensebreaking and sensegiving, which organisations use to manage OID, and the bottom-up processes of enacting identity, interpreting or sensemaking, and constructing an identity narrative, which individuals use to negotiate OID (Pratt 2001; Weick 1995). Thus, the process consists of definitive stages involving a continuous negotiation of the boundaries between individual and organisation. Details of the OID processes are provided in later chapters. Some key concepts of this model are highlighted in the sections below.

1.3.1 Sensebreaking

Mantere, Schildt and Sillince (2012) identify sensebreaking as an unfreezing process intended to make a selected current meaning void in an organisation in order to make way for a planned change. In order to eliminate any resistance to organisational change, managers often organise a sensebreaking activity ‘to disconfirm the status quo and help an organisation unlearn deeply ingrained assumptions and beliefs that would hinder the acceptance of change’ (Mantere, Schildt & Sillince 2012, p. 174). By sensebreaking, Vlaar, van Fenema and Tiwari (2008) consider that individuals or the organisation should be encouraged to challenge the pre-existing understanding of

how things have been, and open up new aspects or relevance of how things should be. As an example, Pratt (2000) cites how Amway initiated a dream-building process through a needs analysis by its distributors to identify their dreams so that individuals experienced sensebreaking in comparing their current self and their ideal self.

1.3.2 Sensegiving

Sensegiving is the 'managerial communication of new beliefs and meanings to staff' (Mantere, Schildt & Sillince 2012, p. 173), in particular when an organisation undergoes change in its strategic intent or OI (Ravasi & Schultz 2006). Sensegiving is the process of projecting a new self and identifying the gap that needs to be filled. The key challenge to its success is the recipients' resistance to change from preexisting beliefs (Labianca, Gray & Brass 2000) or OI (Nag, Corley & Gioia 2007). For example, Amway created a 'positive program' (Pratt 2000, p. 469) by establishing a mentor with the distributor to work out a new 'acceptable dream' to fill this identity gap (Pratt 2000, p. 466).

1.3.3 Sensemaking

Sensemaking is 'the meaning construction and reconstruction by the involved parties as they attempted to develop a meaningful framework for understanding the nature of the intended strategic change' (Gioia & Chittipeddi 1991, p. 442). It is the process of individuals making sense or meaning out of their experience. Weick, Sutcliffe and Obstfeld (2005) consider sensemaking in an organisation to be an ongoing 'interplay of action and interpretation' so that people bring meaning to their organisational life. Sensemaking results in people continuously acting in different ways and making sense out of their consequential experience. It is a collaborative process whereby individuals share their awareness and understanding collectively in an organisation. The more collaboration is developed among individuals, the greater is the strength of the OID and OI.

Sensemaking involves individuals engaged continuously in 'forming, repairing, maintaining, and strengthening or revising' OID (Alvesson & Willmott 2002, p. 626). Kim (2011) describes 'interpret' and 'enactment of identity' as the two basic

mechanisms in the process model of OID (Ashforth, Harrison & Corley 2008), which build up sensemaking. Through the 'interpret' mechanism, individuals interpret organisational messages and learn their identity, whereas the 'enactment of identity' is the projected activities that build up the environment to match with the meaning of organisational life interpreted by individuals. Ashforth, Harrison and Corley (2008) explain that the enactment of identity has three indicators: 1) identity maker, such as visual identity or other symbolic enactment, 2) performance outcomes, which include outputs and measures, and 3) behaviour that conforms to organisational norms. Practically, identity enactment relies on the interaction between individual and organisation through communication and OID actions, whereby individuals are encouraged to have some behaviours that conform to identity norms. The positive performance outcomes arising from such behaviours further enact OID.

Finally, to complete the bottom-up OID process, individuals construct identity narratives. Narratives are those expressed language and stereotypic attributes that describe the perceived current and future identity so that individuals can accomplish change and consistency (Ashforth, Harrison & Corley 2008). Individuals form meanings about the organisation and themselves, enacting and constructing identity narratives through this bottom-up process of OID in an ongoing way. OID processes are continuous and cyclical in nature, conceptualised by Ashforth, Harrison and Corley (2008) as different multiple episodes of identification through which individual and collective identities are transformed and hence create identity congruency.

Successful sensebreaking and sensegiving exhibit positive OID. By sensemaking, individuals make sense of their individual organisational relationship favourably. Individuals who identify positively with the organisation are more likely to continue to engage in sensebreaking activities such as the dream building promoted by Amway. As a result, OID is continuously enacted and re-enacted.

The current study covers two continuous cycles of OID processes with the SC having key roles to play in managing the OID processes and deciding the action strategies and their order of implementation. The SC also reviews and approves action or tactics and ensures adequate resources are allotted to the implementation processes.

It reviews the outcomes of their action strategies to evaluate their success. The study reviews OID processes to assist other organisations in proceeding with similar changes. The study explores the roles of stakeholders, such as subsidiary managers, employees, and customers, and various communication channels that contribute to the completeness of the process model of identification.

1.4 Significance of the Study

One major intended outcome of the study, on a theoretical level, is to identify a preliminary set of factors that contribute to a successful OID process. These factors will extend the process model of identification developed by Ashforth, Harrison and Corley (2008). In particular, the study will identify those variables that are driven top down and within a better control from the subsidiary manager of the multinational corporation, such as the roles of key stakeholders including the subsidiary managers, employees and customers. The communication mechanism corresponding to the different stages in the process model will also be incorporated.

On a practical level, a second intended outcome of the study is to craft an effective OID process that can be adopted by other organisations that undergo a similar change of OI. This is particularly important for top-down OI changes that are initiated and imposed by the multinational corporation headquarters to subsidiaries, where geographical and cultural distance made changes difficult. A third intended outcome is to evaluate the appropriateness and benefits of the AR model in examining OID development, which is so dynamic and cyclical in nature, according to the process model of identification. The AR model is designed with an understanding of this dynamic and cyclical nature and commitment to study problems that are relevant in real settings, whereas conventional research is good at measuring outcomes that verify conclusions and interpretations.

Though OI and OID have been researched extensively, many areas are still unexplored. He and Brown (2013, p. 4) urge that study be conducted in areas such as: ‘How does leadership influence OID? What is the relationship between employee OID and organisational change? How is OID developed within an organisation?’ The

outcomes of the current study may assist in the clarification of these knowledge gaps and enrich the theoretical study of OID.

1.5 Overview of the Thesis

This thesis contains four further chapters. Chapter 2 examines the place of the current study in related literature and reviews the historical context, current practice and research of the theoretical concepts of OI and OID. It considers the antecedents and outcomes of OID and its process model, and provides further discussion of the change process for multinational corporations and subsidiaries. The chapter argues for the need to investigate and further clarify the OID process. It identifies the knowledge gaps in the literature and formulates specific research questions.

Chapter 3 presents the research methodology, introducing and justifying the use of AR as the research frame. It explains why a single organisation is selected for the current study and discusses the possible role conflict for the researcher who is also part of the management of the organisation. In addition, the chapter describes the research design of action learning and addresses the different stages in the change spiral. The instruments used in the study to collect, present and analyse data are also described.

Chapter 4 discusses the results of the data analysis of the three rounds of the questionnaire survey as well as of the records and information collected from SC meetings.

Chapter 5 concludes the thesis with a discussion of the key research findings, a reflective evaluation of the study and suggestions for future research.

Chapter 2: Literature Review

2.1 Introduction

The notion of an individual identifying with the organisation has been largely researched during the last century. Most of these studies have concluded that identification results in individuals associating more closely with the organisation and working for its interest. This concept overlaps to some extent with that of organisational commitment. Though organisational commitment represents employees' positive attitude towards the organisation, they remain separate entities. Commitment may not be necessary for employees to perceive themselves as sameness to an organisation but they can be committed to fulfil their assigned job. OC is not necessarily organisation-specific, whereas identification shows employees' perception of oneness with the organisation. The similarities and differences of identification and commitment will be elaborated in this section to shed light on these constructs and their applications.

The greater the extent of identification, the stronger the perception of sameness shared between individual and organisation that leads to mutual benefits (Cheney & Tompkins 1987). Yet despite the importance of this notion and the growing number of corresponding studies, there is no single definition of identification. OID has been conceptualised diversely in the extant literature since the early 1920s. The concept was first introduced by Freud (1922) as a process whereby people assimilate to others. This psychological point of view was later developed into a social psychological approach whereby people identify themselves with the organisation as a social category (Tajfel 1982), which means that members of an organisation perceive themselves to be similar to in-group members and different from outsiders as individuals. Tajfel's (1982) social category or social behavioural concept had a strong influence on subsequent research conducted thereafter. Most studies focus on just one aspect, such as whether identification is cognitive or self-defining or identifying the stereotypic attributes of identification. Later studies (Ashforth & Mael 1989; Kim, 2011) use a different theory base that treats identification as an

organisational change process, which originated from the change model developed by Kurt Lewin in the 1950s.

In order to turn identification theory into practical managerial strategies that can lead to organisational success, this chapter reviews the literature relevant to the construct of OID, particularly its similarities and differences with organisational commitment. It answers the questions of 'what' 'why' 'how' and 'who' – specifically, it examines 'What is OID?'; 'Why is it so important?'; 'How does it happen?'; and 'Who has to be involved?'

Section 2.2 discusses the theoretical development of OID from Freud's (1922) early psychological view to Tajfel's (1982) social identity and social categorisation theory and Ashforth, Harrison and Corley's (2008) process model of OID, which is closely linked to Lewin's three-stage change process. It discusses variables in the model, such as sensebreaking, sensegiving, interpreting or sensemaking, enacting identity and constructing identity narratives, which lead to or influence identification development in organisations.

Section 2.3 reviews the theoretical concepts of OI and OID, including their current practice, their relationship and the importance of identification. This section also introduces the antecedents of identification and suggests how communication can lead to identity construction. It also identifies the stakeholders who may take crucial roles in the process.

Section 2.4 addresses how the variables of stakeholders and communication are integrated with each other in the identity construction process. Their successful integration forms a strategy for identity construction that can be applied for organisations in general. This development of strategy is referred to as a 'crafting' process. Managerial communication that delivers five identity claims leading to identity transformation is also discussed. A core research question (CRQ) is then proposed to investigate effective OID crafting strategies that increase the congruence between desired image, personal identity and OI.

Throughout the chapter, Ashforth, Harrison and Corley's (2008) model is reviewed in detail as it is adopted as the conceptual framework for the current study. The review identifies theoretical gaps to be addressed in later parts of this thesis.

2.2 Conceptualisation of OID

The study of identification has a history of almost 100 years. As organisations are built up from individuals, identification could be studied from the individual, to the group and then to the organisational level (Figure 2.1).

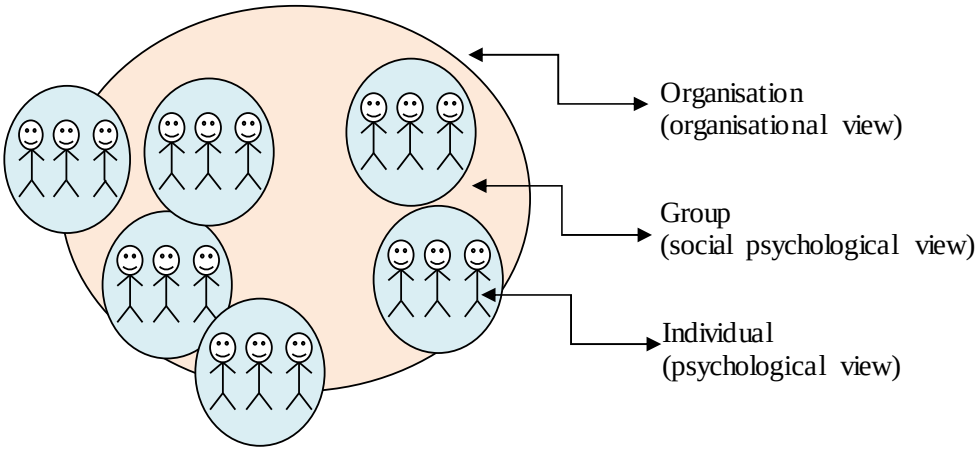

Figure 2.1: Individual, group and organisational levels in identification.

Past studies show the development of identification has emerged from the individual (psychological view) to the group (social psychological view) and then to the organisational view. This development is significant because: 1) it bases the study of OID on a logical flow; 2) it allows identification to be practically applied to organisations to achieve benefits; and 3) it stresses that the study of identification should not be linked with individuals or people though it has been correlated with variables such as system, structure or environmental factors.

In 1922, Freud introduced identification from a psychological perspective as a person assimilating him/herself to other persons or objects. This explains how a person shapes his or her behaviours, beliefs and characteristics. These personal attributes are regarded as a self-schema that is memorised by an individual as personal identity.

However, in a real-world situation, a person associates with others to form different groups and there are social interactions among these people. Questions therefore emerge that cannot be explained by the psychological view of identification, such as 'Will individual identity change?' 'How do social interactions influence individual identity?' 'How do individuals share their personal identity with the groups that they associate with?' A social psychological viewpoint helps to fill this knowledge gap with the social identity and categorisation theory by Tajfel and Turner (1979).

Social identity theory explains how individual self-identity is integrated with group identity and how social identity is formed when an individual becomes a member of a group. Social categorisation theory explains that individuals share a common identity categorised by gender, age, religion and so forth. Thus, an individual can possess multiple social identities as members of different groups. These social identities can be represented by similar beliefs and attributes such as an individual should be honest for being a Christian and a Boy Scout. However, in some situations, these beliefs and attributes can contradict each other. Therefore, social identity and categorisation theories cannot address the complexities of an organisation composed of different groups. These groups may not have shared identities but have to work for a common business target as an organisation.

To address this knowledge gap, Cheney and Tompkins (1987) bring the social psychological view to an organisational level. They introduce identification as a process in which the sameness of an individual and organisation can be developed and maintained through communication. However, OID is never static, as an organisation is exposed to its environment and changes are anticipated. Therefore, OID has been viewed as an organisational change process. This raises questions such as: 'How is OID managed?'; 'Who are involved in the identification process?' and 'What are the roles of different stakeholders?' These questions cannot be answered with the earlier psychological (individual) or social psychological views (group) but can only be understood by exploring the development of these views of OID into the organisational view. This development is outlined chronologically in this section and summarised in Table 2.1.

Table 2.1: Chronological Development of Views on Organisational Identification

Year	Author	Key focus
1922	Freud	Introduces the idea of identification from a psychological viewpoint and considers that an individual assimilates him/herself to other persons or objects
1947	Simon	Discusses identification in organisations, highlighting its importance for decision-making, and views identification as a process
1970	Patchen	Develops four shared characteristics of identification: shared interests and goals, feeling of solidarity, sense of belongingness and support of organisation
1985	Tajfel & Turner	Adopt a social psychological view and introduce social identity and self-categorisation theory, influencing most subsequent studies
1989	Ashforth & Mael	Develop an operational view of identification and consider OI to be cognitive in nature, specify four principles of OI
1994	Dutton et al.	Operationalise identification, adopting it in organisational management, and develop a model to explain how images of the organisation shape the strength of identification
1998	Rousseau	Introduces the concept of deep structure identification in which employees are influenced by a cognitive schema
2001	van Dick	Considers OID to have four components: affective, cognitive, evaluative and behavioural
2007	Vora & Kostova	Identify the dual and multiple nature of OID and propose a model for multinational enterprises
2008	Ashforth, Harrison & Corley	Introduce the process model of OID to explain how OID is developed or changed and emphasise multiple identification at different organisational level
2010	Edwards & Peccei	Analyse the antecedents and outcomes of OID and investigate the relationship of perceived organisational support, OID, organisational involvement and turnover
2012	Drzensky & van Dick	Examine OID as an antecedent of change and determine the positive relationship between OID and readiness for organisational change

2.2.1 The Psychological View of Identification

The concept of identification can be traced back to the 1920s to psychoanalyst Sigmund Freud (1922), who expresses it as an emotional tie with another person.

Typically, a person will exhibit a special interest in and assimilates the attitudes and behaviour of his or her admired idol or subject. This psychological viewpoint was then extended from individual to group behaviour where individuals attach themselves to group(s), accept a role and distinguish themselves as a member of that group (Rothman 1965). An early study by Foote (1951) suggests identification is the process by which people effectively link with others in a group. People then categorise their group and 'regularize their doings' (Foote 1951, p. 21) by motivation or de-motivation of certain behaviour among group members. This changing nature of identification through interaction has made the study of OID more interesting as it extends Freud's (1922) concept that identification is static and that individuals are born to identify and be identified. Instead of people being naturally tied with others, Foote (1951) proposes that people are motivated to interact with fellow members in a group and behave in a way to enable the group to be best represented in the environment. This dynamic nature of identification leads to further theoretical and practical studies of this construct.

Identification emerges from the individual to the group and then to the organisation. Simon (1947) was the first academic to establish OID in theory and highlight its importance in decision-making. In an organisation, identification is the relationship between the employee and the organisation, on the basis of which an individual's self-concept is defined (Kelman 1958). Simply speaking, identification means individuals treat the organisation as if it is an extension of themselves or vice versa. This relies on the individual's and organisation's two-way relationship-building process. It suggests self-concept is not merely an individual self-defining process but organisations can also influence individual's belief in certain ways through mutual interaction.

Brown (1969) suggests relationship building can only rely on four key elements: the employee's attraction to an organisation, shared common goal, strong individual loyalty and self-agreement to be a member of the organisation. M. E. Brown (1969) regards these elements as basic components of OID, whereas Patchen (1970) suggests more specifically that shared characteristics, support, solidarity and belonging should exist between employee and organisation. Patchen (1970, p. 155) elaborates solidarity as a feeling of 'belonging to, of oneness with, of really being

part of the same group', which was later adopted as a definition of OID by Ashforth and Mael (1989). The studies of Brown (1969) and Patchen (1970) enabled the application of the theoretical construct of OID to the shaping of identification in organisations. They agree that an individual's beliefs can be influenced by an organisation in some ways. Therefore, this thesis aims to identify the keys to an effective OID strategy for organisations to influence the shaping of an intended OID.

2.2.2 The Social Psychological View of Identification

The early psychological approach to identification viewed from the perspective of people was supplemented in the 1970s by the social psychological approach proposed by Tajfel (1978) that considers intergroup attitudes and behaviour in relation to an individual's perception. Tajfel and Turner (1979) conceptualise this social psychological group as social identity theory and self-categorisation theory, which both relate to an individual's identification with groups. Social identity theory explains an individual's self-concept from the membership of a social group. It is composed of two key elements – a personal identity and a number of social identities categorised by gender, age group, religion and so forth.

As defined in Section 1.1.1, personal identity is the self-referential description of the uniqueness of oneself that distinguishes one from the other in terms of attributes like traits, abilities and interests. Shared social identity was conceptualised by Tajfel (1978, p. 63) as 'that part of an individual's self-concept which derives from his knowledge as membership of a social group together with the value and emotional significance attached to that membership'. Social identification therefore occurs when an individual defines him/herself as a member of groups such as Christians, youngsters, Boy Scouts, or a company. Tajfel (1982) considers three key elements for achieving identification – an individual has to: 1) frequently associate with, 2) be aware as a member and share some value connotations of and 3) emotionally attach to a group or organisation. Tajfel's (1982) social identity theory is characterised by these elements and the linkage of personal or self-identity and social identity. This linkage relies on the social interaction between members, which results in a shared common social identity that predicts certain intergroup behaviour.

While social identity theory focuses on the study of intergroup behaviour, the self-categorisation theory developed by Turner (1978) extends into intragroup issues. It suggests that individuals build an identity by categorising themselves into groups based on nationality, religion, age, gender and so forth. They view themselves or are viewed by others as belonging to a particular group or category (Edwards 2005). Individuals tend to compare themselves with others on the basis of their membership of a particular group, and in order to enhance a positive self-image, people will try to strengthen their personal or social identity. An individual associates with a group or an organisation that they work for and are motivated intentionally or unintentionally to enforce and enhance their behaviour to ensure a positive identity development. Tajfel (1972) and Turner (1978) consider social identity theory and its sister approach, self-categorisation theory, as principles to analyse organisational behaviour, laying the foundation for the study of OID. Identification assumes that people interact with others and categorise their group members against outgroup members (Tajfel & Turner 1979). People develop collective behaviour by individuals' self-definition, which is reflected by their attitudes towards other groups.

2.2.3 OID as a Process and Output

OID strives for more congruence or overlapping between self-identity and OI. When OID is regarded as an output, it simply means the degrees of overlap between self-identity and OI. As members in an organisation, individuals continuously compare the set of attributes that describe themselves with those that describe the organisation. This comparison is based on a cognitive process whereby individuals understand themselves and the organisation through their experiences with the organisation over time. Thus, OID can also be viewed as a process involving the continuous comparison of attributes between individual and organisation.

Cheney and Tompkins (1987) view identification and its application as a process in which the sameness of an individual and organisation is developed and maintained through communication. By strengthening identification, decisions made tend to reflect the perceived common interests of an individual, and the organisation therefore has a higher chance of success owing to stronger support from its employees. To achieve this sameness, an individual goes through a cognitive process

to understand, learn and behave according to the attributes that are salient to the organisation (Dutton, Dukerich & Harquail 1994). These attributes help to shape the uniqueness of the group and distinguishes in-group from outgroup members. The model developed by Ekmekci and Casey (2009) illustrates OID as a process that involves individuals continuously comparing the attributes of themselves and the organisation. By doing so, the individual understands and learns more about the organisational attributes and may pick up some as his/her own. This ongoing comparison, learning and responding process magnifies the sameness between individual and organisation and results in stronger identification. Therefore, OID is a process of moving closer to the understanding and behaving between individual and organisation. It does not mean individuals change themselves to fit into what the organisation represents. The organisation can undergo changes too and changes can originate from employees' characters, goals and values.

Supplementing the view of identification as a process, Ashforth and Mael (1989) consider identification as the extent of overlap between personal identity and OI. This overlap is reflected not just by shared characteristics as stated by Patchen (1970) but by a sense of congruence of identities. This means individual members consider the attributes that describe their personal or self-identity (the answer to 'Who am I?') to overlap with those that describe their perceived OI (the answer to 'Who are we?'). The more the congruence or overlap there is of these two identities, the stronger the identification. Less overlap can lead to less identification with in-group members and individuals may distance themselves from one another. Conversely, there may be cases of non-overlap, or two completely discrete identities, which mean that individuals distance themselves from the group or organisation and refuse to be a member. Therefore, Ekmekci and Casey (2009) consider OID as an output. Thus, the degree of congruence corresponds to the strength of identification and is considered the output of OID. Figure 2.2 shows the nature of OID as both a process and output.

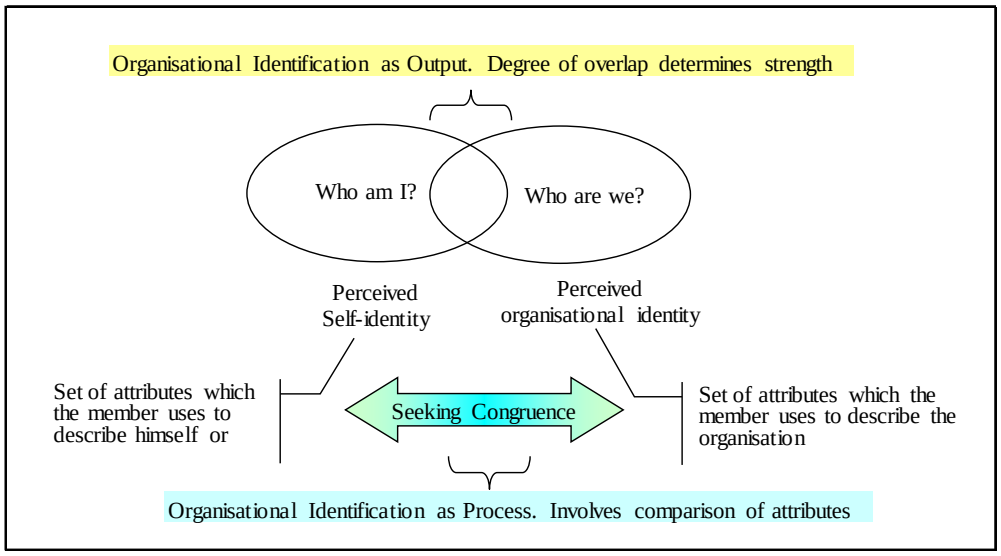

Figure 2.2: Deconstructing organisational identification.

Source: Adapted from Ekmekci and Casey (2009 p. 51).

OID is best represented by shared stereotypic attributes between individual and organisation through continuous learning processes. Individual members distinguish one organisation from another based on certain attributes that are distinctive, central and enduring to their own. These attributes guide the strategies, policies and activities of an organisation and visualised OI. The attributes are represented consistently on different levels in the internal hierarchy and externally to other stakeholders. Being members of an organisation, individuals try to find cues from the organisational activities, work setting and so forth to evaluate the extent of sharing between attributes that represent their own selves and the organisation. This cue-finding exercise is a continuous process through individual learning that is referred to as a cognitive schema that leads to individuals' incorporation of themselves as part of the organisation.

Mael and Ashforth (1992, p. 103) highlight the importance of the cognitive nature of OID, which they found to be 'a perceived oneness with an organisation and the experience of the organisation's successes and failures as one's own'. An organisation's members form self-concepts by having the same attributes perceived to best represent and define the organisation. Mael and Ashforth (1992) regard this cognitive connection between individual and organisation as the core nature of

identification. Though Ashforth, Harrison and Corley (2008) consider identification to be self-defined by individuals, the organisation can exert a certain influence to shape the cognitive process. This self-defining nature distinguishes OID from organisational commitment and leads individual members to see themselves as being similar to their fellow members in an organisation (van Knippenberg, B, Martin & Tyler 2006). However, the constructs of OID and organisational commitment do have many commonalities, as they both explain the psychological states of individuals in an organisation. The two concepts are clarified in the following section.

2.2.4 OID and Organisational Commitment

OID and organisational commitment are quite similar in terms of their conceptualisation of individual and organisation. OID refers to the self-concept of individuals in their relationship with an organisation. According to M. E. Brown (1969, p. 349), identification is built on four basic elements: 'attractive to the organisation, consistency of organisational and individual goals, loyalty, and reference of self to organisational membership'. These four elements reflect the affective and cognitive nature of OID. An individual should have a certain affection to the organisation in order to associate with it. The other three elements are cognitive in nature and developed through a learning process during an individual's association with the organisation. Similarly, Harquail (1998, p. 225) claims that OID 'engages more than our cognitive self-categorisation and our brains, it engages our hearts'.

Organisational commitment is similar to OID in various ways. Mowday, Steers and Porter (1979, p. 604) consider organisational commitment to be 'the strength of an individual's identification-with and involvement in a particular organisation'. They suggest organisational commitment has the following key elements, relating to an individual's: 1) belief and acceptance of the organisation's goals and values, 2) willingness to strive for the interest of the organisation and 3) desire to maintain membership of the organisation. Thus, organisational commitment overlaps with OID in terms of an individual's feelings of membership, belonging and attachment to

an organisation. Both concepts share common goals and values, and OID is sometimes even regarded as a sub-concept of organisational commitment.

Although both OID and organisational commitment denote the positive attitude of an individual towards his/her job and organisation, the individual and organisation are viewed as separate entities in organisational commitment, whereas OID represents the oneness between the two. The oneness perception in identification represents an individual's self-reference as a member of an organisation, whereas commitment is more closely represented with individuals on their job attitudes, job satisfaction and turnover intentions (van Knippenberg & Sleebos 2006). As such, identification reflects an individual's psychological state of oneness with organisation, whereas commitment reflects the relationship between an individual with the organisation. Commitment is attitudinal in nature, whereas identification is deep down in the heart of the group member. This implies a psychological merging of self and organisation, and members view themselves as being similar to other members and share organisational interest to the heart.

Cook and Wall (1980, p. 40) define organisational commitment as an individual's identification, involvement and loyalty with the organisation and conceptualise identification as 'pride in the organisation; internalisation of the organisation's goals and values'. Identification emphasises individual feelings of belongingness to and oneness with the organisation, while commitment leans on the action or the outcome of an individual towards the organisation over time (Kanter 1968).

Edwards (2005) proposes a model to distinguish the constructs of OID and organisational commitment (Figure 2.3). The model highlights organisational commitment with three main elements: 1) subjective state of OID, 2) attitudinal outcomes and 3) behavioural outcomes. The subjective state of OID is the starting point of organisational commitment, where individuals identify affectively and cognitively with and forms a self-concept towards the organisation. Individuals at this stage do not have any evaluative measures of the organisation or feel pride associating with it. However, this leads to the secondary state where individuals develop a positive attitude towards their involvement, feeling proud to be a member of the organisation and feeling loyal to it. This attitude turns into the tertiary state of

behavioural outcomes whereby individuals are more willing to participate in organisational activities, defending the organisation against criticism and intending to stay with it. Thus, OID is more the psychological state of individual, whereas organisational commitment includes this psychological state as well as the action or behavioural components.

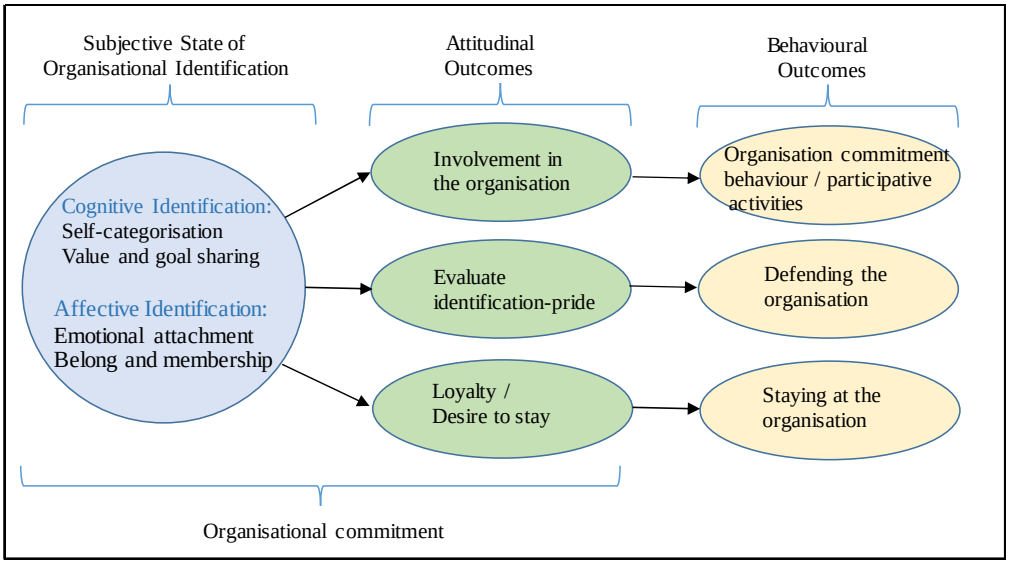

Figure 2.3: Conceptual monological model of organisational identification.

Source: Adapted from Edwards (2005, p. 220)

OID, as explained by Kanter (1968), is an individual's psychological and emotional attachment to a group or an organisation. A stronger commitment means individuals are more eager to remain with the organisation, which Allen and Meyer (1990) call continuance commitment. However, identification does not necessarily lead to continuance commitment as an individual can swap to other employment that better satisfies his or her needs. OID leads to continuance commitment only when individuals consider they will have a greater return by staying with the organisation. Studies (Becker 1992; Morgan & Hunt 1994) have shown that OID is positively correlated with OC, but found them to be two interdependent yet separate constructs. The current study focuses on OID instead of organisational commitment.

2.2.5 The Nature of OID

OID is always considered a self-referential process by which ‘a member defines himself or herself by the same attributes that he or she believes define the organisation’ (Dutton, Dukerich & Harquail 1994, p. 239). This self-reference and cognition can be drawn from stereotypic attributes of the organisation with organisational image as one of the key references that influence OID. Dutton, Dukerich and Harquail (1994) link individual cognition with images of the organisation. Their model finds a positive correlation between organisational image and identification strength. The attractiveness of this construed external image not only strengthens OID, but also shapes the perception of members on how outsiders see the organisation. The organisation can therefore perform an active role in shaping OID.

An example cited by Dutton, Dukerich and Harquail (1994) is that the self-concept perceived by a salesperson of 3M will differ greatly with that of a jobber unknown to anyone because 3M is reputable as an innovator, well known and represented globally. The salesperson will have a more positive sense of self as an employee and may feel proud to belong to 3M because of his/her cognitive connection with 3M derived from its organisational image. This image is more internal and is what the member believes is distinctive, central and enduring of the company, usually defined as OI. Nevertheless, members also have a perception of how the organisation is viewed by outsiders, which is defined as a construed external image by Dutton and Dukerich (1991). Both internal and construed external images can be influenced by the organisation so that members can be more identified with an organisation. As a result, an organisation can operationalise OID by simply construing a more positive external organisational image and hence influence the internal image perceived by members, which will automatically shape the behaviour of members. This suggests that an organisation can take a more active role in making this cognitive attachment instead of relying on the self-referencing mechanism of individuals as in earlier studies by Simon (1947) and M. E. Brown (1969).

In theory, identification is considered to have both an affective and cognitive nature (Harquail 1998). However, the cognitive processes are continuous with

organisational actions responding to the environmental changes. Individuals may extend their self-concept to include these changing social attributes. In fact, organisational change and identification have been linked by Rousseau (1998), who suggests that the identification of people in an organisation is a driving force for performance and better prepared for changes. Changes have in return reinforced identification. Therefore, by strengthening identification over time, change can be better received and have a higher chance of success.

Rousseau (1998, p. 218) considers identification to be cognitive in nature, formed and strengthened in an elapse of time, and she suggests that a basic situated identification that people form identification based on work setting that has its 'situational cues' such as a task force (TF) work together to meet a deadline. At a deeper level, identification shapes the mental model of an individual towards the organisation. Rousseau (1998) refers to this as deep structure identification, whereas OID forms part of an individual's self-concept. Once this deeper level has been met, individuals maintain a sustainable employment with the organisation. Employees rely less on contextual cues to drive their interpretation and response. Deep structure identification is welcomed by organisational management, as it leads to better employee retention and a positive response to change.

In addition to the well-accepted cognitive nature of identification, van Dick (2001) introduces three other phenomena to explain identification: 1) a cognitive component whereby individuals learn the knowledge to relate themselves as a member of a group such as the unique behaviour of the salute or marching of a Boy Scout 2) an affective component that refers to individual emotional attachment, 3) an evaluative component that describes the value connotation of the group and 4) a conative component that explains individual participation in group action and behaviours.

Among these four phenomena, van Dick (2001) regards the cognitive component as the fundamental element of OID because individuals first understand the distinctive attributes that represent themselves as members of an organisation before they have the affective, evaluative and behavioural commitment. Although the cognitive nature is critical in identification, the three other components are closely interrelated and share equal importance. Individual feel affection would by nature show behavioural

and evaluative commitment. They share common values with others and involve themselves in actions perceived to be favourable to the organisation. In a recent study, Drzensky, Egold and van Dick (2012) verify the inseparable relationship of the four components during identification change. Building on this, Ashforth, Harrison and Corley's (2008) process model of identification (Figure 1.3) explains how OID is developed and changed over time.

2.2.6 Process Model of OID

Extending Ashforth and Mael's (1989) belief that OID is both a process and an output, Ashforth, Harrison and Corley (2008) identify stages to demonstrate the forming, developing, changing and maintaining of identification. These stages include sensebreaking and sensegiving activities and the construction of an identity narrative through cycles of enacting identity and interpreting. These definitive stages underpin a change process involving a continuous negotiation of the boundaries between the individual and the organisation.

Ashforth, Harrison and Corley's (2008) model consists of two top-down interacting mechanisms: sensebreaking and sensegiving. As explained in Section 1.3.1, sensebreaking is triggered from top down to disrupt an individual's sense of self by breaking down their original established meanings of self and organisation.

As described in Section 1.3.2, in sensegiving, managers attempt to gain the support of stakeholders by communicating their thoughts about an organisational change such as a change in OI. For instance, managers could communicate to employees that a merging with another company can grow an organisation from a regional to a global presence. However, sensegiving is only achieved through continuous interaction between individual and organisation as old meanings are gradually replaced with new meanings.

As explained in Section 1.3.3, this meaning construction and reconstruction process relies on involved parties developing a meaningful framework for understanding the nature of the intended strategic change (Gioia & Chittipeddi 1991). Weick, Sutcliffe and Obstfeld (2005) define this process as sensemaking. To complete the bottom-up

OID process, individuals construct identity narratives, that is, expressed language and stereotypic attributes that describe the perceived current and future identity so that individuals can accomplish change and consistency (Ashforth, Harrison & Corley 2008).

However, the identification process does not usually lead immediately to an intended change outcome; changes have to take time. To allow a constant rewrite of narratives towards future identity, Ashforth, Harrison and Corley (2008) propose that individual and collective identities can be progressively developed over time. As time goes on, more information is available to influence the thinking and feelings of individuals and impart new behaviour to organisational members. Hence, the identity enacted tends to be tentative. A new wave of sensebreaking and sensegiving will replace the initial narrative constructed by a prospective one to embrace changes. Although the process model of OID provides a broad conceptual framework of how identification is developed and maintained, Ashforth, Harrison and Corley (2008) did agree that the model is not complete. The current study therefore seeks to clarify the configurations of sensebreaking and sensegiving, as well as the roles of key stakeholders and their contribution to each stage.

2.2.7 OID as a Change Process

Figure 2.2, adapted from Ekmekci and Casey (2009), showed OID as an output as well as a process. Process is defined as 'a series of actions or steps taken in order to achieve a particular end' and it has 'a natural series of changes' (*Oxford Dictionary*)[1], so OID can be regarded as a journey towards taking on and assimilating the OI for oneself. Identification is regarded as a work in progress that is dynamic and is continuously changing (Ashforth 1998).

OID is a process that aims to achieve a larger overlap or congruence between personal identity and OI. It is a specific form of social identification rather than the belonging and oneness an individual feels with the organisation. Individuals share stereotypical attributes with the organisation and behave to their mutual benefit. Both

[1] From 'Oxford dictionaries', Oxford University Press, viewed 23 Oct 2015, http://oxforddictionaries.com/definition/english/VAR.

individuals and organisations are exposed to and interact with the total environment, which makes organisational changes unavoidable. These changes can be deep down, affecting the central and distinctive characteristics of an organisation. Thus, Albert and Whetten's (1985, p. 265) explanation of the nature of OI as 'the set of constructs organisational members use to describe what is central, enduring and distinctive' is no longer valid, as its enduring characteristics have been challenged by the continuous changes in identity conceptualisation. OID serves two purposes by: 1) shaping and shifting the central and distinctive characteristics of the organisation and 2) seeking congruence of personal identity and OI. Figure 2.4 illustrates the environmental impact of the shaping and shifting of personal identity and OI.

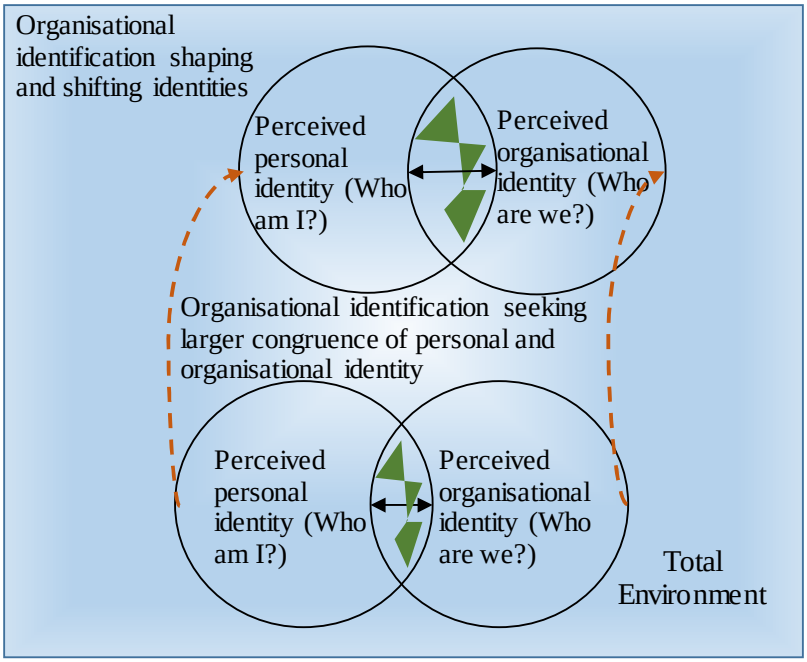

Figure 2.4: The environmental impact of perceived identities.

There are different types of organisational changes. Some are generic, such as the use of new tools or systems that do not arouse the shaking of stereotypic attributes of the organisation. However, some changes can be critical, such as changes to strategic intent that challenge individuals' status quo. Thus, OI is reshaped as well as personal identity. OID contributes to organisational change by shaping or shifting these changing identities. Conversely, by strengthening identification, change can be better received and have a higher chance of success. Rousseau (1998) emphasises that OID

and changes are not detachable. Despite the importance of identification for change, their relationship has not yet been researched. This may be due to the dynamic nature of OID, which makes it hard to investigate without a long-term longitudinal study.

Lewin's (1951) three-stage change model is the seminal theory that laid the foundations for the study of organisational change. Ashforth (1998) borrows this model to explain the identity change process as stages of unfreezing, changing and refreezing identity (Whetten & Godfrey 1998, p. 209). However, refreezing is not the final stage of identity construction but a transitional completion of one stage moving ahead to the next.

The current study enriches Lewin's (1951) broad framework with the AR change spirals of plan, act, observe and reflect to address the continuous nature of changes. This is perfect for the study of identification as it is part of organisational change and needs a continuous study with outputs from earlier stages of change becomes inputs of subsequent change process. The study of OID with AR seems to be justifiable, but the question of how OID can be studied with AR must be addressed. The following sections describe Lewin's (1951) change model and links it with Ashforth, Harrison and Corley's (2008) model of OID.

2.2.8 Lewin's (1951) Three-stage Change Model

During a change, Lewin (1951) considers individuals to be interacting with different 'fields forces' composing of two opposing driving and restraining forces. This concept has led to the development of a scientific approach of force field analysis – by altering the balance of these forces, organisation and individual will move towards a given target situation. Lewin (1951) believes the weakening of restraining forces or strengthening of driving forces will produce an 'unfreezing' of the situation and leads to a change. After the change is achieved and with the situation 'moving' to a desired permanent stage, 'refreezing' is required to freeze at this higher level of equilibrium; this represents a new status quo for individuals (Lewin 1951).

The first phase of 'unfreezing' concerns people recognising the need for change and a desire for a new future. Unfreezing is effective when people are positively

motivated with readiness for change or reduced resistance to change (Armenakis & Harris 2002). Lewin (1951) discourages the strengthening of driving forces in this phase as it will create more resistance, but the organisation often generates a sense of urgency (Kotter 2012) to drive the changes by visualising a burning platform (Aula & Mantere 2013). This approach is particularly effective for a radical change process (Bourne & Bourne 2012). The second phase of 'moving' is the actual change process that moves the organisation to the desired stage. By doing so, individuals need to have new skills, behaviours or values, and the organisation is likely to have a new strategy, structures, system or identity (Weick & Quinn 1999). The final phase of 'refreezing' relies on the stabilisation or institutionalisation of the changes, and individuals adopt the new ways of work without backsliding to the old 'habits'.

Despite the extensive adoption of Lewin's (1951) model for organisational change, the concept of refreezing has been largely criticised (Burnes 2009; Dawson 1994). The idea of refreezing is to create a new organisational reality by cementing the changes, but the ever-changing environment makes this almost impossible. Mullins (1999, p. 821) claims that 'change is an escapable part of both social and organisational life'. Changes are viewed to be continuous instead of linear in nature (Paton & McCalman 2008). Weick and Quinn (1999) distinguish Lewin's (1951) model as episodic change characterised by its inertial, linear, progressive, goal-seeking system, motivated by disequilibrium, and requiring outsider intervention.

Cummings and Worley (2014) compare the linear and continuous nature of change by contrasting the planning model with the AR model. Lippitt et al. (1958) present a seven-phase change model consisting of scouting, entry, diagnosis (unfreezing), planning, action (moving), stabilisation and termination (refreezing). Similarly, Kotter (2012) develops an eight-stage process: 1) establishing a sense of urgency, 2) creating the guiding coalition, 3) developing a vision and strategy, and 4) communicating the change vision (unfreezing); 5) empowering broad-based action and 6) generating short-term wins (moving); and 7) consolidating gains and producing more change, and 8) anchoring new approaches in the culture (refreezing).

The linear approach to organisational change is sometimes referred to as episodic change, as change occurs in distinct time frames triggered by external forces such as

technology or competition; and internal forces such as change of key personnel. Alternately, AR considers change to be continuous (Ford & Ford 1994) and the norm. Continuous change is composed of cycles of change episodes (Weick & Quinn 1999).

As noted in Section 1.1.3, Kemmis and McTaggart (2000) built on Lewin's (1951) work to develop a cyclical, continuous and iterative AR model that consists of four steps: plan, act, observe and reflect (see Figure 1.1). The continuous nature of the AR model is represented by loops or spirals linking the different stages of the change processes.

2.2.9 Identification as a Change Process in Lewin's (1951) Model

Borrowing from Lewin's (1951) model, Ashforth (1998) suggests that the identification process that leads to change of identity falls into the stages of unfreezing, moving and refreezing. By unfreezing identity, an individual enters a new role or group, or an organisation is confronted with new sets of attributes or experience. This likely leads to the abandonment of certain salient attributes of the personal identities or a questioning of the beliefs or values that were taken for granted. Individuals have to go through self-redefinition or adopt an extended or multiple definition of their current identity. For instance, a newly promoted manager may find him/herself not just having the job done but leading the subordinates to complete the job becomes a new set of beliefs and values to be engaged.

The second stage of Lewin's model asks for a move to a desired state or an 'anticipated identification' (Ashforth 1998, p. 218). By engaging a new identity, individuals have to internalise core attributes. If the new identity is a more desirable one, the anticipation will be greater and the time for identification is shorter. Mael and Ashforth (1995) found that newly joined United States (US Army) recruits have fairly high levels of OID as they have already begun their Army life even before entering the force.

By refreezing identity, individuals feel happy to enact their new identity. They will internalise and consolidate the new identity and treat it as a reflection of the self. As

identities are fluid and dynamic, this identity refreezing is considered temporary instead of Lewin's refreezing stage that is fixed and static.

As described in Section 2.2.6, Ashforth, Harrison and Corley (2008) develop a more applicable process model of OID (Figure 2.3), based on Lewin's (1951) model to explain the phases of the identification process: sensebreaking, sensegiving, sensemaking and identity narrative construction. As noted in Section 1.3.1, Mantere, Schildt and Sillince (2012) describe sensebreaking as the 'unfreezing' process that makes a selected current meaning void in an organisation in order to make way for the planned change. By giving away the past through sensebreaking, the individual challenges the status quo and affirms a desire to change. The sensegiving process communicates this new desire and its meanings by projecting a new self and identifying the gap that needs to be filled. Mantere, Schildt and Sillince (2012) regard sensegiving as part of the 'moving' process in which new meanings are shaped gradually after the old meanings becomes void in the 'unfreezing' process.

As described in Section 1.3.3, sensemaking is the process of individuals making sense of their experience, constructing their identity narratives to accomplish change and consistency (Ashforth, Harrison & Corley 2008). Narratives construct or (re)freeze both individual and organisational identities (Boje 1995). As noted in Section 2.2.6, Ashforth, Harrison and Corley (2008) propose multiple episodes of OID whereby individual and collective identities are progressively developed over time. The cycles of enacting identity and interpreting result in the construction of an identity narrative, which leads to a desire for further change or deepened identities. Therefore, an identity narrative constructed at one stage becomes the retrospective base for the next prospective one. By continuously looking back to past episodes of OID development, every identity narrative becomes a reference point on a plotted line to project the future. The multiple-episode concept coincides with the spiral approach of AR and justifies the OID process as part of organisational change. Figure 2.5 shows the relationship between Lewin's (1951) model and Ashforth, Harrison and Corley's (2008) process model of OID.

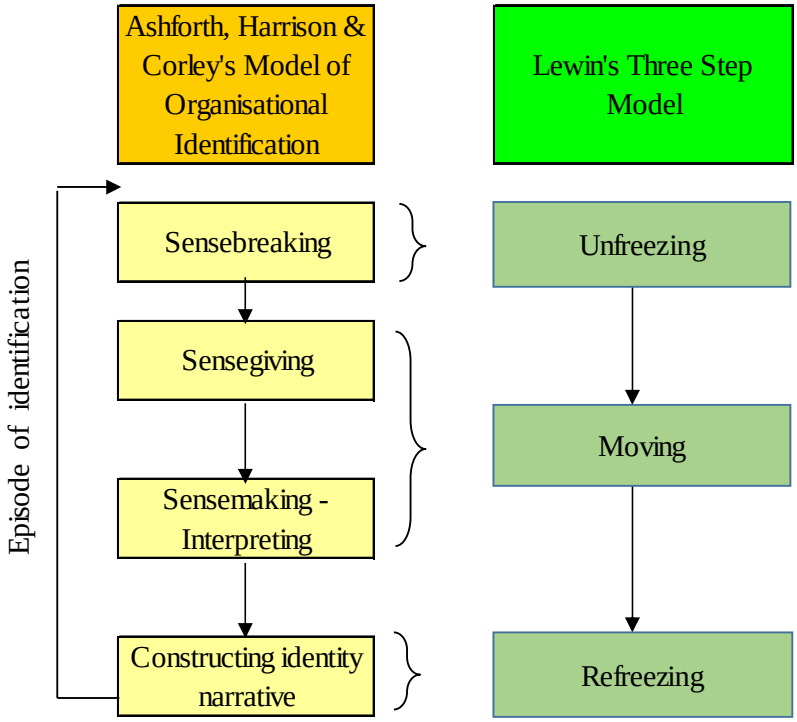

Figure 2.5: Comparison of Ashforth, Harrison and Corley's (2008) and Lewin's (1951) models.

Lewin's (1951) model provides a broad view of changes, whereas the process model of OID is more specific to organisational change. By OID, individual identity and OI have a strong congruence with a higher degree of shared attributes. Ashforth, Harrison and Corley's (2008) model stemmed from the AR model with multiple episodes of identification gradually developed over time. As discussed earlier, OID can be an output intended to have a larger overlap between individual identity and OI. However, the real situation is more complex, as individuals and organisations can have multiple identities that can conflict in some situations.

2.2.10 Multiple Identification

An organisation is usually considered a social entity that aims to achieve collective goals (Huczynski & Buchanan 2001). However, Senior and Fleming (2006) view the organisation as a system operating within a wider system of the environment and at the same time being composed of interacting subsystems within its own. The wider environment is external to the organisation, built up by the political, economic,

social, technological, legal and ecological context. The organisation also has an internal environment composed of a formal subsystem that includes structure, operations, management and strategy, overlapping with the informal subsystem that includes culture, politics and leadership. All these factors influence the organisation in various ways (Hurn 2012). A person can be a member of a profession, department, workgroup or committee in an organisation and identify him/herself with a job, friendships or professional bodies at the same time.

Ashforth, Harrison and Corley's (2008) multiple identification concept stimulated further studies on whether these identities are nested or cross cutting. According to Ekmekci and Casey (2009), a nested identity is so strong that it overrides other identities, while a cross cutting or compound identity simply refers to overlapping identities. The degree of overlap reflects the strength of identification. This multiplicity occurs between different parties such as individual and organisation, or subsidiary and headquarters, complicating the nature of a multinational enterprise as identification between subsidiary and headquarters can be distinct, compound or nested (Vora & Kostova 2007). This concept extends identification from the individual with organisation to the sub-organisational structure of a subsidiary and headquarters. Vora and Kostova (2007) highlight the importance of the roles of the subsidiary manager as 1) bicultural interpreter, 2) national advocate and defender, and 3) frontline implementer of the corporate strategy. As identification can be changed, these contributions of the subsidiary manager have not been investigated. This is one of the key knowledge gaps to be filled by the current study.

2.2.11 Change of Identification

As discussed earlier, employees who identify more with the organisation will exert a strong effort for the good of the organisation. This positive individual effort leads to strong organisational performance as one of the possible outcomes of identification. To understand the possible outcomes, Edwards and Peccei (2010) also study the antecedents of OID. In their research with the UK National Health Service, antecedents and outcomes are tested with employees at a multiple level of identification or attachment to the organisation. They investigate the variables that can be manipulated by the organisation to allow a positive outcome of the

identification process. Edwards and Peccei (2010) conclude that a stronger perception of organisational support as an antecedent has a positive effect on identification, with lower turnover intention as an outcome. An organisation can then allocate resources to promote and develop strong messages of organisational support through different communication media. As a result, identification can be moulded and led by the organisation instead of leaving it to the employees' self-definition.

Most studies show the positive outcomes of identification, but some also show that a strong identification may lead to a stronger resistance to change. An organisation is exposed to both an internal and external environment and has to respond all the time to the possible changes. Inevitably, changes would mean the destruction and discontinuity of existing relationships and arrangements. It requires people to step out of their comfort zone, get rid of the status quo and confront something unknown or unfamiliar (Appelbaum et al. 2012). Despite the possible positive attributes of a change, people do not usually support the change and instead resist it (Bateh, Castaneda & Farah 2013; Cummings & Worley 2014; Lorenzi & Riley 2000). Therefore, individuals must have a readiness for change before the change can actually occur.

OID indeed has been found to be the antecedent of readiness for change by Drzensky, Egold and van Dick (2012). A survey of the employees of a German firm shows readiness for change as the mediator between OID and perceived benefits. However, the diversity of individuals makes OID difficult, as OID represents the construction and reconstruction of individual identities. There is a common agreement that 'because identity is problematic – and yet so critical … the dynamics of identity need to be better understood' (Albert, Ashforth & Dutton 2000, p. 14).

2.2.12 Discussion

OID is both a process and output. Identification as a process means employees develop and maintain the perception of sameness with the organisation. Communication allows employees to go through a cognitive process so that attributes salient to the organisation can be understood and learnt. OID as an output denotes a sense of congruence of personal identity and OID. The overlapping of these identities

represents employees categorising themselves as members and shared attributes that are considered distinctive, central and enduring to the organisation. These benefit the organisation by having stronger employee support, solidarity and belongingness.

Although identification is a self-referencing process by individuals, it can be influenced by the organisation in some ways. Ashforth, Harrison and Corley (2008) suggest a process model of identification that forms, develops, changes and maintains OID. An organisation has to go through the stages of sensebreaking, sensegiving and sensemaking, that is, constructing identity narratives through enacting identity and interpreting. The model's cyclical nature reflects how identity is constructed through episodes of identification with continuous negotiation of the boundaries between individual and the organisation. In fact, OID is dynamic and undergoes continuous change in response to environmental impacts both internally and externally. Categorising OID as a change process enables it to be studied in the broader context of organisational change.

Lewin's (1951) change model with stages of unfreezing, moving and refreezing forms the general framework of the change process of OID. The AR model completes Lewin's (1951) model by linking change spirals that go through the mechanisms of plan, act, observe and reflect, whereby outputs of first spiral become inputs of the second and so forth. The multiple-episode concept coincides with the spiral approach of AR and justifies the adoption of AR as the methodology of the current study. This will be further addressed in Chapter 3.

2.3 OI and OID

An organisation is built up by individuals who have their own personal identities. As defined in Section 1.1.1, personal identity is the self-referential description of the uniqueness of oneself that distinguishes one from the other. However, there are many attributes or congruencies shared among individuals representing 'us' instead of 'them'. These attributes can be in terms of general characteristics such as gender, age group, place of birth; social parameters such as health consciousness, environmentalism or sporty lifestyle; or other factors such as profession. These

common and overlapping attributes allow individuals to claim their sameness and oneness or simply identify and draw their various boundaries. However, these individuals do not necessarily engage themselves with a common identity, unless they categorise themselves as members of a group or organisation (Albert & Whetten 1985). This categorisation suggests sameness and otherness between individuals who are inside and outside the boundaries of the group or organisation. Thus, individuals who categorises themselves as members of the organisation and demonstrate shared attributes are considered to have a shared OI. Those individuals who demonstrate some shared attributes without categorising themselves as members of the organisation can only be viewed to have identification with each other instead of having a shared identity.

2.3.1 Multiple Identities of Individuals

The concept of OI is complicated as individuals have multiple identities by belonging to different entities. These entities can be a mix of personal, social and organisational categories, which can be represented in different sets and subsets as in mathematical terms.

We may assume an organisation, Company A, such as HSBC, with members who share beliefs and values with others that are of the same profession B, such as a certified professional accountant. Members common to A and B fall into overlapping areas of these two sets and have dual identities, such as a certified professional accountant working at HSBC. An organisation can at the same time be a subset of a larger set or sets. Members can live in Australia and work for Company A located in the suburb of Glen Waverley in Melbourne. Thus, a certified professional accountant can live in Australia and work for the HSBC office located in Glen Waverley. This distinguishes members of A from those who work for the same company, HSBC, but in an office located in Adelaide, for instance. Finally, the wider categorisation such as gender then forms the outer layer that collects the organisation, region and profession. The above explains the multiple identities of individual and organisation that are linked with externally derived identity divisions that complicate the study of OI. Figure 2.6 depicts the multiple identities of individual and organisation in an organisation with some externally derived identity divisions.

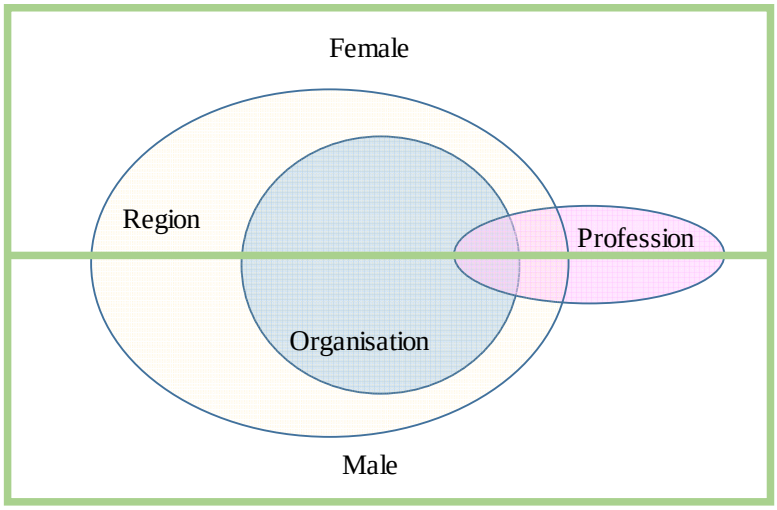

Figure 2.6: An organisation with some externally derived identity divisions.

Source: Adapted from Parker (2007).

Besides the relationship between organisations with externally derived identities, the same organisation is also exposed to some internally derived identity divisions. Imagine that the same Company A operates in two buildings with building number two having two different functional departments, C and D, which distinguishes its members from others. Even though these members are located in different buildings or belong to their respective functional departments, they are classified against others by the organisational hierarchy. By imposing the situation of an organisation with all the above internally derived identity divisions with the one exposed to external divisions as in Figure 2.4, you can imagine Company A with a male manager with profession B working in department C in Building 2, located in a particular geographic region. These externally and internally derived identity divisions shape the identification of individual members.

Members with common identities will share the beliefs, values, strategic intents or even languages of their respective identities. However, organisational members with non-shared identities will have identification that can possibly be different and sometimes contradicting. Since Albert and Whetten (1985) first conceptualised identity from an individual perspective to organisation, many other studies of OI have been built on their seminal work. As described in Section 1.1.2, Albert and

Whetten (1985, p. 264) explain OI by asking 'Who are we as an organisation?' and conclude that it should include all the essential features of the organisation that are central, distinctive, and enduring to it – more specifically, 1) what is considered by members to be central to the organisation; 2) what makes the organisation different from others; and 3) what is perceived to be the enduring feature that links the past and present and may be the future of the organisation (Whetten & Godfrey 1998).

Martin, Johnson and French (2011, p. 576) turn this explanatory concept into a more concrete statement of OI as 'the combinative construal of firm culture, history, structure, characteristics, status and reputation'. As explained in Section 1.1.2, OI shapes the stereotypical attributes of an organisation that are relevant and meaningful, such as its value and strategic intent. These attributes also guide policies, decisions and actions so that organisational members act consistently in most situations.

The members of an organisation are assigned a role, and their personal identity and OI are likely to share some attributes such as concerns on integrity, safety and work-life balance. However, the non-shared attributes become the gap between individual identities and the ideal OI. A larger gap suggests a member's loose involvement or association with the organisation. This presents a compelling reason to narrow the gap or achieve a higher congruence between individual identity and OI (Ekmekci & Casey 2009). Therefore, it is crucial to identify the antecedents that may influence the perceived identity or the identification process.

2.3.2 Antecedents of Perceived OI or Identification

Perceived OI refers to the belief shared by a particular individual organisational member with that represented by the organisation's collective identity (Dutton, Dukerich & Harquail 1994). This belief is considered to be the distinctive, central and enduring attributes of the organisation. The stronger the shared belief, the stronger the identification and therefore the higher the degree of congruence between individual identity and the perceived OI.

OI can be constructed through various processes, including organisational activities and events, which specify the attributes that represent the OI to be built into the

minds of managers and stakeholders. This is a learning or cognitive process whereby members feel oneness or sameness with the organisation. Various studies have investigated and identified key variables that influence an individual's perceived OI or shape the strength of individual identification with the organisation, such as interactions with other members (Dutton, Dukerich & Harquail 1994; March & Simon 1958; Scott & Lane 2000), interpersonal relationships among members (Edwards & Peccei 2010; Sluss & Ashforth 2007), construed external prestige or image (Bartels et al. 2007; Dutton, Dukerich & Harquail 1994), and internal and external communication (Bartels et al. 2010; Cheney & Christensen 2001).

Though OI and identification are two different concepts, they are dialectically interrelated. A model developed by Dutton, Dukerich and Harquail (1994) indicates that the more attractive the perceived OI and construed external image are, the stronger the OID will be. This relies on many factors, particularly the interactions among organisational members and the outside world.

2.3.3 OI Construction by Interactions with Stakeholders

OI emerges from complex, dynamic and reciprocal interactions among different stakeholders (Scott & Lane 2000). It is constructed by continuous contest and negotiation through iterative interactions between organisational actors, including top management (Dutton & Dukerich 1991), organisational members (Elsbach & Kramer 1996), corporate headquarters and subsidiaries (Wieseke et al. 2012), managers and members (Scott & Lane 2000) and external parties (Gioia 1998). In the broader sense, these actors are all stakeholders that hold an interest in the focal organisation. Stakeholders are referred to either as individuals or a group of individuals such as employees and customers or an identifiable group of individuals such as Generation X and Y or environmentalists (Jones, TM 1995).

Stuart (2002) distinguishes primary stakeholders (customers, investors and employees), who have direct linkage with the organisation, from secondary stakeholders (pressure groups, governments, financial analysts and the media), who are normally viewed as outsiders. However, all these stakeholders exert certain

influences on OI construction. Some may have stronger influencing power at certain times or in particular situations.

A study by Dutton and Dukerich (1991) on the treatment of the homeless by the New York-New Jersey Port Authority shows that the managers act to correct a situation only when they feel a negative image was perceived by outsiders. However, whether members pay attention to stakeholder appraisal depends on the power, legitimacy and urgency of the claims (Mitchell, Agle & Wood 1997) and on the members' dependence on the stakeholders. An organisation would be likely to promptly respond to the view of customers because it relies on them to generate revenue and sustain growth. Conversely, an organisation may only deal with the negative perception of a pressure group if it might lose business in not responding. Thus, OI is constructed through the iterative interactions between members and stakeholders (Albert, Ashforth & Dutton 2000). Though members identify more with the organisation, they distinguish themselves with outgroup members. Members are more cooperative with their fellow members and tend to increase competition against non-members. Nevertheless, in the case of the Port Authority, the view of other stakeholders – in particular outsiders – on the image of the organisation acts as a powerful feedback for members.

Internal stakeholders are also key influencers on OI construction. Most of the recent studies agree that leaders who identify more with an organisation motivate other employees to engage in a stronger identification (Schuh, Egold & van Dick 2012; Wieseke et al. 2009). They conclude that a leader and follower relationship exists between managers and employees. The managers, as organisational leaders, are role models for their subordinates. Leaders who have a stronger bond with the organisation are likely to emphasise collective values and goals. They may refer to the organisation's successes and history and to the vision and philosophy. Leaders with strong OI are committed to training and coaching their subordinates for mutual success (Schuh, Egold & van Dick 2012). Thus, leaders have a strong impact on the shaping of the attitudes and behaviours of subordinates (Yukl 2012).

Outsiders' views of organisational image also have a strong influence on members' identification with the focal organisation. Image allows the uniqueness and

distinctiveness of an organisation to be presented publicly to relevant audiences (Dutton & Dukerich 1991). An impressive desired image by outsiders will in turn strengthen insiders' self-referencing with the OI. While identity reflects the members' perception of the organisation, image represents external appraisals. However, organisational image is more manageable as managers can construct their desired image through various communicative means.

In the study of identity, image construction is not an end product. With successful image construction, members progressively build their belief on the outsiders' appraisal of their organisation. This is the concept of construed external image (Dutton, Dukerich & Harquail 1994) whereby organisational members perceive the legitimacy of the organisational image. Scott and Lane (2000) conclude that OI is constructed through the successful building of desired organisational images and reinforced by the reflected stakeholder appraisals. This stakeholder approach views the non-detachable relationship between managers and stakeholders and the construed external image as the key element for identity construction.

2.3.4 OI Construction by Construed External Image

OI refers to an individual's self-reference to the organisation. However, Whetten and Godfrey (1998) broadly conceptualise OI by incorporating the self-reflected internally held beliefs by members and self-represented external expressions of these beliefs. This self-representation becomes the image of the organisation visualised by outsiders. This organisational image becomes critically important as it counters members' identification with the organisation.

According to social identity theory, a more positive image perceived by outsiders will lead to a stronger OID and in turn increase the self-esteem of organisational members (Dutton, Dukerich & Harquail 1994). Outsiders can evaluate an organisation to be well known, socially responsible, innovative, admired and ethical. These positive evaluations can only be the organisational reputation if they do not influence the identification of organisational members. The attractiveness of a construed external image depends on members' awareness of whether outsiders consider membership of the organisation to be noteworthy and admirable. Most

employees prefer to work for a company with a more favourable external image, as they tend to feel self-worth working for a more prestigious company and increase their self-esteem through identification (Mael & Ashforth 1992). Conversely, members may feel depressed and stressed if their organisation is perceived to have an unfavourable image or inferior prestige (Dutton, Dukerich & Harquail 1994)

Organisations striving to strengthen identity are consequently more eager to invest in promoting the company image to raise the externally perceived image. An organisation will invest in communication so that more favourable information will be distributed through reference groups, publicity, customers and the company itself by annual report, web site and so forth. It may also communicate internally through newsletters, the survey results of customer perceptions and a net promotion index so that employees are informed of how the company is viewed by outsiders (Smidts, Pruyn & Van Riel 2001). Besides these formal communication channels, informal communication cannot be neglected in the construction of OI.

2.3.5 OI Construction by Internal and External Communication

There is growing evidence suggesting that effective communication leads to employee motivation and identification with their organisation (Nakra 2006). Organisational communication provides the right information at the right time to the right people, expecting the recipients to behave or act accordingly (Bartels et al. 2007). Other than serving a job-related purpose, communication can help employees to fulfil their socio-emotional needs (Tanis & Beukeboom 2011).

Communication is an act to convey messages from a sender to a receiver or group of receivers (Alberts, Nakayama & Martin 2015). The concept of communication was first introduced by Shannon and Weaver in 1949 and was based on radio and telephone technologies. They identify communication as partitions of sources, encoders, channels, decoders and receivers (Shannon & Weaver 1998). This initial concept was further developed into communication theories (Miller 2005; McPhail 2010) that provide an abstract description of the process of communication (Dainton & Zelley 2015) that can influence people's behaviours (Littlejohn & Foss 2011). As such, communication becomes important in OID and looks for employee behavioural

changes (Smidts, Pruyn & Van Riel 2001; Riketta 2005; Galvin, Lange & Ashforth 2015).

Communication allows organisational members to share their subjective perception on their organisation such as values, goals and norms (Cheney 1983). This sharing process enables employees to generate a sense of commonly accepted meaning. This shared meaning allows members to have a clear sense of OI and possibly strengthens their identification (Nakra 2006).

Communication thus helps to build the cognitive and affective component of OID (Ashforth, Harrison & Corley 2008). Furthermore, Huff, Sproull and Kiesler (1989) find that more frequent communication allows employees to have a feeling of ownership in the shared meaning. Employees will also consider themselves active participants with greater control in the organisation. Therefore, they are likely to be more positive and identify more strongly with the organisation.

Employees view from their own perspectives and determine cognitively whether the organisation demonstrates what the identity should possess. This determination process is considered cognitively legitimate (Clegg, Rhodes & Kornberger 2007; Humphreys & Brown 2002). By doing so, employees are giving sense to the perceived OI. However, owing to environmental change, an organisation may plan for a change in its identity, which requires the original cognitively legitimate perception to be illegitimated (Clegg, Rhodes & Kornberger 2007; Sillince & Brown 2009) and employees to make sense of the new identity. Both cognitively legitimate or illegitimated processes need effective organisational communication that includes both internal and external communication.

2.3.6 External Communication

External communication delivers planned messages to outsiders that distinguish an organisation from its competitors. This type of communication takes a key role in identity construction, building a reputation by promoting an attractive organisational image. External communication not only establishes the desired external image, but also aims to build the construed external image among the organisational members.

Managers, as organisational leaders, plan and execute such communication and sometimes act as spokesperson as well (Scott & Lane 2000). Bill Gates of Microsoft, the late Steve Jobs of Apple, and Richard Branson of the Virgin Group are typical examples often represented in the media and viewed to be inseparable from their organisation. The behaviours, values and beliefs of these leaders reflect the attributes distinctive to their organisation. Therefore, a leader's visibility serves as a public promotion of the organisation. By laying the claims that represented their organisation, outsiders interpret the image presented and insiders reaffirm their perception of the desired identity. Kuhn and Nelson (2002) describe these leaders as actors who play a central role and establish communication networks, adopting collective sensemaking myths (Andrews, Basler & Coller 1999) and having a stronger position in shaping identification than merely dyadic communication. This suggests the importance of having such leaders with a central and active role in the communication process for identification.

Though public promotion by leaders' visibility does happen, most organisations build their desired image by traditional marketing means such as newsletters, public relations, company Websites and marketing materials. These communications rely on well-planned and well-executed activities and events aiming to increase the attractiveness of the image. An organisational image is more attractive when it is perceived to be distinctive and favourable to the organisation (Dommermuth 1989). The managers' or leaders' role is to ensure that communication achieves this desired image. According to Scott and Lane (2000, p. 51), organisational communication serves three purposes: '(1) initiates increased stakeholder cognitive elaboration of a perceived organisational image, (2) provides positive information on organisational attributes for stakeholders to assess identity overlap, and (3) increases the accessibility and salience of an organisational social identity'. As a result, organisational members' self-esteem can be enhanced, which results in a stronger affiliation and identification with the organisation.

The target audiences for external communication are outsiders who have a secondary or indirect link with the organisation. The former includes shareholders, investors, suppliers, customers, while the latter includes community members, the media,

government bodies and pressure groups. However, marketing communication targets both insiders and outsiders. It helps to build 1) a corporate identity that presents the distinctive attributes, values and strategy of the organisation; 2) an OI that employees consider to be central, distinctive and enduring about their organisation; and 3) a visual identity that promotes visual cues to identify the corporate.

Organisational managers have total discrepancy and control in driving marketing communication both externally and internally. Thus, OI to a certain extent can be shaped by managers who deliver messages to influence stakeholders' perceptions of the organisation. Managers build a more favourable external image that represents the uniqueness of the organisation with secondary stakeholders. Internally, managers plan and execute communication strategies that generate both cognitive and affective contexts with primary stakeholders, particularly employees. These strategies maintain and strengthen the current OI perceived by employees or encourage a re-evaluation of the perception of the organisation that was taken for granted. This identity transformation relies on a well-considered internal communication strategy.

2.3.7 Internal Communication

Broadly speaking, internal communication refers to information exchanges within an organisation. People naturally communicate within the organisation. However, internal communication can be formally delivered by managers aiming to influence the view of employees in certain organisational contexts. In the identity construction process, formal internal communication plays an important role to gain cognitive legitimacy from employees on the strengthening or transformation of OI.

Information flows both vertically and horizontally within the organisational hierarchy among message senders and receivers. Vertical communication means messages are transmitted up and down through the chain of command. Communication can also occur across the organisation or laterally from colleagues to colleagues. Research shows that horizontal communication increases employee cohesiveness and attachment (Levine & Moreland 1990), whereas vertical communication leads to employees' identification with the larger organisational

entity (Ashforth & Mael 1989). Nevertheless, both types of communication are found to be positively linked with organisational commitment and OI (Bartels et al. 2010).

2.3.8 Vertical Communication

Vertical communication can occur either top down or bottom up within the hierarchy and be conducted verbally or nonverbally between managers and employees. Common types of downward communication deliver 1) instructions to perform a job, 2) policy and procedures, 3) performance feedback, and 4) information for works coordination (Kalliath et al. 2010). It can also help to convey strategy-related information such as vision, mission, objectives and company direction. Non-verbal downward communication can be presented by policy manuals, newsletters, posters and banners. Newsletters are a popular means to deliver success stories, introduce new employees and disseminate propaganda. The popularity of electronic technology means that they are increasingly delivered through email, intranet, SMS and WhatsApp.

Messages can pass upwards from frontline to management. Most of this upward-delivered information is job related, such as formal reports on production output or fault feedback. It can also be organised opinion collection such as an employee engagement survey, complaints and suggestions for improvement. The Japanese Quality Circle is the typical organised upwards communication.

By vertical communication, an organisation can inform its stance through well-planned messages that can be best understood and received by employees (Postmes, Tanis & De Wit 2001). This helps an organisation to communicate its distinctive and enduring characteristics that shape OID (Smidts, Pruyn & Van Riel 2001). Referring to Ashforth, Harrison and Corley's (2008) process model of identification, vertical communication also serves as an effective tool for the sensebreaking and sensegiving processes that are essential for identification development and modification.

2.3.9 Horizontal Communication

Horizontal or lateral communication is mostly job related and occurs across the same level of operation. It is important for employees to exchange information and coordinate activities to fulfil task requirements. It can also help to establish and enforce interpersonal relationships. Horizontal communication can be both formal and informal. In practice, most of these communications are informal through conversations between employees. Other than job-related information exchange, employees are likely to discuss private matters and form their social entities with colleagues of common goals and interests (Bartels et al. 2010). Research shows that horizontal communication helps colleagues to identify with their social groups and seek support from group members (Bartels et al. 2007, 2010; Levine & Moreland 1990). The stronger they identify with the group, the stronger will be their commitment, and this will possibly lead to identification (Wallace 1995).

Informal communication occurs through unstructured and informal social networks, supplementing the insufficiency of formal communication. It can provide employees with abundant information. Employees who get hold of a piece of undisclosed information will have informal power. Information exchange through these networks is interesting and ambiguous to social members and always entertaining (Kurland & Pelled 2000). However, messages communicated this way can always be exaggerated, distorted, mixed with personal opinions and missing some details (Kalliath et al. 2010). It usually starts with an initiator or small number of people and spreads through their social networks. These networks help to transmit information geometrically. The abundant use of smartphones and tablet computers and the availability of Wi-Fi access allow even faster information flow. The chat groups in WhatsApp, WeChat, Facebook, blogs, intranet and so forth deliver messages to multiple receivers in seconds. Public internet forums expand internal social networks to a global scale, making an organisation’s information accessible to outsiders.

Despite the advantages of the speedy and extensive transmission of messages by the use of electronic technology, it can also cause problems. Unsolicited information or rumours that are unfavourable to the organisation can be harmful and damaging. The uncontrollable nature of this publicly accessed communication channel has made

studies of organisational communication difficult. In contrast to formal communication that is driven by the organisation, most informal communication is not foreseeable. The organisation often has no idea about who the initiators are and how they obtain the information, when the information started to spread, and more importantly what will happen next. This explains the very limited studies so far on the relationship between informal communication and the construction of OI.

Internal communication allows a better understanding between employees and the organisation. Despite its importance, internal communication has not been treated with equal importance as external communication (Theis-Berglmair 2013). It is common to have a dedicated role such as communication manager or public relations manager who manages external communication as their main task. Owing to the complex and loosely defined nature of internal communication, there is no clear structure or responsibility for it. It is always assumed to be part of human resources (Black 1989). Otherwise, external consultants are usually brought in during organisational change (Dolphin 2005). They tend to focus on the tangibles (Buckley 1998), such as reducing the impact of a merger or downsizing and instructing employees to follow a new rule or act in certain circumstance. The intangible part of communication to change the mindsets of employees is always neglected. Without a formal structure and responsibility for internal communication, it is expected that the budget allocation for it will be deficient.

2.3.10 Discussion

The role of stakeholders, construed external image, employees' perceived OI and communication have been examined by a number of researchers as the key determinants or variables of identification. However, they only conclude that there is a dependent relationship between these variables and OID and do not examine when and how these variables are developed over time. In addition, there is limited research on the different stakeholders such as managers (leaders), organisational members, and outsiders, who may influence the OID process. The current study clarifies the roles of these stakeholders during the OID processes.

The construction of OI relies on the institutionalisation of claims and collective understandings of the organisation by stakeholders. These stakeholders interact with each other to share and reconstruct their understanding and revise the claims that represent their organisation. Theorists suggest identity construction or modification arises from sensebreaking, sensegiving and sensemaking through interaction among stakeholders. Both external and internal communication help construction processes and studies show a direct relationship between communication and identification.

External communication targets outsiders aiming to present the distinctive, central and enduring features of the organisation. Other than the traditional marketing communication tools to build company reputation, leaders of the organisation play an important role as central actors in identity communication. Through their communication network, they deliver meaningful information that shapes a favourable external image and increases its attractiveness. This external image received by outsiders in turn influences the insiders' or primary stakeholders' perception of their organisation. These primary stakeholders are mainly employees who feel pride or construed prestige if the construed external image is favourable and attractive and is considered as the antecedent of OID. Most studies have focused on how external communication leads to a more favourable external image (Dukerich & Harquail 1994; Fuller et al. 2006; Glavas & Godwin 2013; Alvesson & Robertson 2016), but few have sought to identify the internal communication process that shapes the construed external image for employees. This theoretical gap leads to the following research question (RQ):

RQ: 'What are the communication processes that build a construed external image of an organisation for its employees?'

One may argue that employees can identify more with the organisation through internal communication. Vertical communication from top down allows managers to present the values, intent and strategy of the organisation that are unique and central. Bottom-up communication provides an interactive mechanism for employees' feedback so that stereotypic attributes of the organisation are verified and reinforced. Vertical communication makes the attributes representing OI become cognitive

legitimate. However, other than the cognitive nature of identification, employees have to be emotionally attached to the organisation.

The employees' affection towards the organisation is influenced by the construed external image and the degree of overlap of between their personal identity and OI. Besides the formal communication that influences affection, informal communication has a strong impact on affection building. However, in contrast to the dedicated roles of communication or public relationship managers for external communication, informal communication is normally or officially assumed to be the responsibility of human resources through orientation or delivering new policies or procedures. Nevertheless, most of studies suggest the importance of informal communication as an effective means to drive OID by engaging employees (Kress 2005; Welch & Jackson 2007). Despite the importance of informal communication, there are considerable gaps on how informal communication can be effectively managed and who the people are to be involved. This generates the following RQs:

RQ: 'Who are the people in informal communication?'
RQ: 'What are the roles of people involved in informal communication?'

Most horizontal communication is informal, but it is the strongest mechanism to establish social entities among employees. Through social interaction among members, a social construction of OI is undergone. Members develop collective understandings and interpret what is distinct and central to their organisation. As identity changes, employees make new sense and develop new understandings and interpretations of the organisation. Despite the importance of informal communication, there are limited studies in this area perhaps owing to its considerable uncontrollable nature.

Most studies on communication for identity construction focus on a broad perspective such as communication climate (Bartels et al. 2007; 2010; Nakra 2006), communication and culture (Harquail & King 2010; Ravasi & Schultz 2006; Vough 2012), characteristics of communication (Tanis & Beukeboom 2011) and communication networks (Kuhn & Nelson 2002), or more specifically on the various ways of communicating externally to build the organisational image (Borgerson et al.

2009; Cornelissen, Haslam & Balmer 2007). There are also abundant studies on communication for organisational changes (Armenakis & Harris 2002; Carnall 2003; Senior & Fleming 2006), but very limited research on the practical means of communication for identity construction, particularly the informal communication mechanism. No study has so far been done on the relationship between electronic technology such as smartphones and tablet computers and identity construction. This leads to the following RQs:

RQ: 'What are the practical means of informal communication in the construction of OI?'

RQ: 'How do electronic technologies such as smartphones and tablet computers help to construct OI?'

2.4 OI Crafting

OI is constructed by internal stakeholders through continuous self-referencing with organisational attributes. Individuals share membership with others and distinguish themselves from outgroup members. Construed external images can certainly help members to develop and strengthen their conceptions of the organisation (Dutton, Dukerich & Harquail 1994). Other than influencing external stakeholders to appraise a more favourable image, the organisation has to develop strategies for the perceptions of internal stakeholders on the desired OI (Cheney & Christensen 2001). Effective strategies can also achieve an identity transformation with cognitive and affective legitimacy from organisational members (Harquail & King 2010). Bridwell-Mitchell and Mezias (2012) believe OI can be a transformation by unique legitimation strategies and describe this as OI crafting (Clark et al. 2010).

OI crafting is a communication strategy for identity transformation. The distinctive characteristics of an organisation are presented in the way that best matches the culture and characters of internal stakeholders. This crafting mechanism is viewed as a sensegiving strategy so that members can understand the endeavours of the organisation (Clark et al. 2010). It also helps individuals to make their own sense of the messages received through organisational activities.

Managerial communication is largely used for OI crafting. Managers administer messages that may present symbols, rituals, beliefs and meanings that shape OI (Bridwell-Mitchell & Mezias 2012). These messages can be delivered through interpersonal conversations and printable materials such as newsletters, memos, instructions and manuals. Bridwell-Mitchell and Mezias' (2012) model of OI crafting consists of five specific claims aiming to create the cognitive and affective context with internal stakeholders: 1) future claims that redirect stakeholders attention to the new desired state of the organisation; 2) symbolic claims that show the intangibilities such as values or ideologies; 3) character claims that represent the organisation and reduce ambiguity among employees; 4) positive ideal claims that are more favourable and desirable for the organisation; and 5) social identity claims that appeal to the unique interests and experiences of stakeholders to increase identification (Figure 2.7).

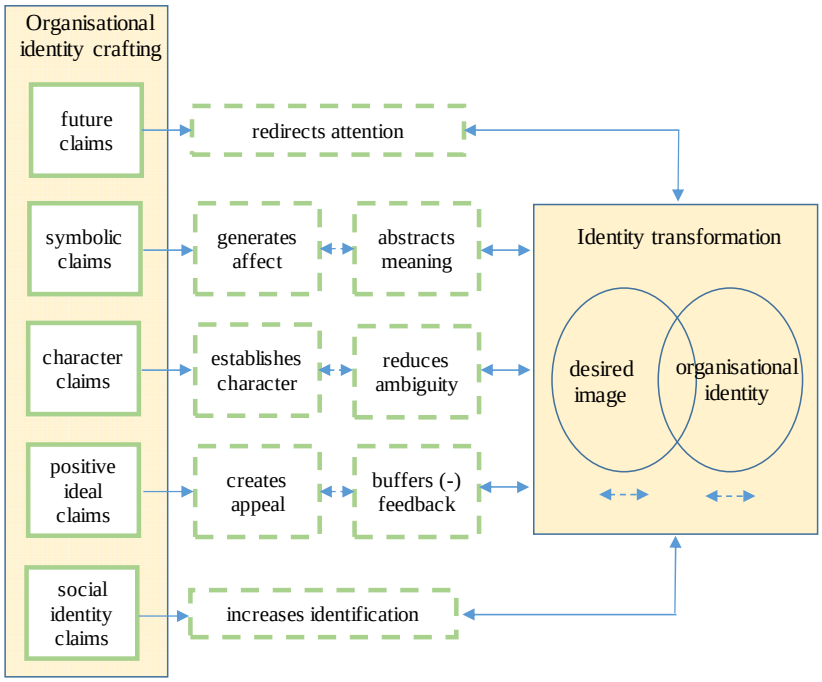

Figure 2.7: Organisational identity crafting.

Source: Bridwell-Mitchell and Mezias (2012, p. 197)

These five claims indicate the main strategy triggers that drive the identity transformation. The dotted lines show the indirect effect that may happen. Like many

other conceptual models, this recently developed model has to be further verified. However, many studies provide evidence that each of the five claims on its own can lead to different degrees of identity transformation (Ashforth & Mael 1989; Corley & Gioia 2004; Fiol 2002; Gustafson & Reger 1995; Hatch & Schultz 2002; Hogg & Terry 2000; Suchman 1995). In particular, identification can be increased with a successful delivery of social identity claims. This strategy appeals to the unique interests and experiences of organisational members. It aims to influence members' social identity and identification.

Identification can be strengthened in a few ways with an effective strategy to deliver social identity claims. Managers can stress the importance of a social group by collective or inclusive language. Employees with a strong social identity and identification with the organisation will use the word 'we' to refer to their own organisation (Fiol 2002; Mael & Ashforth 1992). Research also shows that employees' willingness to work together to accomplish positive image building such as community or charity service is a good indicator of positive social identity and results in stronger identification (Elsbach & Glynn 1996).

Organisational leaders also exert great influence on social identity claims. Leaders can act as a role model and figurehead for a group or organisation. The behaviours of a highly recognised leader are always being monitored as the demonstration of the prototypical traits of a group (Ashforth & Mael 1989). If these traits are salient, members are likely to identify more with the group. When the traits are consistent with those of the larger group or organisation, employees can build the cognitive legitimacy the represents the identity of the organisation. With the above strategies, identification is considered to be manageable or able to be influenced by organisational managers.

2.4.1 Crafting an Effective Strategy for OID

OI crafting strategies by Bridwell-Mitchell and Mezias (2012) stress the synchronisation of desired image and OI through managerial communication. In contrast, identification aims for a congruence of personal identity and OI, as conceptualised by Ekmekci and Casey (2009) in Figure 2.1. The organisation should

in fact look for identification strategies by increasing the overlaps between desired image, personal identity and OI.

The desired image is the external image that organisation aims to be viewed by both external and internal stakeholders (Dutton & Dukerich 1991). Although the organisation would display messages that are favourable or positive to itself, stakeholders may not necessary appraise this the same way. Those attributes that are perceived to be distinctive and central to the organisation form the constructed image in the mindset of external stakeholders. Conversely, internal stakeholders are more concerned with the view of external stakeholders on their organisation and build their construed external image based on outsiders' appraisal (Dutton, Dukerich & Harquail 1994).

The more attractive the perceived construed external image is, the more members would feel self-worth in being associated with the organisation, which increases their self-esteem (Mael & Ashforth 1992). Individuals would consequently identify more with the organisation and share a common identity with it. No study has ever been conducted to look for the identification strategy that may lead to a congruence of desired image, personal identity and OI, as illustrated in Figure 2.8.

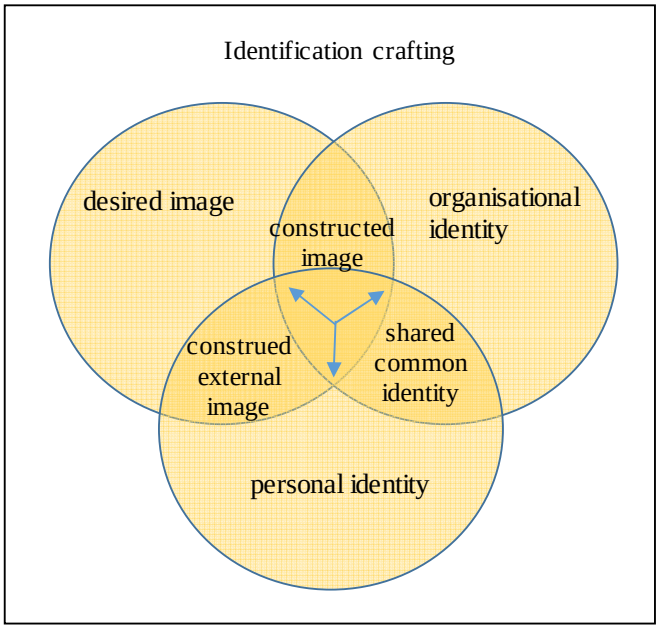

Figure 2.8: Identification crafting.

To complete the above identification model, strategies have to be explored so that managerial communication can be crafted to achieve the best effect of identity congruency. This leads to the following core research question (CRQ):

CRQ: 'What are the effective strategies for OID?'

The strategies include the exploration of the stakeholders involved, their roles, functions and responsibilities, the communication processes, and the means of communication. The identification strategy has to be measured to assess its effectiveness. This can only be done by a longitudinal study on a case organisation, for which the current study adopts AR. With agreement from the management of the organisation, activities are planned and implemented accordingly in this study. The results are measured with Mael and Ashforth's (1992) OID measure to assess the effectiveness of these activities and the overall strategy.

2.4.2 The Measurement of OID

Little research has been done on the operationalisation of OID. Most studies (e.g. (Dukerich, Golden & Shortell 2002; Mael & Ashforth 1995) are based on the well-established six-item measure of OID developed by Mael and Ashforth (1992):

1. When someone criticises XXX [the organisation], it feels like a personal insult.
2. I am very interested in what others think about XXX.
3. When I talk about XXX, I usually say 'we' rather than 'they'.
4. XXX's success is my success.
5. When someone praises XXX, it feels like a personal compliment.
6. If a story in the media criticised XXX, I would feel embarrassed.

This scale has an impressive level of reliability. Internal consistency for the measures have been found with a coefficient alpha values of 0.87 for a study on college alumni (Mael & Ashforth 1992), 0.9 for physicians (Dukerich, Golden & Shortell 1995);

0.87 for members of a museum (Bhattacharya, Rao & Glynn 1995) and 0.74 for senior executives (Carmeli, Gilat & Waldman 2007).

The above measures cover the domains for affective and cognitive items that build OID. Items 1, 5 and 6 are affective in nature, reflected by the perceptions of the individual: 'feels like a personal insult', 'feels like a personal compliment', and 'I would feel embarrassed'. The other three items are cognitive, referring to the overlapping of personal identity and OI. These include the individual's association with the organisation by viewing organisation's success as 'my success' and referring to the organisation as 'we' instead of 'they'. It also looks into the individual eagerness of knowing what others think of the organisation and indirectly reflects the importance of construed external image.

Although the six-item scale does not directly address the overlapping of personal identity and OI, it reviews the individual's social identification in response to threats like feeling embarrassed or insulted when the organisation is criticised. It also reviews the implication of individuals' oneness with an organisation by the 'we' expression of themselves.

Dukerich, Golden and Shortell (1995) propose a single-item measure to directly assess the perception of identity overlap. Some researchers then developed this single-item graphical measure of OID into a visual and verbal representation of organisational members' perception of overlap between self-identity and OI (Bergami & Bagozzi 2000; Shamir & Kark 2004). However, this measure has limitations in its reliability and validity. Bagozzi et al. (2012) propose the addition of a second item to ask members' perception of the degree that self-image overlaps with identity, but this two-item measure has not been tested with reliability and is not able to operationalise OID. In summary, Mael and Ashforth's (1992) six-item measurement has received criticism, but is still the most widely used measure of the operationalisation of OID with proven reliability and validity.

2.4.3 Discussion

Numerous studies on the constructs of OI and OID have been conducted during the last 100 years since the first introduction of the concept of identification by Freud in 1922. Most of them have focused on the relationship between OID and other variables, including 'who' (e.g. the identification of various stakeholders; leaders' influences; the relationship between managers and members) and 'what' are the antecedents of OID (e.g. constructed image; construed external image; construed prestige). There are models that provide a broad framework to answer 'how' OID can be maintained or developed. Studies also investigate the various practical means of communication that may facilitate OID, but up to now there is no total concept that identification can be effectively shaped in an organisation. This relies on the crafting of effective strategies for OID that can increase the overlapping of desired image, personal identity and OI. Therefore, the CRQ of the current study provides a key to unlocking this theoretical gap by exploring the stakeholders involved, their roles, functions and responsibilities, the communication processes, and means of communication. The effectiveness of the identification strategy is assessed Mael and Ashforth's (1992) widely accepted six-item scale. In addition, the current study provides a practical means for organisations to strive for identification. Thus, organisations can benefit from the positive outcomes of OID and therefore sustain continuous growth in the long run.

Chapter 3: Methodology

3.1 Introduction

The purpose of Chapter 3 is to explain the research framework and methods adopted in this study. The research method for this study is AR, with two complete AR cycles conducted between September 2010 and April 2014. As a qualitative research method, AR allows continuous planning, implementation and evaluation of the actions taken in the case organisation during the organisational change process (Rauch et al. 2014). The entire research process is supported by quantitative surveys that allow an objective comparison and evaluation of the measures taken during and after each AR cycle.

This chapter begins by explaining the reasons for choosing AR as the research method for this study and discusses the details of the AR process. The case organisation is then introduced, followed by a description of how the AR process was conducted within this organisation, including an explanation of the different stages or action cycles that occurred. The details of the quantitative survey are outlined, including information about questionnaire distribution, respondents, data collection and analyses. Figure 3.1 shows the flow of ideas in this chapter.

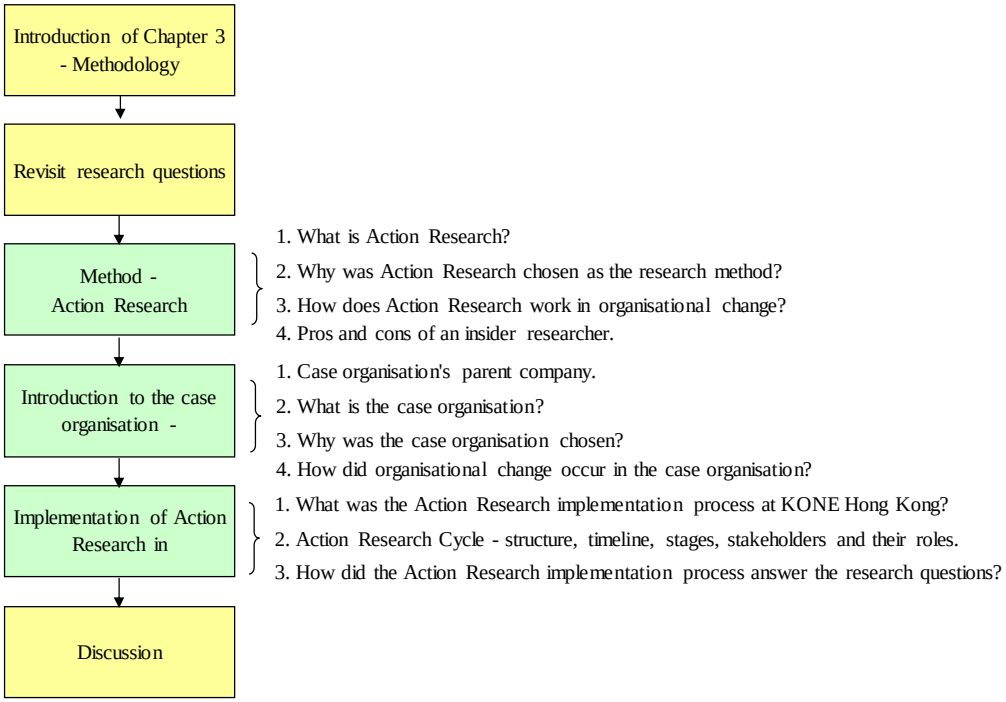

Figure 3.1: Organisation of Chapter 3.

In general, the methodology used for research depends on the RQs to be answered. This study seeks answers to one overarching CRQ – What are effective strategies for OID? – and six other RQs pertaining to OID. Although there are many variables involved in effective strategies for OID development, people and communication are two of the most important elements. This study particularly focused on identifying the key stakeholders and their roles in the OID process, as well as the communication process and other mechanisms that can lead to the development of OID. Thus, exploring the following supplementary RQs contributed to the overall development of an OID strategy:

RQ1: What are the roles of the subsidiary managers and stakeholders?

RQ2: Who is involved in the communication process?

RQ3: What are the roles of the various people during the communication process?

RQ4: What communication processes build an image of the organisation for the employees?

RQ5: What are the practical means of communication in the construction of an organisation's identity?

RQ6: How can electronic technologies such as smartphones and tablet computers help to construct an organisation's identity?

As OID is part of an organisational change process that emerges over time, a continuous study is necessary to generate a clearer picture of how the change process has occurred. For this study, a longitudinal approach was adopted to follow the case organisation through the AR process, with the intention of generating a new set of theories for the study of OID in general.

This chapter is divided into three sections that follow the flow of ideas in Figure 3.1. Section 3.2 describes AR as a continuous process of research and learning through experimental interventions in an organisation, with the collaboration of the organisation's members. This section also describes the application of AR as a research method for longitudinal studies on the organisational change process. The pros and cons of the researcher's dual role as a director in the case organisation are explained.

Section 3.3 describes the case organisation – KONE Elevator (HK) Ltd. (KHK) and explains why it was chosen for this study. It covers the organisation's recent change of direction and strategic intent, and subsequent reshaping of the OID, followed by a discussion of the impact of this on the subsidiaries and the different roles of stakeholders during the change process.

Section 3.4 discusses the implementation of AR in KHK. It starts with a recapitulation of the AR process with its action spiral of plan, act, observe and reflect (Jones, BB & Brazzel 2012; Kemmis, McTaggart & Nixon 2013). This broad framework is then broken down into five research stages as explained by Cummings and Worley (2014). The way these stages worked in the AR implementation process at KHK is discussed, as well as the way they can potentially provide an answer to the RQs.

Finally, Section 3.5 discusses the AR implementation process at KHK, including the timeline, action cycles, communication processes and the quantitative surveys that were conducted.

3.2 What is Action Research?

AR involves learning through action whereby the researcher and the stakeholders work collaboratively to bring about change in an organisation, and at the same time generate data for the production of scientific knowledge. Unlike traditional research methods that only aim to have knowledge as an outcome, the outcomes of AR include the actions of the process as well as the knowledge or theory created (McNiff 2013). Bradbury and Reason (2008, p. 4) comprehensively define AR as:

> a participatory process concerned with developing practical knowing in the pursuit of worthwhile human purposes. It seeks to bring together action and reflection, theory and practice, in participation with others, in the pursuit of practical solutions to issues of pressing concern to people, and more generally the flourishing of individual persons and their communities.

AR can generate knowledge that solves problems of great concern to an organisation's members and lead to the increased well-being of people and an organisation. There are several other important characteristics of AR. First, it is 'research *in* action' but not 'research *about* action'. For example, we have different day-to-day experiences (i.e. action) from which we learn and conceptualise about the experience (i.e. form a tentative theory). We then confirm or disconfirm this tentative theory via evidence in new situations (i.e. research). As an organisational development process, AR proceeds through a series of actions or activities that focus on research, planning, theorising, learning and developing an organisation (Valach, Young & Lynam 2002). It focuses on the details of the organisational development process over a considerable period. Unlike other methods such as quantitative research, which assesses the outcomes of the action taken, AR studies the action itself through action planning, implementation, evaluation and further planning.

Second, AR is collaborative in nature and needs the active participation of the organisation's members, who involve themselves in actions, or cycles of actions, to address a particular problematic situation (Herr & Anderson 2014); research and learning occur through these experimental interventions. It is widely used in educational research and is viewed as a type of applied research, conducted by practitioners to improve practices in educational settings (Sagor 2010). AR is also adopted in administrative and organisational development studies (McNiff 2013).

Third, AR is a form of self-reflective problem solving (McKernan 1988) with strong collaboration between the participants of the inquiry (McCutcheon & Jung 1990). The AR process consists of action cycles, or action spirals of data collection and analysis of the data, joint action planning, carrying out the joint action and then evaluating it jointly, followed by the next cycle with reference to these outputs from the past.

AR is defined by Altrichter et al. (2002) as a change intervention with a spiral of action cycles composed of the processes of plan, act, observe and reflect (see Figure 1.1). The 'plan' phase involves developing improvement action for current issues. The 'act' phase simply refers to implementing the plans. The effects of the action are continuously 'observed' and then 'reflected on' for further planning and subsequent action. The beauty of the AR spiral is that it increases the researcher's and the participants' knowledge of the original issue after each cycle of action and reflection, which in the end leads to a better solution. This model allows a phenomenon such as continuous change to be addressed at a higher level after each consecutive spiral, fostering greater overall understanding (McNiff & Whitehead 2011).

The four steps of the AR model—plan, act, observe and reflect—are contained within each individual action spiral. Each action spiral can be completed by itself or lead to the start of the next spiral. In fact, organisational change has no end point, but the researcher and stakeholders can decide how the AR process will lead them through the changes. The adoption of continuous AR spirals in the change process does not require radical changes in effort. While there may be differences within the specific actions, the AR process remains the same in each of the spirals—this makes strategy planning and implementation hazard free, as AR is a research process that

occurs concurrently with the actions. Through the action cycles, solutions are provided for the organisation's problems, and at the same time, important learning is generated from the outcomes, hence contributing to new knowledge or theory.

3.2.1 Why was AR Chosen as the Research Method?

AR is considered the most appropriate method for research on organisational change and leadership development (Dick 2011). Rather than involving problem solving by individuals using intuitive methods, the AR process involves the systematic collection and evaluation of research data so that issues can be identified and operations can be changed in a way that leads to improvement in an organisation. The AR process emphasises collaborative problem solving and joint learning (McNiff 2013). In practising AR, the researchers or individuals who engage in the process have the opportunity to plan and lead through the changes, enriching their experience and fostering good leadership.

Many academics consider most of the applications of AR to be organisational (Coghlan & Brannick 2014; O'Neil & Marsick 2007; Rigg & Richards 2006) although AR has also been widely adopted in university and community settings (Fullan 2014; Marsh, Waniganayake & De Nobile 2014; Milsom 2015). Whatever the setting, AR is a strategy that generates and amasses knowledge on an organisation's development through a planned change. This was considered useful for the study of OID at KHK, which was a critical change process that involved a fundamental change in the value and strategic intent of the organisation. It was a longitudinal study of human behaviour where a reshaping of the established mindset of individuals was required. Thus, the OID could only be developed as the change process evolved. With its real-time and real-life nature, AR allows the researcher to respond to the emerging situation. Therefore, AR was considered appropriate for this OID process as a rigorous method that could lead through a change process needing a reasonably long period to have measurable results – it would allow the organisation to gain a good understanding of the current situation, build, apply and modify solutions, and evaluate the results of the actions to come to a final solution.

As an organisation's realities are complex and messy, and change can be seen as a spiralling process that occurs in multiple, overlapping cycles (Boezeman et al. 2014; Coghlan & Brannick 2014; Herr & Anderson 2014; Holian & Coghlan 2015), the cyclical or iterative processes of AR, generating theoretical and academic understanding as well as actionable knowledge, makes it a primary approach in organisational development (Burke 2013). The organisational development, or planned change process, at KHK involved a series of interrelated activities, including assessing the current situation; focusing on the next stage to be achieved; and finally, implementing the activities – in fact, it required sequential activities to reshape the mindset of individuals. With its action cycles, AR provided a systematic framework to lead through the OID process and was therefore considered the most appropriate method for studying the organisational change process.

AR is used for research that unfolds actions in a group or organisation over a certain period; the organisation's members, who are actively involved in the change, study the process, learn new knowledge and at the same time generate changes or improvements to solve current problems. It provides a disciplined framework that requires individuals to plan, execute, observe and monitor their actions and to reflect on them (McNiff 2013). Unlike a change in skills or procedures that an individual can cope with in a relatively short period, this type of OID research involves a social behavioural change that can only develop over time. Organisations are exposed to ever-changing internal and external environments, and effective performance requires an organisation to reshape itself continually to cope with these changes. The dynamic nature of this type of change means the new knowledge generated by the AR process is not long lasting; therefore, AR is not a theory of closure (McNiff & Whitehead 2000).

Unlike traditional propositional logic, which is based on a cause-and-effect relationship, AR has a question-and-answer, to-and-fro logical flow. Whitehead and McNiff (2006) see this as a dialectical form of theory building. With dialectics, everything is open to modifications and while a statement can be an answer to a question, the question can also be addressed by asking another question about it. AR emphasises asking the kinds of questions during the process that will foster an open dialogue (Coghlan & Brannick 2014). By this continuous dialogue, the truthfulness

of new knowledge will eventually emerge. A solution or new knowledge that is generated always contains a new problem or possibility that has to be investigated. Thus an end state becomes a new beginning. This made AR an ideal model for the study of KHK's OID.

Ashforth, Harrison and Corley's (2008) process model of identification is characterised by multiple episodes to achieve identification; that is, the process of shaping identity. In an organisation that has been built up by individuals, OID means that individuals accept attributes that characterise the identity of the organisation as their own identities. However, the changing environment continuously influences both individuals and organisations, which makes OID a dynamic process involving a continuous negotiation of the boundaries between the individual and the organisation. The cyclical approach of AR is suited to the continuous nature of the OID process, making it the preferred model for OID research.

Organisational change relies on proactive interaction among stakeholders. During the course of AR actions, the organisation members gain personal learning that has social benefits (Vough 2012), understanding more about their relationships with others, gaining self-knowledge, and becoming more identified with the group or organisation. The AR process helps individuals understand their place in an organisation through their actions in practice, as they make sense of their learning through reflection, which in turn become inputs to the next action cycle. The AR framework was preferred for this study of OID in KHK as it would allow individuals in the organisation to 'respond to one another and so enable one another to construct our desired identities and decide the quality of our relationships' (McNiff & Whitehead 2000, p. 238).

Overall, AR was seen as the most appropriate method for the current study because it is a practice for organisational change that lasts for a period of time; it is not a theory of closure but allows continuous learning; and it is carried out through the interaction of the organisation's members.

3.2.2 How Does AR Work in Organisational Change?

Most often, organisational change is triggered by the need to respond to changes in the external environment (Ashforth, Rogers & Corley 2011). Organisations are unable to control or influence the demands that come from external changes and their only option is to respond to these demands. Many organisations adopt a proactive approach of actively anticipating potential future changes in the environment. They regularly review the external factors – political, economic, socio-cultural, technological, environmental or ecological, legal changes and their competitors – and initiate changes in their policies, procedures and resource allocation, to ensure the organisation's survival and future success.

Changes can also be initiated within the organisation. Most of these internal factors arise from the natural process of ageing: for example, employees get older machinery and material resources become inefficient or depreciate; or skills, and attitudes become outdated. Carefully planned actions such as regular repairs and services, the introduction of new technology, and regular training and staff development, as well as a good succession plan, can solve most of these issues. Changes can also arise from a change of management intent and direction, which commonly occurs when a new senior manager demands changes in the behavioural patterns of the organisation's members.

The study of organisational change can be traced back to Lewin's (1951) three-phase change model of unfreezing, moving and refreezing. 'Unfreezing' means an organisation recognises the need for change and has a desire for a new future. 'Moving' involves the actual change implementation process. 'Refreezing' is the stabilisation and reinforcement of all the changes that have happened. Each stage is influenced by a force field that consists of driving and restraining forces. As organisational change rarely happens in a straightforward manner, modification and refinement of the original plan can always occur during the change process. Lewin (1951) then developed the AR model, which could include feedback from the findings regarding the interventions to help design and implement further improvements. As outlined earlier, Altrichter et al. (2002) expand on the general framework and broad approach of this model and emphasise the cyclical process in

organisational change, showing how four steps – plan, act, observe and reflect – are contained within individual action spirals, each of which can be completed by itself or lead to the start of the next spiral (see Section 1.1.3).

Other AR researchers have also referred to Lewin's (1951) work and developed models for planned changes. For example, Cummings and Worley (2014) arrange the model into five steps: 1) diagnosing the organisation; 2) determining the desired future state (unfreezing); 3) implementing action (moving); 4) evaluating the action; and 5) institutionalising AR (refreezing). Other models of the organisational change process have been developed by Rodgers and Hunter (1991), Lamb and Cox (1999) and Mullins (2007). Change is intended to improve the functioning of an organisation, which French and Bell (1984) call organisational improvement by AR 'organisational development'. French, Kast and Rosenzweig's (1985) model identifies the specific components of a planned change, and W. L. French and Bell (1984) and others further develop the concept of organisation development into a practical eight-component process model based on Lewin's (1951) change model, with an emphasis on a specific step-by-step approach.

Mullins (2007) explains and links the eight components mentioned above with Lewin's (1951) model. According to Mullins (2007), in the unfreezing stage, the organisation aims to 1) identify the initial problem to be addressed. This problem identification process has to be backed up by 2) obtaining data from different sources. Data collection propels the change to the moving stage so that 3) the problem is diagnosed and the root causes are identified. The organisation then starts 4) action planning, aiming to address the root causes of the problem. This is followed by 5) implementation of the planned action, and the organisation reviews whether the actions need to be modified. After this follow-up action, 6) the implementation process is stabilised for a period. The 7) consequences of the actions are assessed for their effectiveness, which leads the process to the last refreezing stage when 8) the organisation will focus on the knowledge gained from the process. The organisation reviews both the process and the end result to institutionalise effective actions as company routines. Improvement areas or ambiguities are also identified as feedback for a subsequent change cycle.

French, Kast and Rosenzweig's (1985) eight-component model stresses the feedback loop where the results of the first action cycle become the inputs for the next cycle. Figure 3.2 shows an integrated model of the organisational change model developed by Lewin (1951), Altricher et al. (2002) and French, Kast & Rosenzweig (1985). This integrated model shows the development of AR from the broad concept of Lewin's (1951) three-step model to frameworks that are more practical, specific and easy for any community or organisation to apply to organisational changes. These modified models also adhere to Lewin's emphasis on the continuous and cyclical nature of AR.

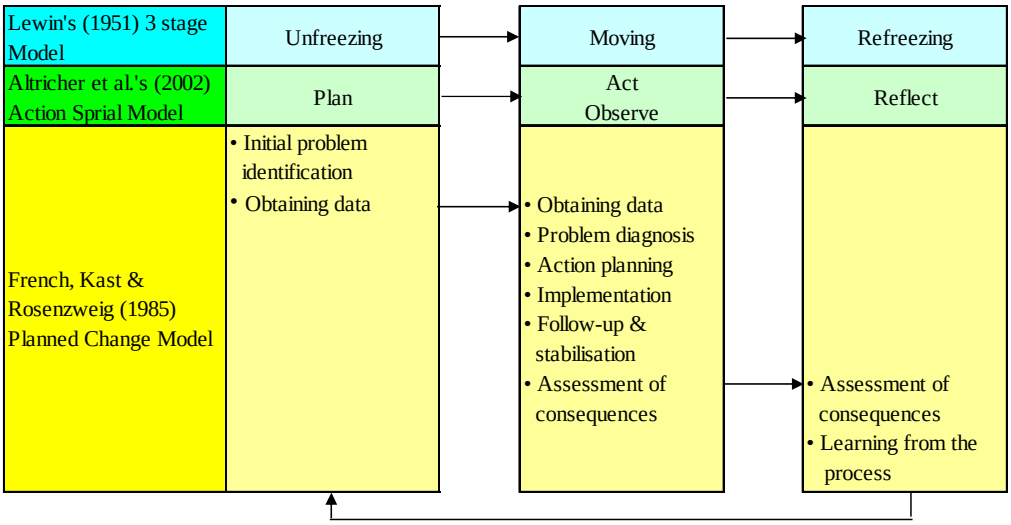

Figure 3.2: Development of the AR model.

The action spiral mechanism aims to solve a problem or accomplish a task through planned action, while at the same time the individuals involved learn about the problem-solving process itself (Burke 2008). As noted in Section 1.1.3, the underpinning method is that the researcher engages with an organisation that is undergoing a change that includes real-life data in real time (Cunningham 1993). This study of KHK was a planned organisation change process and the SC, with the researcher, progressed through two complete AR spirals for OID. A number of areas were examined during the AR process, including the roles of subsidiary managers and other stakeholders in the change process, together with the most effective means of OID communication.

During the Australian and New Zealand International Business Academy 2012 Conference held in Adelaide, the proposed study of KHK was presented as a workshop paper and feedback was collected during a panel discussion (Chan, Bambacas & Patrickson 2012). One issue that generated a lot of discussion was that of the 'insider researcher' in the current study. Overall, the panel agreed that having an insider researcher with strong ethical norms could be more beneficial than having an external researcher. Section 3.1.3 discusses the pros and cons of the insider researcher.

3.2.3 Pros and Cons of an Insider Researcher

Most of the criticism of having a researcher who is an insider of the organisation concerns the objectivity of the researcher (DeLyser 2001; Smyth & Holian 2008). Insiders are considered to have a 'pre-understanding' of the organisation, including their knowledge, insights and experience about the organisation, before they engage in the research (Gummesson 2000). This pre-understanding includes knowledge of the organisation's everyday routines, jargon, the things that can or cannot be discussed, and formal and informal communication channels. However, opponents of this option consider that this pre-understanding can lead to insider researchers unconsciously making inappropriate assumptions about the research process. They also maintain that insider researchers cannot maintain a good balance between their insider and researcher roles. There can be issues regarding whether insiders should be able to access sensitive information and have the authority to disclose such information (Unluer 2012). For example, insider researchers may be blocked from obtaining information about some departments or functions because their colleagues are concerned that the insider may do something harmful with this information. While outsiders are usually considered to have no conflict of interest and therefore may be granted access to sensitive information, outsider researchers can give rise to other problems regarding the gathering of information. An outsider has to become a temporary member of the organisation (Leigh 2013) to access information, through observation and discussion with the organisation's members and by reviewing documents. This process relies on collaboration between the organisation's members and the outsider researcher, but this takes more time than is practical for an outsider who only occasionally visits the case organisation.

Another criticism of insider researchers is that they often believe they fully understand their own contexts but in fact only have a handful of information (Blythe et al. 2013). Thus, they can potentially be biased in data collection and analysis. For example, during interviews or data collection with the organisation's members, an insider researcher may assume too much and omit some questions, considering the answers to be already known (Coghlan & Brannick 2014). To maintain their credibility, insider researchers need to maintain a strong ethical norm regarding information management (Smyth & Holian 2008). They also need to have a sense of inquiry even for familiar situations where things might be taken for granted.

When considering insider researchers, it is worth remembering that we are all insiders of certain systems, such as our family, community or organisation. We act and interact with others to construct and develop these systems. Being an insider researcher means the person maintains their role in the organisation and also performs the inquiry and research. The insider can only conduct the research with the approval or endorsement of the organisation's management. This prior approval not only makes the research legitimate, but also ensures the support of the management, as the research will meet the needs of both the researcher and the organisation.

There are other key advantages to being an insider researcher. Bonner and Tolhurst (2002) consider that insider researchers have: 1) a good understanding of the culture; 2) established social relationships that make the interaction natural; and 3) knowledge that helps them identify and judge what information is relevant. Further, insider researchers understand the organisation's politics and informal structure, which can facilitate a smooth research process. Even more importantly, an insider can often access important, relevant information that an outsider may not be able to acquire or take a longer time to acquire. This all means that an insider researcher can positively contribute to the efficiency and accuracy of the research process.

There are several ways an insider researcher can ensure the above issues are not a problem in an AR process. The main issue is the loss of objectivity, owing to prior knowledge, which may lead to bias. However, research on social behaviour, such as the current study, is concerned with people and their behaviour. The large number of

people involved naturally introduces a wide range of perspectives that can override the potential bias of the insider researcher. Porteli (2008) considers that by nature, this is balanced and 'objective', as no single person, including the insider researcher, can manipulate the behaviour of others to achieve a preferred or biased outcome.

In addition, it is not usually a problem for an insider to access important information. The dilemma arises if an insider researcher receives sensitive information that may represent a conflict of interest if it is disclosed. For example, an insider researcher may be informed of an extensive retrenchment programme to be undertaken later in the year, which can influence the AR as it involves the participation of staff who are included in the retrenchment but are not yet aware of it. Insider researchers have to maintain a high standard of ethics regarding the management of such information.

They also have to be alert to their possible bias regarding data collection and analysis, and maintain a strong sense of inquiry. If the research is conducted by more than one researcher, the insider researcher can regularly review the research details with co-researchers for possible shortfalls. If research is conducted on their own, they can seek advice and feedback from research supervisors or appropriate persons who may or may not be involved with the research.

3.3 The Case Organisation

3.3.1 Case Organisation's Parent Company

This research was to be conducted on KHK, the Hong Kong subsidiary of a typical multinational corporation that has business operations in most countries around the world. The parent company, KONE Corporation, was founded in 1910 in Finland. Based on yearly turnover, it is the fourth-largest elevator and escalator company in the world, following OTIS, Schindler and Thyssen. As a global player, KONE Corporation has a presence in more than 50 countries, with seven production units and research and development centres, and more than 1,000 offices worldwide. KONE Corporation operates in five geographical areas: Central and North Europe, West and South Europe, America and the Northern Territories, Asia South and the Pacific, and Greater China. KHK reports to its management in Greater China.

According to the *KONE Corporation Financial Report*, KONE Corporation has more than 43,000 employees and annual net sales exceeded EUR 6.9 billion in 2013.

KONE Corporation is a typical industrial engineering company, with more than 100 years of history. The organisation has been closely linked to the Herlin family, which continues to own major shares. According to the biography of Pekka Herlin published in 2009 distributed only to senior staff of KONE, the Herlin family has contributed heavily to Finland's development as a modern industrial nation. Considering the increasing trend of urbanisation, which has led to a high demand for elevators and escalators, the management of KONE Corporation believes that companies that were originally engineering oriented such as the corporation should become more customer focused.

In 2005, KONE Corporation appointed a new CEO, Matti Alahuhta. In 2008, the corporation launched a new strategy that allows people to focus on specific development programmes to ensure profitable long-term growth and deliver the best People Flow™ experience. This strategy was launched in all KONE companies as a campaign called 'KONE Way' to communicate the 'One Way of doing business in the relationship with our customers'. In 2011, the strategy was reassessed, fine-tuned and launched as 'Must-Win Battles'. All KONE companies were introduced to the concepts of Must-Win Battles and high-priority areas having a strong customer focus. This movement aimed to redirect KONE from being an engineering- and product-oriented organisation to being customer oriented.

Similar strategies have been adopted by KONE's main competitors. As the market leader, the US-based OTIS see themselves as 'the recognized leader in service excellence … worldwide' by focusing on people, safety, quality and integrity.[2] Schindler, which has its headquarters in Switzerland, has a vision of 'leadership through customer service', achieved by a commitment to safety, value for the customer, people development, visible leadership and integrity.[3] Thyssen, which is

[2] http://www.otisworldwide.com/d2-vision.html
[3] http://www.schindler.com/com/internet/en/about-schindler/vision-and-values/vision1.html

based in Germany, see themselves as 'the technology and materials company' and focus on service quality, closeness to customers and innovative strength.[4]

3.3.2 What is the Case Organisation?

The case organisation, KHK, is a solely owned subsidiary of KONE Corporation, based in Hong Kong. KHK has been established in Hong Kong since 1979 and is one of the earliest KONE subsidiaries in Asia. By 2012, KHK had become the fourth-largest elevator company in Hong Kong (behind OTIS, Schindler and Mitsubishi). The total number of elevators and escalators under KHK's service were around 6,000 units, with an expected yearly growth of around 150 units. From only 20 staff in 1979, by 2013 KHK had a staff of 700, most of whom were field operation staff doing project and site management, maintenance, service, installation and testing.

In 2008, KHK was asked by the parent company to disseminate the 'KONE Way' to all staff. However, despite communication meetings, posters, a KONE Way card and other visual promotions, KONE Way was not well received. According to the results of the in-house survey Employee Engagement Survey, conducted in 2010 by KONE Corporation, 60% of KHK staff did not understand the KONE Way and did not view themselves differently after its launch. This information was important as background for OID assessment and was only available to this research because it was being conducted by an insider researcher.

In February 2013, more than 80 per cent of KHK's 700 employees were working in the service and maintenance division, 15 per cent in the new equipment division, and the remaining 5% in finance, human resources and administration. KHK has a traditional pyramid organisational hierarchy, with a Managing Director (MD) heading a five-layered reporting structure. Each division is headed by a director who, at the time of this study, together formed an SC to oversee the AR process. Each division is further subdivided into departments led by a senior manager or manager.

[4] http://www.thyssenkruppelevator.co.uk/company/corporate-vision

After joining KHK in 1984, I progressed from a junior position to senior management, becoming the director for the new equipment division in 2005. Through these 20 years of experience, I became familiar with and knowledgeable about the culture, politics, history, people and structure of both KONE Corporation and KHK, and this had benefits for this current study. Figure 3.3 shows the organisational functions of KHK. Being the director of the new equipment division, I report directly to the MD of KHK. I am also part of the KHK management team and a member of the SC for the AR process.

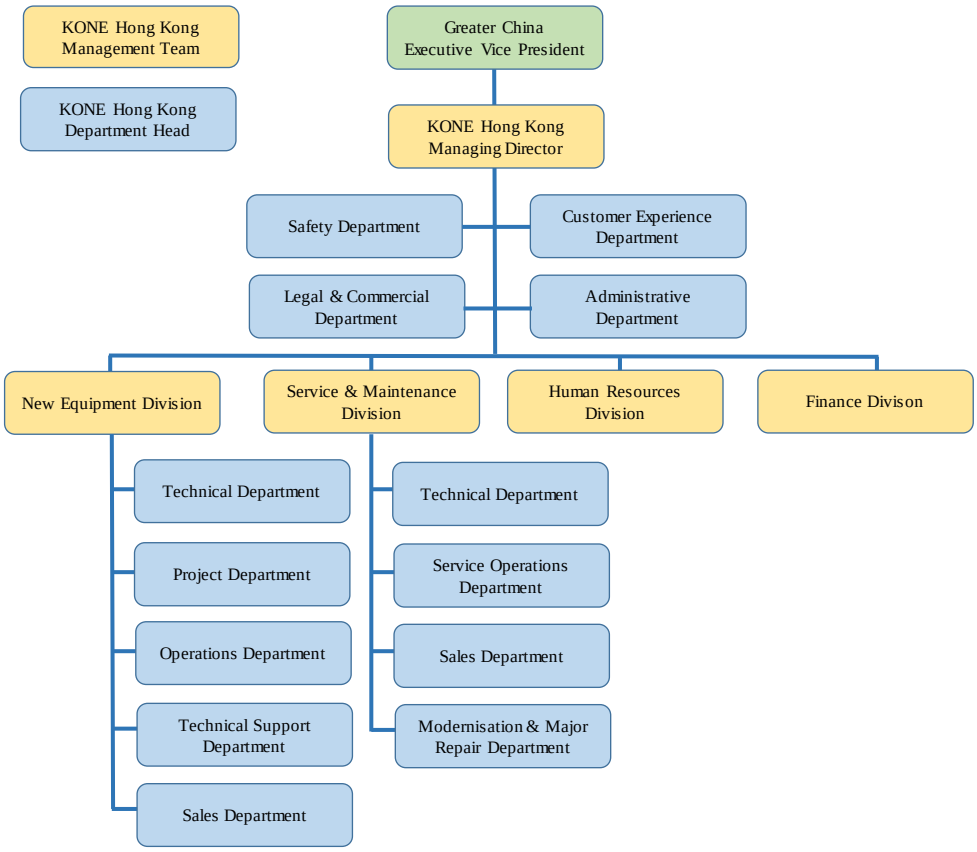

Figure 3.3: KHK's organisational chart.

3.3.3 Why Was the Case Organisation Chosen?

The case organisation was chosen because it can represent many organisations that have a similar business nature and require a change process. This means the knowledge generated from this study can be applied to, or further verified by, other similar organisations.

KONE Corporation is a typical multinational corporation, with KHK as the subsidiary that can represent a wider family of organisations with a similar nature. According to the World Investment Report 2009, published by the United Nations Conference on Trade and Development, there are 82,053 multinational corporations and 807,363 subsidiaries in the world. These multinational corporations are characterised by having a parent corporation that acts as the headquarters, with affiliates operating in other countries. The affiliates operate under the direction of the parent corporation but at the same time have some degree of autonomy in management and decision-making to manage local culture and practices. With more than 100 years of history in the global market, KONE Corporation has all the characteristics that represent the multinational corporation family, which makes this study even more valuable, as the new knowledge generated can potentially benefit other large organisations.

KHK's need to reshape its OI arose from the parent company's change of direction and strategic intent, replacing the former emphasis on delivering products with precision engineering and a high level of quality with a new emphasis on customers and needs fulfilment (the best People Flow™ solution). This change challenged the reputation that KHK had generated and maintained over the years and required the dissemination of a new set of values and strategies to all staff. This required a systematic approach, rather than using intuitive methods of management. As a methodological approach, AR allowed the rigorous standard of problem solving that would increase the chance of success of the KHK change process.

As a divisional director of KHK, I proposed that the management team should adopt AR as a framework that would simultaneously lead through the change process and conduct practical research on OID. The proposal was debated during management meetings and formally approved and endorsed by all management team members. I was appointed as the principal researcher and an SC composed of all the management team members was formed. The SC members were key personnel who had knowledge of, and influence on, the problem-solving process and could also monitor the study. The SC had the task to plan, implement and evaluate the action

strategies that would help employees associate with the new sets of values and strategies and take on the new identity required by the parent company.

I had two roles in this study. As principal researcher, I gathered, analysed and utilised the data generated to study the process in detail from the viewpoint of an insider. Simultaneously, as one of the directors of KHK, I became a standing member of the SC managing the identity change process from September 2010 to April 2014. This dual role gave me access to materials and resources not otherwise available and also helped the research process fulfil a critical organisational need.

In summary, KHK was a suitable choice for this OID study for the following reasons:

- It represented the interests of many other organisations with a similar nature.
- It was undergoing an organisational change that required a systematic approach to lead through the change.
- Having an insider researcher provided advantages in access to real-life and real-time information.
- The study was fully supported by the management team of KHK, making the research both legitimate and practical.

3.4 How Did Organisational Change Occur in the Case Organisation?

The OID process for KHK was triggered by a change of direction and strategic intent imposed by the parent company, KONE Corporation (KONE Annual Report 2008). KONE is a renowned European-based elevator and escalator company, which has been ranked as one of the most innovative companies in the world by Forbes Magazine in 2013. It regularly launches new products, and the subsidiary companies are instructed to market them according to the strategies from KONE headquarters. Over its long history, KONE has gained an image as a manufacturer of precision engineering equipment with a high level of quality. The employees, who have a

strong identification with the organisation as an engineering-oriented company, have an engineering mindset and most of their communications contain technical jargon.

As mentioned earlier, in 2008 the new CEO at KONE headquarters replaced the former emphasis on precision engineering with a new emphasis on customers and fulfilment of their needs. This meant that although KONE kept developing new products, the emphasis was no longer on the products themselves – the organisation was now to be a service company providing the best solutions for customers. KONE Corporation and its subsidiaries needed to establish a new set of values and strategies via a focus on developing good relationships with existing and potential customers, and determining how customer needs could be fully satisfied by the best solution. This new direction would lead KONE to the new conceptualisation of its identity articulated by KONE headquarters.

During 2008, KONE headquarters conducted two workshops with the managers of the subsidiary companies so that the new value and strategic intents were fully communicated. It provided communication materials such as videos, PowerPoint slides, posters and workbooks for local application within each subsidiary. Each subsidiary was also expected to develop their own policy strategy to introduce and communicate the new OID to their staff and develop a stronger bond between the members and the organisation. KHK adopted Ashforth, Harrison and Corley's (2008) process model of identification (Figure 1.3) to lead through the changes. For the practical application of AR in this OID process, this model was integrated with Lewin's (1951) three-step model as shown in Figure 2.7.

3.4.1 What was the AR Implementation Process at KHK?

KHK adopted the research process devised by Jones and Brazzel (2012), with its extension of Lewin's (1951) three-step change model into a framework with five consecutive stages: 1) diagnosing the organisation; 2) determining the desired future stage (unfreezing); 3) implementing action (moving); 4) evaluating the action; 5) institutionalising AR (refreezing) as one complete action spiral. The result of the first action spiral would be inputs for the second spiral, which would go through those

five stages again. The following table provides a summary of KHK's AR that lasts for close to 4 years.

Table 3.1: Summary of KHK's Action Research

Timeline	AR Stages	AR Activities
First action research spiral		
Sept - Dec 2010	Diagnosing the organisation	• Quantitative survey on OID • Formation of steering committee (SC) • Workshops to clarify KHK OI and current status • Workshops to determine stakeholders
Dec 2010 – Apr 2011	Determining the desired future stage	• Workshops of SC, managers, & supervisors to determine goals and values, future stage, etc.
May 2011 – Apr 2012	Implementing action	• Formation of task force (TF) for OID action planning and implementation • Identity seminars, roadshows, newsletters, visual display, etc. to communicate new KHK OI
Apr – June 2012	Evaluating the action	• Quantitative survey on OID • Evaluation of survey results by SC & TF & discuss key implications • Evaluation on the performance of OID actions
June – July 2012	Institutionalising AR	• Workshops by SC & TF to determine actions to retain, routinise, & abandon
Second action research spiral		
July – Aug 2012	Diagnosing the organisation	• Workshop to determine new stakeholders inclusion
Sept – Oct 2012	Determining the desired future stage	• Workshops of SC, TF, managers & supervisors to determine next stage to go • Workshops of SC & TF to decide OID actions
Nov 2012 – Jan 2014	Implementing action	• Restructure TF to match new OID actions • Socialisation activities, frontline communication, newsletters, visual display, etc. to strengthen KHK OI
Jan – Apr 2014	Evaluating the action	• Quantitative survey on OID • Evaluation of survey results by SC & TF & discuss key implications • Evaluation on the performance of OID actions
Apr – May 2014	Institutionalising AR	• Workshops by SC & TF to determine actions to retain, routinise, & abandon

3.4.2 AR Cycle: Structure, Timeline, Stages, Stakeholders and Their Roles

KHK's new OID as a service-oriented company was the desired future stage that the case organisation ultimately wanted to achieve. Data for the longitudinal study was collected over three years, with the action cycles unfolding between September 2010 and April 2014. A quantitative survey on OID perception was conducted at the end of each action cycle as part of inputs for the next action spiral. The research

investigated the roles of the subsidiary manager and other stakeholders in Hong Kong as well as the integration strategy for the OID process. This OID process was accompanied by a series of workshops, seminars and meetings, including the use of information technology such as SMS and the intranet. The change was a company-wide exercise, with all employees involved in the change. Figure 3.4 shows the different stages and the timeline for KHK's action spirals.

The first action spiral shown in Figure 3.4 started in September 2010 with the formal establishment of the research structure and system. This spiral ended in April 2012, after almost a year of action implementation. The second spiral started immediately after the end of the first one, with the input from the quantitative survey on OID perception, and a complete second action cycle ended in April 2014.

The first spiral of the AR involved me (as the principal researcher), the SC and the other senior managers in joint planning, diagnosis and implementation of an integration strategy of OID for KHK. This comprised a number of planning, evaluation and review sessions as the process unfolded, as in the typical AR process summarised by Burns (2007). Figure 3.5 shows the composition of the AR cycle at different stages of the study and its relationship with the RQs and the conceptual model adopted in this study.

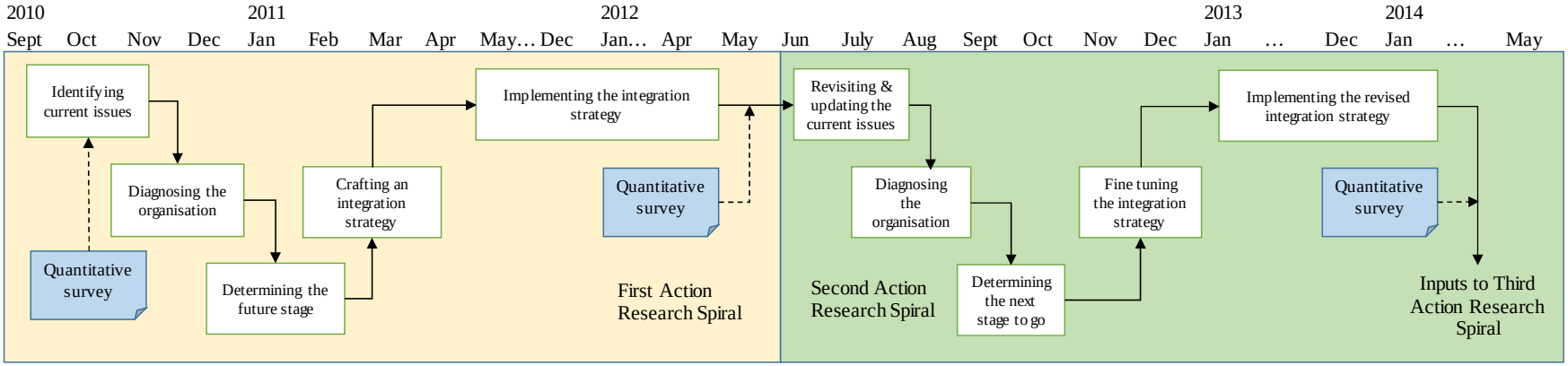

Figure 3.4: KHK action spirals, using Jones and Brazzel's (2012) Action Research model.

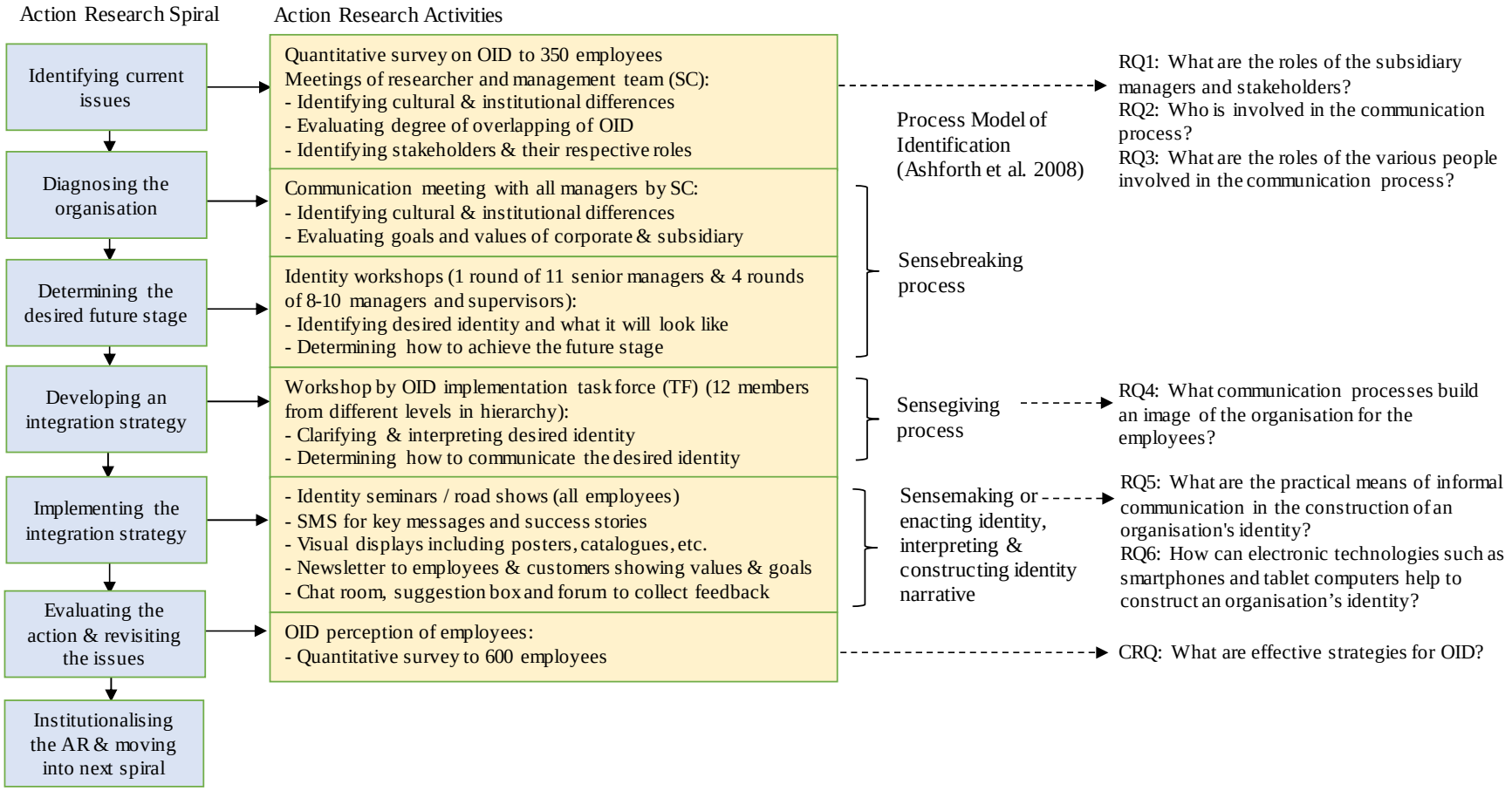

Figure 3.5: AR cycle for KHK, using Jones and Brazzel's (2012) Action Research model.

3.4.2.1 Five Stages of the First Action Spiral

A complete AR cycle has five consecutive stages. This section describes the different stakeholders and activities during the first action spiral in KHK's AR process.

3.4.2.1.1 Stage 1: Diagnosing the Organisation

The first step in AR requires the researchers and related managers to identify the existing problem to be solved. It can be recognised as the gap between targeted and current performance. Immediately after the approval of the MD and the endorsement from other KHK management team members for the adoption of AR for this study, the SC was set up with me as the principal researcher and a member of the SC. The first meeting was conducted in September 2010 to set the theme and the approach of the OID implementation. The SC identified the aim of the process as being to develop and implement an effective strategy to integrate into KHK the new OID that had been imposed by KONE Corporation. Issues such as constraints, resources and other factors that could affect this OID process were reviewed. In order to have a better understanding of the current situation, the SC decided to conduct a quantitative survey on OID perception as a baseline for future comparison.

The diagnosis started with via a survey conducted in late 2010. The survey was based on a seven-point Likert-type scale ranging from 1 (strongly disagree) to 7 (strongly agree), to explore employees' perceptions of their current OID with KHK. The six items in the survey were taken from a study of OID perception by Mael and Ashforth (1992), which are generally seen as the key parameters that reflect OID perception (Chughtai & Buckley 2010; Fuller, Marler et al. 2006; Ge, Su & Zhou 2010):

1. When someone criticises our organisation, it feels like a personal insult.
2. I am very interested in what others think about our organisation.
3. When I talk about our organisation, I usually say 'we' rather than 'they'.
4. Our organisation's success is my success.
5. When someone praises our organisation, it feels like a personal compliment.
6. If a story in the media was to criticise our organisation, I would feel embarrassed.

Similar quantitative surveys, based on the same items, were conducted after each of the implementation processes in both the first and second spirals of action study. Because evaluation of the effectiveness of various types of communication mechanisms on knowledge transfer and hence development of OID is useful, further items to review the employees' evaluation of the different means of communication of OID were added, such as 'I think SMS allows a prompt delivery of company information' and 'The identity seminar gives me a better understanding of corporate goals and values'. The employee survey also covered other control variables such as division, department, position, level of participation in decision-making, and years of service in the organisation. Three sets of questionnaire adopted in Nov 2010, Apr 2012 and Apr 2014 are presented in Appendix A, B & C.

The survey results helped to provide the SC with reflection for re-planning before engaging in the next spiral of action, to inform the implementation process of subsequent spirals of action. The pre- and post-implementation surveys aimed to explore the possible changes of employees' perceptions of OID during the OID processes.

In the first survey, a total of 232 valid questionnaires were collected from the 550 surveyed employees – a response rate of 42.2%. The results of the survey prior to OID implementation showed that OID had not been well developed by the employees – more than 60% of the employees did not associate with OID, although there were slight differences in OID perception depending on the control variables, such as being from different divisions or in a different place in the hierarchy. These results served as the key indicators for the evaluation of the effectiveness of the OID implementation (see Chapter 4).

During Stage 1 of the AR cycle, the SC conducted a communication meeting with all managers and supervisors to deliver the new sets of values and strategies as imposed by the parent company. The participants were asked to evaluate the changes and identify the cultural and institutional differences between KHK and KONE Corporation. During the meetings, selected participants from each of the key

divisions and departments were invited to join the identity workshop to reflect further on the OID process.

3.4.2.1.2 Stage 2: Determining the Desired Future State

After reviewing the results of the first survey, which showed the reality of the current situation, the SC decided to involve all senior managers in a workshop dedicated to formulating the future desired identity. The senior managers, together with the SC, were also responsible for reviewing the results of the OID implementation at each key stage of the study. The identity workshop was conducted with 11 senior managers in April 2011, led by me, as principal researcher. It started with an icebreaking session, followed by a briefing on the purpose and expected outcome of the workshop, which was to review the current state of OID in KHK and determine the future and desired OID.

The senior managers concluded that the new direction and strategic intent could be framed as a more localised and understandable message of 'What is professionalism to you?' They developed a list of characteristics that represent professionalism and created five key messages that reflected those characteristics and were simple, straightforward and easy to understand: 'We act as a team'; 'We deliver what we promise'; 'We do our best'; 'We are responsible'; and 'We keep on improving'. Starting each message with 'We' included both the company and individual employees as part of the company. The workshop also concluded that a TF should be established for the implementation of the OID strategy. Nominees from key divisions and departments from different hierarchies were proposed in order to consider different opinions. These nominees were familiarised with the new values and strategies, the future stage of desired identity developed in the workshop, and the TF's responsibilities. They were then invited to join the TF on a voluntary basis, so that their participation came from their willingness and commitment.

3.4.2.1.3 Stage 3: Developing an Integration Strategy

This was perhaps the most important stage in the action cycle, as it determined the OID implementation strategy for KHK. According to B. B. Jones and Brazzel

(2012), the three-step process is as follows: 1) identify the possible impediments to change; 2) decide who will be responsible to make and control the changes; and 3) decide on the specific change strategy.

A communication meeting was conducted in March 2011 to present the new OID to all managers, followed by dividing the managers into groups with an appropriate mix of divisions and conducting a brainstorming workshop that was facilitated by members of the management team. This workshop aimed to get the managers involved in the development of the OID implementation strategy. The 'attention or awareness, interest, desire and action' AIDA model of Strong's (1925) sales process was adopted as the framework for OID communication.

In line with Pascale, Millemann and Gioja's (1997) opinion that employee participation would prevent resistance and encourage a welcoming and creative approach to change, the managers agreed that their participation would facilitate a sense of ownership and the likely success of the OID implementation. This also fostered understanding among KHK staff of the reasons for the change and established the grounds for employee collaboration during the AR.

The TF was formally established with 12 members from different divisions and departments and TF meetings were held to work out the implementation plan for the approval of the SC. The TF felt that to create awareness of the OID, communications should be more frequent and designed to reach all the staff. A weekly internal newsletter and SMS were selected as key tools to deliver OID messages, as each employee had access to the company intranet, as well as a company email account and a mobile phone sim card. An editorial committee was established to ensure these important messages were well planned and would achieve the AIDA effect.

By this stage, the OID implementation process was well underway. The TF had conducted biweekly meetings to review progress. In between meetings, TF members and office staff representatives contacted frontline representatives, either by phone or face to face, and collected their feedback on the OID activities. This feedback was reviewed in each TF meeting and became inputs to the next activities. The meetings

were recorded in writing as meeting minutes and put in a common server that was accessible by the SC and TF.

3.4.2.1.4 Stage 4: Evaluating the Action and Revisiting the Issues

The key process of OID implementation – evaluation – started in May 2011. According to Buchanan and Huczynski (2004), an evaluation should collect feedback and the data should be evaluated to inform further planning.

Prior to the OID implementation, a 'pre-change' questionnaire survey of the employees was conducted in October and November 2010. As described earlier, questionnaire surveys were also conducted as each of the cycles of the OID implementation process were completed, to evaluate the effectiveness of the implementation. To ensure there was an appropriate comparison- and perception-tracking mechanism, the same questions were used in all the surveys.

3.4.2.1.5 Stage 5: Institutionalising the AR and Moving into the Second Action Spiral

In June 2012, the SC conducted a full-day evaluation session considering the appropriateness of the AR, the effectiveness of the different parties involved (including the SC and TF) and of the activities and communication tools, and the general impression of the success of the OID implementation. This evaluation also provided possible answers to the RQs. It found that the SC-instituted strategies and actions had been effective, and some of them (e.g. communication by electronic means) had been adopted as company policies, procedures and routines. The TF and SC also revisited and updated issues such as constraints, resources and OID perceptions to identify required modifications of the OID strategy before proceeding to the second spiral of the AR.

3.4.2.2 Second Action Spiral

As mentioned above, the OID integration strategy was implemented from May 2011, with regular reviews by the SC and TF, through observation and feedback on

progress and preliminary results. The annual review in June 2012, which evaluated all the activities of the previous year for their contribution to the OID integration strategy, allowed the TF and SC to revisit and update issues such as constraints and resources and to review the perception of OID in KHK. They considered whether the original planned future and desired stage of OID had been reached. After the annual review, the SC had weekly meetings from July to August 2012, joined by the TF biweekly, and compared the quantitative surveys conducted before and after the OID implementation process. They found there had been a significant development in OID perception and identified the most acceptable communication methods and actions. Chapter 4 describes the results of these surveys.

A meeting was then held with all managers and supervisors to present the results of the OID surveys and the OID implementation's progress. Participants were asked to discuss the current state of KHK's OID development and determine the next stage of the process. They agreed that the new OID had been shaped and should be further developed with the frontline staff, as these technicians were generally more reactive and less able to access and understand the information.

Following this meeting, the SC and TF held two workshops during October and November 2012, which concluded that modifications of the integration strategy were required and that a finely tuned strategy had been developed. The modified OID implementation strategy was carried out throughout 2013, followed by another OID survey. The survey results were compared with the last two surveys to evaluate the trend of OID development and the effectiveness of the OID implementation strategy. These results served as inputs to the third action spiral, which at the time of writing was still in progress in KHK, but was not included in this study as the AR on KHK had already reached its goals.

3.4.3 How did the AR Implementation Process Answer the Research Questions?

The AR was designed to address the CRQ and six other RQs in order to fulfil the aim of the research, which was to develop an effective strategy to integrate OID. As the outputs of this study, solutions to organisational issues or problems were found. The

new knowledge that has developed during this process should theoretically be applicable to other organisations in a similar situation.

3.4.3.1 Core Research Question

CRQ: What are the effective strategies for OID?

Two critical factors in an effective OID strategy are people and communication. This study identified the key stakeholders and their roles in the OID process and investigated their informal and formal communications, evaluating the importance of these communications in OID development.

3.4.3.2 First Four Research Questions

Answers to the following RQs unfolded during the AR process:

RQ1: What are the roles of the subsidiary managers and stakeholders?
RQ2: Who is involved in the communication process?
RQ3: What are the roles of the various people involved in the communication process?
RQ4: What communication processes build an image of the organisation for the employees?

Although the AR cycle is built up in stages, these different stages are closely linked with each other, making the AR an integrated framework. While the answers to all the RQs are alluded to in each AR stage, the actions in each stage are designed to bring up and address specific RQs. These planned actions make an AR different from a consultative problem-solving process in an organisation.

This study addressed the people aspect during the early stages of the action spiral. The stakeholders and their roles were identified in both pre-determined and un-determined ways. For the pre-determined aspect, the managers of this study nominated KHK staff for the SC and TF teams. The terms of reference for these were established and team members were assigned specific roles in the AR process. These

teams worked on the early stages of identifying current issues and diagnosing the organisation, and took a leading role in the subsequent AR stages. The SC planned the entire AR process and the TF was responsible for its execution. As the AR proceeded, the SC brought together different KHK employees to form *ad hoc* teams or to fulfil certain tasks. Staff participated in communication meetings and identity workshops to diagnose the organisation and plan future stages.

For the un-determined aspect, the stakeholders involved in the OID implementation and their roles, emerged as the AR proceeded and became the new knowledge or information to be explored in this study. For example, an employee's responses or queries raised through the company's Facebook or chat room indicated that some employees could act as opinion leaders within the organisation; employees who regularly played in the company soccer practices could become informal communicators to the frontline staff. As the implementers of the OID strategy, the TF members regularly reviewed the possible involvement of stakeholders in the AR process.

3.4.3.3 Fifth and Sixth Research Questions

The second factor in an effective OID strategy that was investigated was communication. As well as generating new knowledge on communication, the OID process also suggested practical ways that organisations with a similar nature could facilitate communication. The following RQs on communication were addressed during the AR process:

RQ5: What are the practical means of informal communication in the construction of an organisation's identity?

RQ6: How can electronic technologies such as smartphones and tablet computers help to construct an organisation's identity?

During the later stage of the AR process, various communication means were adopted for different activities and actions. The TF evaluated these through data such as the rate of participation of KHK employees and their feedback on activities, and

the answers to questions in the second and third OID surveys on communication aspects.

All of these AR stages were involved in answering the CRQ regarding the people and communication aspects that build up an effective OID strategy.

3.5 Discussion

AR is considered the most appropriate method for studying the organisational change process. As an organisation is exposed to a continuously changing environment, changes are essential for its survival and growth. These changes can often be fundamental, requiring a change in the strategic intent and values that have been established for many years and become embedded in the mindset of the employees. Confusion and resistance occur when employees are asked to change to a new OI with different attributes, which creates a knowledge gap that needs to be filled. The organisation then needs to create an effective strategy that can lead to the successful development of the new OI among its employees.

Through this process, employees leave the past behind and rebuild their OID so that the new values are supported and shared. The need for an organisation to reshape its identity is common in the business world, and the case organisation, KHK, is a typical subsidiary of a multinational corporation. By engaging in real-life and real-time problem solving, this study generated new knowledge on the OID process and also provided practical solutions that can be applied to organisations in general.

This was an in-depth, longitudinal study on the OID process in KHK. It was beneficial to have me as an insider researcher, as I could access important information that might not have been easily available to outsiders. My relationship with KHK colleagues and knowledge of the company culture also facilitated a smooth AR process. Over more than three years from September 2010, two action spirals, consisting of five consecutive but integrated stages, were completed. Relevant information that suggested answers to the RQs was collected and analysed.

Detailed data analysis and findings, which lead to possible answers to the RQs, are provided in Chapter 4.

Chapter 4: Analysis and Results

4.1 Introduction

Chapter 3 described the AR method adopted in this study. This chapter analyses the data collected during the AR processes and the outcomes of the AR that have provided answers to the RQs. Each RQ is addressed in a separate subsection. The CRQ is addressed in the later part of the chapter as its solution is built up by the answers to the RQs. Special focus is paid to the people and process aspects when answering the RQs as they are regarded as the basic elements in the process model of identification (Ashforth, Harrison & Corley 2008) that has been adopted as conceptual framework of this study (see Figure 4.1).

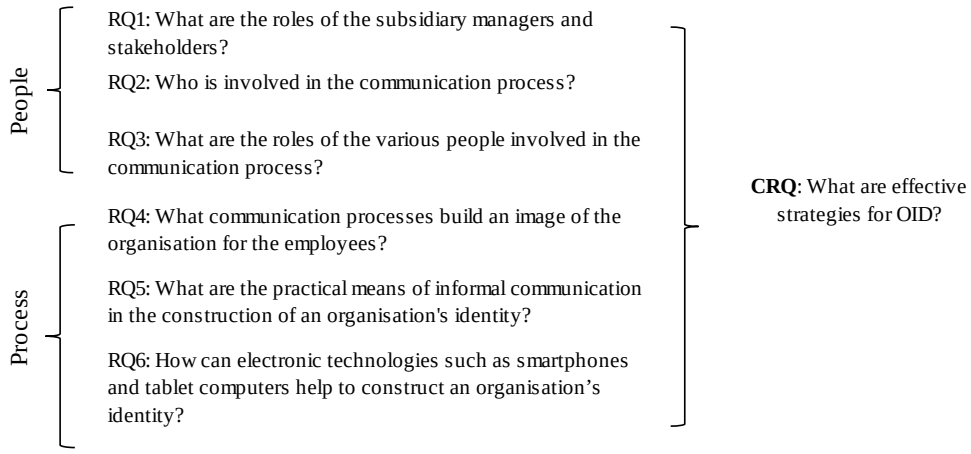

Figure 4.1: Categorisation of research questions.

RQ1 to RQ3 cover the people aspects in OID, while RQ3 addresses both people and communication process aspects. RQ4 to RQ6 look further into the communication processes, in particular the means and mechanism of communication. By answering these RQs, this study suggests a solution to the CRQ by crafting the effective strategies for OID that can be adopted by other organisations undergoing a similar OID process.

Each RQ was further broken down into specific action research questions (ARQs) that are designed to explore some preliminary information that contributes to the solution of the RQs. These ARQs were arose during the AR processes that are composed of AR activities conducted in different stages in the AR cycle (see Figure 3.5). To recall, two AR cycles were conducted in KHK with each cycle involving seven stages: 1) identifying current issues, 2) diagnosing the organisation, 3) determining the desired future state, 4) developing an integration strategy, 5) implementing the integration strategy, 6) evaluating the action and revisiting the issues, and 7) institutionalising the AR and moving into the next spiral. The AR activities in KHK include the quantitative surveys, various meetings, workshops, seminars, road shows and other communications carried out at different stages in the AR cycles.

Both qualitative and quantitative data were collected and selected outcomes and findings were studied to address the ARQs and thereafter the RQs. The qualitative data were collected throughout the AR processes from observation, verbal feedback, meeting minutes, written and audio- or video-taped records, company policy, procedures and other communication tools including newsletters and electronic messages. These data were inputted into Nvivo for grouping and categorisation. Textual responses to the ARQs are cited whenever necessary to justify the answers to the ARQs.

In addition to the qualitative data collected, three separate quantitative surveys by questionnaires were conducted among KHK employees. The data were analysed with SPSS rev 21. The outcomes of the three surveys serve to show the trend of OID development before, during and after the two AR cycles. The survey results demonstrate the movement of the OID towards the desired outcome and therefore provide evidence to validate the answer to the CRQ. The survey results also show the KHK employees' evaluation of the various communication tools during the AR processes and provide answers to RQ5 and RQ6.

The AR at KHK lasted for 44 months, with the first cycle starting in September 2010 and ending in June 2012. The second cycle commenced immediately after the completion of the first and continued for another 22 months until April 2014. The

first cycle aimed to construct a new OI for KHK, and the second cycle aimed to further build the new OI into a stronger OID based on Ashforth, Harrison and Corley's (2008) process model of identification.

This chapter explains the AR cycles conducted in KHK with reference to the multiple-episode framework of Ashforth, Harrison and Corley's (2008) model. Descriptions of the AR are based on the five elements of the model – sensebreaking, sensegiving, interpreting and enacting identity and constructing identity narratives – both similarities and differences are discussed. The chapter also addresses the actions that relate to the people and process aspects that can lead to the successful outcomes of OID. Delays or problems caused by the OID actions are examined and explanations are offered for how these adverse outcomes were resolved.

Sections 4.2 and 4.3 give an overview of the people and process aspects in the OID process, including the analysis and actions of KHK in respect to the people and process aspects during the AR cycles. Each of the six RQs and the CRQ are addressed in the subsections of 4.2 and 4.3. Section 4.4 highlights the key findings of the study, which are discussed further in Chapter 5.

4.2 People Aspects

Two types of stakeholders were involved in the OID process: those who exerted influence on others (influencer) and those being influenced (influenced). Among all the influencers, the top management plays an irreplaceable role. The top management is usually represented by the subsidiary manager or the MD who acts as the figurehead of the organisation. They are the role models and opinion leaders who can exert a strong influence on other employees during OID. Nevertheless employees in the lower hierarchies are also key influencers of OID, as they are able to understand the needs and lifestyle of their co-workers; therefore, they are more able to design and conduct communication that will be receptive to the frontline employees.

OID is a complex organisational process that has to involve all employees in an organisation. As such, the OID process has to be properly organised by setting

realistic targets and objectives, monitoring progress, executing activities according to a plan and schedule, and evaluating for effectiveness. Therefore, there is a need for an organisation to establish a dedicated work structure to drive these OID initiatives. At KHK, this work structure was composed of members from the top management and employees from the lower hierarchies. In fact, many studies (Boehm et al. 2015; Dailey, Treem & Ford 2016) have found the importance of having all employees participate in the OID process.

Top management involvement can ensure the organisation's direction is maintained, while participation of employees from the lower hierarchies allows OID strategies to be crafted so as to be more employee oriented (Boehm et al. 2015; Dailey, Treem & Ford 2016; Lysova et al. 2015). Top management involvement also ensures high-level issues are addressed in crafting the OID strategy, such as incorporation of the vision, philosophy and strategic intent of the organisation (Gioia, Schultz & Corley 2000; Sveningsson & Alvesson 2003). Moreover, top management involvement demonstrates commitment and ensures resources are available when needed (Basu et al. 2002). Conversely, employees from the lower hierarchies who have better understanding than the top management on the needs of their co-workers, help to provide feedback to the management so that the OID strategy crafted can be more realistic and practical (Grawitch & Ballard 2016; Kim, S 2002). As such, the total OID process does not need to be an exact top-down process as described by the process model, but it is augmented by the involvement of employees lower in the hierarchy as key actors to allow OID strategies to be crafted in a more pragmatic way and therefore have a higher chance of success. This work structure was formed at the early stage of the AR and prior to the OID strategy crafting process (see Chapter 3).

Observations indicated that OID involved employees in all hierarchy levels from top management to the frontline staff. Borrowing from the concept of 'total' from Deming's (1986) total quality management, OID can be more appropriately referred to as 'total organisation identification management' to incorporate the inseparable element of 'total' people involvement. The people involved either work independently or in groups and have a role to play in the OID process. Highly regarded staff were considered more trustworthy and able to exert an even stronger influence on others than people at the top. Therefore, one might anticipate that the

leading roles in OID would not be confined to the management level. Top management, with their position of power, were ideally placed to manage, monitor and evaluate the OID strategy, while employees form other levels execute the strategy as they know better the needs of their colleagues.

In addition, the current study found that family members of employees exert a strong influence on employees' OID, which is a key variable that has not been previously addressed in OID studies. Family members' positive perception of the organisation allows a favourable word of mouth that builds employees' OID. In fact, the study findings show that family members were heavyweight influencers of employees in all matters.

The study also found that employees were more effective when organised in dedicated workgroups to perform functions in the OID process than a human resources manager who takes care of the OID process as part of the employee engagement program as most organisations did. With dedicated workgroups, members understand the high-level responsibility assigned to them, making them feel trusted and valued. At different stages of the OID process, these workgroups perform different roles and their level of involvement increases over time. In KHK, these workgroups were initially established as the SC and TF to drive the organisation-wide process of OID during the entire AR period. Active participation of members in these workgroups generated a total and multidimensional interactive relationship between leader, managers, supervisors, employees and employees' family members, thus bringing in a new angle on relationship management apart from the traditional view of a dyadic relationship between employee and organisation in the OID process.

The following sections discuss the analysis and actions that KHK underwent to explore the people aspects of the OID process and to provide comprehensive information to support potential answers to the RQs and CRQ.

4.2.1 Identifying Stakeholders

OID stems from social identity theory and social categorisation theory, which have a strong focus on people. Although the study of people in stakeholder theory and

management has received considerable attention, the actual identification of stakeholders in OID is still unclear. Vos (2003) describes stakeholders as those parties involved, distinguished from those not involved. However, this general description raises more questions than provides answers, such as: Who are the stakeholders? Who are the stakeholders involved in the OID and who are not involved? What are their roles in the OID process? Are there different levels of stakeholder involvement? How can we identify stakeholders and their levels of involvement? Therefore, a fundamental problem to be resolved is to identify the stakeholders in the study of OID. The following sections explore these issues.

Identity at individual and organisational levels denotes a self-referential description of 'Who am I?' and 'Who are we?', respectively (Ashforth, Harrison & Corley 2008; Leary & Tangney 2003). The congruence of individual identity and OI is referred to as identification (Dutton, Dukerich & Harquail 1994) or described as an individual perception of oneness or belongingness with a collective concept of a group or an organisation (Ashforth & Mael 1989). The interplay of individual identity or OI and identification results in an individual developing a self-concept that can associate with the organisation (Albert, Ashforth & Dutton 2000). Thus, Ashforth, Harrison and Corley's (2008) process model refers to OID as the iterative mechanism of individual and organisation.

However, the basic notion to be addressed in OID research is to identify with whom the individuals should engage in this self-referential (individual recognises collective similar to self) or self-defining process (individual changes self to become similar to collective) (Pratt 1998). To do this, many studies have adapted stakeholder theory to understand how individuals have a role to play in the OID process (Achterkamp & Vos 2007; Ackermann & Eden 2011; Brickson 2013; Carmeli, Gilat & Waldman 2007; Crane & Ruebottom 2011; Scott & Lane 2000).

The stakeholder approach was utilised in the context of OI and OID by Scott and Lane (2000, p. 44), who purport that OI construction relies on the 'iterative interactions between managers and stakeholders'. Similarly, Schultz and Hernes (2013) see OI as emerging through interaction between organisation actors such as leaders and other organisational members, including other employees and other

stakeholders. More often, the construction of OI and OID is viewed as the result of the interaction between two separate but interrelated parties such as manager-stakeholder (Albert, Ashforth & Dutton 2000; Heaphy & Dutton 2008; Scott & Lane 2000), manager-subordinate (Sluss & Ashforth 2008), leader-member (Katrinli et al. 2008; van Knippenberg, D et al. 2004) and employee-organisation (Cropanzano & Mitchell 2005). Ashforth, Harrison and Corley's (2008) process model of OID refines this dyadic relationship as organisation and individual. However, instead of relying on this dyadic relationship, OI and OID can be viewed as an emerging process with more complex and multiple interactions among different people both inside and outside the organisation.

Although earlier research shows that outsiders can identify with an organisation (Elsbach 2014), this study has only examined the stakeholders who are insiders or employees and those who have a close relationship with the employees such as their family members, as KHK can have direct contact with and exert a possible influence on them. Nevertheless, KHK does not preclude other outsiders as stakeholders when this study proceeds further. In general, the stakeholder approach in the current study includes all those stakeholders who have a direct and keen interest in the organisation's success. Yet, without the correct clarification of stakeholders, the study of OID becomes vague and superficial. Therefore, the current study offers a framework to identify additional potential stakeholders involved in the OID process.

The process model provides a bird's eye view of internal stakeholders, without a clear explanation of the organisation's boundary. Ashforth, Harrison and Corley (2008) adopt a social identity view that the organisation is composed of individuals with multiple identities according to their membership in different departments, social groups or the organisation as a whole.

The concept of nested identities was introduced to denote that individuals have a lower-level identity in a workgroup or department, which in turn may be nested into some higher-level identity such as a member of the organisation or industry. Members' stronger group identification may have salutary effects on OID (Ashforth & Johnson 2001; Kramer, RM 1991). As relational identification may involve individual interaction with others, Ibarra, Kilduff and Tsai (2005) propose that

network theories should be applied to generate attachments of individuals within an organisation. However, Ashforth, Harrison and Corley's (2008) process model does not suggest how stakeholders could be identified.

Both process models and other studies have only suggested a dyadic relationship between organisation-individuals, manager-subordinates, leader-members, co-worker-co-worker and so forth, but have not assessed the differences in the strength and impact of these relationships on OID. However, for the study of relational identification, an incorrect assessment of the strength may lead to the inappropriate allocation of resources in the organisation. In such cases, it would be necessary to find a robust mechanism to identify stakeholders in the OID process instead of relying on some persons responsible for OID to produce a list of stakeholders based on a guess. The current study suggests potential key stakeholders should be identified via portfolio analysis, which classifies stakeholders by their influential power over others and categorises them into different stakeholder groups. Stakeholders can then be more easily identified and less significant stakeholders might then be placed at a lower priority during the development of the OID strategy. The current study also suggests a way to determine the strength or magnitude of stakeholders' influence on OID and thus serve as inputs to resources allocation for OID.

Most stakeholder analyses adopt an organisation-centric view (Crane & Ruebottom 2011) to determine all those stakeholders who may possibly influence organisational decision making (Phillips, Freeman & Wicks 2003). If, for example, an organisation is illustrated as the centre of a circle, different stakeholders who exert organisational influence are depicted as spokes extended from this circle (Mitchell, Agle & Wood 1997). These stakeholders are assessed based on their economic and social transactions through their interaction with the focal organisation (Bundy, Shropshire & Buchholtz 2013; Dunfee 2008). In a business organisation, stakeholders are typically shareholders, customers, suppliers, government, pressure groups and employees. Researchers classify these stakeholders in various ways such as primary and secondary (Carroll, JB 1993; Freeman 1984), internal and external (Jones, TM 1995), and actual and potential (Clarkson 1995) so that stakeholders' interest can be better addressed by the management.

As OID involves changes in individuals' perception, the current study suggests a totally different perspective and introduces an employee-centric approach to identify those stakeholders that may exert influence on the OID of the focal employee. OID requires a change in the mindset of individual employees. It is therefore important to examine the complex relationships between employees both conceptually and empirically. By adopting an employee-centric approach, the different forms and nature of relationships between the focal employee and other stakeholders, such as social (Ashforth & Mael 1989), economic (Jones, TM 1995), financial (Barnett & Salomon 2006), and emotional (Bosse & Coughlan 2016), can be identified. Determining these different relationships provide inputs for crafting OID strategies.

To determine the stakeholders and their influence on focal members' OID, the current study developed a relationship matrix (Figure 4.2) as an analytical tool during the AR stage of 'diagnosing the organisation'. In meetings held by the SC in late 2010, all members agreed that OID strategies should be targeted to the frontline staff as they occupied more than 80 per cent of the close to 700 employees of KHK and were its major stakeholders. Therefore, frontline staff were defined as the focal members during this diagnosis stage, as the design and execution of an effective OID strategy should target the majority of the population of KHK.

With reference to the various methods of stakeholder mapping (Cameron, Seher & Crawley 2011; Fletcher et al. 2003; Mitchell, Agle & Wood 1997; Savage et al. 1991), the SC established a relationship matrix by plotting different stakeholders or stakeholder groups onto the different quadrants of the matrix. They followed the diagnostic typology of Savage et al. (1991, p. 65) by classifying stakeholders into four different types (non-supportive, mixed blessing, marginal and supportive) based on two parameters: stakeholders' potential for cooperation with the organisation and stakeholders' potential for threat to the organisation. The relationship matrix determined who were classified as key stakeholders and their importance in the OID process according to the parameters that represented the potential of the organisation to manage relationships with these stakeholders and the potential of the stakeholders to influence focal members. Based on the categories developed by Savage et al. (1991), the SC adopted a similar scale by allotting a percentage score to describe the

levels of stakeholders' potential to influence the focal member and to be influenced by the organisation.

Three separate but linked criteria were adopted from OID studies to determine the potential influence of each stakeholder towards the focal members. According to OID studies, stakeholders' influence relies on a positive relationship building between leader-follower, leader-member, and manager-employee. The successful establishment of a positive relationship between these parties depends on the existence of trust (Krot & Lewicka 2012; Liden & Maslyn 1998; Ruiz, Ruiz & Martínez 2011), respect (Knoll & Gill 2011), support (Chiaburu, Lorinkova & Van Dyne 2013; Kim, SL, Yun & Chen 2015) and connection (Anand et al. 2011; Li, Liao & Kozlowski 2014). The SC members agreed to use these criteria to establish a quantifiable mechanism so that the portfolio of the stakeholders could be plotted. The SC adopted equal weights for each of these criteria to determine the influence of different stakeholders on the focal member (i.e. frontline staff), as follows:

- Trust: employees' willingness to follow advice and accept opinions
- Respect: employees' willingness to express their own opinions
- Support: employees' willingness to seek assistance and advice
- Connection: employees' willingness to participate in social activities and maintain social contacts

Thus, the SC designed a quantitative mechanism to evaluate the stakeholders' potential to influence focal members and be influenced by the organisation. This evaluation mechanism had a scale of measurement similar to the quantitative strategic planning matrix introduced by Fred David (1986). The quantitative strategic planning matrix is a decision-making tool used to evaluate different strategies that are assumed to be able to fulfil organisational intention.

This quantitative mechanism to evaluate stakeholders' capability in the OID process was conducted prior to any OID actions. The SC decided to invite the TF to go through this exercise. The TF was brought in as they were the group who were aware of the OID initiatives that KHK was going to enact and they had already been

involved in the process. Besides, as TF members mostly came from the frontline, they knew its characteristics better and were able to provide a comparatively fair judgement. Both the SC and the TF understood that the results of the stakeholder analysis exercise were based on their subjective judgement and assessment. However, they considered this the best way at that time. In order to reduce possible bias and subjective judgement during the assessment exercise, both the SC and TF held a few workshops to discuss and debate so that a consensus was reached before confirming an assessment of the stakeholders' status.

The stakeholder clarification exercise started with selecting the assessment criteria, each of which was allotted a certain percentage according to their importance. The SC allotted a percentage to each criterion that added up to a total of 100 per cent. A score was then provided for each stakeholder group on their capability to fulfil the assessment criterion. This score ranges from 0 to 10 (with 0 as no influence, 5 as average and 10 as most significant). Next, the TF (composed of 11 members from frontline) were asked by the SC to produce a list of stakeholders who might possibly influence the frontline staff. TF members were also asked to put a score from 0 to 10 on each stakeholder or stakeholder group to represent their potential to develop and maintain trust, respect, support and connection with the focal members or the frontline staff. Each of these four criteria was rated 25 per cent as being of equal importance by the SC. These percentage ratings were then multiplied with a score from 0 to 10 decided by the TF to get an overall total score that represented the capability of stakeholders to influence the focal member. For example, family members scored 8 on trust, 9 on respect, 7 on support and 10 on connection, which resulted in a total score of 8.5 (i.e. 8 x 25% + 9 x 25% + 7 x 25% + 10 x 25%).

Table 4.1 shows the analysis of the SC on each stakeholder or stakeholder groups of KHK. The four criteria (trust, respect, support and connection) that have potential to influence the OID of focal members are equally weighted at 25 per cent and multiplied by the scores assessed by the TF, which represent the levels of influence of each stakeholder or stakeholder group on the focal member. The total scores indicate the influence of each stakeholder on the focal member's OID. The results indicate that the supervisor has the highest score of 8.8 and therefore has the strongest capability to exert influence on the OID of frontline staff. Family members

have the second highest score of 8.5, arousing the attention of the SC to work on a strategy that considers the OID influence of family members. The low score of KHK customers (2.5) shows they have a low influence on the frontline staff's OID.

Table 4.1: Stakeholders' Capability to Influence Others

			Stakeholders or stakeholder group								
	Criterion	Ratings	Family members	Supervisors	Co-workers	Managers	Directors	Subsidiary manager / MD	Competitors	Customers	Suppliers
Capability of stakeholder to influence focal member's OID	Trust: focal member willingness to follow stakeholder's advice and accept opinions	25%	8	9	8	8	8	10	1	2	1
	Respect: focal member willingness to express their own opinions to stakeholder	25%	9	8	8	5	4	5	3	3	2
	Support: focal member willingness to seek stakeholder's assistance and advice	25%	7	9	6	5	3	3	2	3	2
	Connection: focal member willingness to participate with stakeholder in social activities & maintain social contacts	25%	10	9	6	4	4	5	2	2	1
	Total scores	100%	8.5	8.8	7.0	5.5	4.8	5.8	2.0	2.5	1.5

The other parameter of the relationship matrix is the organisation's potential to manage relationships with the stakeholders. Srivastava and Banaji (2011) argue that a collaborative organisational culture contributes to members' relationship building. This collaborative culture is represented by the organisation's potential to enlist employees' achievement as common practice and the mutual support of employees to meet work objectives. Other factors that determine an organisation's potential to influence its employees depend on the existence of a flattened organisation structure and extensive networks that facilitate communication (Blaschke, Schoeneborn &

Seidl 2012; Bush & Frohman 1991; Srivastava 2015), as well as the availability of talent and resources to manage the relationship (Thompson & Heron 2005; Ulrich, D 2015; Ulrich, D & Lake 1990). The management can either alter resources or make organisational changes so that structure and networks can be shaped and talents can be recruited to build up the organisational potential to influence stakeholders. Therefore, the potential to influence stakeholders is considered by management as more manageable by an organisation, and the insufficiencies in any of these areas mean that an organisation should acquire or build these capabilities as part of its relationship-crafting actions.

As the SC was composed of the top management of KHK who had a grasp of organisational resources and authority, it was most appropriate for assessing KHK's potential to influence the stakeholders. Similar to the weighting and scoring mechanism to determine the potential influence of stakeholders on frontline staff, members of the SC discussed and put in a score from 0 to 10 based on their perception of the criteria, each weighted at 33 per cent: 1) collaborative culture, 2) flattened organisation structure and extensive networks, and 3) availability of talent and resources to manage the relationship. For example, the SC assessed KHK's potential to influence the family members of frontline staff with a 0 score for collaborative culture, as this criterion was not applicable to family members who had no day-to-day interaction with KHK and therefore were not involved in the organisational culture. A score of 2 is determined for flattened structure (in fact not applicable to family members), but the organisation can build networks with family members' participation on social activities. For the criterion of existing talent and resources within the organisation, the SC submitted a score of 3. By multiplying the weight in percentage with the score, (0 x 33% + 2 x 33% + 3 x 33%), the sum of these figures adds up to a total of 1.67.

Table 4.2 shows the SC's analysis of each stakeholder or stakeholder group of KHK. The three criteria (collaborative culture, flattened organisational structure and extensive network, and availability of talent and resources to manage the relationship) were adopted by the SC to represent the potential of stakeholders or stakeholder groups to be influenced by the organisation. The SC, which was the management team composed of all KHK directors (MD and 4 division directors),

held a few meetings to discuss and define these criteria. The SC considered collaborative culture in their perception of whether employees were supported in general by their supervisors or managers to fulfil their jobs. The flattened organisational structure meant the number of layers in the organisation and the time required for information to be delivered from the top to the frontline. Availability of talent and resources to manage employees' relationships is the perception of employees who are opinion leaders or active members in generating bonding with others. Again, the choice and interpretation of evaluation criteria, and the assignment of weights to them and later to the scores were all subjective by the SC.

The SC considered the three criteria to be of equal importance and allotted them equal weights of 33 per cent. This percentage was multiplied by the SC's scores for the levels of influence that KHK can possibly exert on the individual stakeholder or stakeholder group, such as family members, supervisors and managers. Total scores indicate the stakeholder's capability of being influenced by the organisation. The results indicate that the subsidiary manager/MD has the highest score of 8.0 and therefore has the strongest potential to be influenced by the organisation. Top managers have the second highest score of 6.3, showing that both they and subsidiary managers should play an active role in the OID process owing to their willingness to participate in any organisational initiative. The low score of customers (3.3) indicates that KHK has low influence on customers compared to its other organisational members with whom it has day-to-day interaction.

Table 4.2: Capability of Stakeholders to be Influenced by the Organisation

			Stakeholders or stakeholder group								
	Criterion	Ratings	Family members	Supervisors	Co-workers	Managers	Directors	Subsidiary manager / MD	Competitors	Customers	Suppliers
Capability of stakeholder to be influenced by the organisation	Collaborative culture	33%	0	2	4	5	7	8	0	3	6
	Flattened organisation structure and extensive networks	33%	2	3	3	4	5	7	0	4	7
	Availability of talent and resources to manage the relationship	33%	3	6	4	6	7	9	2	3	6
	Total scores	100%	1.7	3.7	3.7	5.0	6.3	8.0	0.7	3.3	6.3

As mentioned above, the weights, scores and ratings were subjectively provided by a small group of people in KHK. To limit the bias owing to these subjective judgements, the numbers could only be confirmed after a long discussion with those responsible to reach mutual agreement. These people were selected as members of both SC and TF who possessed the knowledge and access to information necessary to make such an assessment. More precisely, they were able to provide more accurate numbers as they either represented the organisation at large or had the authority and power to allocate resources that represented their potential to build relationships with employees. Though the quantitative assessment developed by KHK has to be further verified in other applications, the process to reach the final numbers allows OID actors to go through a vigorous discussion to reach decisions on stakeholders' issues.

Based on the calculations in Tables 4.1 and 4.2, two parameters were identified for the categorisation and assessment of each stakeholder or stakeholder group: 1) capability of stakeholder to influence focal member's OID, and 2) capability of stakeholder to be influenced by the organisation. For easy understanding of the

standings of each stakeholder or stakeholder group, their respective scores (see Tables 4.1 and 4.2) were consolidated into Table 4.3.

Table 4.3: Summary of Consolidated Scores for Each Stakeholder or Stakeholder Group

		Stakeholders or stakeholder group								
	Parameter	Family members	Supervisors	Co-workers	Managers	Directors	Subsidiary mamager / MD	Competitors	Customers	Suppliers
1	Capability of stakeholder to influence focal member's OID	8.5	8.8	7.0	5.5	4.8	5.8	2.0	2.5	1.5
2	Capability of stakeholder to be influenced by organisation	1.7	3.7	3.7	5.0	6.3	8.0	0.7	3.3	6.3

The summary of consolidated scores was further utilised to develop a two-dimensional relationship matrix and each stakeholder was categorised and assessed with their capabilities in the OID process. The vertical axis was represented by parameter 1 and the horizontal axis with parameter 2, respectively. As a visual aid, the matrix is split into three quadrants within scores ranging from 1-3, 4-6 to 7-9, for both the horizontal and vertical dimensions. As a result, the relationship matrix is a square composed of nine quadrants. Each stakeholder or stakeholder group was placed according to their capability scores and scattered into one of the nine quadrants in the matrix.

Both the vertical and horizontal axes are scaled from 0 to 10 with 0 to 3 indicating ‘low’, 3.1 to 6 ‘medium’, and 6.1 to 10 ‘high’. For instance, the stakeholders who fall into the top-right quadrant represent have a ‘high’ capability to exert influence on focal members and also have a ‘high’ potential to be influenced by the organisation. For example, the scores of 2.0 and 0.7 for competitors simply mean the competitors should be positioned in the lowest-left quadrant. No stakeholder has both scores larger than 6.1, indicating why the top right quadrant is empty. Figure 4.2 shows the

application of the relationship matrix in KHK. The relationship matrix had been later on extended by KHK as a tool to allocate resources and develop actions.

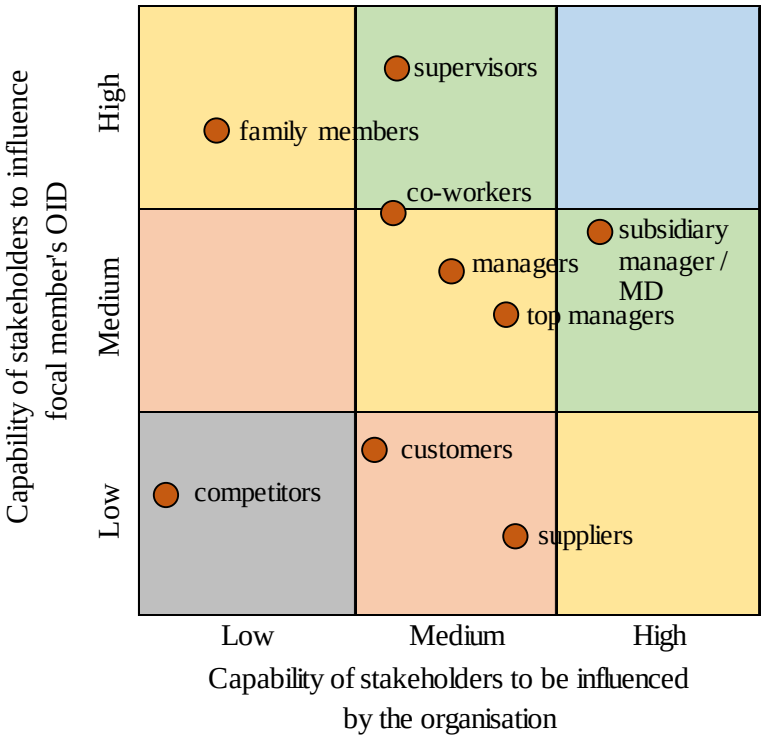

Figure 4.2: Relationship matrix of stakeholders in KHK.

This matrix provides an analytical tool for organisations to understand their stakeholders in order to decide how to move forward with its relationship-building tactics and resources allocation. As the stakeholders or stakeholder groups differ from organisation to organisation owing to their heterogeneities in industry, complexity of operations, organisation culture and working environment, the results will vary from organisation to organisation. However, the relationship matrix proposed by the current study provides a generic analytical tool that is applicable to all different organisations. The portfolio analysis by means of the relationship matrix allows a quantifiable analysis that benefits decision making in an organisation. The relationship matrix can be analysed on different levels, including group, department, organisation and inter-organisation. In the current study, the relationship matrix was applied at the organisation level and targeted to determine the stakeholders of the frontlines staff. Similar analysis can be conducted on other focal members such as middle managers and supervisors.

Although most organisations have similar types of stakeholders who interact with their employees, the influence of stakeholders on employees' OID varies from organisation to organisation. In the current study, the influence by customers on employees' OID was considered relatively low, as KHK already had a long-established reputation and customer loyalty and opinions were quite consistent. In other cases, customers could have a strong influence on employees' OID. For instance, an organisation that serves only a handful of important customers may find that employees' OID relies on their customers' views of their organisation. Therefore, the current study reveals the fallacy of most OID studies in using construed external image as a predictor for enhancing OID (Dutton, Dukerich & Harquail 1994; Fuller, Hester et al. 2006; Kang, Stewart & Kim 2015; Liu, Lam & Loi 2014; O'Neill & Gaither 2007). The cause-and-effect relationship between construed external image and OID can only be a correct paradigm when the customers' influence on employees' OID is obvious and substantial.

By plotting all stakeholders onto the relationship matrix, a portfolio is established and stakeholders' potential to influence the OID of focal members are generally visualised. This portfolio analysis allows decision makers to identify all those stakeholders who are more significant in the OID process and therefore allocate resources to mobilise these stakeholders to fulfil the OID purpose. Stakeholders with lower significance such as customers and suppliers in the case of KHK would be left aside for further review in the future. The SC of KHK utilised the relationship matrix further to assess the commonalities of the stakeholder groups and categorised those significant stakeholder groups that appeared closer to each other on the matrix. This assessment resulted in identification of the composition of the OID work structure to plan, manage, execute and evaluate the OID strategies.

4.2.2 Establishing a Dedicated OID Work Structure

OID studies have classified stakeholders in various ways, such as involved and affected (Ulrich, W 1994), social and economical (Cappelen 2004; Hartman 1996), primary and secondary (Clarkson 1995), internal and external (Brickson 2005, 2013), voluntary and involuntary (Mitchell, Agle & Wood 1997), fiduciary and non-

fiduciary (Goodpaster 1991; Stieb 2009). These studies are all linked with an organisation-centric view that may not represent significance to individual employees who are the focal members in OID. The current study suggested that a dedicated OID work structure should be established with reference to the portfolio analysis from the application of the relationship matrix so that stakeholders could be organised to lead through the OID process. In addition to visualising the stakeholders by plotting them on the relationship matrix, the matrix allows a portfolio analysis so that stakeholder groups can be strategically identified and/or grouped together to align with OID actors' roles (Dutton & Dukerich 1991; Scott & Lane 2000).

After the portfolio analysis of the stakeholders of the focal members, the current study identified different groups of stakeholders that could be mobilised as active actors in the OID process. During the AR stage of 'diagnosing the organisation', the SC clarified and classified the various stakeholders who could possibly play a role in the OID of frontline staff as first- and second-tier stakeholder groups to denote their levels and sequence of participation. These groupings were made by the SC after discussions in a few meetings. The SC members decided that there was a need to establish a work structure for OID. SC members considered during this early stage of OID, the employees who were willing to join the work structure should be those that had a higher capability to be influenced by the organisation. To the greatest benefit of the OID process, the selected employees for the work structure would be even better if they had a high capability to influence others. The stakeholders who could fulfil these criteria were marked as potential nominees for the OID work structure.

Figure 4.3 shows that the subsidiary manager and top managers were grouped as first-tier stakeholders as they were considered to be members who could be easily mobilised. The subsidiary manager and top managers composed the management team of the organisation to provide a unity of command, because in most organisational change and development processes, the management team is responsible for high-level decision making and overseeing the process (Cummings & Worley 2014; Griffin & Moorhead 2011). More often, a separate change team in the form of a workgroup or TF is formed with members from different departments to cope with the change process and dissolved after the task is accomplished (Cummings & Worley 2014; Mackenzie 1986). The current study defined this

workgroup or TF as the execution arm to denote its responsibility as the strategy implementer.

During the stage of ‘diagnosing the organisation’, the KHK management team decided to adopt a separate management and execution arm for the OID work structure and established their respective responsibilities and requirements. As these arms should be the active actors in the OID process, the management team considered that the OID work structure should have members who 1) have a higher potential to influence focal members, and 2) have a higher potential to be influenced by the organisation. According to Figure 4.2, stakeholders who fulfilled the above two criteria fell within the upper-right quadrants of the relationship matrix. The management team grouped those stakeholders who had a comparatively higher potential to be influenced by the organisation as first-tier stakeholders. The team identified and grouped all those stakeholders who had a comparatively higher potential to influence others and a lesser potential to be influenced by the organisation as second-tier stakeholders. The first- and second-tier stakeholders are highlighted in the relationship matrix. The management team also used the relationship matrix as a forward planning mechanism by establishing the direction of development of this OID work structure composed of the various stakeholder groups. An arrow was marked on these highlighted stakeholder groups to indicate the desire future development of these groups so that resources could be mobilised by the organisation to attain this development (see Figure 4.3).

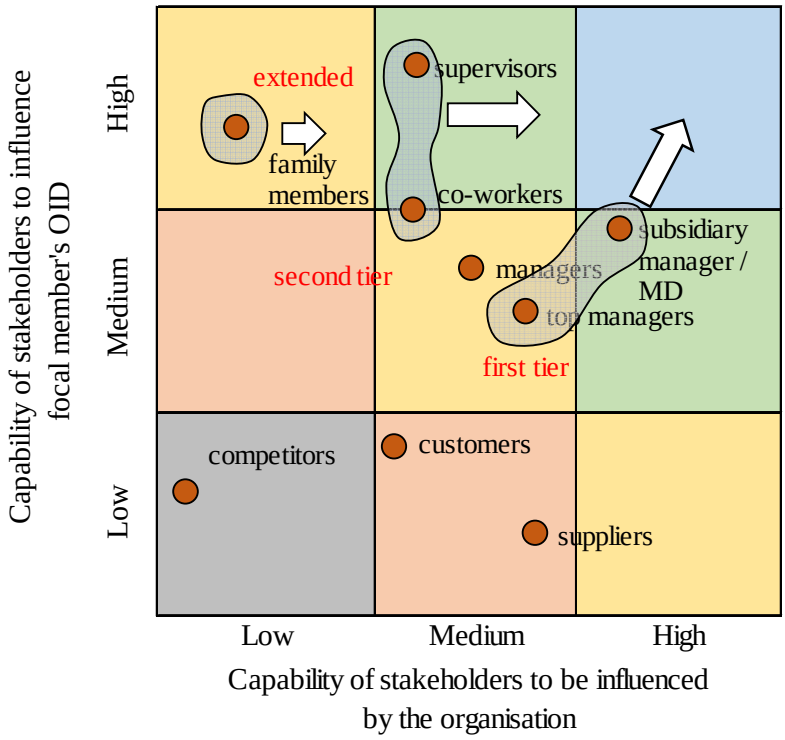

Figure 4.3: Relationship matrix for resources mobilisation in KHK.

In KHK, these first-tier stakeholders were developed as the management arm of the OID structure. Members from the second-tier stakeholders were then selected and assigned as members of the execution arm, including the supervisors and co-workers who had the strongest influence on employees. These two tiers of stakeholders were specifically formed in KHK as the SC and TF during the early stages of the AR from the end of 2010 to early 2011 before the crafting of the OID strategies. The formation of these management and execution arms prior to the crafting of OID strategies encouraged members' ownership of organisational changes. The chance of success would increase as the OID strategies were crafted by these parties who also managed and executed these strategies with strong commitment and extra effort.

The SC is in fact the management team of KHK composed of all the directors with the responsibility to lead and manage changes and development in the organisation. The management team can still lead through the OID process so one may ask why KHK bothered to establish an SC that was separate from the formal organisation structure. The management team had a long discussion during the AR stage of

'diagnosing the organisation'. All team members had reached a consensus that OID should be an ongoing development for KHK. As the concept of OID was new to KHK, the management team had no idea of whether the OID process should be part of the responsibilities of an existing formal structure such as Human Resources or the Marketing department. The team finally reached an agreement that the decision of whether to establish a formal structure should be included in the last stage of the AR spiral when the AR strategy would be evaluated and results inputted to the next AR spiral. Therefore, the management team decided that prior to the decision of having a formal structure to lead through the OID process, a temporary structure with an SC should be established to lead and manage the OID. Founding members of the SC should all be directors who had a better understanding of OID than anyone else in KHK.

The management team also planned for the possible development of the SC: 1) maintain the SC with existing members from the management team, 2) maintain the SC and invite managers to be members, or 3) dissolve the SC and assign OID responsibility to an existing formal structure such as Human Resources or Marketing. During the 44-month AR in KHK, the membership of SC was not changed and was not brought up for review during regular meetings. This situation can be viewed positively to reflect members' continuous commitment to OID and a strong group identification within the SC. There was no sign of slowing down the pace of the OID process, as proven by the positive and improving results of the OID surveys. However, the membership of the SC remains an outstanding issue of the current study and may have to be addressed by KHK when OID progresses.

The classification of the first and second tiers of stakeholders according to their respective levels of involvement in the OID process and the development of these stakeholder groups as the management and execution arms clarified the role of the broad and ambiguous representation of the 'organisation' proposed by Ashforth, Harrison and Corley's (2008) process model of identification. This clarification made it a more applicable model during the implementation process of OID strategies.

Now having defined organisation and individual in the process model and considered OID as a continuous process in terms of consequential and linked episodes, there is a

need to have dedicated resources and commitment by people to continue with this ongoing identification development process. Therefore, the current study sees a need for a formal organisational structure with dedicated OID responsibility to be maintained, which is a proposal that merits further study.

Employees' family members were included in the extended stakeholder group during the second AR spiral after a positive relationship was developed with employees during the first AR spiral. Managers were not included in either of these two groups owing to their relatively low influence on employees in KHK. Managers might feel pressured and not able to express themselves freely if they were included in the SC, as all the top managers were members. Conversely, the TF might not welcome managers, as they might dominate discussions and decision-making. The exclusion of managers from a more active role in the OID process explains why some of the managers did not support their subordinates' participation in the TF (see Section 4.4). The arrows in Figure 4.3 represent the course of direction and indicate the capabilities that were newly acquired and built by the organisation.

The initial exclusion of family members as stakeholders and their inclusion in the second AR spiral indicates that both the stakeholders themselves and their degree of influence on employees' OID can change over time. KHK included the family members of employees as stakeholders during the second AR spiral only after a positive relationship was built among employees during the first AR spiral. When the AR progressed, employees were more willing and comfortable to invite their family members to participate in the social activities organised by KHK. The relationship matrix proposed by the current study serves as an analytical tool for the regular review and planning of the organisation's relationship-building strategy.

Owing to the changing nature of the stakeholders' relationship with employees, an analytical tool must be flexible enough for continuous testing and verification of changes. AR is the best possible method in this regard, as it assumes no fixed answers to any study. It regards knowledge as never static nor complete and by its longitudinal nature, a new understanding can be generated (McNiff 2013). In fact, the use of AR in the current study has developed the relationship matrix further from

its analytical purpose to allowing applications that suggest the organisation's direction and tactics in dealing with its relationship to stakeholders.

4.2.3 Building Portfolio Analysis into Management Tactics

Since the introduction of stakeholder theory by Freeman (1984), the stakeholder approach has been widely cited, the definition of 'stakeholder' has been extended and elaborated (Clarkson 1995; Freeman et al. 2010; Jawahar & McLaughlin 2001; Mainardes, Alves & Raposo 2011), different stakeholders have been classified and categorised (Brickson 2013; Carlon & Downs 2014; Carroll, AB & Buchholtz 2012; Clarkson 1995; Mitchell, Agle & Wood 1997), and tools and techniques have been built to turn stakeholder theory into applications (Cameron, Seher & Crawley 2011; Kok et al. 2015; Mabrouk, Sperandio & Girard 2014; Savage et al. 1991).

Mitchell, Agle and Wood's (1997) mapping technique classified stakeholders based on their influence and relationship with the organisation. The application of the technique led to a few general strategies to which managers could pay more attention. A recent tool developed by Mabrouk, Sperandio and Girard (2014) evaluated the involvement of stakeholders that could influence its operations (changes in operating activities), structure (changes in capacities, competences and resources allocation) and function (changes in new technologies, work process, logistics, etc.).

The SC determined that the application of the stakeholder approach by means of the relationship matrix in KHK should be further developed as a framework to generate OID strategies. A course of direction should be set for the TF so that OID strategies and tactics designed later on in the stage of 'crafting an integration strategy' and any other changes thereafter could be on the right track. The SC reviewed the various tools and techniques on stakeholders' mapping and proposed that the relationship matrix developed by the SC as the portfolio analysis for the stakeholders could be further developed into a tool for management tactics. Each of the nine quadrants of the relationship matrix denoted different relationship-crafting targets that OID tactics should aim for. The SC also allocated a budget and resources to support the OID tactics according to their expected fulfilment of these targets.

Practically, the SC prioritised its relationship-crafting targets based on those stakeholders who have a stronger influence on employees' OID and those who are less remote and easier to be mobilised. In order to develop a longer-term stakeholder strategy, a few meetings and workshops were conducted by the SC on the portfolio analysis of the various stakeholders at the AR stage of 'diagnosing the organisation' in late 2010. A thorough discussion among members of the SC, with the inputs from the TF, and the various quantitative data such as the ratings and scores of stakeholders (Section 4.2.1), the SC members identified supervisors, managers, senior managers and the divisional directors (grouped as top managers for simplicity) and subsidiary managers/MD had a relatively high influence on employees' OID. These stakeholders had to be mobilised to exert their influence in a more systematic and effective way. Nevertheless, the ultimate objective of the relationship crafting was to drive the stakeholders' impact on OID to the blue quadrant in the far-right corner of Figure 4.4 so that stakeholders can exert greater influence on employees under the management of the organisation.

Stakeholders who fall into this blue quadrant can exert a strong influence on employees' OID. The organisation can assume them to be the leaders, champions or allies leading the OID process. Stakeholders in the green quadrants are to be encouraged and empowered to take up active roles in the OID process. The organisation should also seek every means to build relationships with those stakeholders with strong influence, but it currently lacks a strong relationship-building ability. In order to overcome this obstacle, KHK organised company-wide social activities throughout the year with regular weekly or monthly activities for the social groups and other one-off events that catered for more participants. This relationship-building work encouraged the spreading of positive word of mouth by the family members, which helped KHK employees to strengthen their OID. Figure 4.4 shows the application of the relationship matrix to develop its respective relationship management tactics.

The portfolio analysis and tactical development by means of the relationship matrix offers an effective application for the crafting of relationships between employees and stakeholders. The lowest left-hand quadrant (grey in colour) indicates

stakeholders have the least influence in the OID process and will be left aside for future review. For those stakeholders who have a medium capability to influence or be influenced, there is a need to develop or maintain a good social relationship with them, with the expectation that they will become more active over time. Stakeholders who have a high capability to influence others would be encouraged to be involved as an actor in the OID process. Those who have less capability to exert influence on others can be empowered to become more influential. The far-right corner is the ultimate stage of development of the stakeholders to become either a leader in the OID process or champions or allies to support the execution of the OID strategy.

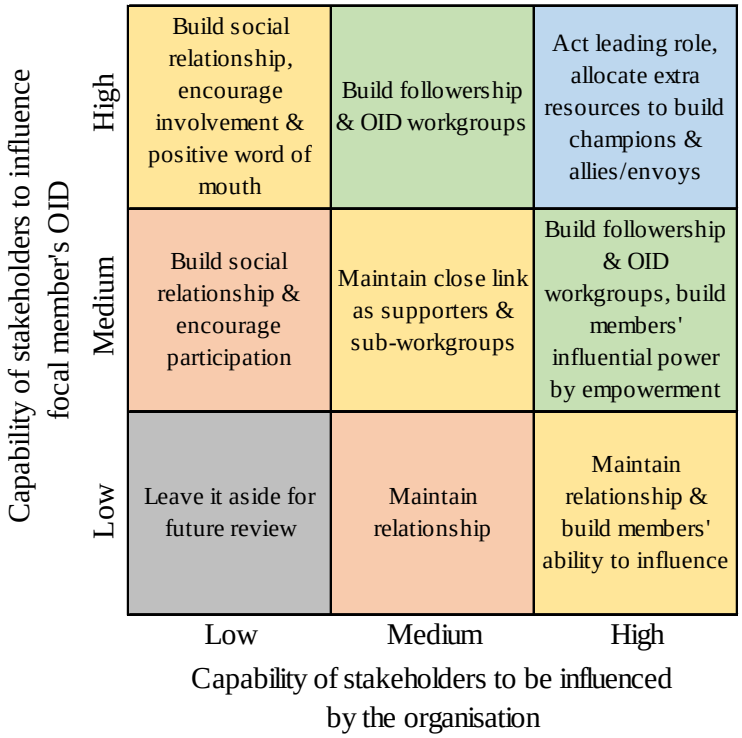

Figure 4.4: Relationship matrix as implications of management tactics.

The relationship matrix developed by KHK provides concrete information and analytical results on: 1) the identification of stakeholders, 2) the assessment of the influential power of stakeholders, 3) the appropriate combination of stakeholders to form OID work structure, and 4) the determination of the management tactics. More importantly, the analysis conducted with the relationship matrix provided answers to

the RQs and CRQ. The following sections explore possible answers to RQ1 to RQ4, which are related to the people aspects of the OID process.

4.2.4 RQ1: What are the Roles of the Subsidiary Managers and Stakeholders?

Stakeholder behaviour and stakeholder management are critical success factors for organisational change (Beringer, Jonas & Gemünden 2012). The organisational change process normally involves more than one stakeholder. It is important to identify the different stakeholders and stakeholder groups, and manage their interactions and relationship in order to increase the level of stakeholders' engagement. Therefore, the ARQs for RQ1 explore who are the stakeholders and the stakeholder groups, and their level of involvement, roles, relationship and interaction during different stages in the AR (Figure 4.5). The roles of subsidiary managers and stakeholders are addressed separately by ARQ3 and ARQ4.

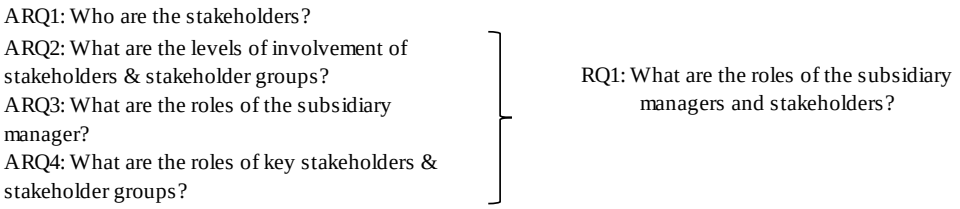

Figure 4.5: ARQs that led to RQ1.

4.2.4.1 ARQ1: Who are the Stakeholders?

A stakeholder is anyone or any group who has an interest or stake, or who is affected by an organisational change (Buchanan & Huczynski 2004). Windsor (2010) refers to stakeholders as complex networks, distinguishing external stakeholders (e.g. investors, vendors, consumers) from internal stakeholders (e.g. managers, employees). The KHK management team held a few meetings at the start of each AR cycle to discuss and identify the stakeholders in the OID processes.

At the start of the first AR cycle, the KHK management team developed and utilised the relationship matrix (Sections 4.2.1 to 4.2.3) and classified the stakeholders according to their level of participation in the OID process. The team classified

themselves as the first-tier stakeholders, established as the SC that directed and led the OID process. The second-tier stakeholders were the planners and implementers of the OID process and later established as the TF with members from the frontlines. The team also concluded that the OID process was an organisational change that all employees should be involved in as they have a direct interest in the change. Therefore, all employees were considered stakeholders in general. Table 4.4 summarises the concluding statements on the identification of stakeholders based on the data collected from the meeting in the first AR cycle.

Table 4.4: Identification of Stakeholders in the First AR Cycle

ARQ1: Who are the stakeholders?		
AR Cycle	Statements	Rationale
Stage 1 of AR Cycle 1: Identifying Current Issues (late 2010)	1. All employees are stakeholders. (General)	1. OID is an organisational change process that needs the involvement of everyone. 2. External stakeholders such as customers, vendors and the general public are not included in the OID process as they are not the focal members.
	2. There are key stakeholders who take more active roles than other stakeholders. The management team is one of the key stakeholders. (First Tier)	1. OID should be directed and led by some core members in the organisation. 2. The core members agreed and committed to build OID in KHK. 3. The core members have the authority to allocate and approve resources needed for OID.
	3. Among all the stakeholders, stakeholder groups are formed by some employees who have a better understanding of the frontline and they are encouraged to take up more active roles. (Second Tier)	1. Stakeholders' needs should be understood as a prerequisite of OID strategy planning and implementation. 2. Employees from the frontline understand the needs of KHK employees. 3. A stakeholder group has to be appointed to plan and implement OID strategy.

After the completion of the first AR cycle, the management team reviewed the stakeholder issues and considered the first- and second-tier stakeholders to remain in active roles in the OID process. Employees, as general stakeholders, were considered focal persons in an organisational change, whose behaviours were affected by their interaction with other people such as managers (boss), work colleagues and family members. The team considered employees' family members to be additional stakeholders in the OID process, calling them extended stakeholders. Table 4.5 summarises the identification of stakeholders in the second AR cycle.

Table 4.5: Identification of Stakeholders in the Second AR Cycle

ARQ1: Who are the stakeholders?		
AR Cycle	Statements	Rationale
Stage 1 of AR Cycle 2: Identifying Current Issues (mid 2012)	1. All employees remain as stakeholders. (General)	1. OID has been proven in the first AR cycle to be an organisational change process that involved all employees. 2. External stakeholders such as customers, vendors and the general public are not considered to be stakeholders yet, as employees remained as focal members.
	2. The management team remains as one of the key stakeholders. (First Tier)	1. The direction and leadership from the management team demonstrated commitment to the OID process. 2. The management team (steering committee) regularly reviewed the progress and performance of the OID strategy to ensure OID is on the right track. 3. The management team maintains a centralised mechanism to lead through the OID process by allocating and approving the resources needed.
	3. A task force (TF) is formed by frontline staff as a stakeholder group and remain in an active role in the planning and implementation process. (Second Tier)	1. The TF was successful in planning and implementing the OID strategy in the first AR cycle. 2. The success of the OID strategy was due to a good understanding of the needs of the frontline staff. 3. TF members were satisfied with their role as OID implementers and were well recognised by the management team and employees in general.
	4. Family members of employees were added as stakeholders. (Extended)	1. Family members have regular and close interaction with employees besides their managers and work colleagues. 2. Employees' behaviours can be affected by their interaction with family members. 3. Family members can exert a positive influence on employees.

During the first AR cycle, although the management team understood the strong influential power of family members, KHK preferred better control of the OID process and limited it to internal stakeholders, involving only KHK employees. In the second AR cycle, employees' family members were also included as the extended stakeholders. Although OID only looked for congruence between the values and beliefs of employees or internal stakeholders with the organisation, it was not necessary for stakeholders to be limited to internal ones only. When the AR progressed, further changes in stakeholders in the OID process were likely to happen. Regular reviews and evaluation of the stakeholders' issues by the senior management

were necessary in order to determine the most appropriate stakeholders to be involved and their level of involvement at different stages of the AR cycle.

4.2.4.2 ARQ2: What are the Levels of Involvement of the Stakeholders and Stakeholder Groups?

Involvement can be regarded in terms of whether someone has a role to play in an organisational process (Achterkamp & Vos 2007). According to ARQ1, the KHK management team classified their stakeholders into first and second tiers, general and extended. This classification in fact represented the level of involvement of stakeholders in the OID process. The SC members discussed and determined the level of involvement from 'no' to 'dedicated' for different stakeholders and stakeholder groups. The level of involvement was developed later into the different roles that stakeholders and stakeholder groups played in the OID process. Table 4.6 summarises the level of involvement determined by the KHK management team during a reflection session at the end of the first AR cycle.

Table 4.6: Level of Involvement of Stakeholders and Stakeholder Groups

Stakeholder classification	Stakeholder groups	Stakeholders	Level of Involvement
First Tier	Management Team (Steering Committee)	Principal researcher, New Elevator Business Director	Dedicated
		Managing Director (subsidiary manager)	High
		Division Directors	High
Second Tier	Task Force	Selected frontline staff from different divisions	Medium to High
General		All KHK employees	Low to Medium
Extended (in 2nd AR cycle)		Employees' family members	Low
Not classified (in 1st & 2nd AR cycles)		External stakeholders (customers, investors, vendors, etc.)	No to Low

The KHK management team considered a few scales to represent the level of involvement. One of the scales defined level of involvement from 'passively involved' to 'actively involved' but was abandoned as stakeholders with no involvement could not be classified. As a result, the team adopted a simple, incremental five-level scale of no, low, medium, high and dedicated. The level of

stakeholders' involvement from low to dedicated also represented the stakeholder's role in the OID process from passive to active.

In order to demonstrate management's commitment to constructing OID in KHK, the management team adopted a directive approach to drive the OID process (i.e. actions were driven from the top). As the New Elevator Business Director and the initiator of the AR, I was nominated as the leader of the OID process. The MD, in addition to acting as the figurehead of KHK, was also the subsidiary manager representing the headquarters to make sure the OID process did not deviate from the corporate values and beliefs. Therefore, it was important to identify the roles of the subsidiary manager during the OID process in order to align the interests of these multiple units.

4.2.4.3 ARQ3: What are the Roles of the Subsidiary Manager?

Roles are a certain pattern of behaviours anticipated by a person associated with his or her position in an organisation's hierarchy (Bollen & Euwema 2013). The subsidiary manager of a multinational corporation has a dual role as the senior management of the local organisation to act in the subsidiary's interest and as the nominee of the multinational corporation to fulfil demands from the headquarters. Therefore, subsidiary managers can be engaged in different and conflicting roles and responsibilities as demanded by the subsidiary and the headquarters.

The roles of the subsidiary manager as with the MD in KHK could be viewed from a broader perspective as the representative mediating between the parent company KONE Corporation and local subsidiary KHK, or more specifically as the leader of the local organisation during the construction of the new OI and development of OID. Table 4.7 highlights the roles of the subsidiary manager in the OID process.

Table 4.7: Roles of the Subsidiary Manager in the OID Process

	Roles of subsidiary manager	Process	Outcome
Headquarters	Understand corporate goals, strategies, values and beliefs	- Review KONE goals, strategies, values and beliefs presented as KONE Must Win Battle and clarify with KONE Corporation when necessary - Discuss with management team to make sure KONE Must Win Battle is understood	- All first-tier stakeholders have a thorough understanding of KONE Must Win Battle before the start of the AR cycle as they would be the key communicators to explain the alignment of the new KHK OI with the KONE vision and strategic intent
	Ensure corporate goals, strategies, values and beliefs are not deviated in the local organisation	- Develop OID strategy with management team based on the basic principles of KONE Must Win Battle	- KONE Must Win Battle is recorded in management team meeting minutes as the principles of the OID strategy. - Same message is passed to the second-tier stakeholder, TF, as Terms of Reference
Local organisation	Translate and communicate corporate goals, strategies and values to the local organisation.	- Hold workshops and communication meetings with managers and frontlines to introduce KONE Must Win Battle with a locally understandable language	- All stakeholders have a better understanding of KONE Must Win Battle
	Construct OI for the local organisation to balance corporate and local needs and requirements	- Hold workshops with management team and managers to determine the KHK OI construction strategy and OID strategy - Review and approve OID plan proposed by TF	- KHK OI strategy is constructed with the basic principles of KONE Must Win Battle

As KHK is a subsidiary of its parent company, the MD performed dual roles. On one hand, the MD acted as the subsidiary manager protecting the interests of the headquarters and on the other the MD was responsible for managing the local organisation to meet its targets. In KHK, the MD performed multi-directional roles among headquarters, local employees and employees' family members. The MD fulfilled the roles suggested by Bartlett and Ghoshal (1987; 1999) and Ghoshal and Bartlett (1990) as:

1. a bi-cultural interpreter responsible for interpreting and explaining the local culture and environment to the headquarters and translating and communicating corporate goals, strategies and values into a locally understandable language;

2. a national advocate to ensure corporate views and directions were understood and followed by local employees, and local needs and constraints were communicated to corporate for adjustment or compromise of deviations; and
3. a frontline implementer of corporate strategy so that the corporate goals and values were upheld and practiced in the local organisation.

These three roles were demonstrated to be important at the initial stage of OI construction. The MD of KHK has a key role to play to facilitate the agreement of a new OI to be constructed locally and at the same time uphold the expectation of the headquarters. The MD has to ensure this agreement is reached prior to the execution of any OID strategy and, whenever needed, the subsidiary manager has to liaise with the headquarters for compromise or agreement of deviation of the OID strategy with the expectation of the headquarters.

Specifically, the subsidiary manager acted as the leading head of the organisation and took up different roles during the OID process. According to Mintzberg (1979), these different roles are: 1) interpersonal – figurehead, leader and liaison; 2) informational – monitor, disseminator and spokesman; and 3) decisional – entrepreneur, disturbance handler, resource allocator and negotiator. The MD of KHK or the subsidiary manager of KONE Corporation assumed all these interpersonal, informational and decisional roles during the OID process. The MD, who has the position of power as the leader of KHK, performed the roles of figurehead, leader and resource allocator throughout the two AR cycles.

4.2.4.4 ARQ4: What are the Roles of the Key Stakeholders and Stakeholder Groups?

As shown in Tables 4.5, 4.6 and 4.7, two key stakeholders or stakeholder groups of KHK played key roles in the OID process: the management team or SC, which provided direction and leadership to the OID process, and the TF, which planned and implemented the OID strategy.

The SC was established with all members from the management team members including the four division directors and the management director. This senior management group acted as the driver and the party ultimately responsible for the

OID process. They were referred to as decision makers who set requirements on the OID process and evaluated whether the outcomes were able to meet requirements. They were also responsible for resources allocation and progress monitoring. They took a more active role during the initial stage of the AR cycles to seek relevant information to support their decision-making. One of the key decisions was the desired future stage or OI for KHK. They then passed this decision onto the TF and worked with the TF to plan and implement the OID strategy. They took an active role again later in the AR cycles to evaluate and assess the outcome of the OID strategy and decide on the next step.

The TF consisted of 11 selected members from middle-level supervisor to the frontline and they were the designer and implementer responsible for the design and execution of the OID process. The SC had more active roles in setting the direction at the initial stage of the AR cycle, while the TF had crucial roles during the planning and implementation stages that usually took up most of the time in the AR cycle.

During the SC meetings in late 2010, the SC members tried to identify the different roles of the identified stakeholders. They decided to adopt a role classification proposed by Benne and Sheats (1948), which consists of: 1) initiator-contributor to recommend solutions for problem solving, 2) information seeker to obtain necessary facts and data to help decision-making, 3) opinion seeker to seek clarification of ambiguities from relevant information sources, 4) information giver to perform communication, 5) opinion giver to share opinions with others, 6) elaborator to make suggestions and provide reasons, 7) coordinator to facilitate interactions with others, 8) orienteer to define the position of the group, 9) evaluator-critic to measure group achievement, 10) energiser to stimulate contribution from group members, 11) procedural technician to maintain routines of the group, and 12) recorder to keep minutes and suggestions. Table 4.8 highlights the different roles of the management team or steering committee (SC) and the TF at different stages of the AR cycles. During the course of AR, the SC members were active actors taking roles of planner and executor. As AR also means to be an action and learning process, SC itself was part of the target of the research investigation. This action and learning process was fulfilled through SC members' reflections after the implementation of key actions. To avoid the possible conflicts of being an active actor and a target of research, the

SC members were well aware and agreed in advance to be part of the research during the initial establishment of the SC. Moreover, the reflection process would only take place after action implementation. As such the learnings or changes that arose from the reflection process would only act as inputs to the next stage of the AR.

Table 4.8: Roles of Key Stakeholders and Stakeholder Groups

Stage	Action Research Cycle	Management Team/Steering Committee (SC)	Task Force (TF)
1	Identifying current issues	**Information seeker** - identify information needed for decision making	**Information collector** - conduct the OID questionnaire **Information giver** - provide OID survey analysis and results
2	Diagnosing the organisation	**Opinion seeker** - identify cultural and institutional differences between HQ and the local organisation; - determine the corporate and local values and goals	
3	Determining the desired future state	**Initiator** - recommend alternatives for the OI of KHK **Decision maker** - identify the desired OI of KHK - determine how to achieve a new OI **Opinion giver** - communicate the desired OI to the TF	**Information seeker** - obtain from management team the desired OI of KHK
4	Developing an integration strategy	**Opinion giver** - review the OID strategy **Elaborator** - comment of changes in the OID strategy **Decision maker** - approve OID strategy & budget	**Opinion seeker** - clarify ambiguities related to OID strategy development **Elaborator** - suggest an OID strategy with reasons - propose resource requirements
5	Implementing the integration strategy	**Coordinator** - facilitate resource allocation during the implementation process **Evaluator** - evaluate regularly on progress and outcome of OID strategy **Energiser** - recognise contribution and effort of stakeholders and TF during OID process	**Coordinator** - facilitate the OID implementation process **Orienter** - define the responsibilities of TF and individual team members during the implementation process **Energiser** - recognise contribution and effort of stakeholders and TF members during OID implementation process
6	Evaluating the action & revisiting the issues	**Evaluator** - evaluate the progress and outcome of OID strategy regularly - review OID surveys to assess the effectiveness of the OID strategy **Energiser** - recognise the contribution and effort of stakeholders and the TF during the OID process	**Information collector** - get feedback from stakeholders on the OID implementation process - conduct the OID questionnaire survey **Evaluator** - evaluate the progress and outcome of OID implementation regularly
7	Institutionalising the AR & moving into the next spiral	**Procedural Technician** - maintain routines of the strategy found to be appropriate **Recorder** - keep records, suggestions, reflection, learnings and comments	**Procedural Technician** - maintain routines of the strategy or actions found to be appropriate **Recorder** - keep records, suggestions, reflection, learnings and comments

The other KHK employees and their family members were the passively involved stakeholders. They were affected by the OID process and outcomes but unable to influence them and therefore not included in the role classification.

4.2.5 RQ2: Who is Involved in the Communication Process?

Section 4.2.4 addressed the roles of the subsidiary managers and stakeholders. The stakeholders who played active roles during the OID process were also identified. A strong managerial communication strategy can be seen as an example of a sensegiving process. During the communication process, messages that represent the endeavours of a desired OI are delivered to employees (Corley & Gioia 2004). In addition to giving sense to employees, employees themselves make sense from the activities organised by the organisation so that a new understanding of the OI is developed (Corley & Gioia 2004).

Managerial communication can be delivered verbally in terms of interpersonal conversation, presentation, workshop, meetings and discussions. Communication can also occur through media such as the internet, intranet, printed matters, newsletters and other non-verbal means. Yet regardless of whether they are verbal or non-verbal communication, they are planned and delivered with the aim to build the cognition and affection of employees towards the desired OI and to further strengthen OID. For this reason, a number of factors have to be addressed before identifying the people to be involved in the communication process. First, the purpose and intended results of the communication process need to be identified. Then, the intended receivers must be nominated and the appropriate means of communication are designed accordingly. Finally, the people who are going to deliver the messages are assigned. All these factors shed light on who is involved in the communication process (RQ2). The ARQs listed in Figure 4.6 show those factors essential to the communication process.

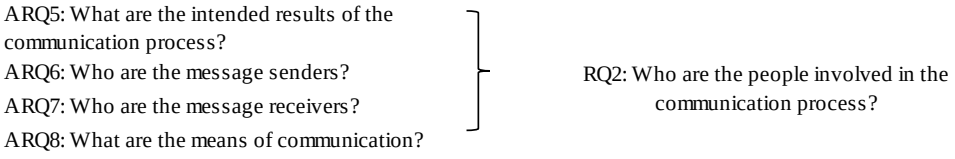

Figure 4.6: ARQs that led to RQ2.

4.2.5.1 ARQ5: What are the Intended Results of the Communication Process?

Every communication process involves the transmission and exchange of information between people (Buchanan & Huczynski 2004). A sender would go through a coding process and figure out a way to express the message to be transmitted. The message is then transmitted through selected media such as face-to-face discussion, presentation and meetings or nonverbal media such intranet, internet, newsletters and memos. The message will then be filtered and interpreted or decoded by the receiver. A back-and-forth feedback may then happen to clarify meanings or express judgement. This process allows a message to be delivered by the sender and received accurately by the receiver so that the meaning behind the message is understood as planned. For the OID process, all messages to be communicated are aimed at developing the desired OI so that employees understand and feel good about it. In various meetings held by the SC and TF of KHK, the teams worked out the purpose and the intended results of the communication process. For example, the TF meeting minutes on 22 January 2011 stated that its purpose was:

> To communicate KHK OI so that all employees accurately understand and accept the new OI, overlap their own identity with the OI; behave as per the attributes associated with the OI; build stronger OID as times go by.

The teams considered the communication process should be conducted in a progressive manner, following Strong's (1925) model of the sales process in terms of AIDA. The employees have to first be aware of the new KHK OI. Their interest in the new OI is heightened so that they are more willing to spend time and energy to understand it and its associated attributes. Employees would then hopefully experience a desire to associate with the new OI and enjoyed the benefits of this in their work and social life. In terms of action, employees would begin to behave as required by the OI. If the organisation did not spell out what behaviours were required, employees might then learn these behaviours from other colleagues who are considered to have a strong identification. The different stages of the communication process in KHK were therefore designed to meet the staged purposes of having a new OI, as being 1) aware, 2) interested, 3) desired and 4) actioned.

To be easily remembered, the teams developed an abbreviated expression for the new OI as ProWin, built up by three sets of phrases:

1. 'Pro' meant 'Professionalism' representing KHK OI as a professional organisation with professional employees that worked professionally.
2. 'in' meant 'identity', which together with the phrase 'Professionalism' simply expressed KHK OI as a Professional identity.
3. The 'W' in the middle has two representations. When read together with the phrase 'in', it simply meant Win or Professionalism Win, highlighting the benefit of the new KHK OI. The 'W' in fact was further broken down into five behaviours that started with 'We', denoting the importance of togetherness as follows:

    - We act as a team
    - We deliver what we promise
    - We do our best
    - We are responsible
    - We keep on improving

The abbreviation of ProWin summarised all the meanings to be communicated for the OI. It was a simple phrase that was easily understood and remembered. ProWin has been adopted for all communications in the OID process. Its success, as described in later sections, suggests that a representation of the OI packaged in a simple, meaningful and easily understood format is important in crafting OI.

4.2.5.2 ARQ6: Who are the Message Senders?

Studies claim that getting the right communicator is part of an effective organisation communication strategy (Hume & Leonard 2014). Many investigations have specified organisational leaders as irreplaceable communicators during changes (Falkheimer 2014; Simoes & Esposito 2014). Discussions among SC and TF

members and the work teams established the following principles to communicate ProWin as KHK's new OI:

- Communication should include consistent messages well planned by work teams such as the SC and TF;
- A directive approach was preferred, meaning messages planned and delivered from top down;
- Multiple media were adopted;
- Face-to-face communication was the best medium supplemented by non-verbal communication; and
- Figureheads and opinion leaders were preferred to deliver important messages and demonstrated commitment to change.

The SC identified different objectives to be achieved in the three AR stages of unfreezing, moving and refreezing. These objectives include the initiation of the organisational change, justify the needs and urgency of change, process the changes, encourage behaviours to cope with them, institutionalise the change and publicise successes. Various communication needs were established to meet these objectives and the SC decided the best and right communicator to fulfil these needs. Table 4.9 highlights the message senders or deliverers.

Table 4.9: The Message Senders of KHK during Action Research

Communication	Unfreezing	Moving	Refreezing
Objectives	Prepare organisational change	Begin change process	Reinforce change
	Challenge the status quo	Develop momentum	Institutionalise change
	Provide rationale		
Communication Needs	Explain needs, issues and justification	Inform employees of progress & behaviours needed	Publicise change success
	Identify and explain directions	Get input as evaluation of progress & behaviours change	Spread employees' word of mouth to support the organisational change
	Identify and explain change actions	Develop knowledge and understanding	
	Visualise change outcome	Delineate and clarify role and expectation, justification of positive behaviours	
Communicators	Senior management, figurehead, opinion leader, central members leading the change	Senior management, managers, central members leading and executing the change	Senior management, figurehead, opinion leader, central members leading the change
Members in KHK	Managing Director, all directors, TF members	All directors, TF members	Managing Director, all directors, TF members

The senior management (the SC) and central members (the TF) leading the change were communicators at all stages in the AR, demonstrating the principle that the communication process was centrally planned and executed. The MD and senior management were actively involved during the initial and later stages of the AR. They acted as figureheads and opinion leaders responsible for delivering important messages. This was particularly important during the initial stage when the need for change was presented and challenges to the status quo were invited. The senior management and MD as communicator at the refreezing stage to announce success demonstrated management recognition justified the change and reinforced further changes. TF members were mostly active during the moving stage as they had to report progress and shape expectation during this action execution process.

4.2.5.3 ARQ7: Who are the Message Receivers?

The OID process was a company-wide exercise for KHK that involved every employee. However, in the communication process, there were different message receivers at different stages of the process (Table 4.10). As discussed in Section 4.2.5.1, both face-to-face and non-verbal communication as part of the OID process

happened with either individuals, groups or the organisation at large. Four different types of communications were developed:

- Interpersonal – one-to-one communication between two individuals
- Group – communication among people within a group or among groups such as SC and TF or other work groups in the OID process
- Public – communication from one to many that usually took place as presentations, speeches, memos, instructions, etc.
- Mass – communication from the organisation or its representative to the larger community, usually in terms of a media broadcast, publication, press release and so forth.

Table 4.10: Message Receivers and the Communication Context

		Communication Context	
		Face-to-face	Non face-to-face or non-verbal
Message Receivers	Interpersonal	All sorts of discussions between 2 individuals on the OID process, such as the researcher and the MD to clarify OID before AR, and the researcher and the TF leader on ProWin actions	email, WhatsApp, WeChat, Facebook communication between two individuals
	Groups	Various presentations by the researcher or the MD to management team, senior managers, TF members on OID before and during AR & individual group meetings for the SC, TF, social group committees, etc.	Email, WhatsApp, WeChat, in group communication, meeting minutes, plans etc.
	Public	Speech by the MD and director to all KHK employees on annual dinners to promote the KHK OI Company activities that involve all KHK employees such as company outings	Messages delivered via intranet, internet, newsletters, and announcement
	Mass	Nil during the 2 AR cycles	Messages delivered via internet, advertisement, press release

Interpersonal communication happened formally and informally. Formal interpersonal communication included discussion of OI crafting and OID strategy between stakeholders such as myself as the researcher, the MD, individual directors, the TF leader and TF members. Informal communication could happen when employees were asked for feedback on certain OID activities or plans.

OI was mostly communicated in groups for KHK. Two formally established groups, the SC and TF, had regular meetings to plan, monitor and evaluate OID progress. Communications were also organised with other groups with the MD or division directors participating in depot breakfast visits with service technicians in 11 depots throughout Hong Kong; communication meetings with managers; meetings of all engineers; and small social gatherings such as soccer games, photography outings and basketball games. These not only communicated messages meant for OI construction, but also fostered the affection of group members towards KHK.

OI messages were delivered through speeches by the MD during company-wide activities and games in company outings. It was anticipated this would enable employees to receive the OI messages in a relaxed atmosphere. These were supplemented by intranet, newsletter and other publications, and OI messages were regularly communicated to employees through such commonly accessible communication platforms.

KHK did not intend to communicate OI messages to the public during the two AR cycles. Both the SC and TF had lengthy discussions and agreed that the first two AR cycles would aim to construct the new OI internally and build OID among employees. The SC and TF did not preclude communicating the KHK OI externally in order to construe an external image that could positively enforce OID among KHK employees. A review of message receivers was always put in the agenda during the reflection session at the end of every AR cycle.

4.2.5.4 ARQ8: What are the Means of Communication?

Most studies refer to means of communication as the different media by which messages are transmitted (Castells 2013; Weidmann 2015). Some studies emphasise technology or online systems as supplementing and perhaps replacing traditional media such as print (Coroama, Moberg & Hilty 2015; McChesney 2015). This is discussed further in Section 4.2.9.

KHK viewed means of communication as tools or media for messages transmission. These messages were communicated either through language or non-verbal delivery. Table 4.10 highlights how these verbal and nonverbal contexts were delivered.

The SC considered two main variables that influenced the effectiveness of communication. The first and foremost variable was the relationship between sender and receivers. Many studies on the Chinese way of relationships or *guanxi* conducted recently (Chen & Chen 2004; Luo 2000) have emphasised relationships at work as a source of happiness and engagement (Fisher 2010; Xanthopoulou et al. 2009). Yet, relationships might not have always been positively established. Therefore, KHK included relationship building as part of the OID strategy. The second variable was the language of communication, which could be signs and symbols that produced messages about events and concepts. In addition to delivering messages that were contextually understandable by adopting the local language and dialect (i.e. Mandarin and Cantonese), KHK considered that a supportive and positive language could facilitate reception of the messages.

4.2.5.4.1 Relationship Building

Relationship building could normally occur through the day-to-day contact of working partners. Other than this workplace relationship-building mechanism, relationships could relate to social networks, friendships and mentoring (Morrison & Cooper-Thomas 2013). Both social networking and friendships create social, familial and organisational ties among employees together with their family members, while mentoring builds only organisational and employment-based relationships (Yeung & Tung 1996). Understanding the importance of relationships in effective communication, KHK intentionally built environments for its employees, and extended them to employees' family members, to get together in a relaxed and cooperative situation to facilitate social networking and build friendships. Table 4.11 shows these activities organised by KHK during the AR cycles.

Table 4.11: Activities Organised by KHK to Build Social Relationships and Friendships during the AR Cycles

Category	Description	Duration
Religious	Christian fellowship	Once a month at lunchtime
Social clubs	Photography	Half-yearly outing
	Soccer	1 to 2 games a month
	Basketball	1 to 2 games a month
	Hiking	Once every month on average
	Running	1 to 2 competitions a month
	Cycling	Almost weekly outing
Short-term social activities	Kick boxing	6 classes
	Leather craft workshop	1 session for 3 hours
	Cake baking class	1 session for 3 hours
	Macaroon cooking class	1 session for 3 hours
	War game	1 session for 4 hours
	BBQ	Employees & family members once a year
	Picnic or outing	Employees & family members once a year
	Charity activities	4 to 5 sessions a year
	Bowling competition	Once a year
Other KHK-organised event	Engineers' sharing session	Once a month
	Depot breakfast visit	Every quarter
	Annual dinner	Once a year before Lunar New Year
	Friday party	2 gatherings a year on average
	Christmas lunch gathering	Once a year
Employees' self-organised event	Allowance for social activities	Open for application for gatherings of 10+ employees
	Allowance for family tour	Open for application for employees' family tour on memorial days

Among all the activities and events, the religious and social clubs maintained groups with regular members participating in scheduled events. These activities aimed to build continuous and more in-depth relationships. The short-term social activities were organised by the TF to attract the participation of employees who were more passive. Other KHK-organised events were more formalised and included organisational messaging. KHK encouraged employees to organise their own family and employees' activities by granting monetary allowances to approved activities. This scheme was greatly welcomed as employees felt more comfortable joining activities organised by their colleagues rather than those organised by the organisation.

4.2.5.4.2 Supportive and Positive Language in Communication

Cunningham (1993) proposes the use of supportive language for messages with a focus on behaviour, observations, description, problem solving, mutuality and equality. Communication to describe a person's behaviours instead of personal traits is more likely to avoid embarrassment and conflict. Observations mean that messages communicated were based on what has been seen or heard rather than hearsay. Descriptive communications do not involve judgment, while problem-solving communication seeks the mutual concerns of both communicator and receiver. Resistance might arise if the communicator presented him/herself as more superior and powerful than the receiver. In fact, communication seeking equality encourages participation and relationship building.

KHK action implementation involved communication in different perspectives. Internal newsletters, SMSs and intranet messages provided single-direction communication and messages were delivered directly to every employee. Communication meetings, engineers' sharing sessions and depot breakfast meetings were two-way communications, and employees were encouraged to discuss mutual concerns. During these communication sessions, KHK used supportive and positive language to deliver the messages. Specifically, the messages were intended to include positive talk, appraisal and recognition, experience sharing, encouragement and persuasion, as well as presenting success story. These messages were mostly delivered as success stories of the individual, team or organisation itself. These success stories could be work or non-work related, and employees' stories on their hobbies or recognition, for example, were published so colleagues could understand their other sides. The engineers' sharing sessions brought communication further to knowledge and experience sharing where engineers voluntarily presented past experiences that might be interesting to their co-workers.

4.2.6 RQ3: What are the Roles of the Various People during the Communication Process?

Bullis and Tompkins (1989) propose that OID is constructed by an organisation through intentional communication. Other studies bring communication and OID together and claim that a consistent institutional communication would effectively build OID (Ashforth & Saks 1996; Mael & Ashforth 1995). Besides having well-planned communication, organisations build the superstructure or the right environment to facilitate the development of OID (Smidts, Pruyn & Van Riel 2001). This so-called right environment encourages trust and openness, participatory and mutual respect among employees so that they are more willing to play a role in the communication process. They may participate in planning and delivering the communication process or share the responsibility to create the right environment for such communication. Figure 4.7 lists the ARQs that may answer RQ3.

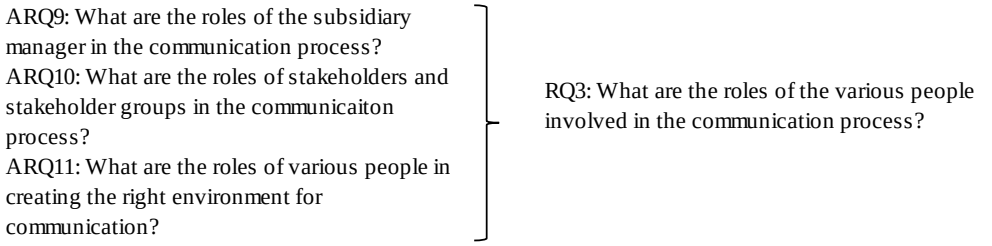

Figure 4.7: ARQs that led to RQ3.

4.2.6.1 ARQ9: What are the Roles of the Subsidiary Manager in the Communication Process?

Generally, the subsidiary manager of a multinational corporation has to lead the local operation to achieve business targets and manage the relationship with the headquarters (O'Brien, Sharkey Scott & Gibbons 2013). More often, the subsidiary manager has to align global strategy within the business domain of the local organisation (Birkinshaw & Hood 1998). During the communication process for OID, the subsidiary manager plays a dual role in delivering messages to the local organisation without deviating from the strategic intent of the headquarters. Ghoshal and Bartlett (1990) identify the subsidiary manager as a bi-cultural interpreter, national advocate and defender, and frontline implementer. As a bi-cultural

interpreter, the subsidiary manager has to interpret the strategic intent of the headquarters and transform and communicate its messages in a locally understandable way. This transformation could be in terms of translating the messages to fit into local contexts without distorting the multinational corporation's values, goals, strategies and intents, and the subsidiary manager may need to communicate with the HQ for consent. As a national advocate and defender, the subsidiary manager needs to defend local interests and explain to the HQ why certain strategies, structures and actions may not work effectively in the local organisation. The subsidiary manager also acts as a frontline implementer to execute corporate strategies locally and gain the acceptance and commitment of local employees.

The subsidiary manager or the MD of KHK performed the role of leader to orchestrate the OID process. The MD acted as the representative of KONE Corporation to ensure corporate values, goals, strategies and intents were understood, interpreted appropriately to fit with the local business domain, and agreed with the headquarters on possible deviations or supplements. The MD would also update headquarters of progress, success and possible changes of policy or structure during the OID process. As the figurehead of the local organisation, the MD led the OID process in KHK.

The senior management including all division directors also played active roles as opinion leaders, explaining to KHK employees the need to construct a new OI and the importance of building a stronger OID. The communication objectives, needs, strategies and expected results were discussed and agreed among members of the senior management during the first kick-off meeting. The SC was subsequently formed by senior management and the MD to oversee the OID process. The MD then mobilised resources from the frontlines to form the TF to plan and implement the communication process. The results of the communication were regularly reviewed and evaluated by the MD and the work teams (SC and TF). After the OID strategies were evaluated, the MD announced their success to KHK employees. Individuals and work teams were rewarded openly during the annual dinner to recognise their efforts and achievements. Table 4.12 summarises the roles of the subsidiary manager or MD in KHK during the communication process in OID.

Table 4.12: Roles of the Subsidiary Manager during the Communication Process

	Unfreezing	Moving	Refreezing
Objectives	Prepare organisational change	Begin the change process	Reinforce change
	Challenge the status quo	Develop momentum	Institutionalise change
	Provide a rationale		
Role to play with headquarters	Understand the values, goals, strategies and intents of the HQ	Update HQ of progress, achievement or issues	Inform and agree with HQ for change institutionalisation (e.g. change of policy, structure)
	Interpret HQ's messages with the local business domain		Get HQ's agreement on the next step
	Clarify with HQ for local interpretation		
	Explain to HQ any possible deviations and/or supplements		
	Acquire agreement from HQ		
	Agree with HQ for a regular update		
Role to play with local organisation	Explain to senior management and work teams the communication objectives, needs and expected results	Act as a figurehead to deliver important messages	Evaluate results with senior management and work teams
	Assist senior management and work teams to understand the messages to be communicated	Change of policy, structure etc. Review progress regularly with senior management and work teams	Review with senior management whether change has been institutionalised
	Agree on individual roles and responsibilities	Evaluate results regularly	Recognise and announce success
	Agree on a timeline	Delineate and clarify the role and expectations of senior management and work teams	Reward individual and team achievement on OID
	Define the communication evaluation process and schedule		Define and agree with senior management and work teams of the next step

4.2.6.2 ARQ10: What are the Roles of Stakeholders and Stakeholder Groups in the Communication Process?

Internal communication normally relies on the organisation's existing reporting hierarchy to transmit information. It typically starts from the top management and in the case of KHK, the subsidiary manager or the MD not only acted as the figurehead and leader of the company, but was also the key communicator of all important messages to employees. However, communication that leads to OID would need an

extensive and continuous delivery of consistent information, and the participation of other stakeholders and stakeholder groups. Many studies emphasise the importance of having managers take up a key communication role, as most employees rely on their immediate manager to share organisation information (Gillis 2006). Other studies argue that communication should be done through frontline supervisors, as they are considered more credible in the eyes of the frontline (Therkelsen & Fiebich 2004). Some studies also consider the frontlines themselves as great communicators, as they are trustworthy (Ragusa 2011) and can have a positive impact by encouraging knowledge sharing, creating motivation and giving the communicator pride in the organisation (Mattia 2005). The managers, frontline supervisors and frontlines will have a role to play during the communication process of OID.

The SC, composed of senior management and the MD, played the role of leader in the communication process and disseminated key messages. The SC was responsible for most of the mass communication to all employees as a whole or in groups. The messages delivered were usually more fundamental and unique to the organisation such as information on vision, philosophy and strategic intents. Both face-to-face and virtual communications were adopted. SC members also posted messages in the management corner of the intranet to explain these key messages.

The TF took on the role of organiser during the communication process. The team built the infrastructure to facilitate the communication, which included creating the right environment for communication, building positive relationships among employees, and organising and funding social groups and company activities and events. To ensure that continuous and consistent messages shaped the new KHK OI, the TF published a weekly newsletter that was delivered electronically to every employee.

The TF was responsible for evaluating the communication and OID process and collecting feedback from participants on most of the activities. The TF also conducted an annual questionnaire survey to all KHK employees on OID perception and employees' evaluation of the communication means. Statistical analyses were conducted and results shared with the SC. The results of the OID survey were presented to all managers either by me or the chairperson of the TF in

communication meetings. The results were summarised as key notes and posted in newsletters and the intranet.

4.2.6.3 ARQ11: What are the Roles of Various People in Creating the Right Environment for Communication?

Although the subsidiary manager and other stakeholders were effective communicators in KHK, the intended messages might not be communicated owing to wrong interpersonal relationships among employees. Individuals create meanings through their interactions with others. It is therefore important for the organisation to create and maintain the right atmosphere for relationship building, which some studies refer to as a 'positive relationship climate' (Bartels et al. 2010). In a positive relationship climate, individuals feel good about themselves, their colleagues, their jobs and the organisation as a whole and are therefore willing to communicate and be communicated to. Gibb (1961) suggests that trust, open communication and collaboration are three contributors to a positive relationship climate. Brownell (1990) adds that quality employee feedback would further build a positive relationship and hence facilitate communication.

Some deeper relationships can be established by linking communication to individual feelings and experience sharing (Wambui, Wangombe & Muthura 2013). Other studies find that new employees' socialisation experience have a strong influence on their perception of relationships to be developed in the future in the organisation (Sparks & Schenk 2006).

The SC and TF of KHK considered that having positive relationships among employees were the prerequisite to effective communication. To have a positive relationship, employees had to feel that they were valued. TF members considered the following as building blocks for positive relationships:

- a relaxed and socialised environment,
- a participatory environment, and
- an environment that welcomed employee feedback.

The TF started off the positive relationship-building process within their own group. They developed some practices and norms for their meeting different to any other groups in KHK. In order to have a more relaxed and social environment for open communication, the meetings were served with snacks and drinks. A couple of times the TF meetings were held outside the office in a café or karaoke bar were members had fun, and interestingly, many creative ideas were suggested. Total equality was enforced in TF with everyone expressing their opinions and comments. TF adopted a no voting system and decisions could only be reached with full agreement or consent. The last item on the meeting agenda was always the sharing session for members to voluntarily share whatever learnings, feelings, experience and knowledge had been gained from the OID process.

The building blocks for a positive communication climate were later adopted as principles when the TF planned and implemented the communication process in KHK. Table 4.13 summarises the practices of the TF adopted in their meetings.

Table 4.13: Practices of TF to Build a Positive Communication Climate

Building blocks for positive communication climate	Practices in TF to create and maintain a positive communication climate
Relaxed and socialised environment	Snacks and drinks provided in the meeting
	Meetings could be noisy and cheerful
	Meetings could be held outside the office
Participatory environment	Everyone expressed their opinions
	Decisions were made with agreement or consent from all members
	No voting for decision making
Environment that welcomed employee feedback	Everyone shared their feelings, experience and knowledge gained in every meeting
	Members reviewed the feedback from other employees on the OID process

The TF extended the positive relationship-building process to the other KHK employees. During the process-planning exercise, the TF made two assumptions: 1) employees have common needs and expectations, and 2) relationship building takes a long time to accomplish. Among the needs and expectations proposed by Malsow (1954), the TF considered the positive relationship-building process to fulfil the social needs of individuals. The TF considered that the common needs of individuals

could be easily found in hobbies such as photography, hiking, running, cycling, soccer, basketball, cooking and picnicking (Table 4.14).

Table 4.14: Common Social Activities to Build a Positive Relationship in KHK

Common social needs	Stakeholder subgroup	No. of KHK employees involved (approx.)	Nature
Photography	Photography club (including family members)	50	Continuous
Hiking	Hiking team (including family members)	20	Continuous
Running	Running team (including family members)	20	Continuous
Cycling	K One cycling team	20	Continuous
Soccer	Soccer team (social and elite team)	50	Continuous
Basketball	Basketball team (only social team)	20	Continuous
Cooking	Cooking classes organised by outsiders	30	Ad hoc
Other interest classes	Interest classes organised by outsiders	30	Ad hoc
Picnicking	1 to 2 times a year for the whole KHK	500	Ad hoc
BBQ	1 to 2 times a year for the whole KHK	500	Ad hoc
Bowling	Once a year as a divisional competition	80	Ad hoc
War Game	Once a year as a divisional competition	60	Ad hoc

A plan and budget were then developed with activities targeting continuous relationship building through individual participation in stakeholder groups and company activities. The plan and budget were proposed for the approval by the SC before the start of every year and a progress review was conducted every quarters.

The activities helped to establish positive relationships by fulfilling the common social needs of KHK employees. Colleagues with common interests interacted with each other during activities and friendships were developed while individuals were having fun. The activities were evaluated by verbal feedback from participants or in a simple questionnaire collected after picnics, BBQs and so forth. During this positive relationship-building process, the TF had total involvement and performed the roles of planner, organiser, feedback collector and analyser.

The AR conducted with KHK was a comprehensive study on 1) Who are the stakeholders to be involved in the OID process? 2) How are these stakeholders

identified? 3) What are their roles? And, in particular, 4) What are their respective roles in the communication process? However, OID does not merely rely on well-planned communication. The success of OID depends also on effective processes that is purpose oriented, integrative and continuous. The following sections described how OID processes were implemented in KHK.

4.3 Process Aspects

Various studies that consider the strong influence of a positive construed external image on how employees view their organisation emphasise the importance of having outsiders as the key stakeholders in the OID process (Bartels et al. 2007; Nistor, Plăiaş & Padomir 2014). Other studies argue that image-related beliefs should be developed for both organisational members and outsiders (Elsbach & Kramer 1996; Frandsen 2012). The current study found that the impact of an organisational internal image built by planned communication with employees is a more direct and effective way of building employees' OID than the traditional view of just having outsiders as the target audience and relying on a construed external image to develop positive thinking from outsiders and waiting for a counter influence on employees. Rather, a construed external image was not a necessary predictor to enhance employees' OID, as outsiders such as customers were considered to exert only a limited influence in this regard.

This organisational internal image can be treated as a reference by employees during the OI construction processes through sensebreaking and sensegiving (Pratt 2001; Weick 1995). During the OI construction processes, employees seek to understand what the OI looks like (sensebreaking), fill knowledge gaps and construct meanings (sensegiving). Employees can always refer to this image and compare it with their understanding and interpretation of the OI. In this way, an internal marketing approach was found to be effective, providing a systematic and comprehensive guiding tool for sensebreaking and sensegiving to deliver messages that communicate OI.

For KHK, the OID process started from the top down with sensebreaking and sensegiving driven by top management to generate employees' cognition on OI and

the justifications of such an identity to represent the organisation. It had to be top down, as only top management had the authority and strength to drive such an organisation-wide initiative that could have an impact on the present and future state of the organisation. Subsequent sensebreaking and sensegiving relied on effective organisational communication.

These findings show that an effective communication strategy should have a clear target audience so that communications are designed to match the needs and lifestyle of such audiences. As OID is a process that aims for the overlap of personal identity and OI, the target audiences are the employees of an organisation. To encourage employees' identification with the organisation, employees have to interpret, enact and make sense of the OI. As such, an organisation can develop an organisational internal image that best represents or mirrors the OI so that employees can interpret this image and enact it.

The communication of an organisational internal image with employees as the target audience facilitated a more direct mechanism to build employees' OID. Observations on employees' eagerness to protect their organisation against externally perceived negative prestige showed that an internal image was more influential in building OID than a construed external image that relied on an outside view of the organisation. As discussed in the section above, construed external image is not necessarily able to enhance OID if outsiders such as the customers are not considered to be critical by employees. Nevertheless, an organisation is obliged to establish and maintain a more positive, favourable construed external image than an inferior one to avoid negative impacts on its stakeholders.

The internal image, as the outcome of sensebreaking and sensegiving, has to be shaped by both the SC and TF, and communicated to all internal stakeholders by the management of the organisation. To ensure messages to communicate OI are not missed, the adoption of a marketing approach becomes a systematic and comprehensive guiding principle for sensebreaking and sensegiving. This marketing approach includes: setting objectives, identifying target audiences, defining OID messages, delivering the messages and evaluating the results. Observations such as employees' memory and ability to further distribute the messages indicated that

message delivery is more effective and convincing with the adoption of storytelling as a means of communication. Media selection is also crucial as the right channel of communication can transmit messages with less distortion and highest efficiency. Media for OID communication are therefore selected according to their capability to fulfil channel richness and channel effects. Communications are scheduled to achieve a progressive development of awareness, understanding, buy-in and action to different target stakeholders at different stages of the OID process.

The following sections discuss the analysis and actions undertaken by KHK to explore the process aspect of the OID process, which provide possible answers to the RQs and CRQ.

4.3.1 Initiating the OID Process from Top Down

Ashforth and Mael (1989) found that the management of an organisation has a vested interest in promoting employee satisfaction and commitment. Therefore, the management, being granted with formal authority and power, can manage and communicate organisational settings such as traditions, values and beliefs to seek understanding from employees, so that employees are more eager to establish and strengthen their membership with the organisation. Cardador and Pratt (2006) agree that managers can exert a strong influence on individuals' OID. Other researchers consider managers to be good stewards of the organisation's interests (Boivie et al. 2011; Galvin, Lange & Ashforth 2015) and refer to this as a top-down process (Bartels et al. 2007). This is situated as the top-down sensebreaking and sensegiving process in the process model of OID (Ashforth, Harrison & Corley 2008).

Although the top-down approach has been generally supported as the driver of the OID process (Clark et al. 2010; Gioia et al. 2013), Ashforth and Reingen (2014) warn practitioners to avoid corporate dictatorship. To prevent management from going too far in autocracy, they propose to draw in employees from lower hierarchy levels as part of OID leadership in terms of a structure similar to a cooperative board (composed of the SC and TF). This cooperative board approach is still rooted in a top-down process with the major involvement of the management but draws in employees' participation to promote a healthy and joint contribution of employees

from different levels (Besharov 2014). The right balance has to be achieved so that employees have some autonomy to decide the best way to operate, with some control exerted by the management (Ashforth & Reingen 2014). The current study built this balance by having a progressive top-down process with a gradual drawing in of employees from other hierarchies for various levels of participation during the OID process.

As mentioned above, the cooperative approach adopted by KHK resulted in the formation of an SC with members from the management team that formed the management arm and a TF composed of members from other hierarchy levels as the execution arm. Both of these stakeholder groups participated in the crafting and implementation of the OID strategies, ensuring a sense of ownership and therefore a higher chance of success.

The progressive top-down process adopted by KHK was an application of the concept of multiple identifications proposed by Ashforth, Harrison and Corley (2008). The concept opted that a person had multiple identities as a member of an occupation, department, division, committee, TF, social groups and so on. These identities could be layered or nested within one another to demonstrate individual's different levels of self (Ashforth & Johnson 2001). They described that nested identities ranged from lower to higher levels. For instance, as a member in a workgroup, an individual has a lower-level identity positioned at the centre, nested by a higher-level identity such as a department and further nested within an even the higher-level identity of a division and so forth. An OI was usually represented as the highest-order identity owing to its inclusion of the lower-order identities (Meisenbach & Kramer 2014). These different levels of identities constrain, enable and enact each other to shape collective identities. Studies have found that individuals tend to develop and maintain lower-order identities than higher-order ones (Apker & Fox 2002; Bartels et al. 2006). Conversely, other studies argue that lower-order identities could be more distinct and exclusive and the stronger identification of individuals would deteriorate individuals' willingness to engage in higher-order identities (Ashforth & Johnson 2001; Richter et al. 2006).

More recently, Ashforth, Rogers and Corley (2011) proposed that development of identities at different levels could be enhanced if isomorphism was embedded among these identities. Isomorphism means the coherence of the core, distinctive and enduring aspects of identities across different levels. Isomorphic contents such as the organisational goals, values, beliefs and strategic intents are then communicated as narratives and metaphors to build identities at different levels (Brown, AD, Humphreys & Gurney 2005; Kitay & Wright 2007; Meisenbach 2008). As such, nested identities emerge through a cascading top-down process, where clear and consistent narratives and metaphors that represent the OI are communicated and legitimated, followed by the same process aimed for the divisional identity, then a departmental and/or work group identity (Sluss & Ashforth 2007). Therefore, an effective cascading process should 1) be driven from top down, 2) communicate isomorphic contents in narratives and metaphors, 3) start with lower-order identities and extend to higher-order identities, and 4) aim for individual's internalisation of the narratives and metaphors.

The current study adopted the concepts of multiple identification and nested identities to seek for applications. KHK presented 'professionalism' as the metaphor to represent the OI and narrated the attributes associated with the OI in terms of 5Ws that demonstrated individual behaviours. KHK promoted lower-order identities so that group identification was developed in the SC and TF, and cascaded further on to the service teams scattered in 11 depots, work teams, departments and divisions. These cascading processes were conducted during the AR stages of 'implementing the integration strategy' mainly by direct communication between management and individuals through workshops, presentations, discussions and meetings. KHK also rewarded employees as role models and communicated their success stories through newsletters. These stories were promoted as successful demonstrations of OI and the role model's behaviours were linked to the 5Ws as the contributors that led to success. Other individuals then had a good reference as to what behaviours were expected to favour OID. Otherwise, employees would relate people's success with general behaviours such as being hardworking, intelligent and innovative, which may not necessary be significant for OID.

In order to communicate the metaphor of ‘professionalism’ and its isomorphic contents in narratives consistently to different target audiences by the various stakeholder groups who acted as communicators in the OID process, KHK encouraged multiple membership with members in group with members of higher hierarchical level (higher order group) also participating in groups in lower hierarchical levels (lower order group). For instance, the MD or subsidiary manager who initiated the need of OID was chairman of the SC, I was a member of both the SC and TF, and some of the members of the TF were also members of the social groups. Moreover, each of the members in the OID work structure were members in their respective work groups, departments and divisions, and they could communicate OID messages in their daily routines when associating with their colleagues. The overlapping membership approach was found to be a new but effective arrangement of OID work structure to facilitate the communication of isomorphic OID messages.

The current study has enriched Ashforth, Harrison and Corley’s (2008) process model by leveraging the effect of multiple identification and nested identities on OID with the introduction of the cascading process and an overlapping and multiple membership work structure to communicate isomorphic contents in terms of metaphors and narratives to build identities in the lower-order group and further on to the higher-order group. Although this cascading process is illustrated as a top-down process initiated from organisation to individual, with the organisation representing the ‘top’ in the process, the current study finds that OID should not be an entirely top-down process that is the sole responsibility of the top management but rather a joint effort of the management and staff in other hierarchies. As described by L. Brown (1976), top-down change strategies begin from the top of the hierarchy but have to maintain strong support from below. This description supports sensebreaking and sensegiving in the process model as a progressive, top-down process that has to involve staff from different hierarchies at different times in response to the needs of the OID strategy. Employees in the lower hierarchies, such as frontline staff, can drive OID because they know the employees’ needs better and their messages are considered more trustworthy and receptive (Ragusa 2011). Therefore, employees at levels other than the top are better communicators in the OID process. Their

involvement contributes to the crafting of a more employee-oriented OID strategy with a higher chance of success.

4.3.2 Generating Relational Identification through Organisational Socialisation

As discussed in Section 4.2.1, the process model does not provide a clear definition of organisation and individual. However, Ashforth, Harrison and Corley (2008) propose that an organisation is a highly differentiated system with individuals engaging in either nested or cross-cut identities. Nested identities are those embedded within others. Cross-cut identities, which Ashforth, Rogers and Corley (2011) refer to as cross-level identities, are formed without the means-ends effect of nested identities and are represented in a cross-functional team, social groups and union (Ashforth & Johnson 2001; Ashforth & Mael 1989; Ellemers & Rink 2005). Studies suggest that identities in lower level group usually represents as groups formed by employees at lower hierarchy. The OI of this lower level group should be established first. After the lower-level identities have been fulfilled, relational identification should then be extended to higher-level identities of the organisation (Ashforth & Johnson 2001; Peters et al. 2013). Practically, the process model proposes that relational identification should be built within work-specific groups to enhance group attachment. Relational identification forms networks fostering broader attachments within the organisation, which facilitate information transmission and communicate OID behaviours (Ashforth, Harrison & Corley 2008; Sluss & Ashforth 2007). To achieve relational identification, studies show that identification can be enhanced by organisational socialisation (Kato 2010; Lee 2013).

Socialisation is referred to as the organisational actions to disseminate information necessary for employees to equip with the necessary knowledge, skills and behaviours to be an effective organisational member (Taormina 1994). Studies have found that socialisation led to newcomers' job satisfaction, better performance and higher commitment (Korte & Lin 2013). Nevertheless, most socialisation mechanisms are designed for newcomers as a one-off orientation program or in terms of a job briefings provided by the newcomer's supervisor (Allen, NJ & Meyer 1990; Ashforth & Saks 1996; Cable & Parsons 2001; Ellis, Bauer & Erdogan 2015; Sluss et al. 2012; Sluss & Ashforth 2007; Sluss Ashforth & Gibson 2012). The current study

suggests that organisational socialisation should be an ongoing process that is not just applicable to newcomers but also includes existing employees. This suggestion agrees with Gioia et al. (2013) that social harmony has to be established and maintained within existing organisational members to pursue an enduring identity. Unfortunately, organisational socialisation for existing employees is generally neglected as management may assume existing employees should understand what is needed as members of an organisation.

As socialisation mechanisms for newcomers have already been widely researched, the current study explored the untouched organisational socialisation tactics for the veterans. Though the study of socialisation tactics for newcomers is not included in this study, KHK in fact adopted an orientation program and supervisor's briefing to familiarise newcomers with the company. In addition, newcomers were introduced with a buddy in his/her department to ease the feelings of loneliness and discomfort that most people experience when engaged in strange or new environment and situation. Newcomers were also introduced to other employees during KHK's Friday party so that they felt accepted, respected and valued. However, all these socialisation tactics seemed inapplicable to existing employees and related studies are scarce. The current study therefore filled in this knowledge gap and recommended socialisation tactics for existing employees that were not addressed in Ashforth, Harrison and Corley's (2008) process model of identification.

Organisational socialisation is defined as 'the process of learning the ropes, the process of being indoctrinated and trained, the process of being taught what is important in an organisation or some subunit thereof' (Schein 1988, p. 54). Socialisation is also a newcomers' sensemaking process so that they can interpret schemes, culture and attributes unique to the organisation (Louis 1980). Early studies refer to socialisation as a process by which newcomers learn the value, norms and behaviour necessary to be understood as a member of the organisation (Anakwe & Greenhaus 1999; Cooper-Thomas & Anderson 2002). Recent studies add other critical elements of socialisation and emphasise the importance of building social relationships (Smith et al. 2013), developing a sense of meaningfulness of their job (Sluss, Ashforth & Gibson 2012) and embracing employees with the future of the organisation (Ashforth et al. 2012).

It is believed that organisational socialisation relies on an effective social structure that facilitates relationship building, communication and information sharing (Combs et al. 2006; Saks & Gruman 2014). This social structure forms the social networks linking individuals, groups or organisations (Carrington & Scott 2011). There is evidence that relationships are built and developed between individuals through their interactions along these social networks (Collins & Clark 2003). Although organisational socialisation was originally meant for newcomers, the increasing popularity of social networking tools have established numerous social networks both within and outside an organisation (Ahn et al. 2007; Ganglbauer et al. 2014; Malone 2015). This trend of utilising social networking has led to the application of tools such as WhatsApp, Facebook and WeChat to facilitate organisation-individual and individual-individual communication in KHK. KHK's social networks have apparently targeted all employees, including newcomers.

Based on the above, the current study argues that a successful organisational socialisation should build the 'hardware' of 1) establishing an effective social structure, 2) building social networks, and the 'software' of 3) developing social relationship between individuals, and 4) communicating for employees' sensemaking. KHK's organisational socialisation process commenced at the start of the AR stage of 'implementing the integration strategy' in May 2012. Instead of totally relying on social networks to emerge by themselves, KHK adopted organisational interventions by establishing a social structure or communities in the form of social groups. These social groups invited members that have a common interest, hobby or background such as religions and professions. Each of these groups was nominated with one or two coordinators (depending on the size of the group), who regularly met with members of the TF to discuss needs, plans and budgets. Social networks were built among members of the groups (intragroup), between groups and with the TF (intergroup), and with external groups through competitions or experience sharing with outsiders (extra group). As members of the social groups have regular get together, their interactions developed strong social relationship among members. In order to communicate OID messages for employees' sensemaking, the TF made use of different media such as social media and newsletters to communicate activities held by the social groups and link the

success of these activities such as winning a soccer match, completion of a charity event, finishing Oxfam 100km trailwalker race, etc. with those attributes associated with the OI of KHK.

During the two AR cycles in KHK, the number of memberships and the activities held by the social groups increased. This was a good indication that the social networks had been extended by the increased membership, and the increase in members' participation also meant a strong group identification by employees. Although the current study was not able to establish the moderating effect of group identification towards OID in KHK through a rigorous study, the positive results of the questionnaire surveys show improvements in OID perception, which may have been caused by the strong group identification. Employees' group identification (in particular for social groups) as a moderating factor of OID is therefore suggested for further investigation.

Practically, the growth of social groups in KHK has led to a demand for a higher budget. The SC did not regard the social groups as a formal structure, so the application of key performance indicators (KPIs) to evaluate performance as generally adopted in formal organisational management to justify budget allocation seemed inappropriate. In fact, the SC empowered the TF and granted it autonomy to decide how the budget could be allocated and expenses spent. The TF also had the power to exercise discretion on making any changes to the social groups and the budget allocated to them. For instance, a review meeting held by the TF at the end of the first AR cycle decided on the abandonment of the photography club because the activities held were very costly and the participants were limited. During the same meeting, the TF decided to increase the budget allocated to the soccer team to prepare their uniforms so that the team could participate in competitions with both insiders and outsiders. Budget cuts could lead to member frustration and even be scepticism against TF decisions. Nevertheless, the changes in social groups' status in KHK did not result in arguments or complaints. As the coordinators of each social group have s regular review with members of TF, they were able to follow and be informed in advance of any potential changes. In fact, the abandonment of the photography club did not lead to bad feelings, as members continued their

photography outings but organised their activities without sponsorship from the organisation.

The findings of the current study confirm that relational identification is an effective way to build networks for communication and that a lower-level identity in the groups or department should be established first and extended further to reach the higher levels of the organisation. This study suggested that relational identification could be developed by building employees' emotional attachment through an affection development process of socialisation for both new members and existing members so that members feel more comfortable being associated with their fellow members (Amiot et al. 2007; van Veelen, Otten & Hansen 2013). Over time, members acquire cognitive knowledge related to their group by observing the personal characteristics and idiosyncratic representations of the group (van Veelen, Otten & Hansen 2013).

The AR conducted in KHK has established the OID work structure with the SC as the management arm and the TF as the execution arm. The TF organised social networking by establishing and funding social groups. It also organised social activities for organisational members so that social networks could be spread throughout the organisation. The positive relationship built among employees through social networking makes them more receptive to top-down communication. By means of effectively managed internal communication, the TF was able to deliver consistent and appropriately designed OI-related messages to target employees. The extension of the relationship building to employees' family members at a later stage of the AR was also part of the OID strategy to generate social identification that positively supports employees' OID.

Figure 4.8 shows the pathway of organisation-planned and -managed relational identification. The arrows indicated the extension of relational identification development from one stakeholder group to another. The figure denotes a sequential and centrally expanded development of the relationship identification for the different stakeholder groups in KHK.

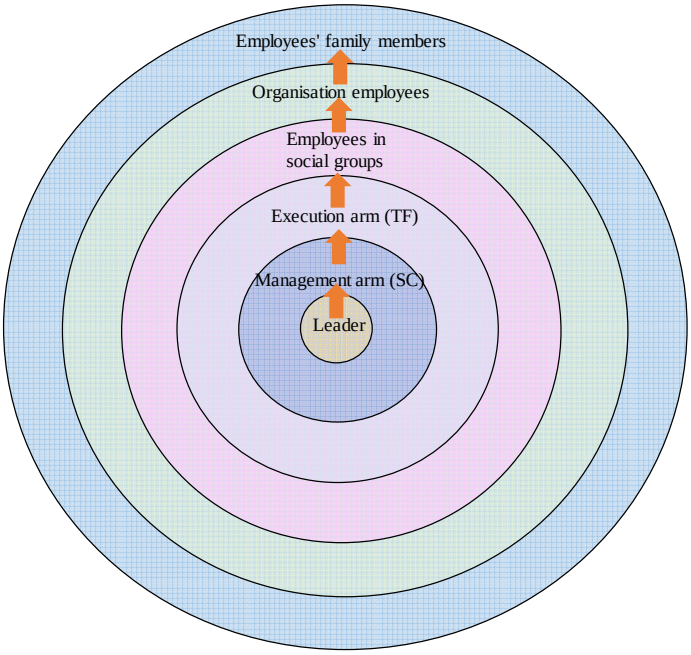

Figure 4.8: Pathway of organisation-planned and -managed relational identification.

For each of these different levels, relational identification is aimed to be developed through an organisational socialisation. Figure 4.8 shows the pathway starts from the OID structure that is centred with the organisational leader and extends to the management arm; the execution arm; the social groups and finally reaches the destination of employees at large. The pathway proposes the sequences of formation and the organisational structure necessary for the process development of OID.

4.3.3 Linking Organisational Image with Organisational identity

Organisational image has been closely linked with studies of OI and OID (Dutton, Dukerich & Harquail 1994). In 2014, the HKSAR government released an investigation report on the Independent Commission Against Corruption (ICAC) and condemned the misconduct of its former chief who ‘caused wide public concern and inevitably undermined the ICAC’s image and Hong Kong’s reputation as a corruption-free society both locally and overseas, and have shaken people’s

confidence in the ICAC.[5] The report concluded that the incident not only damaged the image of ICAC and Hong Kong as a corruption-free city, but also had a negative impact on the morale of the staff of ICAC as they were confronted with sarcastic comments. As such, organisational image is not just a matter of concern to external constituencies, but also impacts internal organisational members.

Image reflects how employees view their organisation, and it generates employees' definition of themselves as members of an organisation (identification). However, most studies focus on organisational image as external stakeholders' perception of an organisation (Brown, AD & Humphreys 2006; Chun 2005; Cian & Cervai 2014; Walker 2010; Wartick 2002). In fact, the image perceived by the internal stakeholders of an organisation is of equal importance, as a more favourable perceived image can positively influence employees' motivation and work commitment (Dutton, Dukerich & Harquail 1994).

Image building views external stakeholders as the target receivers, though the internal stakeholders are those who are being impacted by the construed external image. An early study by Mael and Ashforth (1992) found that the more prestigiously an organisation is viewed by outsiders, the greater will be the employees' OID. Sluss et al. (2012) suggest that an organisation should develop a favourable external image as part of its properties. However, if the internal stakeholders are not convinced of this image, it becomes senseless to rely on external audiences' perception of the construed external image to exert influence on the perception of internal stakeholders. Besides, owing to the different values and expectations adopted by both internal and external stakeholders, internal stakeholders may have misconceptions about an OI based on the construed external image interpreted by external stakeholders (Dutton, Dukerich & Harquail 1994). Therefore, Hameed, Roques and Ali Arain (2013) suggest that an organisation should not only take the construed external image as an antecedent of OID but also consider internal factors that will increase employees' OID.

[5] A press release has been released on the investigation report on ICAC's former chief Mr. Timothy Tong (http://www.info.gov.hk/gia/general/201402/19/P201402190309.htm). The report was presented by Chief Secretary for Administration, Mrs Carrie Lam in the Legislative Council on 19 February 2014. The former chief of ICAC was charged for the inadequacies and non-compliances of the ICAC in the handling of official entertainment, duty visits outside Hong Kong and gifts during his tenure.

It was not until recently that Rho, Yun and Lee (2015) conducted a study on public and non-profit organisations in the states of Georgia and Illinois in the US, where they found that both perceived OI (organisation internal image) and construed external image (organisation external image) have a positive correlation with members' OID. However, the perceived OI described by Rho, Yun and Lee (2015) relied on the personal experiences and judgements of internal stakeholders during their interaction with each other but the role the organisation had to play was not investigated. To fill this gap, the current study adopted a more direct approach and investigated the role of the organisation in building an organisational internal image with employees as the target. This organisation-constructed internal image describes the characteristics distinct to the organisation from which employees can make references to reinforce their self-concept of the organisation.

To avoid the ambiguity of having organisational image as the collective perceptions of both external and internal stakeholders, the current study categorises organisational image as internal and external to distinguish their respective target audiences. More specifically, organisational internal image refers to the intended and projected image reflecting how an organisation would like to be positioned in the mindset of all organisational members. Cian and Cervai (2014) suggest a projected image should have three components, reflecting its cognitive, emotive and symbolic representations. This can be shaped by an organisation by means of communication and symbols (Chun 2005), which generates a metaphor between the organisation-generated image and the OI perceived by employees.

Figure 4.9 illustrates the relationship between an organisational internal image and OI. It shows that the organisation shaped and communicated the organisational internal image to its target audience, the employees of the organisation. A decoding process would happen for individual employees to develop their understanding of the organisational internal image, interpret the meaning of this image, and evaluate its value. Individuals then developed their perception of OI by comparing the attributes that were central, distinct and enduring in their mindset with their evaluation of the organisational internal image. The figure shows that the organisational internal image

could either be a prerequisite or a key reference for an individual to construct their OI.

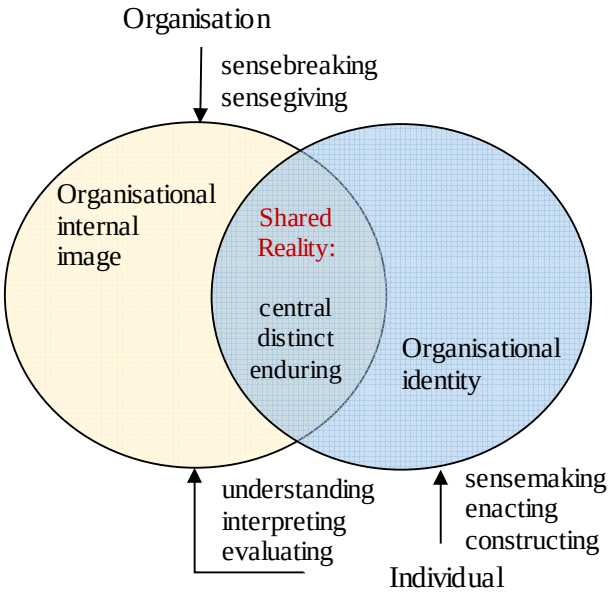

Figure 4.9: Metaphor of organisational internal image and organisational identity

As discussed in Section 2.2.6, Ashforth, Harrison and Corley's (2008) process model provides a broad framework on the process of identification formation but may be incomplete owing to lack of clarification of the configuration of sensebreaking and sensegiving as well as the interactive roles of the organisation and individuals. The metaphor (Figure 4.9) presented a more thorough picture to describe these missing elements. The metaphor describes the purpose of organisational actions in terms of sensebreaking and sensegiving is to disseminate information to individuals and these information will shape an organisational internal image. Sensebreaking communicates the destruction of the old OI in the mindset of the individual and introduce the new and desired one. Sensegiving provides meanings to the new and desired OI. Individual employees can make reference on this organisational internal image and compare with the perception in their mindset so as to construct a self-perception of OI.

The current study suggests and concludes organisation internal image as an output of the sensebreaking and sensegiving. The organisational internal image is considered important because it is the output that an organisation can manipulate and manage, and it serves as reference and input to build employees' perceived OI. Instead of sensemaking solely relying on individuals as in the process model, as illustrated in Figure 4.9, individuals seek to 1) understand what has been presented as the organisation internal image, 2) interpret the meanings behind the organisational internal image, and 3) evaluate the value of the organisational internal image to them as a member of the organisation. Eventually, individuals can generate a picture or perceived OI consisting of the attributes that are distinctive, central and enduring to the organisation. If individuals consider their own values and belief are similar to the organisation or they are happy to adopt values and belief of the organisation as their own, OID occurs with individuals' feelings of oneness and belongingness with the organisation. Without an organisational internal image, an individuals will not be able to assess 'how well the image preserves the continuity of their self-concept , provides distinctiveness, and enhances self-esteem' (Dutton, Dukerich & Harquail 1994, p 239) and are therefore unable to generate identification with the organisation .

The organisation presents and shapes its image through continuous managed communication to achieve sensebreaking and sensegiving effects, while its members try to make sense out of the image presented. In the process model of identification, sensebreaking, sensegiving and sensemaking are all communication processes and sensemaking results in employees' perceived OI. Therefore, organisational image as the outcome of sensebreaking and sensegiving becomes the frame of understanding and point of reference for employees' OID.

The organisational image promoted by KHK reflects the past, present and future of the organisation. The image truly reflects KHK's uniqueness and distinctiveness because it: 1) carries the vision and strategic direction that aligned with KONE Corporation, 2) differentiates itself from competitors, 3) communicates a core set of value and priorities, 4) emphasises key success factors, 5) is based on facts and consistent information, and 6) is presented clearly and easy to understand.

The TF adopted an internal marketing approach to promote KHK's image. This is a new approach to be applied in OID studies, as internal marketing has in the past related mostly to employees' related outcomes such as job satisfaction (Ahmed & Rafiq 2003; Hwang & Der-Jang 2005), service quality (Bell & Menguc 2002) and work motivation (Bell, Menguc & Stefani 2004). Some studies have established a link between internal marketing and leadership (Gounaris 2006), and between leadership and OID (Kark, Shamir & Chen 2003), with the assumption that internal marketing is orchestrated by the leaders in an organisation. The current study extends internal marketing as an effective organisational intervention strategy to communicate organisational image to fulfil the ultimate goal of establishing a shared OI between an organisation and its employees.

4.3.4 Utilising Internal Marketing to Build Organisational Internal Image

Internal marketing refers to a marketing approach applied with internal stakeholders in an organisation as its target recipients (Balmer et al. 2011; Punjaisri, Evanschitzky & Wilson 2009; Punjaisri & Wilson 2007). Unique and exclusive messages are designed and communicated to internal stakeholders to create awareness, enthusiasm and buy-in of the intended organisational internal image (Drake, Gulman & Roberts 2005). Although the concept of internal marketing was introduced by Berry, Hensel and Burke (1976) some 40 years ago, the study of internal marketing in OID is very recent. It was initially confined to the role of leaders in internal marketing (Wieseke et al. 2009). S. K. Lam, Kraus and Aheame (2010) investigate the role of top managers as the market-oriented role models who exert influence on middle managers and workgroup members to become their envoys. The current study has brought internal marketing into OID research as a guiding tool for the sensebreaking and sensegiving in the process model. The adoption of internal marketing as an OID strategy has successfully shaped and communicated a planned organisational internal image and led to a more complete and practical process model of OID.

The internal marketing strategy for OID suggested by the current study consists of the following steps: 1) establish work structure, 2) set up objectives, 3) assess organisation climate, 4) define message, and 5) implement according to plan.

The organisational internal image development process started with the establishment of the work structure responsible to plan and execute the internal marketing strategy. During the early stage of AR in KHK, the SC and TF of KHK were already established to diagnose the organisation and with the ultimate aim to drive OID. Given the importance of effectively shaping a desired organisational internal image of KHK, the SC and TF considered a dedicated communication team should be nominated to manage the internal marketing strategy. In order to ensure that the purpose of driving OID in KHK could be consistently integrated in the marketing strategy, most of the members of the communication team were from the TF with additional members outside the TF who had special talents and expertise in communication or marketing. The SC, TF and communication team conducted a few workshops and defined the objective of the internal marketing strategy to increase employees' OID year on year. To fulfil this objective, the communication team set communication goals of 'awareness, interest, desire and action', and messages communicated aimed to gradually develop awareness, interest, desire and action among the target audience.

In order to communicate messages effectively, the communication team assessed the communication climate in KHK, in particular, to evaluate whether an open, supportive and positive internal environment was in place that could facilitate communication. The end results of the communication were also measured in terms of OID questionnaire surveys conducted at the end of the AR spiral in order to evaluate whether the communication goals and intended level of OID had been reached. The communication team then defined the messages to be communicated at different stages of the marketing strategy in order to achieve the communication goals of 'awareness, interest, desire and action' at each of these stages of communication. The earlier mentioned members with communication and marketing talents and expertise were asked to design the messages and their presentation format. Media were selected so that messages could be delivered to the respective target audiences. Finally, team members agreed with a communication schedule and implemented accordingly. Figure 4.10 provides an overview of the constructs of internal marketing in the shaping and communication of an organisational image.

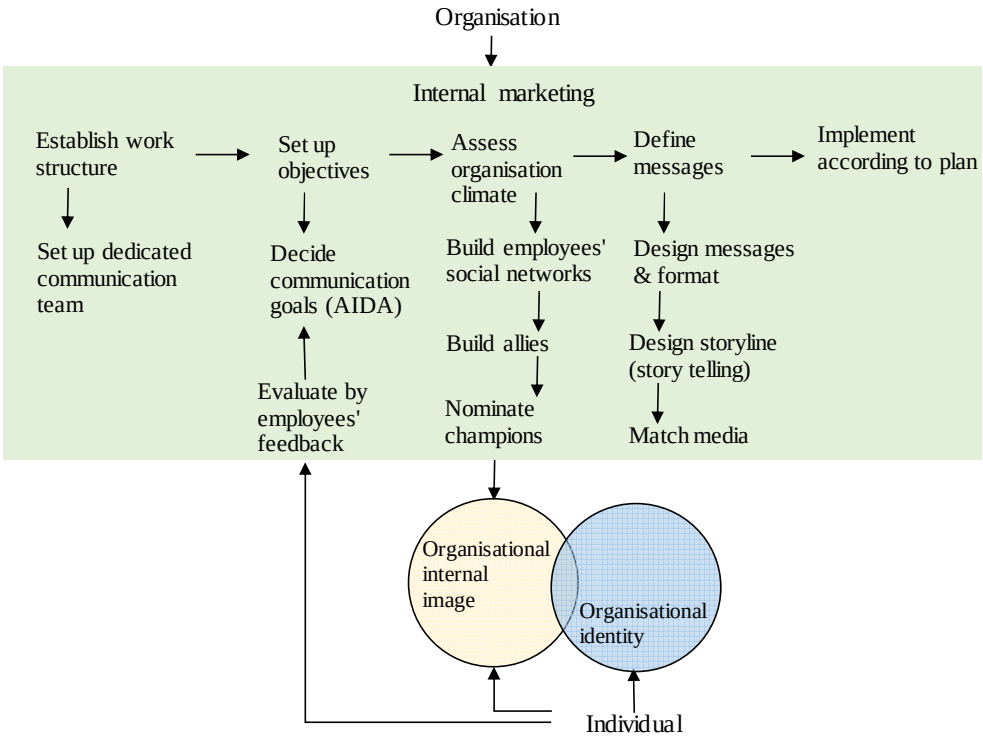

Figure 4.10: The constructs of internal marketing and organisational internal image.

The current study found that the shaping and communication of an organisation's internal image by a well-planned internal marketing strategy supplemented the process model of identification of Ashforth, Harrison and Corley (2008) and allowed the model to be practically applicable in an organisation. The process model of identification introduces the concept of sensebreaking and sensegiving, where sensebreaking is used to persuade organisational members to abandon old identities and sensegiving is the justification of the change with information and knowledge. Although Pratt (2000 p. 466) conducted a study on the sensebreaking and sensegiving processes of Amway on its identity transformation in terms of 'dream building', there exists no practical guiding tool for these processes. The internal marketing approach provides a comprehensive and systematic step-by-step approach to communicate the attributes that represent the organisational internal image so that organisation members can make references with the OI perceived in their mindset.

The internal marketing approach also suggests the inputs and outputs necessary for the sensebreaking and sensegiving processes to happen, which adds critical elements to the process model.

Sensebreaking calls for the abandonment of the past OI and the embrace of a new and desired one of the organisation. The internal marketing approach helps to achieve sensebreaking by introducing this new and desired OI through the shaping and communicating of an organisational internal image. A radical or evolutionary change in OI must be guided by organisational leaders (Fiol 2002; Gioia et al. 2013) and different organisational actors (Ybema 2010) should be brought in for sensegiving to explain and justify the differences between the past, present and future. By adopting an internal marketing approach, messages are designed and communicated for the purpose of sensegiving so that the target audience can understand the meaning behind the new and desired OI. Gioia et al. (2013) emphasise the importance of appropriately allocating internal resources for identity formation. As proper resource allocation is of foremost importance in sensebreaking and sensegiving, the internal marketing strategy commences by establishing a dedicated OID work structure with clear leadership of the process granted with the authority to allocate resources.

Objective setting is the second stage of the marketing strategy. Objectives can be shaped as sequential stages of identity formation to arouse awareness, interest, desire and action with behaviour changes that represent employees' OID. To evaluate the effectiveness of the marketing strategy, surveys or feedback can be collected at a later stage to measure how strategy contributes to the fulfilment of the objectives. Next, before designing the messages to be communicated, organisations have to assess the existence of a positive communication climate that promotes openness and trust (Reed, Goolsby & Johnston 2014). Messages are then defined with information that have the quality of usefulness, accuracy and timeliness, and the quantity of completeness and sufficiency (Thomas, Zolin & Hartman 2009), before implementation, the final stage of the process.

Before the implementation stage, the design of the messages is critical. They should collectively portray the OI by providing meanings for it (Corley & Gioia 2004; Gioia,

Schultz & Corley 2000). Ravasi and Schultz (2006) propose that OI be communicated by promoting familiar stories, objects and practices that can help employees to understand the new claims. In fact, many studies agree that storytelling is the most effective method to communicate and construct OI (Alvesson & Empson 2008; Boje, EM 2011; Humle 2014). Haven (2014) purports that a smart story can persuade, influence, inspire and teach audiences. In OID studies, storytelling practices are used to create employees' shared understandings and maintain a sense of community (Zingaro 2009). It is therefore important to determine what the story should look like. The elements of sensebreaking and sensegiving in the process model of identification provide hints to build the storylines. Sensebreaking is simply telling the story of 'Where are we now and where do we desire to go?' Sensegiving tells 'What are the differences between now and the desired?', 'What does the desired look like and what is it to us?' and 'How are we to get the desired?' Storytelling is therefore an effective format of message communication to achieve the purpose of sensebreaking and sensegiving in OID.

Storytelling can be built on the past, present and future of an organisation. Stories in the past show the road the organisation has gone through and sets the course of direction ahead (Seely Brown, Denning & Groh 2004). Stories of the present communicate organisational success, promoting and reinforcing the organisation's preferred behaviours and ideologies. There are also stories about the future of an organisation, which communicate the vision and desired state of organisational development. In order to build the stories to show the different stages of development of an organisation, someone must know or be able to acquire information on the history and future development of the organisation. Zundel, Holt and Popp (2016) even suggest the use of organisation history to create OI. Nevertheless, it is likely that the top management would possess 1) knowledge about the different stages of the organisation, 2) the ability to collect information and build it into a storyline, and 3) the authority to decide and disclose information to organisational members. Therefore, storytelling is normally adopted as a top-down process triggered by the management. Although storytelling is used in sensebreaking and sensegiving, it is preferred as members' sensemaking to reinforce employees' interpretation of their experiences with the organisation. Though storytelling as communication cannot have a direct impact on the sensemaking of employees,

success stories of an individual, group or organisation helps employees to reconfirm their interpretation of the central, enduring and distinct characteristics that represent their organisation.

Other than interpreting the stories of the organisation that shape the organisational image, individuals will make reference to the image and construct their perception of the OI in their mind set. Individuals' identity construction is a continuous process so that the attributes that represent the OI are enacted. Therefore, storytelling can be an effective tool to shape and communicate organisational image that allows a continuous process of interpreting, constructing and enacting the identity as suggested in Ashforth, Harrison and Corley's (2008) model. Thus, organisational internal image is an output of the sensebreaking and sensegiving process driven by the organisation, but also becomes an input for individual to interpret, construct and enact the OI. Through continuous episodes of these organisation-individual interactions, individual OID is gradually developed.

The process model of identification developed by Ashforth, Harrison and Corley (2008) proposes that identity formation depends on the interactions between individuals and their organisation. Top-down sensebreaking involves the destruction of an existing identity in the mindset of employees (Pratt 2000). After a desired future stage is introduced, the organisation will go through a sensegiving process with meaning construction for a new definition of the organisational reality (Gioia & Chittipeddi 1991). This top-down sensegiving process relies on well-planned communications so that organisational distinctiveness and image can be promoted to the target audiences in a more systematic way (Cheney 1983; Dutton, Dukerich & Harquail 1994; Kim, J 2010). Internal marketing is an effective strategy to shape and communicate organisational image, providing a framework for sensebreaking and sensegiving processes to take place in a systematic manner. Storytelling can be used to frame the messages to achieve sensebreaking and sensegiving.

Although further research is required to investigate how sensebreaking and sensegiving fit in the process of internal marketing, the use of internal marketing to build the organisational internal image contributes to an effective organisation strategy to generate a collective effect on OID.

The above analysis and actions conducted by KHK provided concrete information to the answers of RQ4 to RQ6 as stipulated in following sections.

4.3.5 RQ4: What Communication Processes Build an Image of the Organisation for the Employees?

RQ1 to RQ3 addressed the people aspects of the OID process. The different stakeholders and stakeholder groups were identified and their respective roles discussed. RQ4 to RQ6 examine the process aspect of the OID, including the exploration of the organisational internal image building process, evaluating the practical means of communication and assessing the effectiveness of electronic technologies in constructing OI.

Many studies found that a positive external image could drive the results and performance of an organisation as it built customer loyalty and boosted sales (Kanta, Murali & Srivalli 2014). This positive external image construed by the organisation could also inspire and engage employees (Fisher & Vallaster 2010). As mentioned in Section 2.1.6, the construed external image could also strengthen OID (Dukerich, Golden & Shortell 2002). A study on the Apple Store Effect by Coget (2011) showed that the level of OID of the store managers influenced the level of identification of the sales employees and hence influenced the level of identification of customers towards Apple, which resulted in boosting sales. Yet, no study has been done to explore the relationship between organisational internal image and OID. RQ4 examines the communication process as a mechanism to build organisational internal image. Prior to examining the communication process, it was crucial to understand what the organisational internal image should look like and the meanings behind the image that employees have to understand. Figure 4.11 shows the ARQs that led to RQ4.

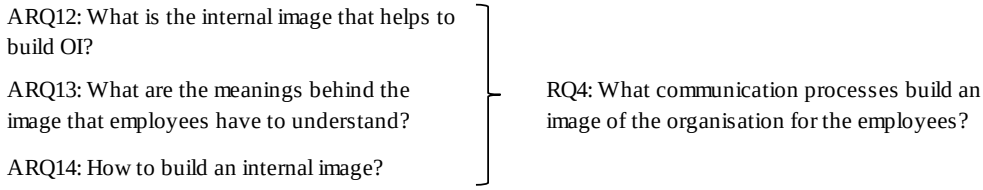

Figure 4.11: ARQs that led to RQ4.

4.3.5.1 ARQ12: What is the Organisational Internal Image that Helps to Build OI?

The concepts of image, reputation and identity are used interchangeably (Nistor, Plăiaș & Radomir 2014). The term 'image' is also referred to as employer branding (Kaur 2013) and mostly used in marketing (Shenkar & Yuchtman-Yaar 1997). It is sometimes referred to as corporate reputation in management or identity in sociological applications (Gillis 2006). To distinguish image reflecting the perception of external stakeholders, the term organisational internal image denotes the perception of insiders of their own organisation (Wartick 2002). Both organisational external and internal images are either planned and constructed by an organisation or developed by itself over time. Organisational internal image is the planned and operational self-presentation of an organisation. It allows internal stakeholders to think about the organisation while OI is the mental association of organisational members (Brown, AD & Humphreys 2006). OI involves 'the shared understanding of the central, distinctive and enduring character of an organisation' (Albert & Whetten 1985, p. 265). It is the intention of any organisation to develop an organisational internal image and OI from completely distinct, to overlapping and finally with OI nested within the organisational internal image (Stuart 2002).

An organisational internal image can be positive or negative though no one deliberately builds a negative image for an organisation as it would not make sense to both employer and employees to do so. Yet, it is also unrealistic for a family-owned small and medium-size enterprise to build its image as an organisation with high potential for personal development and promotion. It may be more appropriate for such a small and medium-size enterprise to promote warmth and caring to its stakeholders. Therefore, the most important part of an organisational internal image is to communicate the uniqueness and distinctiveness of an organisation and convince employees that it is a great place to work.

As discussed in above section 4.3.3, the SC decided the image of KHK should be built on the dimensions of the past, present and future. The past meant the image has to be based on the history of both KONE Corporation and KHK. The present showed the current performance and achievement of both the employees and organisation.

The future represented the vision and strategic intents set forth by the headquarters, and the distinctiveness of KHK to outperform its competitors. The organisational internal image has to be realistic and based on facts rather than just massive internal marketing and expected acceptance by individuals. By building this organisational internal image, the SC aimed to have all KHK employees view KHK as a great place to work. During the SC meetings, members identified that the principles of KHK's organisational internal image should include:

- the vision and strategic direction aligned with KONE Corporation,
- the uniqueness and distinctiveness of KHK against its competitors;
- a core set of value and priorities;
- key success factors of KHK;
- facts and consistent information; and
- clear and easy-to-understand actions and behaviours.

Table 4.15 shows how these principles were applied to the construction of KHK's organisational internal image that contributed to the formation of KHK's OI.

Table 4.15: The Construction of KHK's Organisational Internal Image

Principles for KHK's organisational internal image	Description
Alignment with vision and strategic intents of KONE Corporation	KONE vision & strategic intent represented by 'KONE Must Win Battle', which focuses on: - Customer - People - Operational - Environmental - People Flow Solution
KHK's uniqueness, distinctiveness, and core set of value and priorities	KHK's Key Success Factors: - Innovative - Uncompromised quality - Passionate & dedicated - Preferred partner
Key success factors & clear and easy to understand actions and behaviours	Five key messages start with 'W': - We act as a team - We deliver what we promise - We do our best - We are responsible - We keep on improving
KHK image	KHK is a professional organisation
KHK identity	Professional
KHK identity in brief	ProWin: 'Pro' stands for professional 'W' represents 5Ws actions & behaviours 'in' means identity

4.3.5.2 ARQ13: What are the Meanings behind the Image that Employees Have to Understand?

Employees are part of the image, as all employees represent their organisation (Kennedy 1977). External stakeholders develop a perception of the organisation based on the image formed by the employees. Therefore, it is important for an organisation to not just construct its intended organisational internal image, but to build employees' identification with the organisation (Stuart 2002). Employees identified with the organisation tend to adopt a more supportive attitude and behave consistently with the values of the organisation (Littlejohn & Foss 2011). An organisational internal image allows the employees to define themselves according to the same attributes representing the organisation. A stronger identification would happen if employees internalise the attributes and behave consistently with the values and norms associated with the OI (O'Reilly & Chatman 1986).

As highlighted in Section 3.2.1, before the launch of the new strategy in 2008, KONE Corporation and its subsidiaries regarded themselves as an engineering- and product-oriented company whose success relied on precise engineering and quality products. The new vision and strategic intents brought the customer into focus. This shift required almost a total reconstruction of the KONE identity established over the last 100 years in the mindset of every employee. As the subsidiary of KONE Corporation, KHK has to build a new organisational internal image based on the vision and strategic intents of the headquarters. Before the SC set out to communicate the new image, members invited the frontline employees to a few workshops to explore any employees' queries arising from the changes. Many of the frontline members were very positive and receptive to the new image, but some questions were raised during the discussion, reflecting the psychological reaction of the employees. They could be categorised into five emotional process of changes (Kubler-Ross 1969): denial, anger, bargaining, depression and acceptance. The SC reviewed the questions raised and worked out the messages in response, integrated the information to be communicated in the new image-building process. Table 4.16 presents some questions raised by the employees during the workshops to clarify meanings of the organisational internal image. It also summarises responses drafted by the SC to be incorporated in the messages to be communicated to all employees.

Table 4.16: Employee Questions and SC Responses Regarding KHK's New Organisational Internal Image

		Communication Context	
		Questions raised	Possible messages to be incorporated in communicating new image
The coping cycle	Denial	Q#1: Why we have to shift from engineering to customer oriented company? We have been successful for the last 100 years as an engineering company. Q#2: Why not just adopt the new image with KCO and other KONE subsidiaries as we were quite OK with our current performance?	Q#1 : KONE has been successful for the last 100 years with a strong leadership and corporate governance. The new vision and strategic intents would bring us to even greater success. Q#2 : KONE is a multinational corporation with all subsidiaries follow the same pathway to success. KHK has its uniqueness that does not contravene with the new vision and strategy of KCO.
	Anger	Q#3: Why do KCO request KHK to follow their way without looking into the situation of KHK? Q#4: Why don't the management of KHK convince KCO that the new image does not work for KHK?	Q#3 : KCO does not ask KHK to abandon what has been developed. The new vision and strategic intents are the direction for KHK and all other KONE subsidiary to move ahead for a better future. Q#4 : The new vision and strategic intents of KCO provide the big picture, the practical means to success and the anticipated results. All the MDs have been invited to the HQ for a forum to discuss and clarify the vision and strategic intents.
	Bargaining	Q#5: Why don't KHK maintain ourselves as an engineering-oriented company and put satisfying customer needs as first priority?	Q#5 : KONE maintain our core competence of having precise engineering and production of high quality product not to meet but to exceed customer needs.
	Depression	Q#6: Does it mean that there are no other options for KHK to move forward?	Q#6 : KONE has performed better and moved faster than major competitors for last decade. The new direction will lead KONE to move ahead in an even faster speed.
	Acceptance	Q#7 : How can we help to promote our new image and strategy? Q#8 : How are we going to move forward with the new image and strategy?	Q#7 : KHK employees have always been professional and this is the competence we have to maintain as our unique identity. Q#8 : KHK employees will strive for perfection as a professional. There are 5 winning tips we can keep with ourselves. Please do help to communicate these 5Ws to your colleagues and encourage everyone of us to act accordingly. The 5Ws are: - We act as a team - We deliver what we promise - We do our best - We are responsible - We keep on improving

4.3.5.3 ARQ14: How Can an Organisational Internal Image be Built?

The marketing concept was extended from external target market to the internal people of an organisation some 50 years ago (Foreman & Money 1995). Since the introduction of the concept of internal marketing by Berry, Hensel and Burke (1976), this concept has been widely adopted as a tool to inform and educate employees on organisational initiatives (Altarifi 2014). Ahmed and Rafiq (2003) describe internal marketing as a planned effort based on the concept of marketing with the employees as internal customers. Internal marketing can change organisational resistance to acceptance so that employees can be aligned, motivated and coordinated to accomplish organisational initiatives. During KHK's OID process, the concept of internal marketing was applied, and the target audience as the receivers of the new KHK image was identified. The marketing mix composed of the 4Ps – product, price, place and promotion – were applied to KHK's communication strategy to

represent the new image to be promoted, the costs of promotion, the media selected for the promotion and the tools that arouse awareness and acceptance. Table 4.17 shows the application of internal marketing in KHK relating to the concepts proposed by Rafiq and Ahmed (1993).

Table 4.17: Application of Internal Marketing in KHK

Elements of internal marketing	Description by Rafiq and Ahmed (1993)	Application by KHK
Marketing objective	Develop and maintain a culture in the organisation	Build KHK image as a customer-oriented organisation and encourage employees to associate 'Professional' with organisational identity
Target market	Employees as internal customers	All KHK employees
Marketing mix		
Product	Attitudes and values of employees	Sharing of values between employees and organisation
Price	Cost of gaining and developing knowledge by employees towards marketing objectives	Budget allotted to promote KHK image and resources to plan, organise, implement and evaluate internal communications to achieve the desired objective
Place	Use of consultants or in-house communication channels as a means of communication	In-house communication channels were adopted included multi directional communication, traditional printed media and electronic technology and social media
Promotion	Effective communication from top to bottom, reward and recognition, face-to-face communication	A directive approach adopted for communication, promotion of success stories, reward and recognition of contributors to organisational success that linked with organisational identity

The SC moved one step forward by having the HR director summarise all employees in terms of their age, position, education, location (office or offsite), and time with the organisation, and the SC tried to figure out the best way to reach these different segments. Before the start of the second AR, the SC did a similar study by reviewing the updated employees' profile and including additional data such as employees' marital status, number of children and age group as supplementary inputs to further strengthen the OID strategy. By reviewing the background information, the SC devised the following key notes that were passed on to the TF to design their internal marketing strategy:

- Diversity of employees' profile such as age, position and location shall be taken into account when designing the internal marketing strategy.

- Most KHK employees (around 80%) are frontline staff working at sites and have day-to-day contact with their supervisors or managers, who shall play an important role as communicators. Also, a mix of media including intranet, posters, publication, face-to-face meetings shall be adopted to serve these difficult-to-reach groups.
- Senior management and the MD shall fully sponsor communication and support communicators.

With the incorporation of the key notes delivered from the SC, the TF designed their internal marketing strategy based on the hierarchical level of their target audiences and classified target segments of individual, group, intergroup and mass to cover all employees of KHK. Different marketing activities were proposed so that the planned messages could be communicated to each of the target segments at the right time by means of the most effective channels. The marketing activities were designed to build positive relationships between individuals so that they could be more socially attached and hence more associated with KHK. The TF was formed by the frontlines, supervisors and managers. They performed as key communicators to pass on organisational information to their subordinates.

Communication was also conducted with groups that were formally represented as divisions, departments and work teams in KHK. By the means of depot visits by senior management, tool-box talks and organised meetings, a two-way communication was launched. Intergroup meetings included communication meetings, engineers' sharing and Friday parties where members from different work areas could gather and interact with each other. Electronic technologies were adopted to reach the mass public of KHK. Activities to gather all KHK employees were also organised such as the annual dinner and company outings. Table 4.18 summarises the marketing activities corresponding to the different targets of KHK.

Table 4.18: Marketing Activities Corresponding to KHK's Different Targets

<table>
<tr><th colspan="4">Level of target segment</th><th>Corresponding marketing activities</th><th>Other traditional communication media</th></tr>
<tr><td rowspan="4">Organisation mass public</td><td rowspan="3">Intergroup</td><td rowspan="2">Group</td><td>Individual</td><td>Supervisor or manager as key communicator for KHK identity. Social activities were organised for individuals to build positive relationship & informal social groups</td><td rowspan="4">- Weekly newsletter
- SMS messages to smartphone
- Management corner in intranet
- Feedback corner in intranet
- Questionnaire survey on OID & effective of communication tools
- Posters, notes and publications</td></tr>
<tr><td colspan="2"></td><td>Depot visit by senior management, tool box talk and other meetings</td></tr>
<tr><td colspan="3"></td><td>Communication meetings, engineers' sharing session and Friday party</td></tr>
<tr><td colspan="3"></td><td>Annual dinner, company outings</td></tr>
</table>

4.3.6 RQ5: What are the Practical Means of Communication in the Construction of an OI?

The construction of an OI in the mindset of individuals requires effective communication, which depends on the elements addressed in RQ1 to RQ4: identification of the role of stakeholders; purposely planned, organised and delivered messages during communication; thorough understanding of the profile and characteristics of the receivers and their needs to be addressed; and establishment of a positive communication climate. With all these elements in place, communication may still not attain its intended results if the medium to deliver the messages is not correctly selected. It is then important to identify the available means of communication and their respective advantages and disadvantages in order to find the preferred ways to communicate OI. Figure 4.12 details the queries to be addressed in order to answer RQ5.

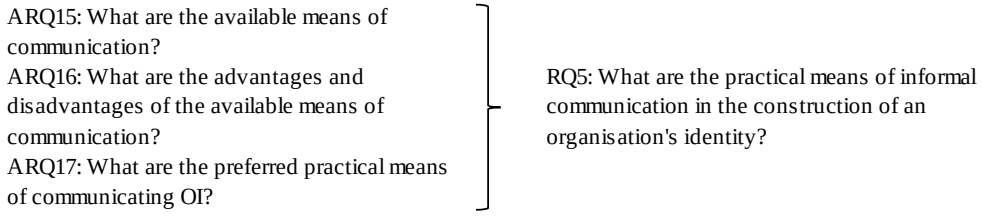

Figure 4.12: ARQs that led to RQ5.

4.3.6.1 ARQ15: What are the Available Means of Communication?

Many studies suggest face-to-face communication is most effective for message delivery as it encourages two-way interactions to clarify misunderstanding and at the same time builds trust between the message sender and receivers (Leonardi, Neeley & Gerber 2012; Scannell 2007). Nevertheless, it becomes impractical if there are restrictions on time, venue and resources for such a communication to happen. Therefore, it is better to adopt multiple media so that information is delivered through written or nonverbal ways in addition to the day-to-day communication between organisational members (Stephens et al. 2008). These media include phones, emails, text messages and printed material. In the communication process of KHK's OI, four different media were used: verbal, written, visual and electronic.

Verbal media include face-to-face conversations, which can be formal or informal communication. The TF established a positive communication climate by organising social activities to encourage informal communication among employees. Face-to-face conversations can also be conducted in a formal way to fulfil a designated purpose and result. Such communications in KHK were conducted in speeches, presentation, interviews and meetings. Written media are the most traditional type of formal communication through memos, announcements, letters and posters. An in-house newsletter was organised to be released every Friday to all employees to cover individual and organisation success stories, recognition and achievements, promotion of social activities, and employees' feedback. All these contents were linked to KHK's new OI represented by ProWin, as detailed in Section 4.2.5.1. With the popularity of electronic technology, most of the written messages were delivered electronically through email and intranet.

To cater for the needs of the younger generation in KHK, the TF used illustrations, cartoons and graphic icons that commonly appeared in WhatsApp and WeChat and included in the contents of the in-house newsletters and promotion banners. The TF expected more visual media would be used in the written messages as they were eye catching, easy to understand, included emotional expressions, and most importantly, were well accepted and preferred by employees.

The popularity of computers, smartphones and tablet computers and abundant access to Wi-Fi allow communication to be done instantly and almost without cost. The TF used electronic media to deliver almost every verbal, written and visual message. Speeches from the MD and senior managers were displayed in the intranet and some selected messages were videotaped and broadcasted. Other than email communication, KHK employees provided with a company email address were sent instant text messages. Employees who had access to a computer could also use Lync (a communication application in the computer) for instant message transmission. It was obvious that more communications were done through WhatsApp and WeChat between individuals or chat groups. Other written messages such as newsletters and promotion of social activities were sent by email and SMS. The TF also considered other social media such as Facebook, blogs, Twitter and so forth as possible options for future communication. Table 4.19 shows the various types of communication media available to KHK.

Table 4.19: Communication Media Adopted by KHK to Construct OI

Medium	Types of communication	Delivery
Verbal	Speeches	Communication meetings, annual dinner
	Presentations	Communication meetings, engineers' sharing session, various other meetings
	Interviews	Recruitment, orientation, performance appraisal
	Meetings	Communication meetings, engineers' sharing session, identity workshop, depot visits, tool box talk, SC and TF meetings
Written	Memos and letters	Printed and electronic delivery
	Announcement	Printed and electronic delivery
	Promotion banners	Printed and electronic delivery
	Noticeboard	Printed matter display
	Newsletter	Printed and displayed in depots and electronically delivered to every employee
Visual	Illustrations, cartoons and graphic icons	Incorporated in newsletter, WhatsApp and WeChat communications
Electronic	Phone	Other than phone calls, social media and instant messages apps for smartphone and tablet computer, SMS
	Email	Most of the written and visual communication delivered by email
	Lync	Day-to-day instant messages among individuals and chat groups
	WeChat	Day-to-day instant messages among individuals and chat groups
	WhatsApp	Day-to-day instant messages among individuals and chat groups
	Intranet	Management corner to display messages from MD and managers, hyperlink to other written messages

4.3.6.2 ARQ16: What are the Advantages and Disadvantages of the Available Means of Communication?

It is important to use the appropriate media and select the right time to communicate with the target audience. Unless the preferred media are unavailable for whatever reason, organisation should use the media that can achieve maximum benefits in the communication process. These benefits can vary according to the specific nature of the respective medium. Most commonly, the benefits of the respective medium are evaluated according to their ability to deliver the message accurately, facilitate feedback and establish personal focus (Bovee & Thill 2016). Other factors relating to media selection are their possible restrictions or limitations, cost, speed of delivery and preference of the target audience.

Understanding the importance of having the most appropriate combination of different media to communicate OI, the TF reviewed all possible media available and spent a few meetings discussing their advantages and disadvantages. During the meetings, some popular and new social media, such as Facebook, blogs, Twitter and live chat rooms, were evaluated to be the right communication media for OI communication in KHK but finally abandoned owing to security risks and the high running and maintenance costs. The advantages and disadvantages of the media adopted by KHK are highlighted in Table 4.20.

Table 4.20: The Advantages and Disadvantages of the Media Adopted by KHK

Communication media adopted in KHK to construct OI			
Medium	Types of communication	Advantages	Disadvantages
Verbal	Speeches	- Allow to plan and control the messages - Avoid immediate interactions - Deliver important messages & keynotes	- Restrict participation - Provide no record unless recorded - Discourage clarification and feedback
	Presentations	- Allow to plan and control the messages - Allow detail explanation and justification - Avoid immediate interactions - Deliver and explain important messages & keynotes	- Restrict participation - Allow limited interaction by Q & A - Discourage clarification and feedback
	Interviews	- Communicate with a purpose - Offer clarification and discussion - Allow expression of emotions and feelings - Allow immediate interactions	- Limit number of participants - Can lead to pressure and embarrassment of participants
	Meetings	- Communicate with a purpose - Follow agreed agenda - Offer clarification and discussion - Allow expression of emotions and feelings - Allow immediate interactions - Encourage ideas built on ideas	- Limit participants to those invited - Reduce communicator's control over the message behind the agenda - Consume time and resources
Written	Memos and letters	- Deliver formal messages - Offer a permanent, verifiable record - Reduce message distortion	- Cannot deliver message in speedy way - Compile messages only by written text and might be misunderstood and distorted - Consider as company routine and could be overlooked
	Announcement	- Make timely communication - Deliver formal messages - Offer a permanent, verifiable record - Reduce message distortion	
	Promotion banners	- Offer flexibility on design - Deliver both formal and informal messages	- Restrict display with limited exposure - Overlooked by employees as part of organization propaganda - Require extra resources to organize display and replacement
	Notice board	- Offer flexibility on design - Deliver both formal and informal messages - Offer feel and touch	
	Newsletter	- Deliver informal messages or formal messages in an informal way - Offer certain flexibility on design - Allow explanation - Allow story telling - Low cost to get messages to mass public - Offer regular and scheduled releases	- Need resources with special skills set to plan, produce and organize releases - Messages might not be dated if time between releases were long - Discourage feedback and clarification
Visual	Illustration, cartoons and graphic icons	- Convey complex ideas and messages quickly - Preferred by younger generation - Feel trendy and energetic	- Need resources with special skills set - Need more time and resources to prepare and produce contents
Electronic	Phone	- Deliver message on the spot - Allow explanation, clarification and feedback - Reach geographically dispersed receivers	- Overuse easily - Occupy more time and cost - Restrict to limited participants
	email	- Deliver message quickly - Allow explanation, clarification and feedback in text format - Reach geographically dispersed receivers - Low cost as a mean of communication - Use commonly as day to day means	- Overuse easily - Occupy more time than phone call - Restrict to limited participants - Present security risk on viruses and hacking - Present risk of information leak - Immerse by junk messages - Use on nonbusiness related communication
	Lync WeChat WhatsApp	- Deliver message almost on the spot - Allow explanation, clarification and feedback - Reach geographically dispersed receivers	
	Intranet	- Access at any time and any place - Allow certain flexibility on design - Deliver message comparatively fast	- Lose interest to access intranet normally with dated information - Have less flexibility restricted by corporate guidelines

4.3.6.3 ARQ17: What are the Preferred Practical Means of Communication of OI?

Other than their general advantages and disadvantages, the four different communication media could achieve specific benefits when used at different stages of OI communication. As most studies have confirmed the importance of face-to-face communication, the TF also considered it to be the most important medium to deliver messages related to OI. In particular, speeches and presentations from the

MD and senior management were important during the initial stage of the OI communication process in order to deliver the core messages and at the same time demonstrate management commitment. After initiation by the MD and senior management of the need for a new OI, other managers and supervisors were brought in to join the communication meetings and other meetings so that they could gain a thorough understanding of the new OI. These managers and supervisors later performed the role of further transmitting the OI message to their subordinates and colleagues through their day-to-day communication with each other.

To reinforce continuous communication on OI, the weekly in-house newsletters were organised to reach the mass public at a comparatively low cost. Unlike intranet messages with design constraints laid down by KONE Corporation, the newsletters allowed a free hand for the TF to plan, design, organise and distribute. The TF set up an editorial committee to organise the newsletter releases and assigned staff with a graphic design background to help with the visual display. Illustrations, cartoons and graphic icons were appropriately used in the newsletters and the layout was praised by the employees, especially by the younger generation.

The TF conducted three OID questionnaire surveys during the two AR cycles. The first survey was conducted before the commencement of the AR cycle and questions were stipulated in Section 3.3.2.1.1 based on the six-item survey suggested by Mael and Ashforth (1992) on OID perception. The same questions were asked during the second and third surveys conducted after the completion of the first and second AR cycles so that the effectiveness of the OI strategy could be evaluated. Additional questions on employees' evaluation of key communication media and relationship-building mechanism were included in the second and third surveys. Table 4.21 presents the questions related to the evaluation of the communication media and relationship-building mechanism in the second and third surveys.

Table 4.21: Questions on OI Communication and Relationship-Building Strategies in the Second and Third Surveys

Second survey after completion of first AR cycle in Apr 2012	Third survey after completion of second AR cycle in Dec 2013
In-house newsletter e-TungSing allows me to get closer to KHK	Weekly release of in-house newsletter e-TungSing allows me to understand more about KHK
	The contents in e-TungSing are what I want to know
In-house information distributed by SMS allows me to get closer to KHK	Weekly information from SMS allows me to understand more about KHK
	The contents in SMS are what I want to know
Communication with senior management by breakfast depot meetings, engineers' sharing session, communication meetings, etc. allows me to get closer to KHK	The communication channels with KHK are considered sufficient (breakfast depot meetings, engineers' sharing session, communication meetings etc.)
Social activities such as soccer games, photography club outings allow me to get closer to KHK	I like the activities organised by KHK (company outings, BBQ, visit to Disneyland, visit to Cheung Long Zoo, cake baking class, etc.)
	I like the soccer games organised by KHK
	I like the photography club outings organised by KHK
	I like the sponsor program for family outings provided by KHK
	I like the hiking and running activities organised by KHK
	I like the competition of the 'Most Hearted Frontline' organised by KHK
	I like the thanks giving day organised by KHK
	I like the souvenirs and gifts such as red packets for Lunar New Year and casual jackets provided by KHK
	I agree that the parental leave and birthday leave offered by KHK were very considerate of employees' needs
Communication with senior management allows me to get closer to KHK	

The questions designed for the two surveys were not exactly the same. The questionnaire designed in 2012 was the first to include questions on employees' evaluation of the communication media and relationship-building strategies. Considering the frontline staff to be more willing to respond to a short survey, the TF included only five items to collect their general feedback on the effectiveness of the newsletter and SMS and the sufficiency of the communication channels. The high response rate of 82% proved that questions set for employees' evaluation of the communication media were appropriate. More questions were asked to understand how employees liked each specific communication medium and relationship-building activity in the third survey. The results provided inputs for the TF's

decision-making on whether the activities should be revised or replaced in the next AR cycle.

The second survey had a response rate of close to 82% from a total population of 605. Table 4.22 summarises employees' evaluation of the various communication media. Employees were asked to give their responses according to their level of agreement with the statements describing the various communication media and relationship-building strategies.

Table 4.22: Evaluation of the Key Communication Media Used by KHK Employees from the Second Survey Conducted in April 2012

Second survey after completion of first AR cycle in Apr 2012	% of KHK employees who agreed with the statement
In-house newsletter e-TungSing allows me to get closer with KHK	64.5%
In-house information distributed by SMS allows me to get closer with KHK	58.2%
Communication with senior management by breakfast depot meetings, engineers' sharing session, communication meetings, etc. allows me to get closer with KHK	75.6%
Social activities such as soccer games and photography club outings allow me to get closer with KHK	72.4%
Communication with senior management allows me to get closer with KHK	62.2%

The questions designed for employees' evaluation of the various communication media were a bit different for the second and third survey. Both questionnaires covered all key communication media that were additions to the traditional ways of communication such as management presentation, posters, intranet and internet broadcasting. The questionnaires in 2012 were designed to be simple and easy to fill in order to encourage more respondents. This was proven to be correct as the response rate increased from 46% to 82% from the first to the second survey and further increased to 90% in the third survey. The third survey extended the five-item evaluation of the communication media to 14 items to collect employees' feedback on each individual communication medium and relationship-building action. The results of the third survey led to the decision on whether to keep, maintain or reinforce the OID strategies and actions.

During the first AR cycle, the TF prioritised the positive relationship building among employees. The questions in the questionnaire as listed in Table 4.18 were therefore designed to explore whether the OID actions were able to allow employees 'to get closer with KHK'. After reviewing the results, the TF believed that the employee responses truly reflected what have been understood from the face meanings of the questions. The low percentage of agreement with newsletters e-TungSing and SMS as media to arouse employees' attachment suggested these two media were single-direction information feeding that have limited influence in encouraging employees to get closer with KHK. Conversely, newsletters achieved a cognition effect and they communicated positive information on individuals and the organisation, which allowed employees to develop a more favourable impression towards KHK. The social activities were also well received by employees and reinforced during the second AR cycle to achieve even better results.

The third survey has a response rate of more than 90% from a total population of 665. Out of the 599 valid responses, 76% of the respondents claimed that they had participated in the second survey conducted in 2012. A cross-tabulation of this third survey analysed employees' responses versus their division, position and years of service in KHK. Table 4.23 summarises the employees' evaluation of all key communication media.

Table 4.23: Evaluation of the Key Communication Media Used by KHK Employees from the Third Survey Conducted in December 2013

Results of evaluation on all key communication media and relationship building strategies			
Second survey after completion of second AR cycle in Dec 2013	% of KHK employees agreed with the statement	% of frontline agreed with the statement	% of employees within 6 years of service agreed with the statement
Weekly release of in-house newsletter e-TungSing allows me to understand more on KHK	86.2%	85.5%	87.9%
The contents in e-TungSing are what I want to know	85.3%	85.0%	87.6%
Weekly information from SMS allows me to understand more on KHK	78.8%	85.7%	78.9%
The contents in SMS are what I want to know	77.4%	84.2%	79.5%
The communication channels with KHK are considered sufficient (breakfast depot meetings, engineers' sharing session, communication meetings and so on)	83.9%	87.5%	84.6%
I like the activities organized by KHK (company outings, BBQ, visit to Disneyland, visit to Cheung Long Zoo, cake baking class, etc.)	85.8%	87.2%	87.6%
I like the soccer game organized by KHK	77.7%	83.2%	80.1%
I like the photo club outings organized by KHK	78.2%	82.5%	79.5%
I like the sponsor program for family outings provided by KHK	86.2%	87.0%	87.3%
I like the hiking and running activities organized by KHK	82.2%	85.7%	84.0%
I like the competition of the "Most Hearted Frontline" organized by KHK	84.3%	86.1%	87.2%
I like the thanks giving day organized by KHK	84.6%	86.0%	87.9%
I like the souvenirs and gifts such as red packets for Lunar New Year and causal jacket provided by KHK	88.4%	89.0%	91.2%
I agree that the parental leave and birthday leave offered by KHK were very considerate on employees' needs	92.9%	92.7%	95.5%

The results showed that all the communication means and relationship-building actions were well received by most of KHK employees. Among all employees who agreed with the statements, the frontline that composed close to 70% of the population had the most positive responses to almost all the communication media and relationship-building actions. This suggested that the OID communication strategy carried out in KHK was effective in general, especially for the frontline employees. Another interesting result showed that employees with less than six years of service expressed more positive responses to all the communication means and relationship-building actions. These suggested that the OID strategies were effective to those newcomers who were comparatively younger in age and willing to seek a stronger tie with the organisation.

4.3.7 RQ6: How Can Electronic Technologies such as Smartphones and Tablet Computers Help to Construct an OI?

Traditionally, communication strategies are based on printed matters, internet, intranet and emails to transmit information but the rapid growth in electronic technology, specifically on mobile technology such as smartphones and tablet computers have become more popular and allow communication to happen without

time and physical constraints (Pousttchi 2009). Many organisations have put much effort into applying mobile technology for external marketing to promote products, services and customer relationship (Bernier 2014; Kaplan 2012). In addition, mobile technology has been applied to buyer-supplier relationship management (Brashear & Salo 2012) but has never been studied in the OID context. KHK was perhaps the first organisation to strategically apply mobile technology by means of smartphone and tablet computers in constructing OI and enhancing OID. Figure 4.13 lists the ARQs required to review the pros and cons of mobile technologies as a means of organisational communication, which led to RQ6.

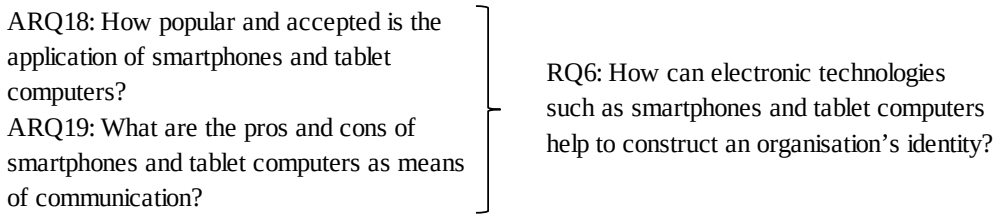

Figure 4.13: ARQs that led to RQ6.

4.3.7.1 ARQ18: How Popular and Accepted is the Application of Smartphones and Tablet Computers?

Smartphones are handheld mobile devices that can offer multiple functions such as voice communication, web browsing and navigation, camera, voice and video recording and broadcasting, and with computer programs (i.e. apps to apply for other purposes). Tablets are fully functional handheld computers that are larger than smartphones and operate with a touch screen. The recent trend shows that smartphones are becoming more like a tablet as their physical and memory sizes are extended for a wider range of apps designed to better serve the needs of users.

Mobile applications depend on the development of wireless network technologies. During the last 20 years since the launch of 1G technology, the wireless network has developed to a 4G system that allows voice, data and multimedia to be transmitted apparently at any time and place (Krum 2010; Sharma, P 2013). The abundant access to Wi-Fi allows smartphone and tablets to stay online and operate in an inexpensive way with faster browsing speeds. In fact, the sales of smartphones and other wireless

handsets showed a 20 per cent increase from 2008 to 2010 and 47 per cent from 2010 to 2012 (Cho, Kumar & Telang 2014). The worldwide mobile phone market will reach a total of 2.0 billion unit shipments in 2015 with a 2.6 per cent increase from 1.96 billion units in 2014.[6] According to Krum's (2010) study of the behaviour of mobile phone users, people under 34 use 80% of their handheld device for social networking while those aged between 20 and 29 have the highest access rate followed by those aged between 30 and 39 and the younger generation of 16 to 19. The results suggest the appropriateness of using mobile technology in the communication process of KHK, as the average age of all employees is in the 30's range.

During the working meetings of the frontline, TF conducted casual interviews with managers and supervisors in order to understand their use of smartphones and tablets. All employees used mobile phones, over 80 per cent of them were using smartphones, and most of the supervisors, managers and office staff had a tablet as a secondary handheld communication device. Among all the applications, employees used their smartphones and tablets as communication means by phone, email, SMS, or by means of apps such as WhatsApp, WeChat; social networking was mostly by Facebook. Members of each maintenance depot routinely communicated by setting up a dedicated WhatsApp group. Instructions, advice, requests, photo transmissions, documents sharing and other non-job-related informal chatting were done within the chat group or directly with other people. SMS, although replaced by WhatsApp as a major text communication channel, was used by the 24-hour call centre of KHK to inform responsible staff of equipment breakdown. When a message of equipment breakdown is received, the responsible technician fixes the problem and an SMS is sent back to the call centre as a record of job completion. SMS was maintained as a familiar and day-to-day communication tool for the frontline in KHK. Table 4.24 summarises the popularity and acceptance of different communication tools in KHK.

[6] A forecast and analysis was done by a market intelligence company MarketResearch.com on the worldwide mobile phone demand showed that mobile phone market shipped unit was 1.96 billion units in 2014 and will reach 2.0 billion in 2015 and 2.2 billion in 2019, representing more than 2.6% increase year on year.

Table 4.24: Popularity and Acceptance of the Tools Available for the Application of Smartphones and Tablet Computers in KHK

Availability of devices and communication tools	Responses from KHK employees
Availability of company sim card	More than 80% of employees were using company sim card and half of the employees have also own private sim card
Availability of company email account	More than 80% of employees have company email account and frontline staff would only read emails occasionally as they were mostly at site and not able access to data
Have at least one smartphone	All employees claimed that they have smartphones and most of the employees said that they have spare smartphone that were either obsolete or redundant owing to replacement for new models
Have at least one tablet computer	Most supervisors and managers have tablet computer and used them at site for information access as they were more handy and light weight than laptop
Handheld devices were used for phone conversation	Smartphone was used for phone conversation most of the time for frontline staff. Office staff used text message with smartphone mostly in office or at work
Handheld devices were used for SMS text messages	SMS was used as notice and record of equipment breakdown and job logger for the frontline and 24 hours call centre
Handheld devices were used for email	Most of the employees expressed that emails were seldom read and sent through smartphone as the screen was too small to read and handle. They might use the new smartphone for more email access as the new one offered larger screen
Handheld devices were used for WhatsApp communication	Almost all employees with smartphone used WhatsApp as daily to daily text, voice and international call communication. Other than individual chat link, employees have joined different WhatsApp chat group for both formal and informal communication
Handheld devices were used for WeChat communication	Many employees said that they have WeChat in their smartphone but only added as a backup if WhatsApp was not working. WhatsApp was not accessible in China so WeChat would be used when employees travelled to China
Handheld devices were used for Facebook access	Almost all employees have their Facebook access but would only update occasionally
Other applications with the handheld devices	Some employees used also web browser, Instagram, Blog, Facetime, Skype, Flickr, OOVOO and other games but mostly on private use

4.3.7.2 ARQ19: What are the Pros and Cons of Smartphones and Tablet Computers as Means of Communication?

The introduction of iPhones in 2007 and iPads in 2010 started the era of the mobile concept by incorporating multimedia and mobile computer in a mobile phone or handheld tablet computer device. Smartphones and tablets not only provide mobile access to voice, data, image and video communications, but also allow users to stay connected while they are ‘mobile’ either in the midst of their work or living (Webb

2010). There are many benefits that these handheld mobile devices have brought to the world though there are also drawbacks.

Despite the numerous studies on the behaviours of smartphone users (Gafni & Geri 2013; Lundquist, Lefebvre & Garramone 2014), the TF was interested to understand the pros and cons of smartphone and tablet in the context of communication in KHK. It identified the following advantages of smartphones and tablets as a means for communication in KHK:

- Smartphones were widely used by KHK employees and there exist no need to provide the devices to them and therefore no cost burden to the company.
- Communication applications such as SMS, email, WhatsApp and WeChat, were already used by employees in their day-to day-living and therefore no training was needed.
- The smartphone and tablet technology offered instant messaging and messages that need immediate delivery could be sent in seconds.
- Communication with smartphones and tablets were viewed as fashionable and showed an energetic and up-to-date image.
- Smartphones were used by employees as a social networking medium and was appropriate for OID communication to build positive social relationships.
- Smartphones and tablets could connect people who were physically distant, which is excellent for KHK as most of the frontlines were off-site workers.

After several discussions, the TF members concluded that they should get the best use of smartphones as a means of communication with employees, but they were also cautious regarding the following disadvantages that might arise:

- Other than phone conversations, most employees used smartphones for text messages. Therefore, communication by smartphones should not replace the face-to-face communication that allows clarification and personal interaction.
- An intensive use of smartphones for work-related matters creates feelings of never-ending work and a work-life imbalance.
- Miscommunication of meanings could occur with text messaging.

- The emotions of receivers of text message cannot be interpreted.
- Employees were sick of receiving excessive text messaging and could disregard messages that considered uninteresting or organisational propaganda.
- Long messages or emails were always omitted or disregarded owing to the difficulty of reading them on the small screens of smartphones.

Considered the pros and cons of smartphones and tablets as means of communication, the TF made the following arrangements:

- Employees were encouraged to use their smartphones and tablets to receive emails and messages from the company.
- Smartphones and tablets would be considered additional tools to face-to-face communication and computers.
- In-house newsletters would be sent via email directly to those employees provided with KHK email account and for those who provided the company with their personal email accounts.
- A summary of newsletters with a hyperlink to the full versions on intranet would be sent via SMS for those employees who were provided with a company sim card and for those who wanted to receive an SMS on their private numbers.
- All newsletters in emails and SMS would be sent out on a fixed schedule at six o'clock after office hours every Friday in order to eliminate disruption for employees.
- Newsletters were designed to be simple, easy to read and included visual illustrations such as cartoons or graphic icons to make the contents more interesting and attractive to read.
- WhatsApp and WeChat were not used for organisational communication as both applications were interactive in nature and instant responses could not be managed.
- Facebook and other social media were not used owing to risk exposure and security concerns.

Mobile technology was developed at rocket speed and there might be new applications available from time to time to meet the communication needs of KHK. The TF would regularly review the use of smartphones as one of the communication tools, evaluate the effectiveness of current applications and look for further improvement.

The introduction of iPhones in 2007 and iPads in 2010 started the era of the mobile concept by incorporating multimedia and mobile computer in a mobile phone or handheld tablet computer device. Smartphones and tablets not only provide mobile access to voice, data, image and video communications, but also allow users to stay connected while they are 'mobile' either in the midst of their work or living (Webb 2010). There are many benefits that these handheld mobile devices have brought to the world though there are also drawbacks.

4.3.8 CRQ: What are Effective Strategies for OID?

KHK's OID strategies were based on Ashforth, Harrison and Corley's (2008) process model of OID that was addressed in Section 2.1.7. Just to recap, the model suggests the OID process to have five different elements including sensebreaking, sensegiving, interpret, enactment of identity and construct identity narrative. The process starts from top management to disrupt the status quo of an organisation by sensebreaking. Consequently, sensegiving proceeds with managers to communicate the new beliefs and give meanings to the changes. Management also looks for stakeholders' support at this stage. This meaning construction process is not a one-way communication mechanism but relies on the continuous interaction among communicators and receivers to make sense of the changes. The mechanisms of interpretation and enactment of identity in the process model of OID build up the sensemaking part of OID. Finally, individuals construct identity narratives represented by the language, attributes and behaviours that describe the OI.

The OID processes carried out by KHK have gone through all the above five different stages of OID model in the two AR cycles. By addressing the answers to RQ1 to RQ6, KHK explored some key variables in the people and process aspects to

build effective strategies for OID. These key elements are summarised in Section 4.3.8.1 with reference to Ashforth, Harrison and Corley's (2008) model.

4.3.8.1 The Sensebreaking Process

4.3.8.1.1 People Aspects in Sensebreaking

As described by the process model of identification, the sensebreaking process involves individual to disrupt the sense of the original self. This disruption has to be triggered from the top down, as this process requires someone who has the authority and power to legitimate this sensebreaking news. In addressing ARQ1, KHK identified that all employees were stakeholders to the OID process and each of them should go through the sensebreaking in order to be aware of the changes ahead. Among all the stakeholders, those who took more active roles were the first-tier stakeholders included the management team and the MD. The second-tier stakeholders including the TF were the planners and implementers of the OID process who took up a more active role during the following stages of the OID process. The family members of the employees were added to the list of stakeholders during the second AR cycles as they could possibly exert positive influence on employees' OID perception.

The management team in fact led the sensebreaking process and according to analysis on ARQ2, they formed the SC that have a high level of involvement in the whole OID process. As the chairman of the SC, the MD played a key role during the sensebreaking stage. As the figurehead of KHK and also as the subsidiary manager representing the headquarters, the MD understood his role was to align the needs of both KONE Corporation and KHK. According to ARQ3, prior to the sensebreaking process, the MD made himself fully understand the corporate goals, values and strategic intents so that he could translate corporate needs correctly to local OID strategies. During the sensebreaking process, the subsidiary manager performed an interpersonal role as the figurehead, leader and liaison to influence the stakeholders. He acted as spokesman to disseminate information and monitor feedback. The most important role for the MD was being the decision maker. Overall, the subsidiary manager or the MD of KHK has to be an entrepreneur, disturbance handler, resource allocator and negotiator.

Other than the MD, the SC members including all the division directors also played an important role during the sensebreaking process. The implications of ARQ4 suggested that SC members seek more relevant information so that together with the MD, they could make correct decisions by determining the desired future stage or desired OI of KHK. SC members acted as key communicators during the sensebreaking process to clarify and justify the desired OI with employees.

4.3.8.1.2 Process Aspects in Sensebreaking

The sensebreaking relied mostly on top-down communication and employees were informed that KONE Corporation and KHK identity as an engineering-oriented organisation was no longer the best way to represent KHK in the coming future. In ARQ5, KHK went through the communication process to arouse the awareness of all KHK employees of the need for such a change, and the meanings associated with the new OI were introduced. The communication processes were designed to allow information dissemination and exchange between individuals, groups and public as discussed in ARQ6. During the sensebreaking process, most of the communications were done face-to-face either between MD or division directors with KHK employees in groups or the company as a whole. According to discussion in ARQ15, such face-to-face communication allowed interaction between communicators and receivers to clarify messages. The involvement of the senior management strengthened the importance of the messages, demonstrated management commitment and built trust with subordinates. KHK went through this sensebreaking communication by speeches and presentations delivered by the MD and division directors. Written messages were also delivered through in-house newsletters, the management corner in the intranet and banners to promote the new OI. Table 4.25 shows the contributions of RQs and ARQs to the sensebreaking process of the model process of OID.

Table 4.25: The Sensebreaking Process Built Up by the RQs and ARQs

RQ	ARQ	The People Aspect	RQ	ARQ	The Process Aspect
RQ1	ARQ1	All KHK employees were stakeholders in the OID process and should go through sensebreaking to gain awareness of changes ahead. First-tier stakeholders included the MD & SC who played an active role. Second-tier stakeholders were the TF members who planned and implemented the OID process. Extended stakeholders were the family members of employees who exerted a positive influence to employees on OID perception.	RQ2	ARQ5	KHK went through the communication process to raise the awareness of all KHK employees of the need for change and of the meanings associated with the new KHK OI.
	ARQ2	The SC including the MD have a high level of involvement and were leaders to drive the OID process		ARQ6	Most of the communications were done through face-to-face communication, either between the MD or SC members with KHK employees in groups or the company as a whole
	ARQ3	The MD fulfilled the roles of bi-cultural interpreter, national advocate and frontline implementers	RQ5	ARQ15	Face-to-face communications were conducted mainly by speeches and presentations delivered by the MD and SC members. Written messages were also delivered through the in-house newsletter and the management corner in the intranet, as well as banners to promote the new OI.
	ARQ4	The SC played an active role to seek more relevant information and together with the MD, to make the right decisions to determine the desired OI of KHK.			
RQ3	ARQ9	The MD as the subsidiary manager performed interpersonal, decision-making and entrepreneurial roles.			
	ARQ10	The SC played a role as the leader of the communication process and disseminator of key messages. The SC was responsible for most of the mass communication across the whole company or in groups. The messages delivered were usually more fundamental and unique for the desired OI.			

4.3.8.2 The Sensegiving Process

4.3.8.2.1 People Aspects in Sensegiving

Sensegiving is the meaning construction part of the OID, which aims to gain support from stakeholders on the change of OI. Sensegiving is the process that a new self and identity are shaped. The stakeholders made aware of the gap between the old and new identities and the elements to close up this gap. This sensegiving process requires continuous interaction and communication between individual and organisation so that the new meanings and beliefs of the OI can gradually replace those of the old one.

As reviewed by ARQ1, the TF as the second-tier stakeholder group played an important role in this sensegiving process. While the first-tier stakeholder from the SC maintained an active role to disseminate high-level messages, the TF developed strategies and implemented actions to build a positive communication climate and organise communication to the receivers. The planning process as reviewed by ARQ5 started with the TF working out the purpose and the intended results were to communicate the KHK OI so that all employees accurately understand and accept the new OI and eventually build a stronger OID. The communication results were further broken down to stages that employees could develop 1) the awareness of OI, 2) the interest to know more on the OI, 3) the desire to be associated with the OI and finally 4) the understanding of the attributes of the OI and behave according to these attributes.

By ARQ6, the receivers of the communication were targeted to be communicated in interpersonal, group and public ways. Face-to-face and non-verbal communications were designed to reach these receivers. However, the TF considered that communication could not be effective if it only relied on the current loose relationship among individuals. By reviewing ARQ7, TF established a positive relationship-building mechanism by organising various social clubs and activities so that employees were tied accordingly to their hobbies and interests. The TF also identified that a supportive and positive language should be used in communication in order to build affection and cognition. The TF understood that the best results of communication could only be reached by nominating the right senders to deliver the

messages to the right audiences at the right time. According to ARQ8, the sensegiving processes were mostly the moving phase in an organisational change. The senior management and the central members including both the SC and TF were the main communicators at this stage. As the figurehead of KHK, the MD not only started the change process but also drove the momentum for the change. As discussed in ARQ9, other than communication, the MD and the senior management of KHK also reviewed results regularly.

4.3.8.2.2 Process Aspects in Sensegiving

As mentioned in Section 4.8.2.1, sensegiving was the meaning construction part of the OID and KHK did that by building an organisational internal image to allow employees to understand what the new identity should look like. As described in ARQ12, this internal image has to be realistic and unique to the organisation, so KHK built the image on the past, present and future of the company. The image was aligned with the KONE vision and the key success factors and behaviours were included as key messages to describe the image of KHK. ARQ14 addressed the image building based on an application of marketing concepts with marketing objectives, target market and marketing mix in the whole campaign. Marketing activities such as social activities, events and promotion flyers were introduced to target employees either individually, in groups, intergroup or the company as a whole.

By reviewing the available means of communication in ARQ15 and their advantages and disadvantages in ARQ16, the TF maintained face-to-face communication as the main stream of communication during the sensegiving process as addressed in ARQ17. Interactions among individuals to clarify and understand the new KHK OI were encouraged and facilitated by the establishment of a positive communication climate. To reinforce continuous message delivery, in-house newsletters were released every Friday to promote success stories, recognition and positivity, which were linked with the OI. To arouse the interest of audiences, special graphic design such as illustrations, cartoons and graphic icons were integrated into the messages as this kind of layout was preferred by the younger generation that composed most of the population of KHK. Considered the popularity and development trends of

smartphone and tablets, the TF used these handheld mobile devices as a means of message delivery to KHK employees, as discussed in ARQ18. It was expected that more OID communication and relationship-building activities would be done through smartphone and tablets in the coming years as more communication apps and applications became available. Table 4.26 summarises the solutions to the RQs and ARQs that contribute to the sensegiving process.

Table 4.26: The Sensegiving Process Built Up by the RQs and ARQs

RQ	ARQ	The People Aspect	RQ	ARQ	The Process Aspect
RQ1	ARQ1	The second-tier stakeholder groups with the TF formed by the frontline managers and supervisors played an important role to develop and implement the OID strategy. The first-tier stakeholder group, the SC, maintained a leading role in the OID process and was responsible for disseminating high-level messages.	RQ4	ARQ12	The TF built an image that was unique and realistic to KHK, based on the past, present and future of KHK and aligned with the vision of KONE. Behaviours were included as key messages to describe how the image of KHK could be developed.
RQ2	ARQ5	The TF decided the purpose and intended results of OID communication. Amodel of communication was adopted for gradual development of Awareness, Interest, Desire and Action (AIDA) among employees towards the KHK OI.		ARQ14	Marketing concept was adopted to build organisational internal image of KHK. Marketing activities including social activities, events and promotion flyers were introduced to employees.
	ARQ6	The receivers of the communication were targeted to be interpersonal, group and public.	RQ5	ARQ17	Face-to-face communication was maintained as mainstream communication. Interaction among individuals was encouraged through a positive communication climate and supportive and positive messages of communication. An in-house newsletter provided continuous, consistent OID message delivery.
	ARQ7	TF planned and organised actions to build positive relationships through social clubs and activities. Supportive and positive language were the bases for messages design.			
	ARQ8	Senior management and central members including the SC and TF were the main communicators. The MD started the change process and maintained employees' momentum in the change.	RQ6	ARQ18	Handheld mobile devices such as smartphone and tablets were used for message delivery to all KHK employees as mobile technology is widely used by employees.
RQ3	ARQ9	The MD and the senior management also reviewed results on a regular basis.			

4.3.8.3 The Sensemaking Process with Enacting Identity and Interpreting

4.3.8.3.1 People Aspects in Sensemaking

Sensegiving is more like a one-sided construction of the meanings of the OI. However, individuals normally go through an identity-enacting process and they experience what has happened and the changes incurred that deviate from the past. Individuals interpret OI through these experiences. This is the sensemaking process as individuals bring meanings to their organisational life by their continuous experience and interpretation of those attributes associated with this new identity that represent the organisation they work for. Sensemaking is the meaning construction part of the OID, which aims to gain the support from stakeholders on the change of OI. This sensemaking process relies on the ongoing interaction between the organisation and individuals. In Figure 1.3, the process model of identification illustrates the processes of enacting identity and interpreting falling halfway into each of the organisation and individual categories, showing that both parties play a part in sensemaking of the OI.

It was identified in ARQ1 that all KHK employees were general stakeholders who played a part in the OID process. The general stakeholders might represent the individuals as illustrated in the process model of OID. The organisation category in the model was composed of the first- and second-tier stakeholders and stakeholder groups with individuals that either led or played an active role in planning, organising, monitoring and evaluating the OID strategies and actions. However, these first- and second-tier stakeholders were also individuals and they have dual roles as: 1) the leader and organiser for the sensemaking process, and 2) individuals participating in the sensemaking process. The TF built the sensemaking mechanism in their own group by establishing group norms and routines as addressed in ARQ11. This mechanism allowed OID to be built within the group and TF eventually became a role model to demonstrate OID to other KHK employees.

In the sensemaking process of KHK, other than the employees, family members of employees have been brought in as the extended stakeholders. This represented a new stakeholder group attached mostly to the individual employee but also have occasional interaction with other organisation members through participation in

activities and events organised by KHK. Family members could exert a positive influence on employees' perception of the organisation. The employee might therefore associate more with the organisation and build stronger OID. Family members as an extended stakeholder group was added to the process model of OID in the individual-organisation sensemaking process.

In answering ARQ2, individual employees and family members have a comparatively low to medium level of involvement in the whole OID process. During the sensebreaking and sensegiving processes, individuals played a passive role as the organisation represented by the SC were feeding them with information related to the OI. As more understanding developed from the information received, employees started to play a more active role by experiencing the changes in person during the sensemaking process. As addressed in ARQ7, the more participation on the various events and activities organised by the company, the greater the individuals' willingness to establish positive relationship with colleagues. They might extend their participation to other social activities and networking. Some might even be motivated to become the organiser of social clubs and activities, as discussed in ARQ11. They extended themselves as an individual in the sensemaking process to be an individual representing the organisation to drive this process. As discussed in ARQ14, other than individual interaction through social activities, group and intergroup communication such as depot visits, tool-box talks, communication meetings, engineers' sharing sessions and so forth also allowed individuals to interact with each other in organised group activities contributing to the sensemaking exercises.

4.3.8.3.2 Process Aspects in Sensemaking

Built on the concept of construed external image by shaping the perception of organisational members on how outsiders see the organisation, KHK communicated an organisational internal image so that organisational members would view on each other to develop a mutual perception of the organisation. In the section addressing ARQ12, both external and organisational internal images were planned and constructed by an organisation as it was under the control of the organisation. However, it was up to the individuals to perceive whether the image really

represented the organisation. Employees' perception of the image would depend on whether the messages associated with the image could be correctly presented and interpreted by employees, and whether the image truly and realistically represented the organisation. KHK shaped itself as a great place to work because KHK followed the vision and strategic intents of KONE Corporation and has been proven to be successful for the last 100 years. The image also indicated the key success factors that demonstrated the uniqueness of KHK that differentiated from other companies and other KONE subsidiaries. In the discussion of ARQ13, the internal image has to carry meanings that were understood and agreed by the employees. KHK presented its internal image by a simple and easy to remember identity, ProWin. ProWin in fact carried the messages that KHK had a Professional Identity that could be achieved by the 5 Winning elements. According to the discussion in ARQ14, KHK's internal image was promoted by a well-planned marketing strategy and four years after its introduction, the ProWin identity became known to every KHK employees. In early 2014, ProWin became part of the orientation information to newcomers to enable early awareness of KHK identity.

According to the discussion in ARQ15, face-to-face communications in terms of workshops and meetings remained as the main communication media in the sensemaking process. During the sensemaking, the five winning elements showing the attributes and behaviours that led to both individual and organisational success and recognition were promoted as key messages. These kind of success stories would verify the meanings associated with the KHK identity. As reviewed by ARQ16, these storytelling processes have to be well planned and messages should be consistently linked to the KHK identity. This ongoing communication allowed employees to gradually construct and reconstruct meanings for the KHK identity and find an alignment between their own self and the organisation. As discussed in ARQ17, the newsletters released every Friday became the core medium to promote OI, as this written medium was well appraised by KHK employees.

The survey results summarised in Table 4.21 showed that the newsletters were considered an effective tool for OI communication and more than 85 per cent of employees considered the contents enabled them to understand more about KHK. Employees expressed that the newsletters contained the information that they wanted

to know. Referring to the discussion on ARQ18, smartphones and tablets were used by more than 80 per cent of the employees to read the newsletters. The TF expected that owing to the increasing popularity of smartphones and tablets and the availability of secure and user friendly communication applications, more formal and informal communication on OI would be done through these handheld devices in the coming years. Table 4.27 summarises the solutions to the RQs and ARQs that contributed to the sensemaking process.

Table 4.27: The Sensemaking Process Built Up by the RQs and ARQs

The sensemaking process					
Research question	AR questions	The People aspect	Research question	AR questions	The Process aspect
RQ1	ARQ1	All KHK employees as general stakeholders of the OID process would be involved as most of the interactions happened in terms of interpersonal, groups, inter-groups and public. First and second tier stakeholders performed dual role as leader and organizer as well as individual participated in the sensemaking process. Family members also have role to play as positive influencer to employees.	RQ4	ARQ12	TF promote KHK image as a great place to work. The image was lined up with KONE vision and strategic intents. KHK uniqueness and key success factors were also linked with the image.
				ARQ13	The internal image carried meanings that could be understood and accepted. KHK presented its image by promoting a ProWin identity for KHK.
				ARQ14	Other than individual interaction through social activities, group and intergroup communication were done by depot visit, tool box talk, communication meetings, engineers' sharing and so forth. ProWin identity became part of the orientation
	ARQ2	Individual employees played a more active role than in sensebreaking and sensegiving as they would experience by themselves with the new KHK OI.			
RQ2	ARQ7	Positive relationship were established with colleagues through social activities and networking.	RQ5	ARQ15	Face-to-face communication maintained as main stream of communication. More OI coverage was communicated through the in-house newsletter.
RQ3	ARQ11	TF acted as role model to demonstrate the attributes and behaviours linked to KHK OI. Some employees would take the initiative to involve themselves in leading and organizing social activities in a voluntary base and became part of the organizational team driving the sensemaking.		ARQ16	Story telling on individual and organizational success and recognition was done by well planned messages consistently linked with KHK identity and promoted in newsletter.
				ARQ17	In-house newsletter released every week was the core written medium used for OI communication.
			RQ6	ARQ18	Handheld mobile devices such as smartphone and tablets were used as means of messages delivery to all KHK employees as mobile technology became fashion and widely used by employees.

4.3.8.4 The Process of Constructing Identity Narratives: People and Process Aspects

Contrasting with the sensebreaking and sensegiving processes with communication mainly delivered from the top down, constructing an identity narrative is an individual self-driving process. Individuals construct the narratives expressed in language and stereotypic attributes that represent the identity. This identity narrative construction is not a one-off exercise but a continuous crafting and rewrite of the narratives as the more the individual experiences, the more realistic is the representation to the narratives. According to the process model of OID, the three processes of constructing an identity narrative, enacting the identity and interpreting

form an ongoing loop in identity construction. Employees learn from the organisation of the desired identity, understand the meanings behind the identity; experience the changes associated with the identity; interpret the messages that represent the identity; and construct the expressions and attributes associated with the identity. During these ongoing loops of identity construction, employees also undergo self-changes. They may seek an alignment between the attributes associated with their own and the organisation. The greater the alignment, the stronger the OID.

As discussed in ARQ1, the stakeholders involved in this process were all KHK employees and their family members also played a part as the influencer to the employees. The first- and second-tier stakeholders maintained their roles as key communicators but could only play a comparatively passive role than in the sensebreaking and sensegiving processes. In the review of ARQ12, the TF would continuously promote and remind employees of the attributes associated with the KHK OI by delivering the messages of the five winning elements as the attributes and behaviours that built the OI. Individual and organisational success and recognition were linked with ProWin, the KHK OI, so that employees were suggested the narratives that construct the identity. Table 4.28 summarises how the solutions to the RQs and ARQs contributed to the identity narrative construction process.

Table 4.28: The Process of Constructing Identity Narratives Built Up by the RQs and ARQs

The constructing identity narratives process					
Research question	AR questions	The People aspect	Research question	AR questions	The Process aspect
RQ1	ARQ1	All KHK employees paid a key part by crafting and rewriting the narratives that represented KHK OI. Family members acted as the influencer to employees on their perception to the OI. First and second tier stakeholders played a comparatively passive role than in sensebreaking and sensegiving processes but remained as active communicators of messages related to attributes associated with OI.	RQ4	ARQ12	TF continuously promote and remind employees of the attributes associated with KHK OI by linking the 5 winning elements that led to individual and organization success and recognition.
			RQ5	ARQ17	In-house newsletter released every week maintained as a regular communication medium to promote and remind employees of the narratives associated with OI.

4.3.8.5 The Effectiveness of KHK's OID Strategies

KHK evaluated the effectiveness of the OID strategies by comparing the results of the three separate quantitative surveys conducted before the AR started and after the completion of the first and second AR spirals. The six-item survey on OID perception proposed by Mael and Ashforth (1992) was adopted and details were addressed in Section 3.3.2.1.1. As detailed in Figure 4.14, series 1 represented the results of KHK employees on their OID perception before the start of the AR. Employees agreed with the OID statements, with the lowest being 55.4 and the highest being 66.6 per cent. Series 2 represented the OID perception after 22 months of OID strategies implementation and after the completion of the first AR cycle. The results showed a leap-frog improvement from the last survey showing responses on OID perception, with the lowest being 77.2 per cent to the highest being 82.2 per cent. This represented a close to 25 per cent improvement from the earlier survey. Series 3 presented the results after the completion of the second AR cycle after another 22 months from the completion of the first AR cycle. Results showed further improvement with an increase of around six per cent from the results of Series 2. However, all the responses in Series 3 showed a high percentage of above 80 per cent, demonstrating that the majority of KHK employees agreed with the OID statements and that there was a high overall level of OID. The survey results provided an additional piece of valid information to confirm the effectiveness of the OID strategies implemented by KHK. Figure 4.14 depicts the trend of OID perception in KHK.

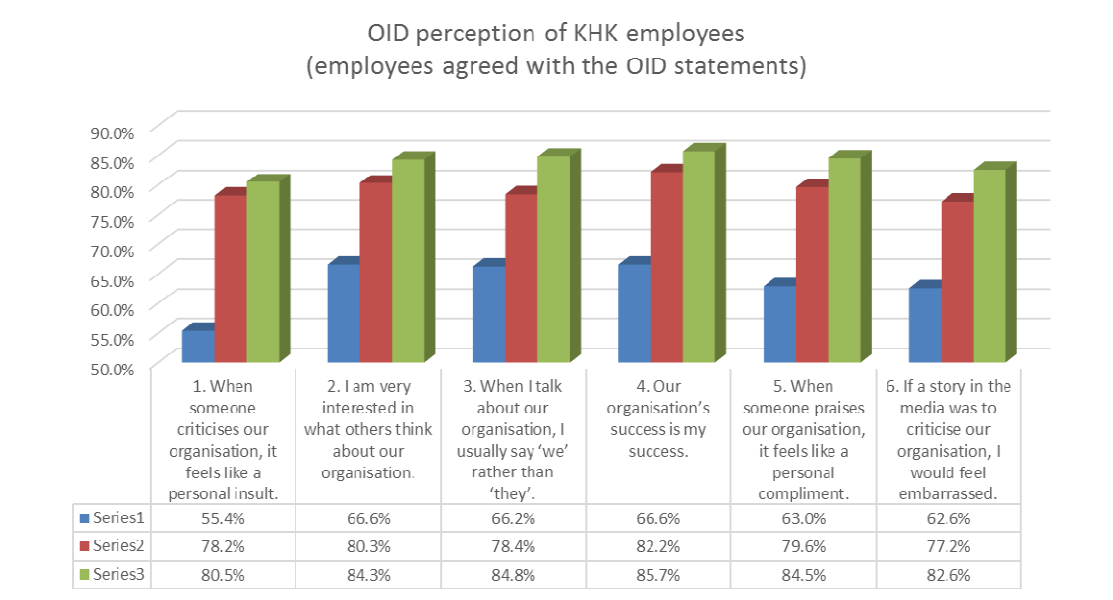

Figure 4.14: OID perception of KHK employees during the two AR spirals.

To identify whether OID actions implemented during the two AR spirals have led to OID, t-tests were conducted to test whether significant differences of OID perception have happened during the AR spirals. Three sets of null and alternative hypotheses were set up to compare the means of population between each year. If OID actions were effective, the t-test should show a significant difference in population means between year 2010 and 2012 or 2014 and the null hypothesis should be rejected.

First set of hypotheses:

H_0: The OID perceptions are the same for the survey years of 2010 and 2012

H_1: The OID perceptions are significantly different for the survey years of 2010 and 2012

Second set of hypotheses:

H_0: The OID perceptions are the same for the survey years of 2010 and 2014

H_1: The OID perceptions are significantly different for the survey years of 2010 and 2014

Third set of hypotheses:

H_0: The OID perceptions are the same for the survey years of 2012 and 2014

H_1: The OID perceptions are significantly different for the survey years of 2012 and 2014

All data on OID perception for the three surveys were inputted in SPSS version 21 and grouped under their respective year of survey. Table 4.29 summarises the mean, standard deviation and standard error of mean for the three surveys.

Table 4.29: Summary of OID Perception in the Three Surveys during AR Spirals

Survey in Different Years		N	Mean	Std. Deviation	Std. Error Mean
When someone criticizes KONE Elevator, it feels like a personal insult	Year 2010	232	4.58	1.626	.107
	Year 2012	496	5.56	.818	.034
	Year 2014	599	5.58	1.099	.045
I am very interested in what others think about KONE Elevator	Year 2010	232	5.14	1.313	.086
	Year 2012	496	5.53	1.168	.049
	Year 2014	599	5.61	1.004	.041
When I talk about KONE Elevator, I usually say "we" rather than "they"	Year 2010	232	5.05	1.290	.085
	Year 2012	496	5.42	1.223	.051
	Year 2014	599	5.71	1.025	.042
KONE Elevator's success is my success	Year 2010	232	5.01	1.289	.085
	Year 2012	496	5.55	1.164	.048
	Year 2014	599	5.68	1.037	.042
When someone praises KONE Elevator, it feels like a personal compliment	Year 2010	232	4.93	1.348	.089
	Year 2012	496	5.39	1.215	.051
	Year 2014	599	5.69	1.022	.042
If a story in the media criticized KONE Elevator, I would feel embarrassed	Year 2010	232	5.00	1.276	.084
	Year 2012	496	5.35	1.257	.052
	Year 2014	599	5.64	1.096	.045

Two sample t-Tests have been conducted to compare the means of independent samples of 2010 versus 2012; 2010 versus 2014; and 2012 versus 2014 to calculate whether significant differences were found. The results showed that the p value represented by significance (2 tailed) for all the six items of OID constructs were less than 0.05 between the survey results of 2010 versus 2012 and 2014 respectively. Therefore, it was concluded that the null hypothesis was rejected and there was a significant difference between the group means of the two surveys or a significant

difference in employees' perception of OID in KHK in 2010 versus 2012 or 2014. Assuming other circumstances in KHK were stable during the AR spirals, it was easy to conclude that the OID actions led to the change of employees' OID perception before and after the AR spirals. The results of the t-Test are summarised in Table 4.30 for 2010 versus 2012 and Table 4.31 for 2010 versus 2014. The results were in line with the direction of the hypotheses setting that a significant difference in population means was observed between 2010 versus 2012 and 2010 versus 2014. The results proved the OID actions were effectively implemented that led to the improvement of OID.

Table 4.30: Summary of t-Test Results for OID Perception (2010 *v.* 2012)

Survey results compared between 2010 and 2012	t-test for Equality of Means						
	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
						Lower	Upper
When someone criticizes KONE Elevator, it feels like a personal insult	-11.292	809	.000	-.974	.086	-1.144	-.805
	-8.698	279.125	.000	-.974	.112	-1.195	-.754
I am very interested in what others think about KONE Elevator	-4.105	809	.000	-.386	.094	-.571	-.202
	-3.904	385.160	.000	-.386	.099	-.581	-.192
When I talk about KONE Elevator, I usually say "we" rather than "they"	-3.838	809	.000	-.371	.097	-.560	-.181
	-3.751	406.323	.000	-.371	.099	-.565	-.176
KONE Elevator's success is my success	-5.792	809	.000	-.541	.093	-.724	-.357
	-5.545	389.952	.000	-.541	.097	-.732	-.349
When someone praises KONE Elevator, it feels like a personal compliment	-4.738	809	.000	-.462	.097	-.653	-.271
	-4.533	389.436	.000	-.462	.102	-.662	-.262
If a story in the media criticized KONE Elevator, I would feel embarrassed	-3.556	809	.000	-.349	.098	-.541	-.156
	-3.534	420.291	.000	-.349	.099	-.543	-.155

Table 4.31: Summary of t-Test Results for OID Perception (2010 *v.* 2014)

Survey results compared between 2010 and 2014	t-test for Equality of Means						
	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Interval of the	
						Lower	Upper
When someone criticizes KONE Elevator, it feels like a personal insult	-10.156	829	.000	-.996	.098	-1.188	-.803
	-8.600	316.179	.000	-.996	.116	-1.224	-.768
I am very interested in what others think about KONE Elevator	-5.457	829	.000	-.464	.085	-.631	-.297
	-4.857	340.746	.000	-.464	.095	-.652	-.276
When I talk about KONE Elevator, I usually say "we" rather than "they"	-7.707	829	.000	-.659	.085	-.827	-.491
	-6.972	349.687	.000	-.659	.094	-.845	-.473
KONE Elevator's success is my success	-7.755	829	.000	-.668	.086	-.836	-.499
	-7.052	352.728	.000	-.668	.095	-.854	-.481
When someone praises KONE Elevator, it feels like a personal compliment	-8.769	829	.000	-.761	.087	-.931	-.591
	-7.777	338.820	.000	-.761	.098	-.954	-.569
If a story in the media criticized KONE Elevator, I would feel embarrassed	-7.158	829	.000	-.636	.089	-.810	-.462
	-6.696	370.307	.000	-.636	.095	-.823	-.449

Table 4.32 presents the results of the t-Test for the surveys conducted in 2012 and 2014 on OID perception. The results showed that all six questions on OID perception were with p value >0.05, confirming there were no significant differences between the group means. Therefore, it could be concluded that the OID perception in the 2012 and 2014 surveys did not show significant differences, demonstrating that the OID actions have been effectively implemented to achieve a progressive result. The increase in mean value from the 2012 to the 2014 surveys, as indicated in Table 4.32, showed that there was an increasing OID perception in the mindset of KHK employees.

Table 4.32: Summary of t-Test Results for OID Perception (2012 *v.* 2014)

Survey results compared between 2012 and 2014	t-test for Equality of Means						
	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	of the Difference	
						Lower	Upper
When someone criticizes KONE Elevator, it feels like a personal insult	-.380	1176	.704	-.021	.057	-.133	.090
	-.382	1104.681	.703	-.021	.056	-.132	.089
I am very interested in what others think about KONE Elevator	-1.223	1176	.222	-.078	.063	-.202	.047
	-1.220	1137.727	.223	-.078	.064	-.202	.047
When I talk about KONE Elevator, I usually say "we" rather than "they"	-1.482	1116	.139	-.093	.063	-.217	.030
	-1.477	1074.601	.140	-.093	.063	-.218	.031
KONE Elevator's success is my success	.125	1116	.900	.008	.063	-.115	.131
	.125	1086.245	.900	.008	.063	-.116	.131
When someone praises KONE Elevator, it feels like a personal compliment	-1.778	1116	.076	-.112	.063	-.235	.012
	-1.771	1074.894	.077	-.112	.063	-.235	.012
If a story in the media criticized KONE Elevator, I would feel embarrassed	-1.817	1116	.069	-.124	.068	-.257	.010
	-1.808	1067.697	.071	-.124	.068	-.258	.011

4.3.9 Outcomes of OID Strategies

The results of the OID perception surveys as detailed in Section 4.8 showed a substantial improvement in OID after the implementation of the OID strategies. During the period of the first AR cycle, the turnover rate of KHK was less than eight per cent and not more than 50 staff had left. It was reasonable to assume most of the respondents participated in the first survey before OID actions also participated in the second survey. The leap-frog increase of OID perception in the second survey was a positive reflection of the OID. For a more relevant comparison, respondents were asked in the third survey whether they had participated in the previous OID survey. Seventy-six per cent of the respondents in the third survey claimed that they had also participated in the second survey. Based on the 46 per cent response rate in the first survey, 232 participants meant a total population of 505. During the first AR

spiral, a turnover of eight per cent was recorded leading to 464 old employees in KHK as part of the population when the second AR spiral was conducted. Counting all employees who had left KHK, the net number of newcomers to KHK were 141 at the time of the second survey. The total number of respondents in the second survey was 496. Considering the extreme situation that all newcomers had participated in the second survey, the remaining respondents of 355 were old KHK employees likely to be one of the 232 participants in the first survey. Among all respondents in the third survey, 455 claimed that they had participated also in the second survey, or 92 per cent of the respondents in the second survey. By the above simple calculation, it was reasonable to deduce that most of the respondents in third survey were also participants in the first and second surveys. Thus, the results of the three surveys truly reflect the positive shifting of OID perception as almost the same batch of respondents were included in all three surveys, justifying the validity of the survey results.

During the two AR cycles that lasted for 44 months, other than the OID actions implemented, there appeared to be no other exceptional situations happening in KHK that might critically influence employees' identification with KHK. KHK has undergone some growth during the AR period and there were increases in order intake, improvement in the bottom line and growth in new employees. In fact, KHK had a continuous positive growth pattern for the last 15 years, which should not affect OID critically and therefore did not influence the validity of the survey results.

Although OID actions led to the improvement of OID perception, they also created new problems or issues to be tackled. The social activities organised by the TF were meant to be OID actions to build positive individual relationships and hence establish a more favourable communication climate. Employees, however, began to consider these activities were part of the benefits provided by the company and started to demand additional benefits. Some even began to mix up their compensation and employment packages. Employees considered the OID questionnaire survey with anonymous responses as a tool to voice their demands and expectations. There was an area in the survey form for open suggestions, which elicited suggestions such as:

- A salary increment of not less than 10% every year.

- Company activities should include an overseas tour.
- Inclusion of dental service and Chinese acupuncture treatment in the medical coverage.

The SC and TF adopted a more proactive approach in handling such employee demands. All employees' suggestions and feedbacks were discussed by the SC members. Some good suggestions were actually taken up and became part of company policy, such the launching of birthday and parental leaves in 2013. Employees' suggestions that led to a change in company policies were formally announced and promoted as part of OID. The other suggestions were acknowledged in the routine meetings and newsletters to show appreciation to the suggesters. Employees seemed to be happy with the responses from the organisation as their suggestions were valued even if they were not realised. Some employees expressed that no matter whether their suggestions were accepted by the company or not, their willingness to make suggestions demonstrated their belongingness with the company.

There were also issues that arose not because of the OID actions but from the relationship of key stakeholders and their managers. Members of the TF were under a voluntary service base. Other than the routine TF meetings, members involved themselves in organising the various activities and events. Though the TF members tried not to interrupt their daily work, their managers might view it differently and consider the work of the TF to occupy the time and energy of their subordinates, which might eventually affect their daily work. There were a couple of times when TF members resigned owing to pressure from their managers. The SC actually discussed this situation and considered management commitment had to be demonstrated and reinforced from time to time to keep up with the momentum of OID actions and show to all employees including managers the importance of having OID actions implemented. Other than the resources issues arising from the imbalance of workload that had to be dealt with by the managers together with HR, the SC determined that the concerns of the managers came from their misunderstanding of OID. The managers might have considered OID as part of the social responsibility or employees' well-being program and the TF to have been established to implement such a program for KHK. They considered that the program implementation should

be the job of the HR and not rely on the resources of other departments. However, managers might not understand that OID required the participation of all employees and some employees might need to take a leading or organising role such as what the TF performed.

SC took one step forward to build understanding by encouraging managers to participate in OID actions. In 2013 and 2014, some social activities were organised such as bowling and war games. Competitors were formed by each division, led by managers so that managers could gain a true understanding of the OID actions by participating in these activities. Whether a better understanding of OID resulted from managers' participation is yet to be explored but no resignation of TF members has been recorded for the last six months before the completion of the second AR cycle.

After the implementation of OID strategies for more than three years in KHK, the SC considered OID to have led to higher employee loyalty and lower turnover. Perhaps the most important implication and general impression was that OID led to a more collaborative and happier work force in KHK. The SC confirmed that OID should be an ongoing exercise to be normalised as part of the system and structure in KHK. At the end of the second AR cycle, the SC was considering the establishment of a formal organisational structure to plan and implement OID actions instead of having the TF working part time on it. This formal structure could be part of the company HR or communication department. Though the current study was based on the two AR cycles conducted in KHK, the current third AR cycle would suggest an even more interesting development of OID strategies for KHK.

4.4 Summary of Key Findings

The key findings from RQ1 to RQ3 relate to the queries associated with people as follows:

1. As the figurehead and top management in the top of the hierarchy of an organisation, subsidiary managers or MDs perform the role of leaders. However, employees in the lower hierarchy levels who are role models,

opinion leaders, respectful and empowered can also perform as leaders and exert strong influence on others in the OID process.

2. Top management should manage, monitor and evaluate the OID strategy while execution of the OID strategy relies on work groups with members from the frontlines who have better awareness of the needs of employees.
3. Every individual is part of an organisation and has a role to play in the OID process. Therefore, it is more appropriate to redefine 'organisation' and 'individual' in the process model of identification so that 'organisation' can be represented by stakeholders and stakeholder groups who actively participate in driving the OID process. For instance, the 'organisation' in KHK are the subsidiary manager, the SC and the TF, which performed as the management and execution arms of the OID strategy.
4. Each stakeholder or stakeholder group has a different level of involvement and role to play at different stages of the OID process. For example, the SC is responsible for planning, monitoring and evaluating the OID strategy while the TF's main task is to implement the OID strategy. The SC members participated in every communication meeting and workshop at the initial stage of AR to clarify OI, while the TF members were deeply involved in establishing social and recreation groups and organising relationship-building actions after the initial stage of AR.
5. A multi-dimensional relationship between the leader, employees and groups needs to be established instead of the more traditional view of a dyadic relationship between two parties such as leader-member and leader-follower. This relationship allows a direct and interactive interaction between stakeholders and stakeholder groups in terms of the subsidiary manager, employees and their family members, the SC, the TF and other sub-workgroups in the OID process.
6. Employees' family members play an influential role in helping to develop employees' OID. A better impression of family members towards the organisation leads to a strong and positive word of mouth that can influence employees' perceptions of the organisation.

The key findings from RQ4 to RQ6 relate to the process aspects in OID research as follows:

1. An organisational internal image should be constructed with internal stakeholders as target receivers instead of relying on the effect of the construed external image on internal stakeholders. A construed external image is intended to develop the positive thinking of outsiders towards the organisation, which in turn has a positive influence to OID of internal stakeholders. However, if the internal stakeholders are not convinced with the image that represents their organisation, it becomes senseless to rely on the external audiences' perception of the construed external image to exert an influence on the internal stakeholders. Instead of building a favourable external image, it is sensible to adopt a more direct approach in building an internal image with internal stakeholders as the target.
2. The internal image should be the outcome of sensebreaking and sensegiving and is a moderating variable in the process model of identification.
3. Internal marketing is effective in shaping and communicating a new organisational image.
4. Internal marketing can be the guiding tool for sensebreaking and sensegiving in the process model of identification.
5. Relationships are paramount to OID and can be assisted by engaging employees to form social and recreation clubs or participate in organisation activities. The relationships become networks for effective OID communication.
6. A construed external image is not necessarily a predictor to enhance OID as outsiders' influence on employees' OID is not obvious and substantial in many organisations or industries. Although most organisations have similar types of focal members who interact with the employees, their influence on employees' OID varies from organisation to organisation. In many organisations similar to KHK, the influence from outsiders such as customers is considered relatively low owing to the organisation's long-established reputation and customer loyalty. Therefore, the idea that construed external image is a predictor to enhance OID, proposed by most OID studies, is a fallacy.
7. OID is a top-down process that expands from a single management arm to networks for effective communication.

8. Storytelling is an effective means of message crafting for OID communication.
9. Media selection for OID communication is based on the medium's capability to fulfil channel richness (channel capability to convey messages with rich information) and channel effects (channel capability to influence others).
10. OID communications are scheduled to achieve effects of awareness, understanding, buy-in and action to different target stakeholders at different stages of the OID process.

These key findings suggest a new approach to studies of OID. Further discussions of these findings will lead to modifications of Ashforth, Harrison and Corley's (2008) process model of identification in the following chapter.

Chapter 5: Discussion and Conclusion

5.1 Introduction

As described in Chapter 1, the aim of the current study was to examine the process and actions that can build OID in an organisation. Ashforth, Harrison and Corley's (2008) process model of OID was adopted as the framework for the study and its applicability has been verified by an AR investigation. This enabled the process model to be adopted in a real-life situation so that each of the variables was tested with their possible moderating effect on OID. To the best of the author's knowledge, this is the first study to apply the process model in an organisation for a longitudinal study.

Up to June 2016, close to 1000 journal articles (excluding books and journal articles written in languages other than English) have cited or made references to Ashforth, Harrison and Corley's (2008) article, 'Identification in Organisations: An Examination of Four Fundamental Questions', which introduced the process model of identification and addressed OI or OID in different contexts. The coverage of these contexts included roughly: leadership (10%), organisational culture and corporate social responsibility (5%), antecedents and outcomes (5%), professional identity versus OI (5%), and marketing, communication and networking (4%). None of these studies attempted to apply Ashforth, Harrison and Corley's (2008) process model of identification or proposed alternative OID strategies. Rather, only 11 articles were found to have been compiled by Ashforth and his fellow academics, among which only two articles (Ashforth, Harrison & Sluss 2014; Ashforth & Schinoff 2016) further explained the process model of identification by addressing how the socialisation process can help newcomers to develop identification with the organisation over time. Moreover, these articles have not demonstrated an application of the model or commented on how the model might work in practice for an organisation seeking OID.

The lack of research on the efficacy of the model may possibly have resulted from its generality, as opined by Ashforth, Harrison & Sluss 2014) as well as the ambiguities over how key elements in the model, such as sensebreaking, sensegiving and sensemaking, work together practically in real life.

The current study's application of the process model was intended to turn their conceptual framework into a practical model that could be applied to organisations and achieve benefits. An AR was conducted with the Hong Kong subsidiary of a multinational corporation in the process of OI transformation, which began in 2008 with the appointment of the new CEO at its headquarters. The new CEO changed the direction and strategic intents of the corporation from an emphasis on high-quality products and precision engineering to one on providing the best solution and customer experiences. A new set of values and a customer-centric strategy were established. This new direction, developed and driven from the headquarters in Europe, was intended to lead to a new conceptualisation of its identity, articulated by the headquarters and transferred to its subsidiaries throughout the globe. Subsidiary managers were expected to develop their own strategies to introduce and communicate the new OI to their staff. By crafting and implementing an effective OID strategy, the management of the Hong Kong subsidiary intended to encourage individual employees to internalise the new OI in their mindset and develop employees' OI. Figure 5.1 shows the timeline of the OI and OID development for the current study.

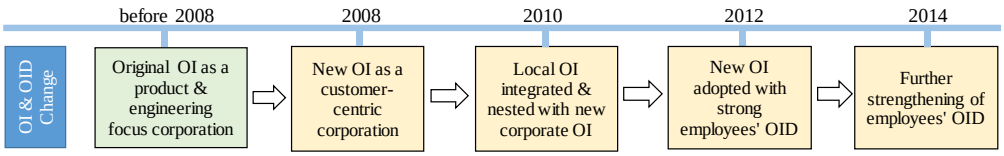

Figure 5.1: Timeline of the OI and OID development for the current study.

The current study showed that the Hong Kong subsidiary successfully formulated the local OI so it could be integrated and nested with the corporate imposed OI. By exploring the RQs and CRQ, new and supplementary information was found, such as the clarification of stakeholders and their respective roles by means of the establishment of the OID work structures with appropriate members' composition

and assigning individual responsibilities; and the adoption of an internal marketing approach to shape an organisational internal image to enhance OID.

This chapter evaluates the structure and applicability of the process model that was 1) confirmed by subsequent research and further enriched by the current study; 2) disconfirmed by subsequent research and the current study; or 3) not addressed by any research other than the current study. Key elements in this study that are not contained in the process model and/or any other studies are also discussed. The chapter explains the theoretical knowledge generated or extended from the current study that supplements Ashforth, Harrison and Corley's (2008) research and their process model of identification. It also highlights the research contributions and limitations of the current study, particularly the constraints of AR, and concludes with directions for future research.

5.2 Discussion

The chapter begins by revisiting Ashforth, Harrison and Corley's (2008) process model of identification, the roadmap of the AR and OID process for the current study, the RQs and CRQ, and the key findings from the AR investigation detailed in Chapter 4. It then discusses the theoretical and practical implications of the study, which supplement the model and OID studies. This is to highlight key elements of the model, link the findings to the model, and explain how the model can be expanded and better explained.

5.2.1 The Process Model of Identification

Ashforth, Harrison and Corley's (2008, p.341) process model of identification (see Figure 1.3) characterises OID as the outcome of an interplay between individuals and their organisation through the processes of sensebreaking (Pratt 2000), sensegiving (Bartunek et al. 1999, Gioia & Chittipeddi 1991, Hamilton 2016) and sensemaking (Weick 1995, Sandberg & Tsoukas 2015). The process starts with an active top-down sensebreaking and sensegiving imposed by the organisation's management aimed at persuading individuals to surrender their old identity and take up a new one.

In order to reduce any knowledge gaps individuals may possess towards the new identity, a two-way interaction in the form of meetings, workshops and discussions then follow so that the new identity is gradually enacted and interpreted. This process is termed sensemaking with the active participation of the management, the OID actors and the employees, whereby the organisation maintains a proactive role to continuously disseminate necessary information in response to individual feedback. OID is built by the continuous construction of the desired identity narrative within the mindset of individuals. This narrative construction may be further facilitated by a bottom-up process in which individuals seek to understand the attributes associated with the OI and look for congruence with their own identity. A strong OID would mean an individual would behave according to the attributes that represent the OI. At this stage, the management and the OID actors of the organisation play a passive or even reactive role, leaving individual staff to respond by accepting the OI and building a stronger OID over time.

OID is considered as 'both a noun and a verb' (Ashforth, Harrison & Corley 2008, p. 339). The former captures the extent of the overlap between personal and organisational identity (Ashforth & Mael 1989) while the latter denotes the process of building the sameness of an individual and organisation through communication (Cheney & Tompkins 1987). Despite changes in the state of both personal and organisational identity during the identification process, the emphasis of the process model is on becoming instead of exploring the outcomes (Ashforth, Harrison & Corley 2008). Nevertheless, the current study considers OI and OID to be inseparable contexts during the OID process and will illustrate OID as both output and process in the discussion below.

The process model consists of both people (including every individual in an organisation) and process aspects. The model asks for a close interaction between the organisation and individuals, though organisation is neither individuals nor groups of individuals; it is an entity with individuals working in a system. Instead of constructing OI and developing OID by abstraction, the identification process engages the management and other staff to act as OID actors and form OID work groups. The process model requires a close interaction between both management and staff groups in terms of top-down sensebreaking and sensegiving, and bottom-up

sensemaking, which is expected to lead to employees' new OI. The RQs of the current study were designed specifically to explore the people and process aspects details to enrich the process model and understanding of OID, such as who are the stakeholders and what roles they were going to play in the sensebreaking and sensegiving; how to deliver effective sensebreaking and sensegiving; how communication works in sensebreaking, sensegiving and sensemaking; and how communication can be effectively carried out to achieve a targeted outcome. More fundamentally, how do individuals develop OID? The above queries were gradually clarified during the course of the OID processes conducted in the current study. The following section traces the journey of the OID process.

5.2.2 The Journey of the OID Process

As discussed in Section 5.1, the journey of the OID process began when the headquarters of the multinational corporation initiated a transformation of OI to be followed by all subsidiaries. The management of the Hong Kong subsidiary decided to formulate and promote a local OI that was integrated and nested with the corporate OI. An OID strategy was designed and executed by adopting the process model of identification (Ashforth, Harrison & Corley 2008) as the framework, to communicate this new OI and gain employees' OID. The OID execution process was integrated with an AR so that both theoretical and practical implications were explored.

5.2.2.1 The Action Research Cycles

The AR was composed of two complete cycles, with the first commencing in September 2010 and ended in April 2012, and the second starting immediately after that and continuing until April 2014. The total duration of the AR was 44 months, with each AR cycle lasting over 20 months each. The first cycle aimed for the communication of the new OI and the second focused on the development of employees' OID. Figure 5.2 summarises the AR cycles in a timeline.

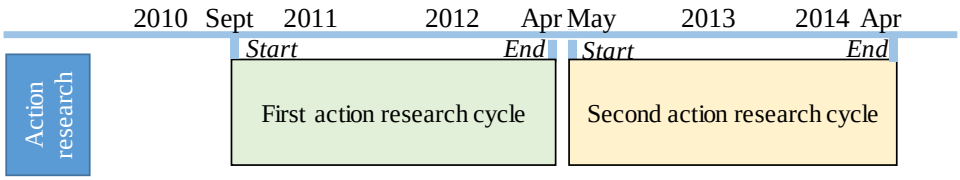

Figure 5.2: Timeline of the action research.

During the whole AR, in addition to the ultimate responsibility of overseeing the whole OID process, the management played an important role in initiating this organisational change, setting objectives and targets, allocating resources, establishing work structure, monitoring progress and evaluating results. The following section reviews the management initiatives during the OID process.

5.2.2.2 The Management Initiatives

The management of the subsidiary company forms the management team that consists of the subsidiary manager, who is the MD, and four other divisional directors. Understanding their responsibility to deliver the new OI as requested by the corporation, the team held a few meetings to gain a thorough understanding of the corporate OI. The team then formulated a local OI in languages and context that could be locally understood and importantly, this local OI was integrated and nested with the corporate OI.

By a stakeholders' portfolio analysis, the management team clarified who the stakeholders were, what influential power the stakeholders processed, which stakeholders were involved, and their depth of involvement. This stakeholder clarification procedure helped the management team to clarify the capability of each stakeholder group to exert influence on others and the capability of each stakeholder group to be influenced by the organisation. Based on this clarification, the management team formed the OID work structure of the SC and TF. By means of social groups, employees were linked up and these networks extended further to cover the employees of the whole organisation and later their family members. The family members were only brought in (not as part of the work structure) after a revisit and review of the stakeholder issues by the management team before the

commencement of the second AR cycle. Figure 5.3 shows the management initiatives in terms of stakeholder management.

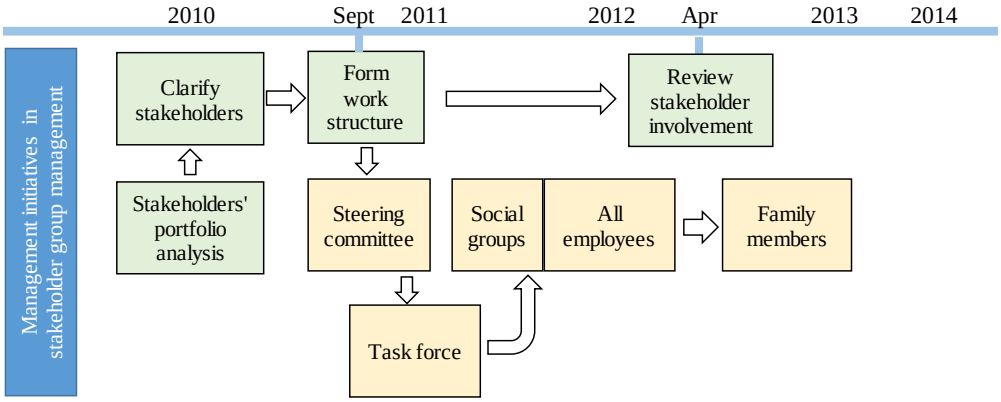

Figure 5.3: Management initiatives in stakeholder management.

After the OID work structure was in place, OID strategies were implemented to trigger sensebreaking, sensegiving and sensemaking to all employees, aiming for their internalisation of the new OI and the gradual development of OID. The following section discusses how the OID strategies serve to process sensebreaking, sensegiving and sensemaking.

5.2.2.3 OID Strategies for Sensebreaking, Sensegiving and Sensemaking

The implementation of OID strategies serves to cause sensebreaking, sensegiving and sensemaking so that employees can gradually construct the organisation's desired OI in their mindset. Just to recall, sensebreaking is an organisational process to disconfirm the current OI and challenge existing understanding. Sensegiving is an organisational process to communicate new beliefs and meanings with the new OI. And, sensemaking is an individual process to assign meanings to experience linked with the new OI and make sense of the reality. Ashforth and Schinoff (2016), consider sensemaking a better description than 'interpreting' as in the process model of identification (Ashforth, Harrison & Corley 2008), and it is the self-learning process that facilitates identity construction.

Sensebreaking invites employees to destroy the current perceived OI to reflect the reality of an organisation. Therefore, sensebreaking will cause confusion or even resistance from the employees if not handled properly. The current study relied on the role model and opinion leaders who had more weight in the organisation, including the subsidiary manager/MD and the division directors to communicate the sensebreaking messages. Messages from them were delivered at different occasions to address the new OI from the headquarters and the new OI as adopted in the local company at the initial stage of the AR at the end of 2010. The sensebreaking was conducted by either the MD or division directors presenting the new OI to:

- Managers and supervisors in communication meetings
- Senior managers and managers in an identity workshop
- All other employees in a roadshow

The MD would also address the development of new OI in the local company to all employees during the annual dinner that was held at the beginning of each year. All these sessions were in the form of message delivery from members of the management team highlighting the new OI and the reasons for its emergence. Audiences were invited to raise questions for clarification.

The same communication meetings and identity workshops with senior managers, managers and supervisors also achieved sensegiving as the new OI was introduced with its details, rationales and justifications for meaning construction. The management team understood that sensegiving was a continuous process facilitated by strong social and communication networks as well as well-planned information that could reinforce the legitimisation of the new OI.

The subsidiary company adopted an organisational socialisation strategy to build individual relationships and disseminate information in a systematic way. The company built social relationships by means of organised social activities and events with employees as well as family members. Organisational information was formulated in positive and supportive language and in the form of success stories so that employees could relate them with the new OI. Information was delivered through multiple channels including weekly newsletters in printed and electronic

format, SMS messages, meetings, depot visits and engineers' sharing sessions. This information delivered over a period of time formed an internal image providing identity cues to audiences to construct or reconstruct their OI.

In order to build an organisational internal image in a systematic way, the subsidiary company adopted an internal marketing strategy so that audiences were identified and information was formulated to gradually build a full picture of the organisational image, and the results were evaluated.

The subsidiary company adopted a phased sensemaking so that employees could assign meanings to certain experiences. For instance, employees were invited to propose a Chinese name that could reflect the meanings of the new OI (abbreviated as ProWin in KHK). Another competition called for the proposal of a Chinese and English name for the newsletter published every week, which should reflect its content and the new OI. These naming competitions aimed to stimulate employees' thinking and interpretation of the meaning of the new OI and was certainly a sensemaking process.

The sensemaking also included the OID surveys conducted during the AR. In addition, the TF would contact participants to collect their general feedback on each of the OID-related activities and actions to understand whether the participant liked the activities and actions, what sort of linkage with OI that the participant could relate to, and recommendations for improvement. All these feedback mechanisms encouraged employees to interpret and evaluate the new OI. Figure 5.4 shows the OID strategies for sensebreaking, sensegiving and sensemaking for the current study.

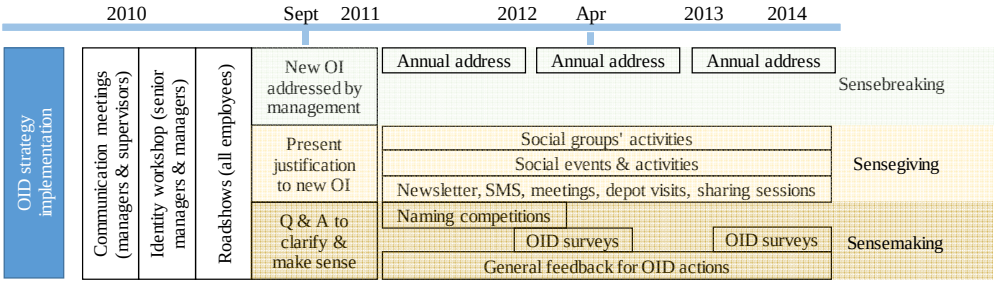

Figure 5.4: OID strategies for sensebreaking, sensegiving and sensemaking.

The sensemaking included employees' responses to OID surveys and their opinions on the OID-related actions. The number of employees willing to respond to the surveys demonstrated their eagerness in giving feedback to the management and participating in the OID decision-making process. The results of the OID surveys also reflected the effectiveness of the OID strategies in developing employees' OID.

5.2.2.4 OID Surveys to Evaluate the Effectiveness of OID Strategies

To evaluate the effectiveness of the OID strategies implemented during the AR cycles, three quantitative surveys were conducted 1) before the first AR cycle, 2) after the first AR cycle and before the start of second cycle, and 3) after the second cycle. Ashforth and Mael's (1989) six-item measures on employees' OID were adopted. Individual employees were also asked to rate the various OID actions and social activities. The response rate for these three surveys improved from 46 per cent before the first AR cycle to 90 per cent after the second cycle, showing employees' willingness to give feedback in the context of OID. The results of the surveys show that employees' OID improved significantly from the initial 55.4–66.6 per cent, to 77.2–82.2 per cent at the end of first cycle, and 80.5–85.7 per cent at the end of second cycle. These results show that employees' OID strongly developed owing to the implementation of the OID strategies. Figure 5.5 summarises the surveys and their results in a timeline.

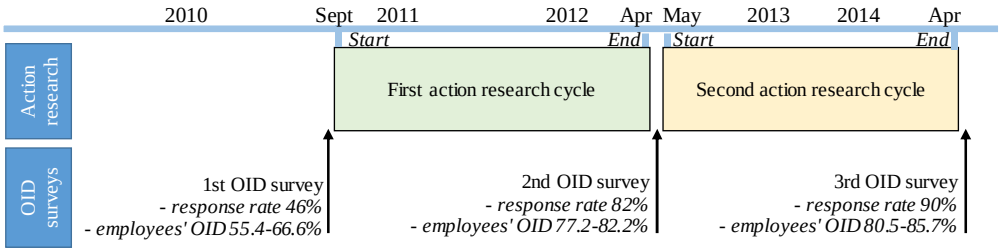

Figure 5.5: Results of OID surveys.

The first OID survey was conducted prior to any OID actions and the results formed the baseline for comparison with the results of the second and third surveys conducted after OID actions. An improvement of the results reflected the effectiveness of the OID strategies. In addition to being an evaluation mechanism for

the OID strategies, the results also provided valuable inputs for the next AR cycle in the form of information and data that might provide answers to the RQs and CRQ identified in the early stage of the AR. The exploration of these RQs and CRQ would gradually resolve the queries on the process model of identification (Ashforth, Harrison & Corley 2008) and the studies of OID.

5.2.3 Summary of RQs and CRQ

The RQs of the current study were designed to explore further the people and process aspects in the process model of identification (Ashforth, Harrison & Corley 2008). As detailed in Section 3.3.3, RQ1 to RQ3 revealed the roles of the subsidiary managers and other stakeholders in the OID process, identified the people involved in the communication process, and explained their respective roles in the process. RQ4 to RQ6 examined the communication process and the practical tools that are most effective in constructing OI.

Key findings have been drawn from the two consecutive AR cycles conducted in KHK over 44 months, providing possible answers to the RQs and contributing to the solution of the CRQ to shed light on how to craft an effective OID strategy. This effective OID strategy not only enriches the process model of identification but also provides a practical framework for any organisation in the process of OID. The following section explains the key findings from the AR.

5.2.4 Key Findings from AR

This section describes briefly the key findings of the AR on the people and process aspects (from Section 4.4). These key findings infer some theoretical and practical implications that contribute to the completeness of the process model and supplement additional knowledge on OID studies.

The key findings are drawn from the AR cycles seeking answers to the RQs and CRQ, categorised into the people and process aspects. The people aspect includes the 1) the role of the subsidiary manager or MD as the leader of the OID process, 2) the involvement of employees in lower levels of the hierarchy to take up active roles, 3)

the formation of a dedicated OID work structure with carefully chosen members, 4) the ultimate involvement of all employees, and 5) the participation of family members. The process aspects are: 6) the building of employee relationships as a prerequisite for OID, 7) the shaping and promotion of an organisational internal image as an outcome of sensegiving, 8) the adoption of internal marketing as an effective tool for promoting organisational image, 9) the use of both top-down and bottom-up approaches for communication, and 10)the use of storytelling as an effective communication tool to disseminate information.

These 10 key steps have led to new theoretical implications. They confirm the process model of identification (Ashforth, Harrison & Corley 2008) by verifying that OID: 1) is an organisation-driven process mostly concerning the top management so the OID process inevitably starts from top-down as sensebreaking and sensegiving, 2) relies on a continuous interactive relationship between organisation and individuals, and 3) is a continuous process.

The key findings from the current study have been drawn from the different stages of an AR that has covered two consecutive cycles. Nonetheless, the main focus of the AR was to verify the various variables in the process model of identification (Ashforth, Harrison & Corley 2008) and explore the possible missing variables that could build the completeness of the model. In doing so, the current study aimed to offer clear information on the potential theoretical and practical implications of the key variables on the people and process aspects that can improve the effectiveness of the OID process (Figure 5.6).

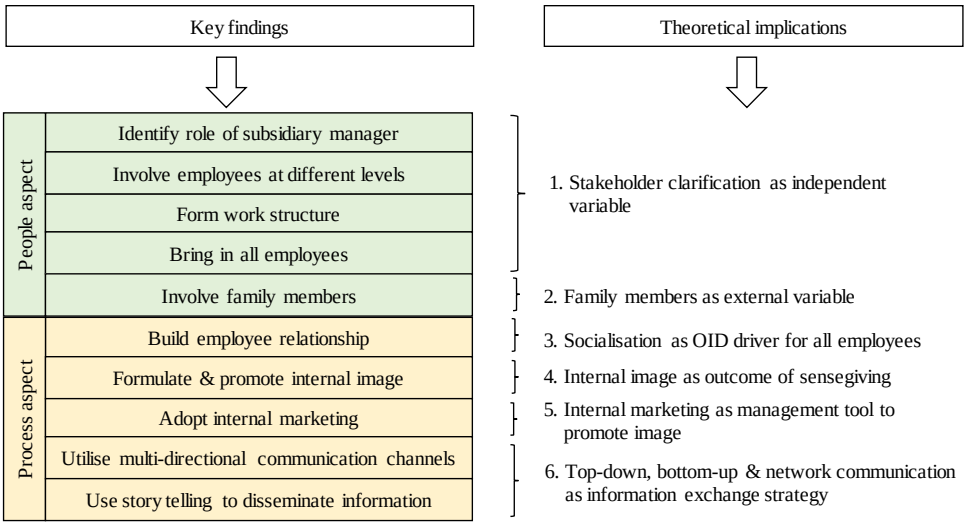

Figure 5.6: Theoretical implications of key findings.

These key findings led to the exploration of six key theoretical implications:

- Stakeholder clarification as an independent variable of OID
- Family members as a key external variable
- Organisational socialisation as an OID driver for organisation newcomers and veterans
- Organisational internal image as the outcome of sensegiving
- Internal marketing as a management tool to formulate and promote organisational image
- Top-down, bottom-up and network communication as information exchange strategies

The current study found that stakeholders must be identified as an important independent variable before the start of any action on OID. The stakeholder clarification process located both non-business stakeholders, such as external family members, and work-related stakeholders. However, relationship building with these new external family stakeholders proved more complex than the traditional dyadic relationship between two parties such as employee-manager or subordinate-supervisor. The current study suggests a multiple relationship should be built between family members, employees and the organisation. As discussed in section

4.3.2, this complex relationship-building mechanism relies on an effective socialisation strategy connecting individuals through social events and activities to ultimately achieve social integration among all stakeholders. In addition to being an effective strategy to build relationships, socialisation is used to disseminate organisation information for the purpose of OID.

In the OID process, the information disseminated through the organisational socialisation shapes an organisational image presenting the organisation's current or intended identity. This organisational image is meant to be the outcome of the sensebreaking and sensegiving processes in the process model of identification (Ashforth, Harrison & Corley 2008). Organisational image also serves as a reference to employees so that they can compare their interpretation of the OI with their own identity, to assess the organisation's motivation for their self-continuity and self-esteem. Most OID studies consider organisational image as evolving from the outsiders' views on the organisation (Dutton, Dukerich & Harquail 1994; Frandsen 2012; Hatch & Schultz 2002; Nistor, Plăiaş & Radomir 2014; Rho, Yun & Lee 2015). Some organisations rely on a charismatic leader like Steve Jobs to carry and become the organisational image (O'Reilly et al. 2014; Sharma, A & Grant 2011). However, the organisational image that depends on an outsiders' view or a charismatic leader is considered too passive, as the former is totally within the control of the organisation and the latter relies on the eligibility and intelligence of a single person.

Therefore, most organisations use communication to promote organisational image (Allen, M 2015; Cornelissen 2014; Ragusa 2011; Tanis & Beukeboom 2011). The current study agrees that communication is an irreplaceable tool to enhance information exchange so that organisational image can be promoted. However, communication should only be viewed as part of the organisational image crafting strategy. This crafting strategy needs a more comprehensive approach by considering: What are the objectives of the communication? How do these objectives line up with the overall OID strategy? What information should be disseminated to shape the organisational image? And how can organisational image be aligned with OI? Internal marketing is a comprehensive and systematic approach that considers all these unaddressed areas. As a management tool, internal marketing provides a step-

by-step mechanism in terms of a marketing plan, which can be designed, implemented and evaluated in a systematic way that will leave no areas unaddressed.

An internal marketing strategy typically includes the setting of marketing objectives, identifying target audiences and exploring their needs and characteristics, designing key messages and their respective channel of delivery, conducting communications in multiple dimensions adding to the message travelling vertically and horizontally, measuring results against the pre-set marketing objectives, and evaluating the effectiveness of the internal marketing actions. While organisational socialisation is conceptualised by three key elements including the organisational communication for sensebreaking (destruction of the past), sensegiving (meaning construction of the current and future) and organisational establishment of the communication infrastructure by social integration (social relationship building to create communication networks), internal marketing is the management tool that puts these three elements into practice by designing the procedures so that communication can be effectively disseminated to the target audiences with the right communication networks at the right time.

The current study has identified some key theoretical implications covering the notions of stakeholder clarification, organisational socialisation, organisational image and internal marketing. These implications not only provide a logical and sequential flow from one another; they are variables that have generated critical effects on the process model of identification (Ashforth, Harrison & Corley 2008). For instance, stakeholder clarification is an independent variable prior to any OID actions and it clarifies the individuals to be involved and their possible roles in the OID process. Organisational socialisation is the key driver for sensebreaking and sensegiving; it enhances social integration for all organisation members to form communication networks and disseminates information through these networks. The adoption of internal marketing as the management tool allows the systematic formulation and communication of information that best represents the desired organisational image. The organisational image is referred to as a temporary OI by Ashforth, Harrison and Corley (2008) that provides information and cues for employees to understand what OI looks like. Employees can chase the identity cues from this information so as to construct their self-concept of the OI.

The theoretical implications above are all organisation-controllable variables. However, there are also variables that organisations can only influence. For instance, the organisation can provide an environment to bring family members as participants in the OID process. By participating in OID activities, family members can interpret what the organisation looks like, make evaluations, and provide feedback to employees. Family members' perception and impression of the organisation will influence employees' sensemaking in terms of OI.

Although individuals' internal processes such as how they interpret, enact and construct their self-concept of OI were not investigated here as it is out of the control of the organisation, the current study was able to testify to the effectiveness of the OID strategy with the OID surveys conducted. The theoretical implications explored led to the identification of some key variables that supplement and integrate with the process model of identification (Ashforth, Harrison & Corley 2008) to generate an effective strategy for OID. Figure 5.7 shows an integrated process model of identification. For a clearer visual expression, a horizontally transverse view has been adopted from the original model.

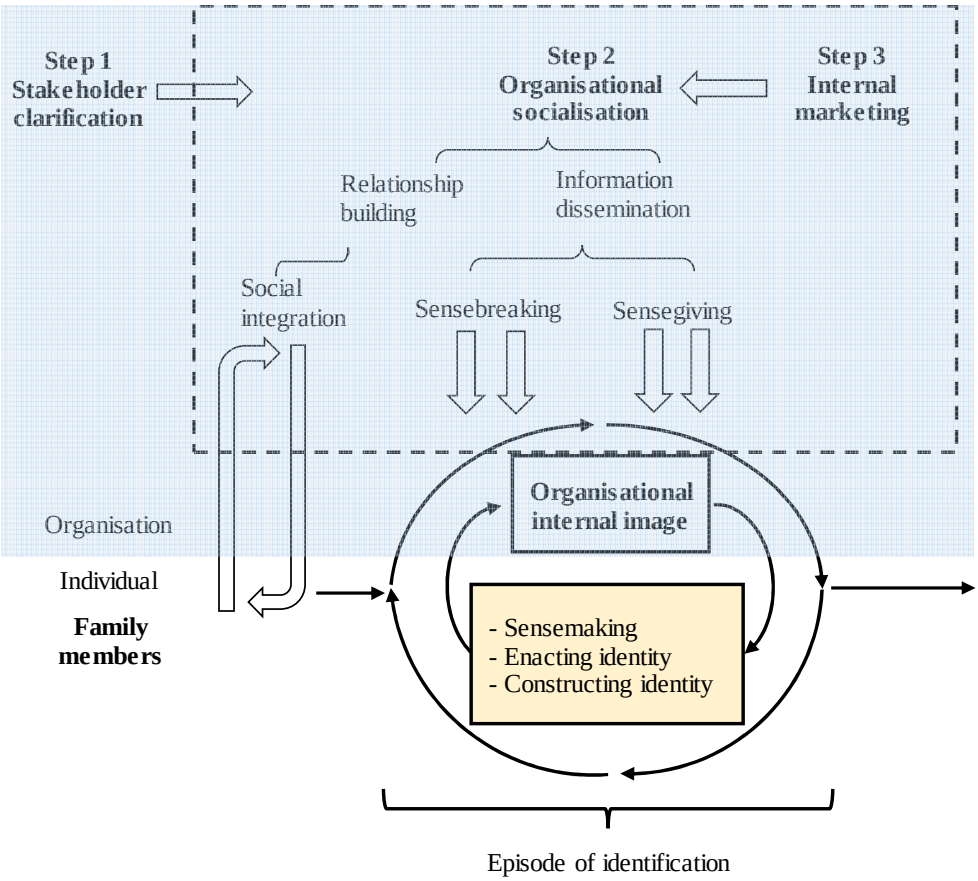

Figure 5.7: An integrated process model of identification.

Source: Adapted from Ashforth, Harrison and Corley's (2008, p. 341) process model of identification.

5.2.5 Theoretical Implications

As illustrated by figure 5.7, the current study concludes with a revision of the process model of identification (Ashforth, Harrison & Corley 2008). Additional variables of organisational socialisation, internal marketing and organisational internal image have been added to the process model and provide a more complete theoretical model. This revised model will enable organisations to apply it in the course of OID.

The process model of identification (Ashforth, Harrison & Corley 2008) shows an initial explanatory model that may lead to employees' OID through continuous and consequential cycles of identification actions. Although the process model provides a framework for OID application, no organisation has so far applied the model in their

OID process as the model is considered speculative (Ashforth, Harrison & Corley 2008). As such, the model is not able to be validated through application. The lack of application is possibly because the model is preliminary, incomplete and too general to be practically adopted. Some variables that can have moderating effects on the model can also be overlooked or misinterpreted. The current study explored the missing puzzles (theoretical implications) that built the completeness of the process model by applying it in a real-life situation (practical implications) that helped to validate the robustness and practicability of the model. The following sections highlight the theoretical implications that converge to create an expanded process model of identification.

5.2.5.1 Stakeholders' Clarification as an Independent Variable of OID

The process model of identification (Ashforth, Harrison & Corley 2008) or OID cannot be studied without a clear understanding of the stakeholders involved. The concept of the stakeholder was first introduced in stakeholder theory by Freeman (1984), who proposed that stakeholders are the parties who hold legitimate interests and participate in important decision making. This definition deviates from the traditional view that only the shareholders or owners who invest money have an interest in an organisation. Since then, the term stakeholder has become widely used in organisational studies. More specifically, T. M. Jones (1995) describes a stakeholder as an individual or group of individuals such as employees, supervisors, managers, customers and suppliers who have certain interests vested in the organisation (Donaldson & Preston 1995). The concept of stakeholders has been linked with OID by Scott and Lane (2000), who suggest managers should assess stakeholders' relative power and ability in the OI construction process. Nonetheless, the process model of identification introduced by Ashforth, Harrison and Corley (2008) and other OID studies still contain unresolved issues as to who actually are the stakeholders involved in the OID process and what their roles are. Although these kind of questions are not new to organisational studies, it is worthwhile to look into a method that can clarify and manage stakeholders in order to facilitate organisational projects.

The process model of identification introduced by Ashforth, Harrison and Corley (2008) emphasises the ongoing interplay between organisation and individual during the whole OID process. Individuals are expected to incorporate the organisation's attributes into their sense of self. These individuals, though not clearly explained, are presumably every individual employee of the organisation. Instead of providing an answer, this assumption generates more queries, such as whether OID strategy generally applies to all employees, who vary in tenure and position within the organisation, and whether individual employees have different roles to play in the OID process. These queries have to be clarified and understood by the management of the organisation in order to make sure the OID actions are targeting the right individuals. It is therefore necessary to have a better understanding of who these individuals are and their respective characteristics.

Similar to other studies (Freeman 1984; Ulrich, W 2000; Clarkson 1995; Szwajkowski 2000; Welch & Jackson 2007; Korschun 2015), the current study considers stakeholder clarification as an independent variable in OID. However, the observations from the key findings not only infer the importance of stakeholder clarification, but also suggest that stakeholders should be assessed for their capability to influence others in the OID process so that they can be appropriately grouped together and managed. These key findings fill the knowledge gap by resolving how stakeholder clarification and management works in organisational projects like OID.

Until now, theory and research on OID have suggested that only organisation members are considered as the stakeholders or target audience and that an organisation and its management should be targeted in developing their OID strategy (Corley, Cochran & Comstock 2001; Hill & Rapp 2014; Scott & Lane 2000). The current study brings in a new dimension and adopts a broader view by expanding stakeholders to include anyone who has an interest in the OID process, such as the family members of the employees. This new view brings in the indirect and non-business-related parties into the OID process. In fact, these new stakeholders can be active OID actors. However, their involvement and participation were unfortunately neglected in past OID studies perhaps because most of the OID studies are conducted in Western societies, which stress individual independence and self-autonomy (Eisen et al. 2016), in contrast to Asian societies, which demand cohesiveness and consider

individuals as part of a bigger family. Studies have found that Chinese societies have a distinctive family orientation and family members can influence each other in almost every area in life (Farh, Earley & Lin 1997; Zhang, M, Li & Foley 2014). Similarly, family influence on individual's career preparation and development is significant in Korea (Kim, SY, Ahn & Fouad 2015).

As discussed above, stakeholders are categorised in different ways according to different scenarios and applications. However, these categorisation schemes of stakeholders may be insufficient or even inapplicable to actual stakeholder clarification in the OID process. All categorisation schemes start with the stakeholders' contribution and role in the OID process (Achterkamp & Vos 2007). The current study adopted a more fundamental view on how stakeholders contribute and what makes them eligible for a role in the process. OID is developed through multiple and interactive interactions between stakeholders (Ackermann & Eden 2011; Korschun 2015; Scott & Lane 2000). Owing to the formal and informal power and relationship of the stakeholders, the response of one stakeholder towards an organisational action can easily generate a profound influence on other stakeholders (Bundy, Shropshire & Buchholtz 2013; Cross & Prusak 2002). In pursuing these stakeholders' characteristics in OID, the current study argues that stakeholders are best categorised in terms of their ability to influence and be influenced.

The categorisation adopted by the current study looks similar to Clarkson's (1995, p. 107) definition of secondary stakeholder as 'those who influence or affect, or are influenced or affected by, the corporation'. However, it also differs fundamentally with Clarkson's (1995, p. 107) viewpoint that secondary stakeholders 'are those who are not engaged in transactions with the corporation and are not essential for its survival', such as banks, insurance companies or government authorities (Mainardes, Alves & Raposo 2011). The current study considers stakeholders to carry much heavier weight. Stakeholders are in fact essential parties in the OID process owing to their influential power. More specifically, the categorisation of stakeholders is appropriately represented by their capacity to influence others and to be influenced by others. By understanding these influential powers, an organisation can mobilise and nominate stakeholders to take up roles that can contribute the most to OID.

Besides refining the meaning of stakeholders at a conceptual level, the current study brings forward stakeholder clarification in OID by defining stakeholders at a practical level to demonstrate their order and level of participation in the OID process. Scott and Lane (2000) claim stakeholders' participation can be active or passive, while Hendry (2001) suggests three progressive levels of stakeholder participation: moderate, intermediary and demanding. Research also suggests that salient stakeholders are likely to have greater power and act as the drivers of organisational projects (Kok et al. 2015). Viewing OID as an evolutionary process, the current study proposes that stakeholders' participation should be sequential, incremental and purposeful. As such, stakeholders are classified as:

- First tier – first OID group to be established, acts as centre, driver, resources controller and management arm of the OID process
- Second tier – group to be established after first tier, acts as strategy planner, implementer, feedback collector and execution arm of the OID process

The classification of stakeholders in terms of first and second tiers denotes the phased formation of these OID actors' groups, their level of participation, and their key roles and responsibilities in the OID process. This practical stakeholders' classification provides a hint for organisations to decide how and when different stakeholders are to be involved and what roles are to be nominated to them during the OID process.

5.2.5.2 Family Members as Key External Variable

Based on the categorisation of stakeholders as discussed in Section 5.2.4.1, the current study sought stakeholder clarification by whether the stakeholders can influence or be influenced. Surprisingly, employees' family members were found to exert a high influence on the respective employees and together with employees' supervisors and co-workers, were the three stakeholders who had the highest influential capability (see Figure 4.2). This categorisation brings in employees' family members as a key external variable in the OID process. By doing so, the traditional view of developing OID through a business- and work-related relationship came to be extended to non-business- or non-work-related partners who can possibly

exert influence on individual employees' attitudes towards their work and organisation.

In fact, family members' influence on individuals has been studied at length. Research in social psychology shows that individuals' attitudes towards work are largely influenced by parents and other family members starting from their infancy and continuing all the way throughout their work life (Jablin & Putnam 2000; Kramer, MW 2010). These influences come from the day-to-day social exchange among family members. Family members can either encourage or discourage individuals to pursue certain occupations or encourage or even pressure individuals to work in certain organisations (Levine, KJ & Hoffner 2006).

Despite the critical influences that family members can exert on individuals' work and related matters, most organisational studies in the context of family relate to the differences between family and non-family business, and the influence of family members on their family business (Barontini & Caprio 2006; Chrisman et al. 2012; Dyer 2006). Apart from these studies, family members have never been considered to be stakeholders in the OID process and their roles in OID have not been understood and assessed. The current study brings in a new lens by viewing family members as an external variable on OID. The implication of their importance in OID may vary according to different cultures and races. However, one potential direction for future research is to explore the differences between Asian and Western cultures in terms of family members' influences on employees' OID.

Family members as an external variable creates a more complex, interactive relationship with employees and the organisation, as they are neither business nor work related and therefore not able to have day-to-day interactions with the organisation. In fact, most OID studies focus on the dual interactions between manager-stakeholder (Albert, Ashforth & Dutton 2000; Heaphy & Dutton 2008; Scott & Lane 2000), manager-subordinate (Sluss & Ashforth 2008), leader-member (Katrinli et al. 2008; van Knippenberg, D et al. 2004) and employee-organisation (Cropanzano & Mitchell 2005). Some other OID studies also consider customers, competitors and suppliers to influence employees' OID (Carmeli, Gilat & Weisberg 2006; Dutton, Dukerich & Harquail 1994).

All these studies were grounded in the concept that the stakeholders who are involved in the interaction that led to OID are either business- and work-related partners with hierarchical differences, or considered insiders of the organisation. Therefore, the incorporation of family members in the OID process would mean a new interaction format between family members-employee-organisation. This format differs from the traditional dual interaction that it is not direct, day-to-day, hierarchical, multi-channeled communication. The current study suggests this three-way interactive relationship can start with social networking that becomes more handy and popular owing to the leap frog development of communication technology, including the application of new communication channels and media such as social media. These communication applications allow relationships and interactions to be established between multiple parties in a speedy manner. Therefore, the current study argues that the traditional dyadic and hierarchical relationship in the OID process should be extended to a multiple interactive relationship among multiple stakeholders such as the one between family members-employee-organisation.

The multiple interactive relationship has helped the socialisation process in which an organisation attempts to change or influence individuals to meet its requirements and needs (Jablin & Putnam 2000). Socialisation, also referred to as organisational socialisation, has been considered an effective human resource practice that leads to positive organisational performance (Combs et al. 2006; Jiang et al. 2012; Posthuma et al. 2013) and OID (Hayashi 2013). The following section discusses why organisational socialisation is considered an OID driver for employees.

5.2.4.3 Organisational Socialisation as an OID Driver for Organisation Newcomers and Veterans

Organisational socialisation refers to the lifelong process of inheriting and disseminating information to individual employees by the organisation. Socialisation allows individuals to acquire skills and knowledge, and socialise with other working partners to attain continuity with the organisation (Clausen 1968; Wanberg 2012). In fact, the organisational socialisation process involves not only the dissemination of information, but the organisation has to collect feedback as well (Ashforth & Sluss

1996). To enhance an organisation-driven socialisation process, multiple interactive relationships have to be established through social integration so that everyone involved is socially bonded together as part of a society. Social integration enhances a favourable environment to facilitate the interactive process between individual and the organisation (Gruman, Saks & Zweig 2006). Practically, organisational socialisation is a managerial intervention so that organisational values, ideologies and cultures are instilled into the mindset of employees (Wiener 1988). Organisational socialisation is a process of intensive learning, and allows individuals to clarify queries, and to build networks and relationships. In OID studies, organisational socialisation is a practice composed of sensebreaking and sensegiving (Ashforth, Harrison & Sluss 2014) as an information dissemination mechanism. The current study emphasises also the social integration component of organisational socialisation as providing a favourable infrastructure for information dissemination.

Most OID studies on organisational socialisation investigate how newcomers become socialised so that they become engaged with the organisation (Allen, NJ & Meyer 1990; Anakwe & Greenhaus 1999; Bauer & Erdogan 2014). In fact, socialisation is a continuous process applicable to newcomers and veterans, as both are actively developing their OID through their learning and evaluation of the organisation (Ashforth, Sluss & Harrison 2007). Unfortunately, to the best understanding of the researcher, research on the notion of organisational socialisation that links with existing employees is sparse. The current study therefore suggests that organisational socialisation shares equal importance for both newcomers and veterans as an OID driver. It contributes to this area by investigating the effectiveness of an organisational socialisation process towards the existing employees instead of just linking socialisation with the newcomers in the OID process.

Why is organisational socialisation important to existing employees? First, organisational socialisation continuously and regularly updates existing employees with necessary information arising from the organisational changes in response to the external and internal environment. Second, organisational socialisation may disseminate organisational information that is unknown to existing employees owing to their variance in tenure and experience. Third, organisational socialisation serves to facilitate information exchange with all employees on the change of organisational

directions and strategies. Last but not the least, organisational socialisation helps employees' build relationships that expand their communication networks.

Then, why can organisational socialisation be an OID driver? Organisational socialisation is the process systematically planned and driven by an organisation in order to influence and change individual perception on OI according to the needs of the organisation (Kramer, MW 2010; Saks & Gruman 2014). Though socialisation does not necessarily lead to the individual's internalisation of organisation values and philosophy as their own to reach OID (Cable, Gino & Staats 2013; Cable & Parsons 2001), organisational socialisation is in itself an effective process for employees to acquire knowledge about the organisation's history, values, culture and practices. With the continuous interactive process between individual and organisation by means of organisational socialisation, individuals are able to attain 'learning-by-experiencing' the attributes linking to and 'constructing-by-interpreting' the meanings associated with the observed OI. In this way individuals that acquire this knowledge and experience about the organisation can later internalise this knowledge and gradually develop OID.

Ashforth, Harrison and Sluss (2014) supplement the process model of identification (Ashforth, Harrison & Corley 2008) and propose the interaction of socialisation and identity over time would strengthen newcomers' identification with the organisation. The current study brings forward the argument of socialisation as a driver of OID for newcomers (Ashforth, Harrison & Sluss 2014) and to cover the existing employees including those veterans who have associated with an organisation for a long time. Organisational socialisation as an OID driver thus further articulates the process model of identification with a broader application to include apparently every individual inside or outside the organisation.

The current study considers organisational socialisation as a practice to drive OID through sensebreaking and sensegiving. It is built on the notion of nested identities (Ashforth, Harrison & Corley 2008) that individuals have different levels of identities ranging from the lower one as members in a work unit to the higher level identities in an organisation. Individuals tend to have a stronger identification with a lower-level group than a higher-order one (Lange, Boivie & Westphal 2015;

Meisenbach & Kramer 2014; Vough 2012). Therefore, lower order identities are considered more salient and likely to exert a significant impact on an individual's affection, cognition and evaluation. This suggests the tactics of organisational socialisation have to be developed from the lower level such as workgroups and extended to a higher level such as a department or division, and ultimately to cover the whole organisation. To ensure the lower-level identities are nested with the high one (i.e. the OI), the lower-level values and norms have to be consistent with the organisation. This consistency in lower- and higher-level identities can only be fulfilled for a socialisation process planned and driven by the organisation. as suggested by the current study.

5.2.4.4 Organisation Internal Image as the Outcome of Sensebreaking and Sensegiving

The above section suggests organisational socialisation as an effective process for employees to acquire knowledge of the organisation's history, values, culture and practices. This knowledge helps to present a cognitive image that best describes an organisation. Dutton, Dukerich and Harquail (1994) consider that there are two types of organisational images. One is based on members' beliefs of how outsiders view their organisation and is called the construed external image (Ashforth, Harrison & Corley 2008; Ashforth, Rogers & Corley 2011; Cian & Cervai 2014; Dutton & Dukerich 1991; Fuller, Hester et al. 2006; Gioia, Schultz & Corley 2000; Myers et al. 2016; Scott & Lane 2000). The other is based on what organisational members believe to be distinctive, central and enduring to represent their organisation and is referred to as OI by Dutton, Dukerich and Harquail (1994).

Both of these two types of organisational image are supposed to provide inter-organisational and intra-organisational information or cues that generate cognitive knowledge of members' understanding of their OI (Lam, LW, Liu & Loi 2016). As such, these images have some common characteristics with both generating cognitive connections between members and the organisation, as the desired image of the organisation and are to a certain extent able to be manipulated by the organisation. These characteristics are basically organisation-centric and differ from an OI that

represents an individual-centric members' self-concept of what are central, distinctive and enduring about an organisation (Albert & Whetten 1985).

The current study finds the need to distinguish the OI from the organisational internal image that is desired and driven by the organisation with its members as target audience. Organisational members trace the identity cues (Ashforth & Schinoff 2016) from the organisational internal image, comparing them with what they perceive to represent their organisation, and thereafter confirm the OI.

Ashforth, Harrison and Corley (2008) also considered identity cues as enacting OI through sensegiving. Sensegiving provides information with affective and cognitive impetus so that individuals can enact with a given identity. This identity is considered temporary such that individuals can compare and confirm with their own self construct of what the OI should look like. The current study considers this temporary identity to be the organisational internal image, and is the outcome of sensegiving. In essence, sensegiving communicates all organisation attributes and provides meanings to them to demonstrate what the organisation should look like. This organisational image provides a reference for individual employees to craft their organisation-based identity. However, the organisational internal image can also present a desired new identity for the organisation looking for individuals' abandonment of the old OI already in their mindset. This new justification process involves the destruction of the old OI and is referred to as sensebreaking (Giuliani 2016; Pratt 2000). Organisational internal image therefore serves as the outcome of both sensebreaking and sensegiving in the OID process.

This internal image is constructed by an organisation through various processes, events and activities. The organisation influences employees' identification with it by promoting an attractive organisation-desired image that looks impressive to stakeholders. This image construction process is viewed as organisational impression management by Scott and Lane (2000). Studies show that organisational image has to be attractive, legitimate and reputable (Scott & Lane 2000). This impression management process is continuous as the construction of the internal image is an evolutionary process conceptualising how an organisation relates with its environment over time (Rodrigues & Krishnamurthy 2016). The current study

delineates the linkage between organisational internal image and employees' perceived OI, seeking a congruence between the two.

The current study proposes that the internal image formulated and driven by the organisation should have an affective and cognitive nature that is appealing and acceptable to its members. First, the management has to consider the different needs and interests of the organisation's members so that messages communicated can be more receptive. Second, the organisational image should truly reflect what the organisation stands for. Third, the image should appeal to members emotionally so that members can positively associate with the organisation. Last but not least, the organisational image should show the desired future stages of the organisation so that members can anticipate what the OI should look like in the future.

Members develop OID by their interpretation of OI through continuous learning and assessment of their organisation. They compare the OI with their own identity and assess the degree of overlap between the two. A higher degree of overlap usually means a stronger OID and employees' motivation to stay with an organisation. Employees also compare the current OI with their expected OI to judge whether the organisation can meet their need for self-esteem (Ashforth & Mael 1989; Rathi & Lee 2015). The current study confirms the importance of an internally formulated organisational image as an outcome of sensebreaking and sensegiving, which presents the desired OI and the underlying rationales to support this new identity. The internal image serves as a reference for members to develop their own self-concept of the OI. Most OID studies consider internal communication as a tool to promote organisational images or OI (Kreiner et al. 2015; Tkalac Verčič, Verčič & Sriramesh 2012; Zellweger et al. 2013).

The current study considers communication to be only part of the overall internal marketing strategy that helps to effectively formulate and promote its organisational image. Internal communication differs from external communication as the latter only focuses on information transmission. In contrast, internal marketing is a comprehensive approach by establishing objectives, identifies target market or audience, designs the main theme to be marketed, develops communication tactics, collects feedback and so forth.

5.2.4.5 Internal Marketing as a Management Tool to Promote Organisational Internal Image

Internal marketing differs from both organisational socialisation and organisational image. Organisational socialisation describes the practice of an organisation to create employees' assimilation by building social relationships and disseminating organisational information. Internal marketing is the management tool providing a systematic or perhaps step-by step-procedure to identify target audiences, establish networks, formulate and communicate organisational information, and evaluate the results. As such, internal communication is one of the various procedures of internal marketing. Organisational image, however, is the outcome of the internal marketing. For instance, organisational sustainability relies on continuous product and process innovation (concept), and research and development are meant to generate new product and process (management tool), which ends up in the design and introduction of a new product or process (outcome). This section describes how internal marketing is referred to as a management tool to promote organisational image.

As discussed in Section 5.2.4.1, the OID process treats organisation members as the focal members or target audiences, whereas, the organisation's internal image is to be formulated and promoted to meet the interests and needs of these members. Therefore, an organisation has to adopt a systematic and effective way to formulate and promote its internal image to its members in order to encourage OID. Many OID studies have confirmed how communication can generate a powerful influence on employees' OID (Nakra 2006; Reed, Goolsby & Johnston 2016; Smidts, Pruyn & Van Riel 2001), and Ashforth, Harrison and Corley (2008) even consider that sensebreaking, sensegiving and sensemaking processes in the process model of identification solely rely on effective internal and external communications. The current study supports internal communication as an important management tool in the OID process. Nevertheless, it considers internal communication to be even more effective when managed as part of the overall internal marketing strategy.

An internal marketing approach treats employees as internal customers. It is a selling process to employees so that they can internalise a set of organisation values or attributes that can ultimately change their individual attitudes, behaviours and beliefs (Varey & Lewis 2000). In order to influence an employees' mindset towards OI, an organisation has to adopt a marketing-like approach and apply marketing-like events and activities internally so that the internal market of employees is persuaded to accept the organisation's initiatives (Ferdous, Herington & Merrilees 2013; Rafiq & Ahmed 1993). Internal marketing helps to create an internal image moulded around the vision, values and culture to enable the organisation to achieve a unique identity distinguished from any other organisations.

Internal marketing differs from internal communication, with the latter being considered as a management tool that deals with exchange of information through multiple channels in order to generate common and desired understanding and behaviours within an organisation (Tkalac Verčič, Verčič & Sriramesh 2012). Internal communication can only be considered as one of the six planning steps in developing an internal marketing plan (Reynoso & Moores 1996), whereas internal marketing is a total strategy the aligns every aspect of an organisation to ensure the organisational image reflects the organisation's vision, values and goals and is communicated via multiple channels to the target audience. Internal marketing efforts also aim to create organisational changes (Backhaus & Tikoo 2004), such as a rebuild of OI. Therefore, the introduction of the theory of internal marketing to OID research by the current study is a comprehensive approach compared to the traditional view of relying on effective organisation communications to promote organisational internal image and enhance employees' OID.

5.2.4.6 Top-down, Bottom-up and Network Communications as an Information Exchange Strategy

Nearly every OID study emphasises organisational communication as the determinant of OID (Bartels et al. 2010). Organisational communication can be described in various ways such as the hierarchical position of the sender and receiver, the informal and formal nature of the channels, and the direction of communication (Miller 2014; Postmes, Tanis & De Wit 2001; Smidts, Pruyn & Van

Riel 2001). Ashforth, Harrison and Corley (2008) address communication in OID by identifying the direction of communication. Their process model of identification focuses on identification as both a top-down process with the organisation driving individual change and a bottom-up process where individuals can query and provide feedback to be addressed.

The current study agrees with the process model of identification (Ashforth, Harrison & Corley 2008) that a top-down communication strategy needs to be developed to achieve sensebreaking and sensegiving, while bottom-up communication is meant for sensemaking. However, the application of communication theory is more complex than the oversimplified interpretation of communication as just vertically happening in the OID process. The current study found organisation communication in real life can also occur in interconnected and overlapping networks. In essence, a network communication format adds to the vertical top-down, bottom-up and horizontal communication to form a comprehensive information exchange strategy in the OID process.

Both vertical top-down and bottom-up communication are hierarchical in nature, with information exchange up and the down the hierarchy likely between manager or supervisor and subordinates. Conversely, horizontal communication refers to communication between peers in the same hierarchy (Bartel et al. 2010; Miscenko & Day 2015). This hierarchical communication format is reasonably effective for those individuals working within an organisation. However, the inclusion of non-business or non-work stakeholders like family members of employees as a communication target will make these communication formats void. There is a need to adopt a multidimensional and boundary-crossing communication format. Practically, this multidimensional communication adopts less traditional media such as reports, meetings, workshops and interviews, and tends to use social media to generate a network type of communication.

In order to achieve a successful network of communication, the current study suggests that individual ties have to be established horizontally (across divisions or departments), vertically (across hierarchies) and across boundaries (across non-business or non-work related boundaries). This boundary crossing enables

individuals to form a network that facilitates prompt and vibrant channels of communication. As such, the traditional top-down and bottom-up communication format together with network communication form an effective information exchange strategy for OID.

5.2.6 Practical Implications

The current study provides practical implications for the management of OID and offers some applicable tools and procedures for those organisations engaging in an OID exercise. These applicable tools and procedures are closely linked with the theoretical implications as discussed in Section 5.2.4 to form the integrated model (Figure 5.7) that supplements the completeness of the process model of identification (Ashforth, Harrison & Corley 2008).

As depicted in Figure 5.7, step 1 calls for stakeholder clarification as the prerequisite for any OID actions to be executed. Stakeholders are categorised as those who can influence and be influenced. These two criteria are adopted as the baseline to review the portfolio of the possible stakeholders involved in the OID process. The current study suggests a stakeholders' portfolio analysis (see Section 4.2.1) needs to be done in a systematic way. A relationship matrix (Figure 4.2) can be constructed by plotting stakeholders into one of the nine quadrants according to their capacity to exert influence on their colleagues and their capacity to be influenced by the organisation. Once the capacity of influence of different stakeholders is clear, the management can figure out how stakeholders can be drawn to form dedicated OID work teams or structure (see Section 4.2.2). Both the stakeholders' portfolio analysis and the formation of a dedicated OID work structure have to be completed before the commencement of any OID actions.

Organisational socialisation as step 2 in the integrated model (Figure 5.7) emerges in the OID action cycles. It establishes networks of communication through social integration so that information can be exchanged through these networks. The current study finds a centrally expanded network (Figure 4.8) with: 1) the organisational leader at the centre, who drives the OID strategy and extends the OID network, 2) the management arm that oversees the OID strategy, 3) the execution

arm that implements OID actions and collects feedback, 4) the boundary-crossing social groups that link employees from different disciplines, 5) the organisational employees who have a share in the OID process, and 6) the family members of the employees who exert a strong influence on employees' attitudes and behaviours.

The internal marketing strategy as in step 3 emphasises the importance of employees as internal customers and target audiences for organisation communication. The current study suggests communication is more effective in multidimensional channels including top-down, bottom-up and cross-boundary networks. Moreover, supportive and positive language adopted in communication results in better reception and is therefore more effective in building affection and cognition. The current study suggests story telling is a good communication tool, as a smart and interesting story can persuade, influence, inspire and teach audiences.

Internal marketing as a management tool creates and enforces an internal image through a series of marketing actions. The attributes presented by this internal image provide the identity cues for individuals to justify their self-concept of the OI. Therefore, it is necessary to collect feedback from organisation members in order to evaluate the effectiveness of strategies on stakeholder clarification, organisational socialisation, internal marketing and internal image. The current study finds the six items measures on OID perception proposed by Ashforth and Mael (1989) to be a simple and easy-to-understand method with which employees are willing to engage. The feedback collection and evaluation process formed an irreplaceable procedure to verify the success of the OID strategy.

The practical implications corresponding to the integrated process model of identification (Ashforth, Harrison & Corley 2008) is illustrated in Figure 5.8.

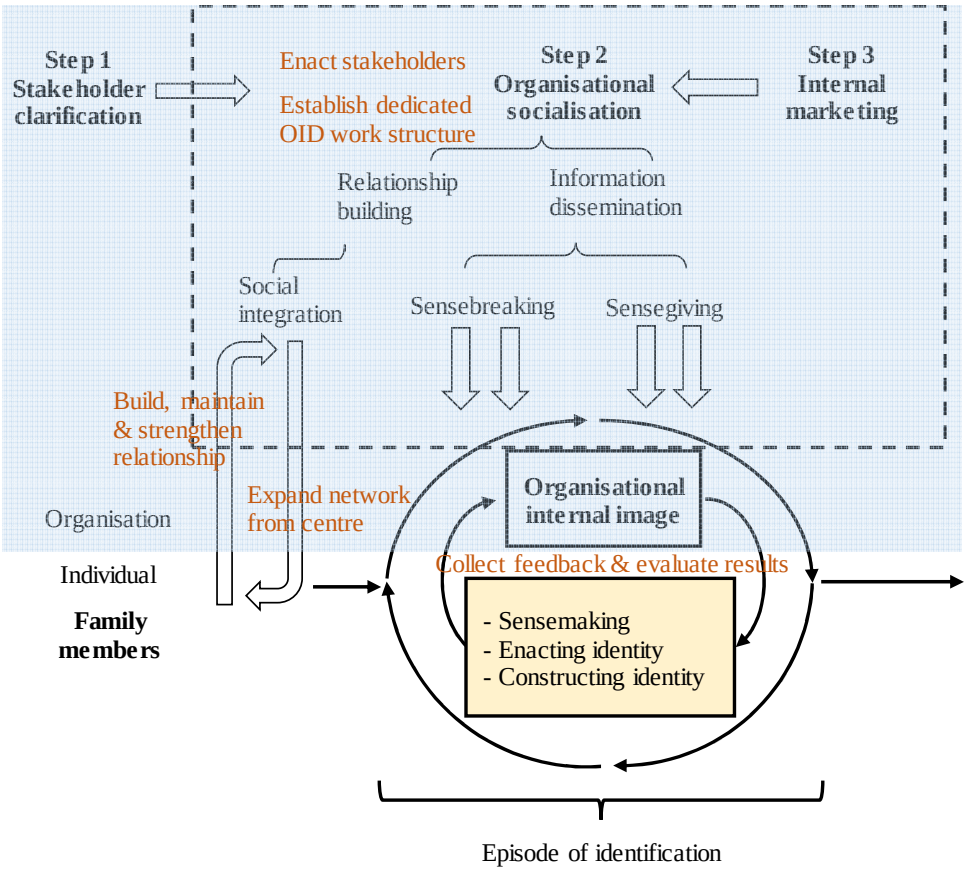

Figure 5.8: An illustration on practical and theoretical implications.

Figure 5.8 presents the additions to the integrated process model of identification (as in Figure 5.7) and provides practical procedures and tools in each of the four steps to serve not merely as a conceptual framework but as a practical strategy for those organisations striving for OID.

5.3 Limitations

Although the OID strategy in this study was developed from abundant data collected over four years, there are also limitations and constraints. This section reviews these limitations, which are areas for future research.

AR as a methodology for qualitative research is always criticised for lacking academic rigour, as its tools and techniques are considered inadequate by positive scientific researchers (Cunningham 1993). AR is not considered a robust research

framework by mainstream positivists. However, there are also opposing views that defend AR as an effective and useful tool in social situations (Lewin 1948) and organisation intervention processes (Watkins & Marsick 1997).

The current study finds AR to be an appropriate and effective methodology for a longitudinal study on organisations undergoing change because it is so flexible and responsive to this ever-changing situation in the workplace. Chapter 3 has adequately justified the adoption of AR as a sound methodology for the current study. Furthermore, the questionnaire surveys conducted before and after each of the AR spirals provided a set of quantitative data that help to validate the AR findings.

Owing to the abundance of data collected from the 44-month AR period, the selection of which data to include was based on the researcher's subjective judgement. Having said that, the data were selected if they were able to provide information on the inputs, outputs and process of the OID. Specifically, the data included meeting minutes of the SC and TF, records of communication meetings and workshops, OID questionnaire surveys, analysis and result reports. Not all knowledge generated in the current study has been included in this thesis. Only new knowledge and variables that can possibly supplement, clarify or justify the process model of identification (Ashforth, Harrison & Corley 2008) were considered relevant and significant for OID research and thus included in this thesis. This new knowledge aims to provide a new understanding and viewpoint of Ashforth, Harrison and Corley's (2008) process model of identification, and the inputs, outputs and process of OID. Information relating to other disciplines such as human resources management and organisational culture has been omitted. Therefore, the thesis only contributes to the study of OID and does not address meta-issues related to the broader scope of organisational development and change.

The longitudinal nature of AR means that data were collected and solutions to RQs were generated at no fixed point in time. There exists a major limitation of deciding what and when the data are collected. For instance, the inconsistency of constructs designed for the questionnaires to assess communication media and relationship-building strategies in the second and third surveys, as discussed in Section 4.3.6.4, make the results of the two surveys hardly comparable as the questions asked in the

two questionnaires were not exactly the same. As such, the respondents might interpret these two sets of questions differently. This presents a major problem when the AR progresses, as data or information that appear to be important and relevant in a later stage are not collected. Therefore, information considered to be ambiguous or incomplete can only be omitted.

Furthermore, the selection of a single organisation has two constraints. Firstly, the homogeneous nature of organisational members may offer a bias in their responses to the quantitative surveys. Although the sample collected apparently covered almost the total population of the organisation, it is nevertheless important to replicate the present findings in more diverse organisations. Secondly, the single organisation in the current study may not represent organisations at large and the researcher's dual role as management of the organisation may generate bias. Though logical queries may be raised to challenge these two limitations, justifications have been provided in Chapter 2 to reiterate that the case organisation is typical enough to have a broad representation, as it is a multinational corporation with more than 100 years of history and a major player in the industry. The discussion in Chapter 2 also addresses the benefits of the dual role of researcher and insider. As the success of AR relies on data collection during the study, the researcher's senior position in the case organisation enabled access to data and information necessary for the current study.

Nonetheless, managing the dual roles as the researcher and insider of the case organisation created some challenges. My foremost and critical challenge was to maintain closeness with the organisation in order to access relevant information yet at the same time keep a distance so that objective analysis and judgement could be made. As an insider who has worked for the case organisation for the last 30 years and currently holds a senior management position, I had a thorough understanding and knowledge of the people and organisation prior to the research. This was potentially beneficial because I could proceed with research that could synchronise with the cultures, norms, politics, and human dynamics. However, it also generated a disadvantage because being part of the organisation's culture and structure, it is not easy for me to isolate myself from the system and provide objective evaluation and critique. Being too close to the data and information, there may be situations where I

have made the wrong assumption without seeking further inputs from other stakeholders.

For instance, membership of TF was meant to be voluntary. I assumed every member joined the TF according to their own will. However, at the start of second AR spiral, a new member expressed that he was instructed by his supervisor to join the TF to replace an old member who had to pick up new responsibility. The situation astonished me as voluntary membership should have been taken for granted. Fortunately, the said new member showed his eagerness to join the TF after he understood the objective and responsibilities of the group. Being aware of the limitation arising from insider's pre-understanding of the organisation that generates inappropriate assumptions and bias, an insider researcher has to be humble enough to probe as much as what an outsider would do in order to thoroughly access information critical to the research.

The above limitations may have caused a certain degree of information distortion and insufficiencies, but with cautious selection and interpretation of information and data, the knowledge generated is expected to fulfil academic rigour.

5.4 Conclusion

By means of the AR conducted in KHK that resulted in a progressive development of employees' OID, the current study has been able to explain why some managerial practices are more effective in transforming OI and developing OID. The main argument is that an organisation needs to identify the focal members among all stakeholders, and build and maintain positive employee relationships to gain affective legitimacy through social integration so that there will be less resistance to any changes that the organisation may put forward. Gaining cognitive legitimacy can be improved by communicating and promoting the organisation's current and desired image that truly presents the past, present and future. I refer to these managerial practices as an integrated set of strategies. The current study resulted in a recommended set of actions to deliver an effective OID strategy that adds to the earlier process model of identification (Ashforth, Harrison & Corley 2008) and

provides a practical framework for any organisation undergoing an OID process. The current study has also highlighted the involvement of family members in OID, as a key potential difference in the OID strategy between Asian and Western cultures.

5.4.1 Fulfilment of Research Aims

The AR conducted in the current study achieved two outcomes. The first outcome is the contribution to new knowledge including further clarification of organisation-individual relationship and interaction, the need to develop dedicated OID work structures with overlapping members in different groups to ensure nested identity can be promoted, and the building of an organisational internal image as reference for organisational members' perceived OI. The second outcome is to provide a practical set of steps to guide other organisations in this process.

The 44-month longitudinal study on the case organisation enabled an in-depth examination of the processes and actions that can build OID by means of sensebreaking, sensegiving and sensemaking during two AR spirals. The current study challenges the idea that the dyadic relationship between organisation and individuals or between managers and subordinates, which is adopted by most OID studies, is the norm. Rather, by linking individual, group and organisation and even members who are non-business and non-work related, the current study finds an effective OID process should adopt a broader approach to involve all employees at different levels and possibly outsiders at different times.

A top-down process is necessary within the organisation, especially at the beginning of every organisation change process. The initiation of an organisational change is better driven by the top management, as they have the authority and strength to drive changes. Once underway, the process will progress to the next stage with gradual involvement of stakeholders from other hierarchies to take up a more active role in driving OID. Though a dedicated OID structure is required with the figurehead of the organisation leading the management arm to manage, monitor and evaluate the OID process, there is also a need for an execution arm with members from the frontlines who are brought in to implement the OID strategy. These are the people who generally know the needs of the employees better than the management. OID may

thus be established and strengthened within these groups followed by an extension outwards to other groups and the organisation at large. Subsequent communication can then be extended further on from the initial hierarchical nature to a multidimensional mechanism through the boundary crossing networks established from the organisational socialisation actions.

Ashforth, Harrison and Corley's (2008) process model of identification, which was adopted for this study, is generally accepted as a theoretically sound OID approach. However, this model considers the organisation as a single and collective party driving OID. This investigation indicated that an organisation needs to be viewed as an entity composed of people assigned with various roles. In order to make the process model of identification practically applicable, the current study supplemented it by describing an organisation as a multi-tiered composition of several arms. If the process model of identification can be thought of as the storyline of a movie, the description of the organisation by the current study means the casting of the right actors so that the movie making no longer stays at the stage of just having an idea or broad storyline but emerges into the planning and processing stages. If the organisation is a human, then the leader is the heart that maintains the livelihood of the body, management is the brain that plans and commands, and the execution arm is the limb that acts.

As such, the conceptual expression of organisation in the process model has been expanded to provide all practical necessities that can function in the correct sequence during the OID process. Otherwise, the process model remains a framework with less precise concepts that are not totally understandable and impractical to implement. The multi-tiered composition in practice performs active roles in initiating, planning, managing, executing and evaluating the OID process. The multiple tiers of stakeholders and stakeholder groups allow a unity of command, a clarity of responsibility and a robust structure to support communication networks. More importantly, the current study found that employees' family members are one of the key influences on employees' OID, an aspect that has been overlooked by previous OID studies. Therefore, organisations should allocate resources to build relationships and offer OID-related communication with employees' family members.

A stakeholders' analysis conducted by placing the focal members of employees in a portfolio explores that customers may not necessarily influence employees' OID. This new knowledge reveals the fallacy of most OID studies in emphasising a construed external image as the predictor to enhancing OID. Instead of allocating resources to build an external image, the current study finds the building of an organisational internal image has a more effective, direct impact on employees' OID. A centrally planned internal marketing approach is proposed to build this image.

The completeness of the process model of identification has been enforced by a better representation of the organisation as the driver for OID. The addition of an organisational image as the outcome of sensebreaking and sensegiving helps employees to make references and comparisons with their perceived OI. Finally, an internal marketing approach enables the systematic planning and execution of sensebreaking and sensegiving. The current study therefore fulfils the second aim by contributing to the completeness of the process model of identification with a better representation of key variables, filling in missing variables and providing a guiding approach to existing variables.

The beauty of AR is that it tests change strategies in a real-life situation and at the same time provides practical solutions to problems. The current study proposes an effective OID strategy should have three elements: relationship crafting, a dedicated OID work structure with overlapped membership to enhance nested identification, and effective communication with an internal marketing approach so that an organisational image is built as a reference for members' perceived OI. During the crafting exercises, relationship matrices were developed as analytical tools to display the perceptual map of focal members. The tools were extended as guiding principles for OID tactics and resources prioritisation. As part of the OID strategy, they can be applied to organisations undergoing similar changes in OI and OID.

OID is a complex, continuous change process without a clear endpoint. It is therefore impractical to set a rigid destination and an OID strategy without possibility of detour. An effective OID strategy needs a continuous crafting mechanism that follows a systematic framework in order to cope with ever-changing situations. It should also have a clear and concrete direction to set OID actions on the right course.

AR is the only framework that can guide an organisation through change and at the same time be flexible enough to allow strategy detours.

In conclusion, the current study has fulfilled all the objectives and aims set forth at the start of this thesis. The AR achieved an additional goal by building a strong OID in the case organisation, confirmed by the results of the questionnaire surveys conducted during the AR spirals. Although the current study concluded with the compilation of this thesis, the AR is still ongoing with the case organisation because OID is a continuous strategy and learning exercise that contributes to the long-term success of an organisation.

The OID process in KHK seemed to have had great success as reflected by the improving results of the OID surveys year on year. There may be questions as to whether the same success can be achieved in other KONE companies that are geographically dispersed and culturally different. I had a face-to-face discussion in Hong Kong on 16 November 2015 with the Senior Vice President and Head of Quality responsible for global major projects for KONE Corporation. Both of these senior staff members from headquarters have been with KONE for more than 20 years at the headquarters in Finland. They have a thorough understanding of KONE's new OI that has been cascaded down to all subsidiaries since 2008. They considered that the new OI imposed by the HQ was well taken in Finland but was not so well received in other KONE subsidiaries. KONE has all the hardware of the cascading strategy including the communication video, PowerPoint presentation materials, workbook, and representatives assigned to execute the communication process, but the software was not totally in place. They considered a few factors have influenced the success of OID strategies in KONE's home country and other subsidiaries. I grouped their comments in the areas of 1) environment, highlighting differences in culture and history, 2) differences in presentation of the new OI owing to differences in languages and ease of understanding, 3) organisational leaders that performed different roles and responsibilities of the headquarters and the subsidiary, and 4) communication that involved differences in resources and tools allocated for information dissemination and exchange. Their comments are summarised in Table 5.1.

Table 5.1: Factors that Influence Successful OID Strategies in KHK Headquarters and Subsidiaries

Area	Success factors in Finland	Insufficiency in KONE's subsidiaries
Environment	KONE performed well in Finland and the European market and was well regarded as one of the world's best employers and innovative global organisations (meaning: staff has confidence in the new CEO who brought organisational success). A strong culture has been developed in the headquarters owing to the long history of KONE in Finland.	Subsidiaries placed priority on striving for ever-improving financial results in a highly competitive local market. A new OI did not seem to be a necessity in the eyes of staff in local companies. Cultural strength varied owing to local environments and the history of local companies.
The new OI	Well expressed and elaborated in Finnish. The new OI 'Must Win Battle' was not new terminology in Scandinavian countries and was not difficult to be understood. The new OI reflected the desired future of KONE in Finland.	Translated in local languages and might not totally represent the new OI. Too conceptual (The 'Must Win Battle' OI was not easily understood). The new OI did not reflect the immediate needs of local companies.
Leadership	The CEO who brought in the new OI was located at the headquarters and shared his vision with all senior staff regularly so the OI was understood and well taken. The CEO was totally committed to the new OI. Global communication division has been assigned to develop a cascading strategy and organise tools.	Subsidiary managers were requested to nominate a staff member as a coordinator to execute the cascading strategy and communication was organised by headquarters. Lack of commitment of the subsidiary managers and the management of local operations.
Communication	Very systematic and effective communication strategy and actions were carried out by the global communication division in charge of the cascading strategy.	The cascading and communication strategy (including tools such as video, PowerPoint and posters) had to follow headquarters. Lack of participation of local staff so cascading action became 'homework' with all necessary documents and meetings completed but with no or little effect to develop the new OI. No dedicated resources were allocated to execute the cascading strategy. Evaluation of cascading strategy relied on the yearly Employee Engagement Index survey.

The comments show the importance of 1) generating the need for change and 2) building the necessary environment for OID processes. Without exception, whenever subsidiaries are requested by the headquarters to meet the ever-increasing yearly targets, fulfil key performance indicators, control costs and grow faster than the market, these requests become the priorities and focus of subsidiary managers and organisational members. Systems and tools are set up for regular evaluations of whether the subsidiaries have lagged behind targets or not. It is therefore difficult to

convince organisational members that the headquarters' imposed new OI and the development of OID may become a dominating initiative and that this initiative contributes to the fulfilment of existing organisational targets. Organisational members may even see the allocation of resources to meet this new initiative on OI as hindering their achievement of the current organisational targets. Organisational members therefore may not support the headquarters' initiative wholeheartedly.

In order to make organisational members understand the importance of OI and OID, the building of OI and development of OID in the subsidiaries should carry the same or even heavier weight than the normal performance targets such as budget and performance indicators. Achievement and progress in this regard should be reported by the subsidiaries and evaluated by the headquarters on a regular basis similar to other performance indicators instead of relying on the yearly Employee Engagement Index survey. This regular evaluation process delivers a clear message of the need for change by both the headquarters and the subsidiaries. As such, they should both play an active role in these OI and OID processes.

The success of the current research in developing OID in the case organisation would mean a local success, but whether this strategy could contribute to the total success of the corporation and other subsidiaries is still unknown. Therefore, the application of the OID strategies to the headquarters and other subsidiaries could explore its broader applicability to other organisations.

Last but not least, the 44-month AR conducted in KHK denoted a critical personal journey for me. This is a journey of learning through practice and subsequent self-reflection. The journey began with my enrolment in the PhD program at UniSA at the end of 2010. Immediately after my research proposal was approved, I started studying OID in the organisation that I have worked for since 1984. As the director of the organisation and a practitioner in organisational management, I am used to relying on my experience and industrial knowhow to solve day-to-day problems. However, as a researcher, I had to leave my problem-solving approach and ask myself whether the problem could be addressed differently. To do this, AR provided me with a systematic approach by asking critical questions, seeking relevant information, turning plans into actions, navigating through rich evidence to seek

answers to the critical questions, and exploring possible new knowledge that could explain current and future situations. More importantly, I adopted a self-reflection mentality by reflecting on questions such as: What do I find interesting? What have I learnt? What have I discovered? This self-reflection process does not merely generate answers to questions, but transforms practice. AR guided me through a journey of learning and helped me to transform what I have learnt into actions.

I am sure my personal journey does not end with the completion of the current study. In fact, I see my journey has just set sail to integrate research into organisation practice. It will be exciting to see how the journey takes me to the unexplored world of knowledge.

5.4.2 Further Research

Further research can be conducted to address the limitations identified in Section 5.4. These limitations suggest potential avenues for future research and testing such as the relationship between OID and human resources management; the impact of organisational culture on OID; the applicability of the OID strategies in organisations of different natures, size, geography and cultures; and the differences between an insider and outsider researcher in the OID process. Moreover, the process and people aspects explored by the current research that might have a moderating effect on the success of OID have to be further studied. These include:

- The formation of a formal and permanent organisational structure to replace the informal and temporary work structure to manage OID
- The influence of family members on employees' OID
- The possible differences in family members' influence on employees' OID between Western and Asian societies
- The effectiveness of internal marketing as a strategy to establish a systematic and comprehensive guiding procedure for employees to communicate messages on sensebreaking and sensegiving

Ashforth, Harrison and Corley's (2008) process model of identification proposed OID as the result of continuous organisational practices in terms of consequential episodes. These episodic processes demand a continuous commitment from OID actors and the availability of resources. Members of a temporary OID structure are likely to encounter conflict with their supervisors and co-workers as their daily work will be shared by others. The establishment of an OID formal structure can resolve the conflict over resources.

OI and OID undergo continuous changes in response to the shifting of external and internal environments. Most studies agree that the benefits of OID are significant, including improved customer satisfaction and retention (Babakus et al. 2003; Elmadağ, Ellinger & Franke 2008), increasing employees' job satisfaction (Harter et al. 2010; Wieseke et al. 2009), reducing turnover (Cheney 1983; Dukerich, Golden & Shortell 2002; Pratt 1998; Rho, Yun & Lee 2015) and building commitment and stimulating employees to put in extra effort (Dutton, Dukerich & Harquail 1994; Ferdous & Polonsky 2014). It is generally assumed that OID responsibility belongs to leaders, top management or managers. Considering the benefits of OID, it may be viable to have a formal and permanent organisation structure dedicated to driving OID because a temporary TF or workgroup may not be able to maintain the high level of commitment and resources necessary to sustain the various episodes of identification over a long period. Therefore, research on the effectiveness of a formal and permanent OID organisation structure, and its authority and chain of command, will contribute to the study of OID and help organisations to make appropriate decisions on resources management and development.

Family members have been found to exert a strong influence on family issues such as members' perception and preference on diets (De Bourdeaudhuij 1997; Wenrich et al. 2010), health behaviour (Mazanec, Flocke & Daly 2015), values and beliefs (Feldman & Rosenthal 1991; Park et al. 2015). Research also shows family members can influence work-related decisions such as job acceptance (Baldridge, Eddleston & Veiga 2006; Challiol & Mignonac 2005) or resignation (Greenhaus, Parasuraman & Collins 2001; Powell & Greenhaus 2012; Reitman & Schneer 2005; Yunita & Kismono 2014). Powell and Greenhaus (2012) suggest that individuals will factor

family considerations into their work decisions. Despite the critical influence of family members on individuals, their influence on OID has been overlooked.

According to the KHK focal members' portfolio analysis, family members were found to exert a great influence on employees' OID through positive word of mouth. These findings brought a new and additional dimension to OID research, linking an external variable of non-business-related or non-work-related stakeholders to the employees' OID process. The potential moderating effects of family members on employees' OID should be further investigated. If such a moderating effect exists, it will totally change the existing concept of management as being built on a direct relationship between organisation and individual.

Although the influence of family members on employees' OID may be more applicable in Asian culture in which family bonding is tighter than in the Western world, the current study provides a cue that OID strategy can be varied with different cultures. This suggests further research is required on the differences in OID strategies among different nations and cultures.

Corporate-level marketing has been commonly adopted in promoting products and brands with potential customers as their target audience. Mukherjee and He (2008) propose corporate-level marketing should be used to portray OI so that stakeholders can evoke associations to what holds about the organisation. This identity-shaping process flows through managers and customers via external marketing, through managers and employees via internal marketing, and between employees and customers via interactive marketing (Armstrong et al. 2014). However, most of the corporate-level marketing actions target external stakeholders to develop a construed external image, whereas internal marketing with employees of the organisation at the centre does not arouse much attention. In fact, internal marketing is a long-established concept as an organisation-managed process in promoting organisational image. Earlier OID studies focus on the role of the leader in internal marketing and as a market-oriented role model. The top-down sensebreaking and sensegiving are organisation-managed OID processes but studies are yet to be carried out to investigate how sensebreaking and sensegiving can be systematically delivered in organisation. The adoption of internal marketing as a systematic approach to guide

sensebreaking and sensegiving fills this knowledge gap. Therefore, further research is needed to uncover how internal marketing may be applied in the OID process and how it contributes to deliver sensebreaking and sensegiving.

In addition, the validity of the tools explored by the current study on OID strategy could be tested, such as the relationship matrix as an effective portfolio analysis for focal members or as a guide for relationship-building tactics. Organisations can be encouraged to apply the relationship matrices and use the analyses in their decision-making. The effectiveness of the tools can be evaluated by organisational feedback. Further research to assess the effectiveness of the relationship matrices could justify the tools as generalised models for organisational decision-making for resources allocation and so forth.

Finally, to address the limitation of possible bias caused by the study of a single organisation, the OID model developed by the current study should be replicated in other organisations, industries and cultural backgrounds. As OID has a strong linkage with employees' loyalty that leads to a lower employees' turnover, it is of greater benefit to replicate the model or findings with small and medium enterprises because they 1) are generally overlooked by academics (Cassia et al. 2012; Mendis 2008), 2) lack the resources to invest in organisational research (Colombo et al. 2012; Durst & Runar Edvardsson 2012), 3) have a larger impact on employee turnover (Bilau et al. 2015; O'Regan & Ghobadian 2004), and 4) outnumber multinational corporations in the business world (Lukács 2005; Soomro & Aziz 2015).

As mentioned above, benefited from the OID development, KHK management decided to have OID as an ongoing process. The current study has achieved its aims and contributed new knowledge to OID research. It also offers practical solutions to OID and suggests avenues for future research that can benefit employees and organisations.

References

Achterkamp, MC & Vos, JF 2007, 'Critically identifying stakeholders', *Systems Research and Behavioral Science*, vol. 24, no. 1, pp. 3–14.

Ackermann, F & Eden, C 2011, 'Strategic management of stakeholders: theory and practice', *Long Range Planning*, vol. 44, no. 3, pp. 179–196.

Ahmed, PK & Rafiq, M 2003, 'Internal marketing issues and challenges', *European Journal of Marketing*, vol. 37, no. 9, pp. 1177–1186.

Ahn, YY, Han, S, Kwak, H, Moon, S & Jeong, H 2007, 'Analysis of topological characteristics of huge online social networking services', *Proceedings of the 16th international conference on World Wide Web*, May 08-12, 2007, Banff, Alberta, Canada. DOI: 10.1145/1242572.1242685.

Albert, S, Ashforth, BE & Dutton, JE 2000, 'Organizational identity and identification: charting new waters and building new bridges', *Academy of Management Review*, vol. 25, no. 1, pp. 13–17.

Albert, S & Whetten, DA 1985, 'Organizational identity', *Research in Organizational Behavior*, vol. 7, pp. 263–295.

Alberts, JK, Nakayama, TK & Martin, JN 2015, *Human communication in society*, Pearson, London.

Allen, M 2015, *Strategic communication for sustainable organizations: theory and practice*, Springer.

Allen, NJ & Meyer, JP 1990, 'Organizational socialization tactics: a longitudinal analysis of links to newcomers' commitment and role orientation', *Academy of Management Journal*, vol. 33, no. 4, pp. 847–858.

Altarifi, S 2014, 'Internal marketing activities in higher education', *International Journal of Business and Management*, vol. 9, no. 6, p. 126.

Altrichter, H, Kemmis, S, McTaggart, R & Zuber-Skerritt, O 2002, 'The concept of action research', *The Learning Organization*, vol. 9, no. 3, pp. 125–131.

Alvesson, M & Empson, L 2008, 'The construction of organizational identity: comparative case studies of consulting firms', *Scandinavian Journal of Management*, vol. 24, no. 1, pp. 1–16.

Alvesson, M & Robertson, M 2016, *Organizational identity: the Oxford handbook of organizational identity*, Oxford University Press.

Alvesson, M & Willmott, H 2002, 'Identity regulation as organizational control: producing the appropriate individual', *Journal of Management Studies*, vol. 39, pp. 619–644.

Amiot, CE, De la Sablonniere, R, Terry, DJ & Smith, JR 2007, 'Integration of social identities in the self: toward a cognitive-developmental model', *Personality and Social Psychology Review*, vol. 11, no. 4, pp. 364–388.

Anakwe, UP & Greenhaus, JH 1999, 'Effective socialization of employees: socialization content perspective', *Journal of Managerial Issues*, vol. 11, no. 3, pp. 315–329.

Anand, S, Hu, J, Liden, RC & Vidyarthi, PR 2011, 'Leader-member exchange: recent research findings and prospects for the future', in A Bryman, D Collinson, K Grint, B Jackson & M Uhl-Bien (eds), *The Sage handbook of leadership*, Sage, Thousand Oaks, CA, pp. 311–325.

Andrews, SB, Basler, CR & Coller, X 1999, 'Organizational structures, cultures, and identities: overlaps and divergences', *Research in the Sociology of Organizations*, vol. 16, pp. 213–235.

Apker, HJ & Fox, HD 2002, 'Communication: improving RNs' organizational and professional identification in managed care hospitals', *The Journal of Nursing Administration*, vol. 32, no. 2, pp. 106–114.

Appelbaum, SH, Habashy, S, Malo, JL & Shafiq, H 2012, 'Back to the future: revisiting Kotter's 1996 change model', *Journal of Management Development*, vol. 31, no. 8, pp. 764–782.

Armenakis, AA & Harris, SG 2002, 'Crafting a change message to create transformational readiness', *Journal of Organizational Change Management*, vol. 15, no. 2, pp. 169–183.

Armstrong, G, Adam, S, Denize, S & Kotler, P 2014, *Principles of marketing*, Pearson Australia.

Ashforth, BE 1998, 'Becoming: How does the process of identification unfold', in DA Whetten & PC Godfrey (eds), *Identity in organizations: building theory through conversations*, Sage, Thousand Oaks, CA, pp. 213–222.

Ashforth, BE, Harrison, SH & Corley, KG 2008, 'Identification in organizations: an examination of four fundamental questions', *Journal of Management*, vol. 34, no. 3, pp. 325–374.

Ashforth, BE, Harrison, SH & Sluss, DM 2014, 'Becoming: the interaction of socialization and identity in organizations over time', in AJ Shipp & Y Fried (eds), *Time and work, vol. 1: how time impacts individuals*, Taylor and Francis, pp. 11–39.

Ashforth, BE & Johnson, SA 2001, 'Which hat to wear? The relative salience of multiple identities in organizational contexts', in MA Hogg & DJ Terry (eds), *Social identity processes in organizational contexts*, Psychology Press, Philadelphia, pp. 31–48.

Ashforth, BE & Mael, F 1989, 'Social identity theory and the organization', *Academy of Management Review*, vol. 14, no. 1, pp. 20–39.

Ashforth, BE, Myers, KK, Sluss, DM, Cameron, K & Spreitzer, G 2012, 'Socialization perspectives and positive organizational scholarship', in KS Cameron & GM Spreitzer (eds), *The Oxford handbook of positive organizational scholarship*, Oxford University Press, New York, pp. 537–551.

Ashforth, BE & Reingen, PH 2014, 'Functions of dysfunction: managing the dynamics of an organizational duality in a natural food cooperative', *Administrative Science Quarterly*, vol. 59, no. 3, pp. 474–516.

Ashforth, BE, Rogers, KM & Corley, KG 2011, 'Identity in organizations: exploring cross-level dynamics', *Organization Science*, vol. 22, no. 5, pp. 1144–1156.

Ashforth, BE & Saks, AM 1996, 'Socialization tactics: longitudinal effects on newcomer adjustment', *Academy of Management Journal*, vol. 39, no. 1, pp. 149–178.

Ashforth, BE & Schinoff BS 2016, 'Identity under construction: how individuals come to define themselves in organizations', *Annual Review of Organizational Psychology and Organizational Behavior*, vol. 3, pp. 111–137.

Ashforth, BE, Sluss, DM & Harrison, SH 2007, 'Socialization in organizational contexts', in GP Hodgkinson & JK Ford (eds), *International review of industrial and organizational psychology*, vol. 22, pp. 1–70. John Wiley & Sons.

Aula, P & Mantere, S 2013, 'Making and breaking sense: an inquiry into the reputation change', *Journal of Organizational Change Management*, vol. 26, no. 2, pp. 340–352.

Babakus, E, Yavas, U, Karatepe, OM & Avci, T 2003, 'The effect of management commitment to service quality on employees' affective and performance outcomes', *Journal of the Academy of Marketing Science*, vol. 31, no. 3, pp. 272–286.

Backhaus, K & Tikoo, S 2004, 'Conceptualizing and researching employer branding', *Career Development International*, vol. 9, no. 5, pp. 501–517.

Bagozzi, RP, Bergami, M, Marzocchi, GL & Morandin, G 2012, 'Customer–organization relationships: development and test of a theory of extended identities', *Journal of Applied Psychology*, vol. 97, no. 1, p. 63.

Baldridge, DC, Eddleston, KA & Veiga, JF 2006, 'Saying no to being uprooted: the impact of family and gender on willingness to relocate', *Journal of Occupational and Organizational Psychology*, vol. 79, no. 1, pp. 131–149.

Balmer, JMT, Powell SM, Punjaisri, K & Wilson, A 2011, 'Internal branding process: key mechanisms, outcomes and moderating factors'. *European Journal of Marketing*, vol. 45 nos. 9–10, pp. 1521–1537.

Barnett, ML & Salomon RM 2006, 'Beyond dichotomy: the curvilinear relationship between social responsibility and financial performance', *Strategic Management Journal*, vol. 27, no. 11, pp. 1101–1122.

Barontini, R & Caprio, L 2006, 'The effect of family control on firm value and performance: evidence from continental Europe', *European Financial Management*, vol. 12, no. 5, pp. 689–723.

Bartels, J, Douwes, R, Jong, M & Pruyn, A 2006, 'Organizational identification during a merger: determinants of employees' expected identification with the new organization', *British Journal of Management*, vol. 17, no. S1, pp. S49–S67.

Bartels, J, Pruyn, A, De Jong, M & Joustra, I 2007, 'Multiple organizational identification levels and the impact of perceived external prestige and communication climate', *Journal of Organizational Behavior*, vol. 28, no. 2, pp. 173–190.

Bartels, J, Peters, O, de Jong, M, Pruyn, A & van der Molen, M 2010, 'Horizontal and vertical communication as determinants of professional and organisational identification', *Personnel Review*, vol. 39, no. 2, pp. 210–226.

Bartlett, CA & Ghoshal, S 1987, 'Managing across borders: new organizational responses', *Sloan Management Review*, vol. 29, no. 1, pp. 43–53.

Bartlett, CA & Ghoshal, S 1999, *Managing across borders: the transnational solution*, Taylor & Francis.

Bartunek, JM, Krim, RM, Necochea, R & Humphries, M 1999, 'Sensemaking, sensegiving, and leadership in strategic organizational development', *Advances in Qualitative Organizational Research*, vol. 2, pp. 37-71.

Basu, V, Hartono, E, Lederer, AL & Sethi, V 2002, 'The impact of organizational commitment, senior management involvement, and team involvement on strategic information systems planning', *Information & Management*, vol. 39, no. 6, pp. 513–524.

Bateh, J, Castaneda, ME & Farah, JE 2013, 'Employee resistance to organizational change', *International Journal of Management & Information Systems*, vol. 17, no. 2, pp. 113–116.

Bauer, TN & Erdogan, B 2014, 'Delineating and reviewing the role of newcomer capital in organizational socialization', *Annual Review of Organizational Psychology and Organizational Behaviour*, vol. 1, no. 1, pp. 439–457.

Becker, TE 1992, 'Foci and bases of commitment: are they distinctions worth making?', *Academy of Management Journal*, vol. 35, no. 1, pp. 232–244.

Bell, SJ & Menguc, B 2002, 'The employee-organization relationship, organizational citizenship behaviors, and superior service quality', *Journal of Retailing*, vol. 78, no. 2, pp. 131–146.

Bell, SJ, Menguc, B & Stefani SL 2004, 'When customers disappoint: a model of relational internal marketing and customer complaints', *Journal of the Academy of Marketing Science*, vol. 32, no. 2, pp. 112–126.

Benne, KD & Sheats, P 1948, 'Functional roles of group members', *Journal of Social Issues*, vol. 4, pp. 41–49.

Bergami, M & Bagozzi, RP 2000, 'Self-categorization, affective commitment and group self-esteem as distinct aspects of social identity in the organization', *British Journal of Social Psychology*, vol. 39, no. 4, pp. 555–577.

Beringer, C, Jonas, D & Gemünden, HG 2012, 'Establishing project portfolio management: an exploratory analysis of the influence of internal stakeholders' interactions', *Project Management Journal*, vol. 43, no. 6, pp. 16–32.

Bernier, P 2014, 'Mobile marketing', *Customer*, vol. 32, no. 7, p. 26.

Berry, LL, Hensel, JS & Burke, MC 1976, 'Improving retailer capability for effective consumerism response', *Journal of Retailing*, vol. 52, no. 3, pp. 3–14.

Besharov, ML 2014, 'The relational ecology of identification: how organizational identification emerges when individuals hold divergent values', *Academy of Management Journal*, vol. 57, no. 5, pp. 1485–1512.

Bhattacharya, CB, Rao, H & Glynn, MA 1995, 'Understanding the bond of identification: an investigation of its correlates among art museum members', *The Journal of Marketing*, vol. 9, no. 4, pp. 46–57.

Bilau, AA, Ajagbe, AM, Sholanke, AB & Sani, TA 2015, 'Impact of employee turnover in small and medium construction firms: a literature review', *International Journal of Engineering Research & Technology*, vol. 4, no. 2, pp. 977–984.

Birkinshaw, J & Hood, N 1998, 'Multinational subsidiary evolution: capability and charter change in foreign-owned subsidiary companies', *Academy of Management Review*, vol. 23, no. 4, pp. 773–795.

Black, S 1989, *Introduction to public relations*, Modino Press.

Blaschke, S, Schoeneborn, D & Seidl, D 2012, 'Organizations as networks of communication episodes: turning the network perspective inside out', *Organization Studies*, vol. 33, no. 7, pp. 879–906.

Blythe, S, Wilkes, L, Jackson, D & Halcomb, E 2013, 'The challenges of being an insider in storytelling research', *Nurse Researcher*, vol. 21, no. 1, pp. 8–12.

Boehm, SA, Dwertmann, DJG, Bruch, H & Shamir, B 2015, 'The missing link? investigating organizational identity strength and transformational leadership climate as mechanisms that connect CEO charisma with firm performance', *The Leadership Quarterly*, vol. 26, no. 2, pp. 156–171.

Boezeman, D, Vink, M, Leroy, P & Halffman, W 2014, 'Participation under a spell of instrumentalization? Reflections on action research in an entrenched climate adaptation policy process', *Critical Policy Studies*, vol. 8, no. 4, pp. 407–426.

Boivie, S, Lange, D, McDonald, ML & Westphal, JD 2011, 'Me or we: the effects of CEO organizational identification on agency costs', *Academy of Management Journal*, vol. 54, no. 3, pp. 551–576.

Boje, DM 1995, 'Stories of the storytelling organization: a postmodern analysis of Disney as "Tamara-Land"', *Academy of Management Journal*, vol. 38, no. 4, pp. 997–1035.

Boje, EM 2011, *Storytelling and the future of organizations: an antenarrative handbook*, Routledge, Taylor & Grancis Group, New York.

Bollen, K & Euwema, M 2013, 'The role of hierarchy in face-to-face and e-supported mediations: the use of an online intake to balance the influence of hierarchy', *Negotiation and Conflict Management Research*, vol. 6, no. 4, pp. 305–319.

Bonner, A & Tolhurst, G 2002, 'Insider-outsider perspectives of participant observation', *Nurse Researcher*, vol. 9, no. 4, pp. 7–19.

Borgerson, JL, Schroeder, JE, Escudero Magnusson, M & Magnusson, F 2009, 'Corporate communication, ethics, and operational identity: a case study of Benetton', *Business Ethics: A European Review*, vol. 18, no. 3, pp. 209–223.

Bosse, DA & Coughlan R 2016, 'Stakeholder relationship bonds', *Journal of Management Studies*, pp. 1–26, DOI: 10.1111/joms.12182.

Bourne, M & Bourne, P 2012, *Successful change management in a week*, Hodder Education, London, UK.

Bovee, CV & Thill, JV 2016, *Business communication essentials: a skills-based approach*, 7th edn, Prentice Hall, Boston, MA.

Bradbury, H & Reason, P 2008, *The Sage handbook of action research: participative inquiry and practice*, Sage, London.

Brashear, T & Salo, J 2012, 'The role of mobile technology in a buyer-supplier relationship: a case study from the steel industry', *Journal of Business & Industrial Marketing*, vol. 27, no. 7, pp. 554–563.

Brickson, SL 2005, 'Organizational identity orientation: forging a link between organizational identity and organizations' relations with stakeholders', *Administrative Science Quarterly*, vol. 50, no. 4, pp. 576–609.

Brickson, SL 2013, 'Athletes, best friends, and social activists: an integrative model accounting for the role of identity in organizational identification', *Organization Science*, vol. 24, no. 1, pp. 226–245.

Bridwell-Mitchell, E & Mezias, SJ 2012, 'The quest for cognitive legitimacy: organizational identity crafting and internal stakeholder support', *Journal of Change Management*, vol. 12, no. 2, pp. 189–207.

Brown, AD & Humphreys, M 2006, 'Organizational identity and place: a discursive exploration of hegemony and resistance', *Journal of Management Studies*, vol. 43, no. 2, pp. 231–257.

Brown, AD, Humphreys, M & Gurney, PM 2005, 'Narrative, identity and change: a case study of Laskarina holidays', *Journal of Organizational Change Management*, vol. 18, no. 4, pp. 312–326.

Brown, L 1976, 'Organizational change from the bottom up', *Education and Urban Society*, vol. 8, no. 2, pp. 159–171.

Brown, ME 1969, 'Identification and some conditions of organizational involvement', *Administrative Science Quarterly*, vol. 14, pp. 346–355.

Brownell, J 1990, 'Perceptions of effective listeners: a management study', *Journal of Business Communication*, vol. 27, no. 4, pp. 401–415.

Buchanan, D & Huczynski, A 2004, *Organizational behavior: an introductory text*, Prentice Hall-Financial Times, Harlow, UK.

Buckley, D 1998, 'A practitioner's view on managing change', *Frontiers of Health Services Management*, vol. 16, no. 1, pp. 38–43; discussion pp. 49–50.

Bullis, CA & Tompkins, PK 1989, 'The forest ranger revisited: a study of control practices and identification', *Communications Monographs*, vol. 56, no. 4, pp. 287–306.

Bundy, J, Shropshire, C & Buchholtz, AK 2013, 'Strategic cognition and issue salience: toward an explanation of firm responsiveness to stakeholder concerns', *Academy of Management Review*, vol. 38, no. 3, pp. 352–376.

Burke, WW 2008, 'A contemporary view of organization development', in TG Cummings (ed.), *Handbook of organization development*, Sage, Thousand Oaks, CA, pp. 13–38.

Burke, WW 2013, *Organization change: theory and practice*, Sage, Thousand Oaks, CA.

Burnes, B 2009, *Management change: a strategic approach to organisational dynamics*, Prentice Hall-Financial Times, Harlow, England.

Burns, D 2007, *Systemic action research: a strategy for whole system change*, Policy Press, Bristol, UK.

Bush, JB & Frohman, AL 1991, 'Communication in a "network" organization', *Organizational Dynamics*, vol. 20, no. 2, pp. 23–36.

Cable, DM, Gino, F & Staats, BR 2013, 'Breaking them in or eliciting their best? Reframing socialization around newcomers' authentic self-expression', *Administrative Science Quarterly*, vol. 58, no. 1, pp 1–36.

Cable, DM & Parsons, CK 2001, 'Socialization tactics and person-organization fit', *Personnel Psychology*, vol. 54, no. 1, pp. 1–23.

Cameron, BG, Seher, T & Crawley, EF 2011, 'Goals for space exploration based on stakeholder value network considerations', *Acta Astronautica*, vol. 68, no. 11, pp. 2088–2097.

Cappelen, AW 2004, 'Two approaches to stakeholder identification', *Ethics and Economics*, vol. 2, no. 2, pp. 1–9.

Cardador, MT & Pratt, M 2006, 'Identification management and its bases: bridging management and marketing perspectives through a focus on affiliation dimensions', *Journal of the Academy of Marketing Science*, vol. 34, no. 2, pp. 174–184.

Carlon, DM & Downs, A 2014, 'Stakeholder valuing: a process for identifying the interrelationships between firm and stakeholder attributes', *Administrative Sciences*, vol. 4, no. 2, pp. 137–154.

Carmeli, A, Gilat, G & Waldman, DA 2007, 'The role of perceived organizational performance in organizational identification, adjustment and job performance', *Journal of Management Studies*, vol. 44, no. 6, pp. 972–992.

Carmeli, A, Gilat, G & Weisberg, J 2006, 'Perceived external prestige, organizational identification and affective commitment: a stakeholder approach', *Corporate Reputation Review*, vol. 9, no. 2, pp. 92–104.

Carnall, CA 2003, *The change management toolkit*, Cengage Learning EMEA, London.

Carrington, PJ & Scott, J 2011, *The Sage handbook of social network analysis*, Sage, London.

Carroll, AB & Buchholtz, AK 2012, *Business and society: ethics, sustainability, and stakeholder management*, 8th edn, South-Western Cengage Learning, Mason, OH.

Carroll, JB 1993, *Human cognitive abilities: a survey of factor-analytic studies*, Cambridge University Press, New York.

Cassia, L, De Massis, A, Kotlar, J & Minola, T 2012, 'The hyper-growth of family-owned firms: evidence from European SMEs', in M Muffatto & P Giacon (eds), *Entrepreneurial strategies and policies for economic growth*, Liberiauniversitaria.it, Padova, Italy, pp. 705-721.

Castells, M 2013, *Communication power*, Open University Press, Oxford, UK.

Challiol, H & Mignonac, K 2005, 'Relocation decision-making and couple relationships: a quantitative and qualitative study of dual-earner couples', *Journal of Organizational Behavior*, vol. 26, no. 3, pp. 247–274.

Chan, MS, Bambacas, M & Patrickson, M 2012, 'Crafting an effective strategy to integrate organizational identification across national boundaries', *Working paper presented in Australia & New Zealand International Business Academy Annual Conference in Adelaide*, April 12-14, 2012, Australia and New Zealand International Business Academy, South Australia.

Chen, XP & Chen, CC 2004, 'On the intricacies of the Chinese guanxi: a process model of guanxi development', *Asia Pacific Journal of Management*, vol. 21, no. 3, pp. 305–324.

Cheney, G 1983, 'The rhetoric of identification and the study of organizational communication', *Quarterly Journal of Speech*, vol. 69, no. 2, pp. 143–158.

Cheney, G & Christensen, LT 2001, 'Identity at issue: linkages between "internal" and "external" organizational communication', in FM Jablin & LL Putnam (eds), *New handbook of organizational communication*, Sage, Thousand Oaks, CA, pp. 231–269.

Cheney, G & Tompkins, PK 1987, 'Coming to terms with organizational identification and commitment', *Communication Studies*, vol. 38, no. 1, pp. 1–15.

Chevalier, JM & Buckles, D 2013, *Participatory action research: theory and methods for engaged inquiry*, Routledge, New York.

Chiaburu, DS, Lorinkova, NM & Van Dyne, L 2013, 'Employees' social context and change-oriented citizenship: a meta-analysis of leader, coworker, and organizational influences', *Group & Organization Management*, vol. 38, pp. 291–333.

Cho, D, Kumar, A & Telang, R 2014, 'The impact of iPhone exclusivity arrangement on demand for smartphones', viewed 16 June 2015, <http://ssrn.com.access.library.unisa.edu.au/abstract=2468048>.

Chrisman, JJ, Chua, JH, Pearson, AW & Barnett, T 2012, 'Family involvement, family influence, and family-centered non-economic goals in small firms', *Entrepreneurship Theory and Practice*, vol. 36, no. 2, pp. 267–293.

Chughtai, AA & Buckley, F 2010, 'Assessing the effects of organizational identification on in-role job performance and learning behaviour: the mediating role of learning goal orientation', *Personnel Review*, vol. 39, no. 2, pp. 242–258.

Chun, R 2005, 'Corporate reputation: meaning and measurement', *International Journal of Management Reviews*, vol. 7, no. 2, pp. 91–109.

Cian, L & Cervai, S 2014, 'Under the reputation umbrella: An integrative and multidisciplinary review for corporate image, projected image, construed image, organizational identity, and organizational culture', *Corporate Communications: An International Journal*, vol. 19, no. 2, pp. 182–199.

Clark, SM, Gioia, DA, Ketchen, DJ & Thomas, JB 2010, 'Transitional identity as a facilitator of organizational identity change during a merger', *Administrative Science Quarterly*, vol. 55, no. 3, pp. 397–438.

Clarkson, ME 1995, 'A stakeholder framework for analyzing and evaluating corporate social performance', *Academy of Management Review*, vol. 20, no. 1, pp. 92–117.

Clausen, JA 1968, *Socialization and society*, Little Brown, Boston.

Clegg, SR, Rhodes, C & Kornberger, M 2007, 'Desperately seeking legitimacy: organizational identity and emerging industries', *Organization Studies*, vol. 28, no. 4, pp. 495–513.

Coget, JF 2011, 'The Apple store effect: does organizational identification trickle down to customers?', *The Academy of Management Perspectives*, vol. 25, no. 1, pp. 94–95.

Coghlan, D & Brannick, T 2014, *Doing action research in your own organization*, 4th edn, Sage Publications, London.

Collins, CJ & Clark, KD 2003, 'Strategic human resource practices, top management team social networks, and firm performance: the role of human resource in creating organizational competitive advantage', *Academy of Management Journal*, vol. 46, no. 6, pp. 740–751.

Colombo, MG, Laursen, K, Magnusson, M & Rossi-Lamastra, C 2012, 'Introduction: small business and networked innovation: organizational and managerial challenges', *Journal of Small Business Management*, vol. 50, no. 2, pp. 181–190.

Combs, J, Liu, Y, Hall, A & Ketchen, D 2006, 'How much do high-performance work practices matter? A meta-analysis of their effects on organizational performance', *Personnel Psychology*, vol. 59, no. 3, pp. 501–528.

Cook, J & Wall, T 1980, 'New work attitude measures of trust, organizational commitment and personal need non-fulfillment', *Journal of Occupational Psychology*, vol. 53, no. 1, pp. 39–52.

Cooper-Thomas, H & Anderson, N 2002, 'Newcomer adjustment: the relationship between organizational socialization tactics, information acquisition and attitudes', *Journal of Occupational and Organizational Psychology*, vol. 75, no. 4, pp. 423–437.

Corley, KG, Cochran, PL & Comstock, TG 2001, 'Image and the impact of public affairs management on internal stakeholders', *Journal of Public Affairs*, vol. 1, no. 1, pp. 53–68.

Corley, KG & Gioia, DA 2004, 'Identity ambiguity and change in the wake of a corporate spin-off', *Administrative Science Quarterly*, vol. 49, no. 2, pp. 173–208.

Cornelissen, J 2014, *Corporate communication: a guide to theory and practice*, 4th edn, Sage Publications, London.

Cornelissen, JP, Haslam, SA & Balmer, JM 2007, 'Social identity, organizational identity and corporate identity: towards an integrated understanding of processes, patternings and products', *British Journal of Management*, vol. 18, no. s1, pp. S1–S16.

Coroama, VC, Moberg, Å & Hilty, LM 2015, 'Dematerialization through electronic media?', in LM Hilty & B Aebischer (eds), *ICT innovations for sustainability*, Springer International Publishing, Switzerland, pp. 405–421.

Crane, A & Ruebottom, T 2011, 'Stakeholder theory and social identity: rethinking stakeholder identification', *Journal of Business Ethics*, vol. 102, no. 1, pp. 77–87.

Cropanzano, R & Mitchell, MS 2005, 'Social exchange theory: an interdisciplinary review', *Journal of Management*, vol. 31, no. 6, pp. 874–900.

Cross, R & Prusak, L 2002, 'The people who make organizations go–or stop', *Harvard Business Review*, vol. 80, no. 6, pp. 104–112.

Cummings, T & Worley, C 2014, *Organization development and change*, 10th edn, Cengage Learning, Stamford, USA.

Cunningham, JB 1993, *Action research and organizational development*, Praeger Publishers, Westport, CT.

Dailey, SL, Treem, JW & Ford, JS 2016, 'I communicate, therefore I belong processes of identification among organizational representatives', *Business and Professional Communication Quarterly*, pp. 1–30, DOI: 10.1177/2329490616644753.

Dainton, M & Zelley, ED 2015 *Applying communication theory for professional life*, Sage Publications Inc., USA.

David, FR 1986, 'The strategic planning matrix: a quantitative approach', *Long Range Planning*, vol. 19, no. 5, pp. 102–107.

Dawson, P 1994, *Organizational change: a processual approach*, Paul Chapman, London.

De Bourdeaudhuij, I 1997, 'Perceived family members' influence on introducing healthy food into the family', *Health Education Research*, vol. 12, no. 1, pp. 77–90.

DeLyser, D 2001, '"Do you really live here?" Thoughts on insider research', *Geographical Review*, vol. 91, nos. 1–2, pp. 441–453.

Deming, WE 1986, *Out of the crisis*, Massachusetts Institute of Technology, Center for Advanced Engineering Study, Cambridge, MA.

Dick, B 2011, 'Action research literature 2008–2010: themes and trends', *Action Research*, vol. 9, no. 2, pp. 122–143.

Dolphin, RR 2005, 'Internal communications: today's strategic imperative', *Journal of Marketing Communications*, vol. 11, no. 3, pp. 171–190.

Dommermuth, WP 1989, *Promotion: analysis, creativity, and strategy*, PWS-Kent, Boston.

Donaldson, T & Preston LE 1995, 'The stakeholder theory of the corporation: concepts, evidence, and implications', *Academy of Management Review*, vol. 20, no. 1, pp. 65–91.

Drake, SM, Gulman, MJ & Roberts, SM 2005, *Light their fire: using internal marketing to ignite employee performance and wow your customers*, Dearborn Trade Publishing, Chicago, IL.

Drzensky, F, Egold, N & van Dick R 2012, 'Ready for a change? A longitudinal study of antecedents, consequences and contingencies of readiness for change', *Journal of Change Management*, vol. 12, no. 1, pp. 95–111.

Dukerich, J, Golden, B & Shortell, S 1995, 'The antecedents, consequences of organizational adaptation', *Academy of Management Journal*, vol. 34, no. 3, pp. 517–554.

Dukerich, JM, Golden, BR & Shortell, SM 2002, 'Beauty is in the eye of the beholder: the impact of organizational identification, identity, and image on the cooperative behaviors of physicians', *Administrative Science Quarterly*, vol. 47, no. 3, pp. 507–533.

Dunfee, TW 2008, 'Stakeholder theory: managing corporate social responsibility in a multiple actor context', in A Crane, A McWilliams, D Matten, J Moon & D Siegel (eds), *The Oxford handbook of corporate social responsibility*, Oxford University Press, Oxford, pp. 346–362.

Durst, S & Runar Edvardsson, I 2012, 'Knowledge management in SMEs: a literature review', *Journal of Knowledge Management*, vol. 16, no. 6, pp. 879–903.

Dutton, JE & Dukerich, JM 1991, 'Keeping an eye on the mirror: image and identity in organizational adaptation', *Academy of Management Journal*, vol. 34, no. 3, pp. 517–554.

Dutton, JE, Dukerich, JM & Harquail, CV 1994, 'Organizational images and member identification', *Administrative Science Quarterly*, pp. 239–263.

Dyer, WG 2006, 'Examining the "family effect" on firm performance', *Family Business Review*, vol. 19, no. 4, pp. 253–273.

Edwards, MR 2005, 'Organizational identification: a conceptual and operational review', *International Journal of Management Reviews*, vol. 7, no. 4, pp. 207–230.

Edwards, MR & Peccei, R 2010, 'Perceived organizational support, organizational identification, and employee outcomes: testing a simultaneous multifoci model', *Journal of Personnel Psychology*, vol. 9, no. 1, pp. 17–26.

Eisen, C, Ishii, K, Miyamoto, Y, Ma, X & Hitokoto, H 2016, 'To accept one's fate or be its master: culture, control, and workplace choice', *Frontiers in Psychology*, vol. 7:936, pp. 1–10, DOI: 10.3389/fpsyg.2016.00936.

Ekmekci, O & Casey, A 2009, 'How time brings together "I" and "We": a theory of identification through memory', *Journal of Behavioral & Applied Management*, vol. 11, no. 1, pp. 48–67.

Ellemers, N & Rink, FE 2005, 'Identity in work groups: the beneficial and detrimental consequences of multiple identities and group norms for collaboration and group performance', *Advances in Group Processes*, vol. 22, pp. 1–41.

Ellis, AM, Bauer, TN & Erdogan, B 2015, 'New-employee organizational socialization', in Grusec & Hatings (eds), *Handbook of socialization: theory and research*, The Guilford Press, New York, pp. 301–322.

Elmadağ, AB, Ellinger, AE & Franke, GR 2008, 'Antecedents and consequences of frontline service employee commitment to service quality', *Journal of Marketing Theory and Practice*, vol. 16, no. 2, pp. 95–110.

Elsbach, KD 2014, *Organizational perception management*, Routledge, New York and Hove, East Sussex.

Elsbach, KD & Glynn, MA 1996, 'Believing your own "PR": embedding identification in strategic reputation', *Advances in Strategic Management*, vol. 13, pp. 65–90.

Elsbach, KD & Kramer, RM 1996, 'Members' responses to organizational identity threats: encountering and countering the Business Week rankings', *Administrative Science Quarterly*, vol. 41, no. 3, pp. 442–476.

Elsey, B & Tse, CHR 2007, 'Changing the behaviour of traditional bakers in a Chinese multi-family owned food company through workplace action learning in Hong Kong', *Journal of Workplace Learning*, vol. 19, no. 8, pp. 511–525.

Falkheimer, J 2014, 'The power of strategic communication in organizational development', *International Journal of Quality and Service Sciences*, vol. 6, no. 2/3, pp. 124–133.

Farh, JL, Earley, PC & Lin, SC 1997, 'Impetus for action: a cultural analysis of justice and organizational citizenship behavior in Chinese society', *Administrative Science Quarterly*, vol. 42, no. 3, pp. 421–444.

Feldman, S & Rosenthal, D 1991, 'Age expectations of behavioral autonomy in Hong Kong, Australian and American youth: the influence of family variables and adolescents' values', *International Journal of Psychology*, vol. 26, no. 1991, pp. 1–23.

Ferdous, AS, Herington, C & Merrilees, B 2013, 'Developing an integrative model of internal and external marketing', *Journal of Strategic Marketing*, vol. 21, no. 7, pp. 637–649.

Ferdous, AS & Polonsky, M 2014, 'The impact of frontline employees' perceptions of internal marketing on employee outcomes', *Journal of Strategic Marketing*, vol. 22, no. 4, pp. 300–315.

Fiol, CM 2002, 'Capitalizing on paradox: the role of language in transforming organizational identities', *Organization Science*, vol. 13, no. 6, pp. 653–666.

Fisher, CD 2010, 'Happiness at work', *International Journal of Management Reviews*, vol. 12, no. 4, pp. 384–412.

Fisher, C & Vallaster, C 2010, *Connective branding: building brand equity in a demanding world*, John Wiley & Sons, England.

Fletcher, A, Guthrie, J, Steane, P, Roos, G & Pike, S 2003, 'Mapping stakeholder perceptions for a third sector organization', *Journal of Intellectual Capital*, vol. 4, no. 4, pp. 505–527.

Foote, NN 1951, 'Identification as the basis for a theory of motivation', *American Sociological Review*, vol. 16, pp. 14–21.

Ford, JD & Ford, LW 1994, 'Logics of identity, contradiction, and attraction in change', *Academy of Management Review*, vol. 19, no. 4, pp. 756–785.

Ford, JD, Ford, LW, Shani, A, Pasmore, W & Woodman, D 2012, 'The leadership of organization change: a view from recent empirical evidence', *Research in Organizational Change and Development*, vol. 20, pp. 1–36.

Foreman, SK & Money, AH 1995, 'Internal marketing: concepts, measurement and application', *Journal of Marketing Management*, vol. 11, no. 8, pp. 755–768.

Frandsen, S 2012 ‘Organizational image, identification, and cynical distance: prestigious professionals in a low-prestige organization’, *Management Communication Quarterly*, vol. 26, no. 3, pp. 351–76.

Freeman, R 1984, *Strategic management: a stakeholder approach*, Pitman, Boston, MA.

Freeman, RE, Harrison, JS, Wicks, AC, Parmar, BL & De Colle, S 2010, *Stakeholder theory: the state of the art*, Cambridge University Press, New York.

French, S 2009, ‘Action research for practising managers’, *Journal of Management Development*, vol. 28, no. 3, pp. 187–204.

French, WL & Bell, CH 1984, *Organization development: behavioral science principles for organizational improvement*, Prentice Hall, Englewood Cliffs: NJ.

French, WL & Bell CH 1995, *Organization development: behavioral science interventions for organization improvement*, 6th edn, Prentice Hall, Upper Saddle River, NJ.

French, WL, Kast, FE & Rosenzweig, JE 1985, *Understanding human behavior in organizations*, Harper & Row, New York.

Freud, S 1922, ‘Identification’, in J Strachey (ed.), *The Standard edition of the complete psychological works of Sigmund Freud*, Hogarth, London, pp. 105–110.

Fullan, M 2014, *Leading in a culture of change personal action guide and workbook*, John Wiley & Sons, San Francisco, CA.

Fuller, JB, Marler, L, Hester, K, Frey, L & Relyea, C 2006 ‘Construed external image and organizational identification: a test of the moderating influence of need for self-esteem’, *The Journal of Social Psychology*, vol. 146, no. 6, pp. 701–716.

Fuller, JB, Hester, K, Barnett, T, Frey, L, Relyea, C & Beu, D 2006, ‘Perceived external prestige and internal respect: new insights into the organizational identification process’, *Human Relations*, vol. 59, no. 6, pp. 815–846.

Gafni, R & Geri, N 2013, ‘Do operating systems affect perceptions of smartphone advantages and drawbacks?’, *Issues in Informing Science and Information Technology*, vol. 10, no. 36, pp. 175–184.

Galvin, BM, Lange, D & Ashforth, BE 2015, ‘Narcissistic organizational identification: seeing oneself as central to the organization’s identity’, *Academy of Management Review*, vol. 40, no. 2, pp. 163–181.

Ganglbauer, E, Fitzpatrick, G, Subasi, Ö & Güldenpfennig, F 2014, ‘Think globally, act locally: a case study of a free food sharing community and social networking’, *Refereed proceedings of the 17th ACM conference on computer supported cooperative work & social computing*, ACM Press, New York, pp. 911–921.

Ge, J, Su, X & Zhou, Y 2010, 'Organizational socialization, organizational identification and organizational citizenship behavior: an empirical research of Chinese high-tech manufacturing enterprises', *Nankai Business Review International*, vol. 1, no. 2, pp. 166–179.

Ghoshal, S & Bartlett, CA 1990, 'The multinational corporation as an interorganizational network', *Academy of Management Review*, vol. 15, no. 4, pp. 603–626.

Gibb, JR 1961, 'Defensive communication', *Journal of Communication*, vol. 11, no. 3, pp. 141–148.

Gillis, TL 2006, *The IABC handbook of organizational communication*, Jossey-Bass, San Francisco, CA.

Gioia, DA 1998, 'From individual to organizational identity', in DA Whetten & PC Godfrey (eds), *Identity in organizations: building theory through conversations*, Sage, Thousand Oaks, CA, pp. 17–31.

Gioia, DA & Chittipeddi, K 1991, 'Sensemaking and sensegiving in strategic change initiation', *Strategic Management Journal*, vol. 12, no. 6, pp. 433–448.

Gioia, DA, Patvardhan, SD, Hamilton, AL & Corley, KG 2013, 'Organizational identity formation and change', *Academy of Management Annals*, vol. 7, no. 1, pp. 123–193.

Gioia, DA, Schultz, M & Corley, KG 2000. 'Organizational identity, image, and adaptive instability', *Academy of Management Review*, vol. 25, no. 1, pp. 63–81.

Giuliani, M 2016, 'Sensemaking, sensegiving and sensebreaking: the case of intellectual capital measurements', *Journal of Intellectual Capital*, vol. 17, no. 2, pp. 218–237.

Glavas, A & Godwin, LN 2013, 'Is the perception of 'goodness' good enough? Exploring the relationship between perceived corporate social responsibility and employee organizational identification', *Journal of Business Ethics*, vol. 114, no. 1, pp. 15-27.

Goodpaster, KE 1991, 'Business ethics and stakeholder analysis', *Business Ethics Quarterly*, vol. 1, no. 1, pp. 53–73.

Gounaris, SP 2006, 'Internal-market orientation and its measurement', *Journal of Business Research*, vol. 59, no. 4, pp. 432–448.

Grawitch, MJ & Ballard DW 2016, *The psychologically healthy workplace: building a win-win environment for organizations and employees*, American Psychological Association, Washington, DC.

Greenhaus, JH, Parasuraman, S & Collins, KM 2001, 'Career involvement and family involvement as moderators of relationships between work-family conflict and withdrawal from a profession', *Journal of Occupational Health Psychology*, vol. 6, no. 2, pp. 91-100.

Griffin, R & Moorhead, G 2011, *Organizational behaviour: managing people and organizations*, Cengage Learning, Independence, KY.

Gruman, JA, Saks, AM & Zweig, DI 2006, 'Organizational socialization tactics and newcomer proactive behaviors: an integrative study', *Journal of Vocational Behavior*, vol. 69, no. 1, pp. 90–104.

Gummesson, E 2000, *Qualitative methods in management research*, Sage, Chartwell Bratt, Bickley, Bromley.

Gustafson, LT & Reger, RK 1995, 'Using organizational identity to achieve stability and change in high velocity environments', *Academy of Management Proceedings*, vol. 1, pp. 464–468.

Hameed, I, Roques, O & Ali Arain, G 2013, 'Nonlinear moderating effect of tenure on organizational identification (OID) and the subsequent role of OID in fostering readiness for change', *Group & Organization Management*, vol. 38, no. 1, pp. 101–127.

Hamilton W 2016, 'Framing vision: an examination of framing, sensegiving, and sensemaking during a change initiative', *Community College Journal of Research and Practice*, vol. 40, no. 7, pp. 625–631.

Harquail, CV 1998, 'Organizational identification and the whole person: integrating affect, behavior, and cognition', in D Whetten & P Godfrey (eds), *Identity in organizations: building theory through conversations*, Sage, Thousand Oaks, CA, pp. 223–231.

Harquail, CV & King, AW 2010, 'Construing organizational identity: the role of embodied cognition', *Organization Studies*, vol. 31, no. 12, pp. 1619–1648.

Harter, JK, Schmidt, FL, Asplund, JW, Killham, EA & Agrawal, S 2010, 'Causal impact of employee work perceptions on the bottom line of organizations', *Perspectives on Psychological Science*, vol. 5, no. 4, pp. 378–389.

Hartman, E 1996, *Organizational ethics and the good life*, Oxford University Press, New York.

Haslam, SA 1997, 'Stereotyping and social influence: foundations of stereotype consensus', in R Spears; PJ Oakes, N Ellemers & SA Haslam (eds), *The social psychology of stereotyping and group life*, Blackwell, Malden, pp. 119–143.

Haslam, SA, Postmes, T & Ellemers, N 2003, 'More than a metaphor: organizational identity makes organizational life possible', *British Journal of Management*, vol. 14, no. 4, pp. 357–369.

Hatch, MJ & Schultz, M 2002, 'The dynamics of organizational identity', *Human Relations*, vol. 55, no. 8, pp. 989–1018.

Haven K 2014, *Story smart: using the science of story to persuade, influence, inspire, and teach*, Libraries Unlimited, California.

Hayashi, S 2013, 'Organizational socialization and collective self-esteem as drivers of organizational identification', *International Business Research*, vol. 6, no. 12, pp. 156–167.

Hawkins K 2007, 'Participatory action research, sacred existential epistemology, the eighth moment of qualitative research and beyond…', *Paper presented at the AARE conference 2007, research impacts: proving or improving?* Australian Association for Research in Education, Fremantle, WA, Australia, <http://www.aare.edu.au/07pap/haw07354.pdf>.

He, H & Brown, AD 2013, 'Organizational identity and organizational identification: a review of the literature and suggestions for future research', *Group & Organization Management*, vol. 38, no. 1, pp. 3–35.

Heaphy, ED & Dutton, JE 2008, 'Positive social interactions and the human body at work: linking organizations and physiology', *Academy of Management Review*, vol. 33, no. 1, pp. 137–162.

Hendry, J 2001, 'Economic contracts versus social relationships as a foundation for normative stakeholder theory', *Business Ethics: A European Review*, vol. 10, no. 3, pp. 223–232.

Herr, K & Anderson, GL 2014, *The action research dissertation: a guide for students and faculty*, Sage Publications, Thousand Oaks, California.

Hill, RP & Rapp, JM 2014, 'Codes of ethical conduct: a bottom-up approach', *Journal of Business Ethics*, vol. 123, no. 4, pp. 621–630.

Hogg, MA & Terry, DI 2000, 'Social identity and self-categorization processes in organizational contexts', *Academy of Management Review*, vol. 25, no. 1, pp. 121–140.

Holian, R & Coghlan, D 2015, 'Action research for HRD research', in M Saunders & P Tosey (eds), *Handbook of research methods on human resource development*, Edward Elgar, Cheltenham, UK, pp. 141–154.

Huczynski, A & Buchanan, D 2001, *Organizational behaviour: an introductory text*, Financial Times-Prentice Hall, Harlow.

Huff, A, Sproull, L & Kiesler, S 1989, 'Computer communication and organizational commitment: tracing the relationship in a city government', *Journal of Applied Social Psychology*, vol. 19, no. 16, pp. 1371–1391.

Hume, J & Leonard, A 2014, 'Exploring the strategic potential of internal communication in international non-governmental organisations', *Public Relations Review*, vol. 40, no. 2, pp. 294–304.

Humle, DM 2014, 'Remembering who we are: memories of identity through storytelling', *Tamara Journal for Critical Organization Inquiry*, vol. 12, no. 3, pp.11–24.

Humphreys, M & Brown, AD 2002, 'Narratives of organizational identity and identification: a case study of hegemony and resistance', *Organization Studies*, vol. 23, no. 3, pp. 421–447.

Hurn, BJ 2012, 'Management of change in a multinational company', *Industrial and Commercial Training*, vol. 44, no. 1, pp. 41–46.

Hwang, S & Der-Jang, C 2005, 'Relationships among internal marketing, employee job satisfaction and international hotel performance: an empirical study', *International Journal of Management*, vol. 22, no. 2, p. 285-293.

Ibarra, H, Kilduff, M & Tsai, W 2005, 'Zooming in and out: connecting individuals and collectivities at the frontiers of organizational network research', *Organization Science*, vol. 16, no. 4, pp. 359–371.

Jablin, FM & Putnam, LL 2000, *The new handbook of organizational communication: advances in theory, research, and methods*, Sage, Thousand Oaks, CA.

Jawahar, I & McLaughlin, GL 2001, 'Toward a descriptive stakeholder theory: an organizational life cycle approach', *Academy of Management Review*, vol. 26, no. 3, pp. 397–414.

Jones, BB & Brazzel, M 2012, *The NTL handbook of organization development and change: principles, practices, and perspectives*, John Wiley & Sons, Hoboken, NJ.

Jones, TM 1995, 'Instrumental stakeholder theory: a synthesis of ethics and economics', *Academy of Management Review*, vol. 20, no. 2, pp. 404–437.

Kalliath, T, Brough, P, O'Driscoll, M, Manimala, MJ & Siu, OL 2010, *Organisational behaviour: an psychological perspective for the Asia-Pacific*, McGraw-Hill Australia, North Ryde, NSW.

Kang, D, Stewart, J & Kim, H 2015, 'The effects of perceived external prestige, ethical organizational climate, and leader-member exchange (LMX) quality on employees' commitments and their subsequent attitudes', *Personnel Review*, vol. 40, no. 6, pp. 761–784.

Kanta, KNM, Murali, SR & Srivalli, P 2014, 'An empirical study on antecedents of customer loyalty', *International Journal of Applied Services Marketing Perspectives*, vol. 3, no. 3, pp. 1165-1174.

Kanter, RM 1968, 'Commitment and social organization: a study of commitment mechanisms in utopian communities', *American Sociological Review*, vol. 33, pp. 499–517.

Kaplan, AM 2012, 'If you love something, let it go mobile: mobile marketing and mobile social media 4x4', *Business Horizons*, vol. 55, no. 2, pp. 129–139.

Kark, R, Shamir, B & Chen, G 2003, 'The two faces of transformational leadership: empowerment and dependency', *Journal of Applied Psychology*, vol. 88, no. 2, pp. 246-255.

Kato, N 2010, 'Psychological acculturation, organizational socialization and organizational commitment: the case of Japanese Brazilian working in Japan', PhD thesis, California State University.

Katrinli, A, Atabay, G, Gunay, G & Guneri, B 2008, 'Leader-member exchange, organizational identification and the mediating role of job involvement for nurses', *Journal of Advanced Nursing*, vol. 64, no. 4, pp. 354–362.

Kaur, T 2013, 'Role of social media in building image of an organization as a great place to work', in J Zhu & WI Mondal (eds), *Refereed proceedings of the 20th annual conference of American Society of Business and Behavioral Sciences*, Feb 21-24, 2013, Las Vegas, vol. 20, no. 1, pp. 546–553.

Kelman, HC 1958, 'Compliance, identification, and internalization: three processes of attitude change', *Journal of Conflict Resolution*, vol. 2, no. 1, pp. 51–60.

Kemmis, S & McTaggart, R 2000, 'Participatory action research', in NK Denzin & YS Lincoln (eds), *Handbook of qualitative research*, Sage, Thousand Oaks, CA, pp. 567–605.

Kemmis, S, McTaggart, R & Nixon, R 2013, 'A new view of research: research within practice traditions', in S Kemmis, R McTaggart & R Nixon (eds), *The action research planner*, Springer, New York, pp. 67–83.

Kennedy, SH 1977, 'Nurturing corporate images', *European Journal of Marketing*, vol. 11, no. 3, pp. 119–164.

Kim, J 2010, 'Monitoring and regulatory role of the balanced scorecard in controlling organisational identities', PhD thesis, Queensland University of Technology, Australia.

Kim, J 2011, 'Control, performance management system and identification processes', *Refereed proceedings of the 6th conference on performance measurement and management control*, 7–9 September 2011, Nice, France.

Kim, S 2002, 'Participative management and job satisfaction: lessons for management leadership', *Public Administration Review*, vol. 62, no. 2, pp. 231–241.

Kim, SY, Ahn, T & Fouad, N 2015, 'Family influence on Korean students' career decisions: a social cognitive perspective', *Journal of Career Assessment*, pp. 1–14, DOI: 10.1177/1069072715599403.

Kim, SL, Yun, S & Chen, G 2015, 'The effect of coworker knowledge sharing on performance and its boundary conditions: an interactional perspective', *Journal of Applied Psychology*, vol. 100, no. 2, pp. 575–582.

Kitay, J & Wright, C 2007, 'From prophets to profits: the occupational rhetoric of management consultants', *Human Relations*, vol. 60, no. 11, pp. 1613–1640.

Knoll, DL & Gill, H 2011, 'Antecedents of trust in supervisors, subordinates, and peers', *Journal of Managerial Psychology*, vol. 26, no. 4, pp. 313–330.

Kok, G, Gurabardhi, Z, Gottlieb, NH & Zijlstra, FR 2015, 'Influencing organizations to promote health applying stakeholder theory', *Health Education & Behavior*, vol. 42, no. 1, pp. 123–132.

Korschun, D 2015, 'Boundary-spanning employees and relationships with external stakeholders: a social identity approach', *Academy of Management Review*, vol. 40, no. 4, pp. 611–629.

Korte, R & Lin, S 2013, 'Getting on board: organizational socialization and the contribution of social capital', *Human Relations*, vol. 66, no. 3, pp. 407–428.

Kostova, T & Roth, K 2002, 'Adoption of an organizational practice by subsidiaries of multinational corporations: institutional and relational effects', *Academy of Management Journal*, vol. 45, no. 1, pp. 215–233.

Kotter, J 2012, *The 8-step process for leading change*, viewed 13 June 2015, <http://www.kotterinternational.com/ourprinciples/changesteps>

Kramer, RM 1991, 'Intergroup relations and organizational dilemmas: the role of categorization processes', *Research in Organizational Behavior*, vol. 13, pp. 191–228.

Kramer, MW 2010, *Organizational socialization: joining and leaving organizations*, Polity, Cambridge & Malden.

Kreiner, GE, Hollensbe, E, Sheep, ML, Smith, BR & Kataria, N 2015, 'Elasticity and the dialectic tensions of organizational identity: how can we hold together while we are pulling apart?', *Academy of Management Journal*, vol. 58, no. 4, pp. 981–1011.

Kress, N 2005, 'Engaging your employees through the power of communication', *Workspan*, vol. 48, no. 5, pp. 26-36.

Krot, K & Lewicka, D 2012, 'The importance of trust in manager-employee relationships', *International Journal of Electronic Business Management*, vol. 10, no. 3, pp. 224-233.

Krum, C 2010, *Mobile marketing: finding your customers no matter where they are*, Pearson Education, Indianapolis, Que.

Kubler-Ross, E 1969, *On death and dying*, The Macmillan Co, New York.

Kuhn, T & Nelson, N 2002, 'Reengineering identity: a case study of multiplicity and duality in organizational identification', *Management Communication Quarterly*, vol. 16, no. 1, pp. 5–38.

Kurland, NB & Pelled, LH 2000, 'Passing the word: toward a model of gossip and power in the workplace', *Academy of Management Review*, vol. 25, no. 2, pp. 428–438.

Labianca, G, Gray, B & Brass, DJ 2000, 'A grounded model of organizational schema change during empowerment', *Organization Science*, vol. 11, no. 2, pp. 235–257.

Lam, LW, Liu, Y & Loi, R 2016, 'Looking intra-organizationally for identity cues: whether perceived organizational support shapes employees' organizational identification', *Human Relations*, vol. 69, no. 2, pp. 345–367.

Lam, SK, Kraus, F & Ahearne, M 2010, 'The diffusion of market orientation throughout the organization: a social learning theory perspective', *Journal of Marketing*, vol. 74, no. 5, pp. 61–79.

Lamb, MC & Cox, MA 1999, 'Implementing change in the national health service', *Journal of Management in Medicine*, vol. 13, no. 5, pp. 288–298.

Lange, D, Boivie, S & Westphal, JD 2015, 'Predicting organizational identification at the CEO level', *Strategic Management Journal*, vol. 36, no. 8, pp. 1224–1244.

Leary MR & Tangney JP 2003, *Handbook of self and identity*, Guilford, New York.

Lee, H-W 2013, 'Locus of control, socialization, and organizational identification', *Management Decision*, vol. 51, no. 5, pp. 1047–1055.

Leigh, J 2013, 'A tale of the unexpected: managing an insider dilemma by adopting the role of outsider in another setting', *Qualitative Research*, vol. 14, no. 4, pp. 428–441.

Leonardi, PM, Neeley, TB & Gerber, EM 2012, 'How managers use multiple media: discrepant events, power, and timing in redundant communication', *Organization Science*, vol. 23, no. 1, pp. 98–117.

Levine, KJ & Hoffner CA 2006, 'Adolescents' conceptions of work: what is learned from different sources during anticipatory socialization?', *Journal of Adolescent Research*, vol. 21, no. 6, pp. 647–669.

Levine, JM & Moreland, RL 1990, 'Progress in small group research', *Annual Review of Psychology*, vol. 41, no. 1, pp. 585–634.

Lewin, K 1948, *Resolving social conflicts; selected papers on group dynamics*, Harper, Oxford, England.

Lewin, K 1951, *Field theory in social science: selected theoretical papers*, Harper & Row, New York.

Li, AN, Liao, H & Kozlowski, SWJ 2014, 'How do leader-member exchange quality and differentiation affect performance in teams? An integrated multilevel dual process model', *Journal of Applied Psychology*, vol. 99, no. 5, pp. 847–866.

Liden, RC & Maslyn, JM 1998, 'Multidimensionality of leader-member exchange: an empirical assessment through scale development', *Journal of Management*, vol. 24, no. 1, pp. 43–72.

Lippitt, R, Watson, J, Westley, B & Spalding, WB 1958, *The dynamics of planned change: a comparative study of principles and techniques*, Harcourt, Brace & World, Orlando.

Littlejohn, SW & Foss, KA 2011, *Theories of human communication*, 10th edn, Waveland Press, Long Grove, Illinois.

Liu, Y, Lam, LW & Loi, R 2014, 'Examining professionals' identification in the workplace: the roles of organizational prestige, work-unit prestige, and professional status', *Asia Pacific Journal of Management*, vol. 31, no. 3, pp. 789–810.

Lorenzi, NM & Riley, RT 2000, 'Managing change', *Journal of the American Medical Informatics Association*, vol. 7, no. 2, pp. 116–124.

Louis, MR 1980, 'Surprise and sense making: what newcomers experience in entering unfamiliar organizational settings', *Administrative Science Quarterly*, vol. 25, no. 2, pp. 226–251.

Lukács, E 2005, 'The economic role of SMEs in world economy, especially in Europe', *European Integration Studies*, vol. 4, no. 1, pp. 3–12.

Lundquist, AR, Lefebvre, EJ & Garramone, SJ 2014, 'Smartphones: fulfilling the need for immediacy in everyday life, but at what cost', *International Journal of Humanities and Social Science*, vol. 4, no. 2, pp. 80–89.

Luo, Y 2000, *Guanxi and business*, World Scientific, Singapore.

Lysova, EI, Richardson, J, Khapova, SN & Jansen, PGW 2015, 'Change-supportive employee behavior: a career identity explanation', *Career Development International*, vol. 20, no. 1, pp. 38–62.

Maass, A, Montalcini, F & Biciotti, E 1998, 'On the dis-confirmability of stereotypic attributes', *European Journal of Social Psychology*, vol. 28, no. 3, pp. 383–402.

Mabrouk, M, Sperandio, S & Girard, P 2014, 'Stakeholder mapping in a collaborative project for a sustainable development', in B Grabot, B Valespir, S Gomes, A Bouras & D Kiritsis (eds), *Refereed proceedings of IFIP WG5.7 international conference, Advances in production management systems: innovative and knowledge-based production management in a global-local world*, September 20-24, 2014, Ajaccio, France, pp. 518–525.

Mackenzie, KD 1986, 'Virtual positions and power', *Management Science*, vol. 32, no. 5, pp. 622–642.

Mael, F & Ashforth, BE 1992, 'Alumni and their alma mater: a partial test of the reformulated model of organizational identification', *Journal of Organizational Behavior*, vol. 13, no. 2, pp. 103–123.

Mael, FA & Ashforth, BE 1995, 'Loyal from day one: biodata, organizational identification, and turnover among newcomers', *Personnel Psychology*, vol. 48, no. 2, pp. 309–333.

Mainardes, RE, Alves, H & Raposo, M 2011, 'Stakeholder theory: issues to resolve', *Management Decision*, vol. 49, no. 2, pp. 226–252.

Malone, SA 2015, 'Sites of sociality: performances of dyke identifications through social networking', PhD thesis, University of California.

Malsow, AH 1954, *Motivation and personality*, Harper, New York.

Mantere, S, Schildt, HA & Sillince, JA 2012, 'Reversal of strategic change', *Academy of Management Journal*, vol. 55, no. 1, pp. 172–196.

March, JG & Simon, HA 1958, *Organizations*, Wiley, New York.

Marsh, S, Waniganayake, M & De Nobile, J 2014, 'Improving learning in schools: the overarching influence of "presence" on the capacity of authoritative leaders', *International Journal of Leadership in Education*, vol. 17, no. 1, pp. 23–39.

Martin, KD, Johnson, JL & French, JJ 2011, 'Institutional pressures and marketing ethics initiatives: the focal role of organizational identity', *Journal of the Academy of Marketing Science*, vol. 39, no. 4, pp. 574–591.

Mattia, T 2005, 'Engaging employees through leadership storytelling at EDS', *The Business Communicator*, vol. 6, no. 3, pp. 8–9.

Maurer, M & Githens, RP 2010, 'Toward a reframing of action research for human resource and organization development: moving beyond problem solving and toward dialogue', *Action Research*, vol. 8, no. 3, pp. 267–292.

Mazanec, S, Flocke, S & Daly, B 2015, 'Health behaviors in family members of patients completing cancer treatment', *Oncology Nursing Forum*, vol. 42, no. 1, pp. 54–62.

McChesney, RW 2015, *Rich media, poor democracy: communication politics in dubious times*, The New Press, New York.

McCutcheon, G & Jung, B 1990, 'Alternative perspectives on action research', *Theory into Practice*, vol. 29, no. 3, pp. 144–151.

McKernan, J 1988, 'The countenance of curriculum action research: traditional, collaborative, and emancipatory-critical conceptions', *Journal of Curriculum and Supervision*, vol. 3, no. 3, pp. 173–200.

McNiff, J 2013, *Action research: principles and practice*, 3rd edn, Routledge, Oxon & New York.

McNiff, J & Whitehead, J 2000, *Action research in organisations*, Routledge, London & New York.

McNiff, J & Whitehead, J 2011, *All you need to know about action research*, Sage, London.

McPhail, TL 2010, *Global communication: theories, stakeholders, and trends*, Blackwell Publishing, John, Wiley & Sons, United Kingdom.

Meisenbach, R 2008, 'Working with tensions: materiality, discourse, and empowerment in occupational identity negotiation among higher education fund-raisers', *Management Communication Quarterly*, vol. 22, no. 2, p. 258.

Meisenbach, RJ & Kramer, MW 2014, 'Exploring nested identities: voluntary membership, social category identity, and identification in a community choir', *Management Communication Quarterly*, vol. 28, no. 2, pp. 187–213.

Mendis, ASU 2008, 'A study of select dimensions of development of the SME sector of Sri Lanka', PhD thesis, Indian Institute of Technology, Delhi.

Miller, K 2005, *Communication theories: perspectives, processes, and contexts*, 2nd edn, McGraw-Hill, New York.

Miller, K 2014, *Organizational communication: approaches and processes*, Thomson Wadsworth, Belmont, California.

Milsom, B 2015, 'Lifelong action learning for community development: learning and development for a better world', *Action Learning: Research and Practice*, vol. 12, no. 2, pp. 254–258.

Mintzberg, H 1979, *The structuring of organizations: a synthesis of the research*, Prentice Hall, Englewood Cliffs, NJ.

Miscenko, D & Day, DV 2015, 'Identity and identification at work', *Organizational Psychology Review*, pp. 1–33, DOI: 10.1177/2041386615584009.

Mitchell, RK, Agle, BR & Wood, DJ 1997, 'Toward a theory of stakeholder identification and salience: defining the principle of who and what really counts', *Academy of Management Review*, vol. 22, no. 4, pp. 853–886.

Morgan, RM & Hunt, SD 1994, 'The commitment-trust theory of relationship marketing', *The Journal of Marketing*, vol. 58, no. 3, pp. 20–38.

Morrison, R & Cooper-Thomas, H 2013, *Relationships in organizations: a work psychology perspective*, Palgrave Macmillan, London.

Mowday, RT, Steers, RM & Porter, LW 1979, 'The measurement of organizational commitment', *Journal of Vocational Behavior*, vol. 14, no. 2, pp. 224–247.

Muehlfeld, K, Rao Sahib, P & Van Witteloostuijn, A 2012, 'A contextual theory of organizational learning from failures and successes: a study of acquisition completion in the global newspaper industry, 1981–2008', *Strategic Management Journal*, vol. 33, no. 8, pp. 938–964.

Mukherjee, A & He, H 2008, 'Company identity and marketing: an integrative framework', *Journal of Marketing Theory and Practice*, vol. 16, no. 2, pp. 111–125.

Mullins, LJ 1999, *Management and organisational behaviour*, 5th edn, Financial Times/Pitman, London.

Mullins, LJ 2007, *Management and organisational behaviour*, Financial Times-Prentice Hall, London.

Myers, KK, Davis, CW, Schreuder, ER & Seibold, DR 2016, 'Organizational identification: a mixed methods study exploring students' relationship with their university', *Communication Quarterly*, vol. 64, no. 2, pp. 210–231.

Nag, R, Corley, KG & Gioia, DA 2007, 'The intersection of organizational identity, knowledge, and practice: attempting strategic change via knowledge grafting', *Academy of Management Journal*, vol. 50, no. 4, pp. 821–847.

Nakra, R 2006, 'Relationship between communication satisfaction and organizational identification: an empirical study', *Vision: The Journal of Business Perspective*, vol. 10, no. 2, pp. 41–51.

Nistor, VC, Plăiaș, I & Radomir, L 2014, 'Corporate reputation, image and identity: conceptual approaches', *Marketing from Information to Decision*, no. 7, pp. 219–229.

O'Brien, D, Sharkey Scott, P & Gibbons, P 2013, 'Developing strategy from the middle: subsidiary strategy and the role of the subsidiary general manager', *Irish Journal of Management*, vol. 32, no. 2, pp. 109–128.

O'Neill, JL & Gaither, CA 2007, 'Investigating the relationship between the practice of pharmaceutical care, construed external image, organizational identification, and job turnover intention of community pharmacists', *Research in Social and Administrative Pharmacy*, vol. 3, no. 4, pp. 438–463.

O'Neil, J & Marsick, VJ 2007, *Understanding action learning*, American Management Association, AMACOM Books, New York.

O'Regan, N & Ghobadian, A 2004, 'Testing the homogeneity of SMEs: the impact of size on managerial and organisational processes', *European Business Review*, vol. 16, no. 1, pp. 64–77.

O'Reilly, CA & Chatman, J 1986, 'Organizational commitment and psychological attachment: the effects of compliance, identification, and internalization on prosocial behavior', *Journal of Applied Psychology*, vol. 71, no. 3, pp. 492-499.

O'Reilly, CA, Doerr, B, Caldwell, DF & Chatman, JA 2014 'Narcissistic CEOs and executive compensation', *The Leadership Quarterly*, vol. 25, no. 2, pp. 218–231.

Park, H, Joo, J, Quiroz, B & Greenfield, PM 2015, 'Sociodemographic factors influence cultural values', *Journal of Cross-Cultural Psychology*, vol. 46, no. 9, pp. 1131–1149.

Parker, M 2007, 'Identification: organizations and structuralisms', in A Pullen, N Beech & D Sims (eds), *Exploring identity: concepts and methods*, Palgrave-McMillan, London, pp. 61–82.

Pascale, R, Millemann, M & Gioja, L 1997, 'Changing the way we change', *Harvard Business Review*, vol. 75, no. 6, pp. 127–139.

Patchen, M 1970, *Participation, achievement, and involvement on the job*, Prentice Hall, Englewood Cliffs, NJ.

Paton, RA & McCalman, J 2008, *Change management: a guide to effective implementation*, Sage Publications, London.

Peters, K, Haslam, SA, Ryan, MK & Fonseca, M 2013, 'Working with subgroup identities to build organizational identification and support for organizational strategy: a test of the ASPIRE Model', *Group & Organization Management*, vol. 38, no. 1, pp. 128–144.

Phillips, R, Freeman, RE & Wicks, AC 2003, 'What stakeholder theory is not', *Business Ethics Quarterly*, vol. 13, no. 4, pp. 479–502.

Porteli, J 2008, 'Researching a secondary school in Malta', in P Sikes & A Potts (eds), *Researching education from the inside*, Routledge, New York, pp. 80–94.

Postmes, T & Jetten, J 2006, *Individuality and the group: advances in social identity*, Sage Publications, London.

Postmes, T, Tanis, M & De Wit, B 2001, 'Communication and commitment in organizations: a social identity approach', *Group Processes & Intergroup Relations*, vol. 4, no. 3, pp. 227–246.

Pousttchi, K 2009, *Handbook of research on mobile marketing management*, Business Science Reference, Hershey, PA.

Powell, GN & Greenhaus, JH 2012, 'When family considerations influence work decisions: decision-making processes', *Journal of Vocational Behavior*, vol. 81, no. 3, pp. 322–329.

Pratt, MG 1998, 'To be or not to be: central questions in organizational identification', in D Whetten & P Godfrey 2003 (eds), *Identity in organizations: developing theory through conversations*, Sage, Thousand Oaks, CA, pp. 171–208.

Pratt, MG 2000, 'The good, the bad, and the ambivalent: managing identification among Amway distributors', *Administrative Science Quarterly*, vol. 45, no. 3, pp. 456–493.

Pratt, MG 2001, 'Social identity dynamics in modern organizations: an organizational psychology/organizational behavior perspective', in MA Hogg & DJ Terry (eds), *Social identity processes in organizational contexts*, Psychology Press, Philadelphia, pp. 13–30.

Probst, G & Raisch, S 2005, 'Organizational crisis: the logic of failure', *The Academy of Management Executive*, vol. 19, no. 1, pp. 90–105.

Punjaisri, K, Evanschitzky, H & Wilson, A 2009, 'Internal branding: an enabler of employees' brand-supporting behaviours', *Journal of Service Management*, vol. 20, no. 2, pp. 209–226.

Punjaisri, K & Wilson, A 2007, 'The role of internal branding in the delivery of employee brand promise', *Journal of Brand Management*, vol. 15, no. 1, pp. 57–70.

Rafferty, AE, Jimmieson, NL & Armenakis, AA 2013, 'Change readiness: a multilevel review', *Journal of Management*, vol. 39, no. 1, pp. 110–135.

Rafiq, M & Ahmed, PK 1993, 'The scope of internal marketing: defining the boundary between marketing and human resource management', *Journal of Marketing Management*, vol. 9, no. 3, pp. 219–232.

Ragusa, A 2011, *Internal communication management*, BookBoon, London.

Rathi, N & Lee, K 2015, 'Retaining talent by enhancing organizational prestige: an HRM strategy for employees working in the retail sector', *Personnel Review*, vol. 44, no. 4, pp. 454–469.

Rauch, F, Schuster, A, Stern, T, Pribila, M & Townsend, A 2014, 'Promoting change through action research', in F Rauch, A Schuster, T Stern & M Pribila (eds), *Promoting change through action research*, Sense Publishers, Rotterdam, pp. 1–5.

Ravasi, D & Schultz, M 2006, 'Responding to organizational identity threats: exploring the role of organizational culture', *Academy of Management Journal*, vol. 49, no. 3, pp. 433–458.

Reed, K, Goolsby, JR & Johnston, MK 2014, 'Extracting meaning and relevance from work the potential connection between the listening environment and employee's organizational identification and commitment', *International Journal of Business Communication*, vol. 51, no. 2, pp. 1–17.

Reed, K, Goolsby, JR & Johnston, MK 2016, 'Extracting meaning and relevance from work: the potential connection between the listening environment and employee's organizational identification and commitment', *International Journal of Business Communication*, vol. 53, no. 3, pp. 326–342.

Reitman, F & Schneer, JA 2005, 'The long-term negative impacts of managerial career interruptions a longitudinal study of men and women MBAs', *Group & Organization Management*, vol. 30, no. 3, pp. 243–262.

Reynoso, JF & Moores, B 1996, 'Internal relationships', in F Buttle (ed), *Relationship marketing: theory and practice*, Paul Chapman Publishing, London, pp. 55–73.

Rho, E, Yun, T & Lee, K 2015, 'Does organizational image matter? Image, identification, and employee behaviors in public and nonprofit organizations', *Public Administration Review*, vol. 75, no. 3, pp. 421–431.

Richter, AW, West, MA, van Dick, R & Dawson, JF 2006, 'Boundary spanners' identification, intergroup contact, and effective intergroup relations', *Academy of Management Journal*, vol. 49, no. 6, pp. 1252–1269.

Rigg, C & Richards, S 2006, *Action learning, leadership and organizational development*, Routledge Studies in Human Resource Development, Routledge, London.

Riketta, M 2005, 'Organizational identification: a meta-analysis', *Journal of Vocational Behavior*, vol. 66, no. 2, pp. 358-384.

Rodgers, R & Hunter, JE 1991, 'Impact of management by objectives on organizational productivity', *Journal of Applied Psychology*, vol. 76, no. 2, pp. 322-336.

Rodrigues, C & Krishnamurthy, A 2016, 'Mirror, mirror on the wall: identity-image interactions for the sales force in high threat situations', *European Management Review*, DOI: 10.1111/emre.12077.

Rothman, J 1965, *Minority group identification and inter-group relations: an examination of Kurt Lewin's theory of Jewish group identity*, Research Institute for Group Work in Jewish Agencies in cooperation with The American Jewish Committee, New York.

Rousseau, DM 1998, 'Why workers still identify with organizations', *Journal of Organizational Behavior*, vol. 19, no. 3, pp. 217–233.

Ruiz, P, Ruiz, C & Martínez, R 2011, 'Improving the "leader–follower" relationship: top manager or supervisor? The ethical leadership trickle-down effect on follower job response', *Journal of Business Ethics*, vol. 99, no. 4, pp. 587–608.

Sagor, RD 2010, *The action research guidebook: a four-stage process for educators and school teams*, 2nd edn, Corwin Press, California.

Saks, A & A. Gruman, J 2014, 'Making organizations more effective through organizational socialization', *Journal of Organizational Effectiveness: People and Performance*, vol. 1, no. 3, pp. 261–280.

Sandberg, J & Tsoukas, H 2015, 'Making sense of the sensemaking perspective: its constituents, limitations, and opportunities for further development', *Journal of Organizational Behavior*, vol. 36, no. 1, pp. 6-32.

Savage, GT, Nix, TW, Whitehead, CJ & Blair, JD 1991, 'Strategies for assessing and managing organizational stakeholders', *The Executive*, vol. 5, no. 2, pp. 61–75.

Scannell, P 2007, *Media and communication*, Sage Publications, London.

Schein, E 1988, 'Organizational socialization and the profession of management', *Sloan Management Review*, vol. 30, no. 1, pp. 53-65.

Schuh, SC, Egold, NW & van Dick, R 2012, 'Towards understanding the role of organizational identification in service settings: a multilevel study spanning leaders, service employees, and customers', *European Journal of Work and Organizational Psychology*, vol. 21, no. 4, pp. 547–574.

Schultz, M & Hernes, T 2013, 'A temporal perspective on organizational identity', *Organization Science*, vol. 24, no. 1, pp. 1–21.

Scott, SG & Lane, VR 2000, 'A stakeholder approach to organizational identity', *The Academy of Management Review*, vol. 25, no. 1, pp. 43–62.

Seely Brown, J, Denning, S & Groh, K 2004, *Storytelling in organizations: why storytelling is transforming 21st century organizations and management*, Routledge, Saint Louis, MO.

Senior, B & Fleming, J 2006, *Organizational change*, Pearson Education, London.

Shamir, B & Kark, R 2004, 'A single-item graphic scale for the measurement of organizational identification', *Journal of Occupational and Organizational Psychology*, vol. 77, pp. 115-123.

Shannon, CE & Weaver, W 1998, *The mathematical theory of communication*, University of Illinois Press, Urbana & Chicago.

Sharma, P 2013, 'Evolution of mobile wireless communication networks: 1G to 5G as well as future prospective of next generation communication network', *International Journal of Computer Science and Mobile Computing*, vol. 2, no. 8, pp. 47–53.

Sharma, A & Grant, D 2011, 'Narrative, drama and charismatic leadership: the case of Apple's Steve Jobs', *Leadership*, vol. 7, no. 1, pp. 3–26.

Shenkar, O & Yuchtman-Yaar, E 1997, 'Reputation, image, prestige, and goodwill: an interdisciplinary approach to organizational standing', *Human Relations*, vol. 50, no. 11, pp. 1361–1381.

Sillince, JA & Brown, AD 2009, 'Multiple organizational identities and legitimacy: the rhetoric of police websites', *Human Relations*, vol. 62, no. 12, pp. 1829–1856.

Simoes, PMM & Esposito, M 2014, 'Improving change management: how communication nature influences resistance to change', *Journal of Management Development*, vol. 33, no. 4, pp. 324–341.

Simon, HA 1947, *Administrative behavior*, The Free Press, New York.

Sluss, DM & Ashforth, BE 2007, 'Relational identity and identification: defining ourselves through work relationships', *Academy of Management Review*, vol. 32, no. 1, pp. 9–32.

Sluss, DM & Ashforth, BE 2008, 'How relational and organizational identification converge: processes and conditions', *Organization Science*, vol. 19, no. 6, pp. 807–823.

Sluss, DM, Ashforth, BE & Gibson, KR 2012, 'The search for meaning in (new) work: task significance and newcomer plasticity', *Journal of Vocational Behavior*, vol. 81, no. 2, pp. 199–208.

Sluss, DM, Ployhart, RE, Cobb, MG & Ashforth, BE 2012, 'Generalizing newcomers' relational and organizational identifications: processes and prototypicality', *Academy of Management Journal*, vol. 55, no. 4, pp. 949–975.

Smidts, A, Pruyn, ATH & Van Riel, CB 2001, 'The impact of employee communication and perceived external prestige on organizational identification', *Academy of Management Journal*, vol. 44, no. 5, pp. 1051–1062.

Smith, LGE, Amiot, CE, Smith, JR, Callan, VJ & Terry, DJ 2013, 'The social validation and coping model of organizational identity development: a longitudinal test', *Journal of Management*, vol. 39, no. 7, pp. 1952–1978.

Smyth, A & Holian, R 2008, 'Credibility issues in research from within organisations', in P Sikes & A Potts (eds), *Researching education from the inside*, Routledge, Oxon, pp. 33–47.

Soomro, RH & Aziz, F 2015, 'Determining the size of thresholds of small and medium enterprises definition', *International Journal of Management, IT and Engineering*, vol. 5, no. 1, pp. 63-71.

Sparks, JR & Schenk, JA 2006, 'Socialization communication, organizational citizenship behaviors, and sales in a multilevel marketing organization', *Journal of Personal Selling & Sales Management*, vol. 26, no. 2, pp. 161–180.

Srivastava, SB 2015, 'Threat, opportunity, and network interaction in organizations', *Social Psychology Quarterly*, vol. 78, no. 3, pp. 246–262.

Srivastava, S & Banaji, MR 2011, 'Culture, cognition, and collaborative networks in organizations', *American Sociological Review*, vol. 76, no. 2, pp. 207–233.

Stephens, KK, Sørnes, JO, Rice, RE, Browning, LD & Sætre, AS 2008, 'Discrete, sequential, and follow-up use of information and communication technology by experienced ICT users', *Management Communication Quarterly*, vol. 22, no. 2, pp. 197–231.

Stieb, JA 2009, 'Assessing Freeman's stakeholder theory', *Journal of Business Ethics*, vol. 87, no. 3, pp. 401–414.

Strong, EK Jr 1925, 'Theories of selling', *Journal of Applied Psychology*, vol. 9, no. 1, pp. 75-86.

Stuart, H 2002, 'Employee identification with the corporate identity-issues and implications', *International Studies of Management & Organization*, vol. 32, no. 3, pp. 28–44.

Suchman, MC 1995, 'Managing legitimacy: strategic and institutional approaches', *Academy of Management Review*, vol. 20, no. 3, pp. 571–610.

Sveningsson, S & Alvesson, M 2003, 'Managing managerial identities: organizational fragmentation, discourse and identity struggle', *Human Relations*, vol. 56, no. 10, pp. 1163–1193.

Szwajkowski, E 2000, 'Simplifying the principles of stakeholder management: the three most important principles', *Business & Society*, vol. 39, no. 4, pp. 379–396.

Tajfel, H 1972, 'Experiments in a vacuum'. in J Israel & H Tajfel (eds), *The context of social psychology: a critical assessment*, Academic Press, London, pp. 69–119.

Tajfel, H 1978, 'Social categorization, social identity and social comparison', in H Tajfel (ed.), *Differentiation between social groups: studies in the social psychology of intergroup relations*, Academic Press, London, pp. 27–76.

Tajfel, H 1982, 'Social psychology of intergroup relations', *Annual Review of Psychology*, vol. 33, pp. 1–39.

Tajfel, H & Turner, JC 1979, 'An integrative theory of intergroup conflict', in WG Austin & S Worchel (eds), *The social psychology of intergroup relations*, Wadsworth, Monterey, CA, pp. 33-47.

Tanis, M & Beukeboom, CJ 2011, 'Organizational identification and the communication of identity: effects of message characteristics on cognitive and affective identification', *British Journal of Social Psychology*, vol. 50, no. 4, pp. 784–791.

Taormina, RJ 1994, 'The organizational socialization inventory', *International Journal of Selection and Assessment*, vol. 2, no. 3, pp. 133–145.

Theis-Berglmair, AM 2013, 'Why "public relations", why not "organizational communication"? Some comments on the dynamic potential of a research area', in A ZerfaB, L Rademacher & S Wehmeier (eds), *Organizational communication and public relations*, Springer, Wiesbaden, Hesse, Germany, pp. 27–42.

Therkelsen, DJ & Fiebich, CL 2004, 'The supervisor: the linchpin of employee relations', *Journal of Communication Management*, vol. 8, no. 2, pp. 120–129.

Thomas, GF, Zolin, R & Hartman, JL 2009, 'The central role of communication in developing trust and its effects on employee involvement', *Journal of Business Communication*, vol. 46, no. 3, pp. 287–310.

Thompson, M & Heron, P 2005, 'Management capability and high performance work organization', *The International Journal of Human Resource Management*, vol. 16, no. 6, pp. 1029–1048.

Tkalac Verčič, A, Verčič, D & Sriramesh, K 2012, 'Internal communication: definition, parameters, and the future', *Public Relations Review*, vol. 38, no. 2, pp. 223–230.

Turner, JC 1978, 'Social categorization and social discrimination in the minimal group paradigm', in H Tajfel (ed.), *Differentiation between social groups: studies in the social psychology of intergroup relations*, Academic Press, London, pp. 101–140.

Ulrich, D 2015, 'From war for talent to victory through organization', *Strategic HR Review*, vol. 14, nos. 1–2, pp. 8–12.

Ulrich, D & Lake, DG 1990, *Organizational capability: competing from the inside out*, John Wiley & Sons.

Ulrich, W 2000, 'Reflective practice in the civil society: the contribution of critically systemic thinking', *Reflective Practice*, vol. 1, no. 2, pp. 247–268.

Ulrich, W 1994, *Critical heuristics of social planning*, Wiley, Chichester, UK.

Unluer, S 2012, 'Being an insider researcher while conducting case study research', *The Qualitative Report*, vol. 17, no. 29, pp. 1–14.

Valach, L, Young, RA & Lynam, MJ 2002, *Action theory: a primer for applied research in the social sciences*, Greenwood Publishing Group.

van Dick, R 2001, 'Identification in organizational contexts: linking theory and research from social and organizational psychology', *International Journal of Management Reviews*, vol. 3, no. 4, pp. 265–283.

van Knippenberg, B, Martin, L & Tyler, T 2006, 'Process-orientation versus outcome-orientation during organizational change: the role of organizational identification', *Journal of Organizational Behavior*, vol. 27, no. 6, pp. 685–704.

van Knippenberg, D, De Dreu, CKW & Homan, AC 2004, 'Work group diversity and group performance: an integrative model and research agenda', *Journal of Applied Psychology*, vol. 89, no. 6, pp. 1008–1022.

van Knippenberg, D & Sleebos, E 2006, 'Organizational identification versus organizational commitment: self-definition, social exchange, and job attitudes', *Journal of Organizational Behavior*, vol. 27, no. 5, pp. 571–584.

van Knippenberg, D, van Knippenberg B, De Cremer D & Hogg MA 2004, 'Leadership, self and identity: a review and research agenda', *Leadership Quarterly*, vol. 15, pp. 825–856.

van Veelen, R, Otten, S & Hansen, N 2013, 'A personal touch to diversity: self-anchoring increases minority members' identification in a diverse group', *Group Processes & Intergroup Relations*, vol. 16, no. 6, pp. 671–683.

Varey, RJ & Lewis, BR 2000, *Internal marketing: directions for management*, Routledge, London & New York.

Vlaar, PW, van Fenema, PC & Tiwari, V 2008, 'Cocreating understanding and value in distributed work: how members of onsite and offshore vendor teams give, make, demand, and break sense', *MIS Quarterly*, vol. 32, no. 2, pp. 227–255.

Vora, D & Kostova, T 2007, 'A model of dual organizational identification in the context of the multinational enterprise', *Journal of Organizational Behavior*, vol. 28, no. 3, pp. 327–350.

Vos, JF 2003, 'Corporate social responsibility and the identification of stakeholders', *Corporate Social Responsibility and Environmental Management*, vol. 10, no. 3, pp. 141–152.

Vough, H 2012, 'Not all identifications are created equal: exploring employee accounts for workgroup, organizational, and professional identification', *Organization Science*, vol. 23, no. 3, pp. 778–800.

Walker, K 2010, 'A systematic review of the corporate reputation literature: definition, measurement, and theory', *Corporate Reputation Review*, vol. 12, no. 4, pp. 357–387.

Wallace, J 1995, 'Organizational and professional commitment in professional and nonprofessional organizations', *Administrative Science Quarterly*, vol. 40, no. 2, pp. 230–255.

Wambui, TW, Wangombe, JG & Muthura, MW 2013, 'Linking human resource management to knowledge transfer for organizational development', *International Journal of Business and Social Science*, vol. 4, no. 12, pp. 169–183.

Wanberg, C 2012, *The Oxford handbook of organizational socialization*, Oxford University Press, New York.

Wartick, SL 2002, 'Measuring corporate reputation definition and data', *Business & Society*, vol. 41, no. 4, pp. 371–392.

Watkins, KE & Marsick, VJ 1997, 'Dimensions of the learning organization questionnaire', *Refereed proceedings of the 1997 annual Academy of Human Resource Development conference, Baton Rouge, LA*, pp. 543–546.

Webb, W 2010, 'Being mobile', *Engineering & Technology*, vol. 5, no. 15, pp. 64–65.

Weick, KE 1995, *Sensemaking in organizations*, Sage Publications, Thousand Oaks, California.

Weick, KE & Quinn, RE 1999, 'Organizational change and development', *Annual Review of Psychology*, vol. 50, no. 1, pp. 361–386.

Weick, KE, Sutcliffe, KM & Obstfeld, D 2005, 'Organizing and the process of sensemaking', *Organization Science*, vol. 16, no. 4, pp. 409–421.

Weidmann, NB 2015, 'Communication, technology, and political conflict introduction to the special issue', *Journal of Peace Research*, vol. 52, no. 3, pp. 263–268.

Welch, M & Jackson, PR 2007, 'Rethinking internal communication: a stakeholder approach', *Corporate Communications: An International Journal*, vol. 12, no. 2, pp. 177–198.

Wenrich, TR, Brown, JL, Miller-Day, M, Kelley, KJ & Lengerich, EJ 2010, 'Family members' influence on family meal vegetable choices', *Journal of Nutrition Education and Behavior*, vol. 42, no. 4, pp. 225–234.

Whetten, DA & Godfrey, PC 1998, *Identity in organizations: building theory through conversations*, Sage, Thousand Oaks, CA.

Whitehead, J & McNiff, J 2006, *Action research: living theory*, Sage, Thousand Oaks, CA.

Wiener, Y 1988, 'Forms of value systems: focus on organizational effectiveness and cultural change and maintenance', *Academy of Management Review*, vol. 13, no. 4, pp. 534–545.

Wieseke, J, Ahearne, M, Lam, SK & van Dick, R 2009, 'The role of leaders in internal marketing', *Journal of Marketing*, vol. 73, no. 2, pp. 123–145.

Wieseke, J, Kraus, F, Ahearne, M & Mikolon, S 2012, 'Multiple identification foci and their countervailing effects on salespeople's negative headquarters stereotypes', *Journal of Marketing*, vol. 76, no. 3, pp. 1–20.

Windsor, D 2010, 'The role of dynamics in stakeholder thinking', *Journal of Business Ethics*, vol. 96, no. 1, pp. 79–87.

Xanthopoulou, D, Bakker, AB, Demerouti, E & Schaufeli, WB 2009, 'Work engagement and financial returns: a diary study on the role of job and personal resources', *Journal of Occupational and Organizational Psychology*, vol. 82, no. 1, pp. 183–200.

Ybema, S 2010, 'Talk of change: temporal contrasts and collective identities', *Organization Studies*, vol. 31, no. 4, pp. 481–503.

Yeung, IY & Tung, RL 1996, 'Achieving business success in Confucian societies: the importance of guanxi (connections)', *Organizational Dynamics*, vol. 25, no. 2, pp. 54–65.

Yukl, G 2012, 'Effective leadership behavior: what we know and what questions need more attention', *The Academy of Management Perspectives*, vol. 26, no. 4, pp. 66–85.

Yunita, P & Kismono, G 2014, 'Influence of work-family conflict and family-work conflict on employees' turnover intentions with gender, social support and individual value as moderating effects', *Journal of Indonesian Economy and Business*, vol. 29, no. 1, pp. 17–30.

Zellweger, TM, Nason, RS, Nordqvist, M & Brush, CG 2013, 'Why do family firms strive for nonfinancial goals? an organizational identity perspective', *Entrepreneurship Theory and Practice*, vol. 37, no. 2, pp. 229–248.

Zhang, M, Li, H & Foley, S 2014, 'Prioritizing work for family: a Chinese indigenous perspective', *Journal of Chinese Human Resource Management*, vol. 5, no. 1, pp. 14–31.

Zhang, Y, George, JM & Chan, TS 2006, 'The paradox of dueling identities: the case of local senior executives in MNC subsidiaries', *Journal of Management*, vol. 32, no. 3, pp. 400–425.

Zingaro L 2009, *Speaking out: storytelling for social change*, Left Coast Press, California.

Zundel, M, Holt, R & Popp A 2016, ‘Using history in the creation of organizational identity’, *Management & Organizational History*, vol. 11, no. 2, pp. 211–235.

Appendix A – Questionnaire for survey conducted in 2010

The following questionnaire is intended to collect your perception just now towards your company, KONE Elevator Company before the launching of ProWin (New Organizational Identity of KONE Elevator Company). The collected data will be analyzed and results will provide information for the research carried out by Andy Chan Ming Sum, as part of the requirement of the Doctor of Philosophy program with University of South Australia.

Please be advised that your participation to provide the response is totally voluntary. Your response is **anonymous** to the researcher and should you have any queries regarding the questionnaire or the research, you can contact Andy Chan Ming Sum by +852 9271 3179.

1. When someone criticizes KONE Elevator Company, it feels like a personal insult.

Strongly disagree	Disagree	Slightly disagree	Neither agree or disagree	Slightly agree	Agree	Strongly agree
☐	☐	☐	☐	☐	☐	☐

2. I am very interested in what others think about KONE Elevator Company.

Strongly disagree	Disagree	Slightly disagree	Neither agree or disagree	Slightly agree	Agree	Strongly agree
☐	☐	☐	☐	☐	☐	☐

3. When I talk about KONE Elevator Company, I usually say “we” rather than “they”.

Strongly disagree	Disagree	Slightly disagree	Neither agree or disagree	Slightly agree	Agree	Strongly agree
☐	☐	☐	☐	☐	☐	☐

4. KONE Elevator Company’s success is my success.

Strongly disagree	Disagree	Slightly disagree	Neither agree or disagree	Slightly agree	Agree	Strongly agree
☐	☐	☐	☐	☐	☐	☐

5. When someone praises KONE Elevator Company, it feels like a personal compliment.

Strongly disagree	Disagree	Slightly disagree	Neither agree or disagree	Slightly agree	Agree	Strongly agree
☐	☐	☐	☐	☐	☐	☐

6. If a story in the media criticized KONE Elevator Company, I would feel embarrassed.

Strongly disagree	Disagree	Slightly disagree	Neither agree or disagree	Slightly agree	Agree	Strongly agree
☐	☐	☐	☐	☐	☐	☐

7. I wish others view KONE Elevator Company as a professional company.

Strongly disagree	Disagree	Slightly disagree	Neither agree or disagree	Slightly agree	Agree	Strongly agree
☐	☐	☐	☐	☐	☐	☐

8. I wish others view me as professional.

Strongly disagree	Disagree	Slightly disagree	Neither agree or disagree	Slightly agree	Agree	Strongly agree
☐	☐	☐	☐	☐	☐	☐

9. KONE Elevator Company is a professional company.

Strongly disagree	Disagree	Slightly disagree	Neither agree or disagree	Slightly agree	Agree	Strongly agree
☐	☐	☐	☐	☐	☐	☐

10. I am a professional.

Strongly disagree	Disagree	Slightly disagree	Neither agree or disagree	Slightly agree	Agree	Strongly agree
☐	☐	☐	☐	☐	☐	☐

11. I am in division

NEB (New Elevator Business)	SEB (Service Business	V5 (HR, Admin & Finance)
☐	☐	☐

12. I am

Manager / Director	Engineer	Supervisor	Frontline	Office staff
☐	☐	☐	☐	☐

13. I work for KONE Elevator Company

< 1 year	>1 year < 4	> 4 years < 7	> 7 years < 11	> 11 years
☐	☐	☐	☐	☐

Appendix B – Questionnaire for survey conducted in 2012

The following questionnaire is intended to collect your perception just now towards your company, KONE Elevator Company after the launching of ProWin (New Organizational Identity of KONE Elevator Company). The collected data will be analyzed and results will provide information for the research carried out by Andy Chan Ming Sum, as part of the requirement of the Doctor of Philosophy program with University of South Australia.

Please be advised that your participation to provide the response is totally voluntary. Your response is **anonymous** to the researcher and should you have any queries regarding the questionnaire or the research, you can contact Andy Chan Ming Sum by +852 9271 3179.

1. When someone criticizes KONE Elevator Company, it feels like a personal insult.

Strongly disagree	Disagree	Slightly disagree	Neither agree or disagree	Slightly agree	Agree	Strongly agree
☐	☐	☐	☐	☐	☐	☐

2. I am very interested in what others think about KONE Elevator Company.

Strongly disagree	Disagree	Slightly disagree	Neither agree or disagree	Slightly agree	Agree	Strongly agree
☐	☐	☐	☐	☐	☐	☐

3. When I talk about KONE Elevator Company, I usually say “we” rather than “they”.

Strongly disagree	Disagree	Slightly disagree	Neither agree or disagree	Slightly agree	Agree	Strongly agree
☐	☐	☐	☐	☐	☐	☐

4. KONE Elevator Company’s success is my success.

Strongly disagree	Disagree	Slightly disagree	Neither agree or disagree	Slightly agree	Agree	Strongly agree
☐	☐	☐	☐	☐	☐	☐

5. When someone praises KONE Elevator Company, it feels like a personal compliment.

Strongly disagree	Disagree	Slightly disagree	Neither agree or disagree	Slightly agree	Agree	Strongly agree
☐	☐	☐	☐	☐	☐	☐

6. If a story in the media criticized KONE Elevator Company, I would feel embarrassed.

Strongly disagree	Disagree	Slightly disagree	Neither agree or disagree	Slightly agree	Agree	Strongly agree
☐	☐	☐	☐	☐	☐	☐

7. I wish others view KONE Elevator Company as a professional company.

Strongly disagree	Disagree	Slightly disagree	Neither agree or disagree	Slightly agree	Agree	Strongly agree
☐	☐	☐	☐	☐	☐	☐

8. I wish others view me as professional.

Strongly disagree	Disagree	Slightly disagree	Neither agree or disagree	Slightly agree	Agree	Strongly agree
☐	☐	☐	☐	☐	☐	☐

9. KONE Elevator Company is a professional company.

Strongly disagree	Disagree	Slightly disagree	Neither agree or disagree	Slightly agree	Agree	Strongly agree
☐	☐	☐	☐	☐	☐	☐

10. I am a professional.

Strongly disagree	Disagree	Slightly disagree	Neither agree or disagree	Slightly agree	Agree	Strongly agree
☐	☐	☐	☐	☐	☐	☐

11. In-house newsletter e-TungSing allows me to get closer to KHK.

Strongly disagree	Disagree	Slightly disagree	Neither agree or disagree	Slightly agree	Agree	Strongly agree
☐	☐	☐	☐	☐	☐	☐

12. In-house information distributed by SMS allows me to get closer to KHK.

Strongly disagree	Disagree	Slightly disagree	Neither agree or disagree	Slightly agree	Agree	Strongly agree
☐	☐	☐	☐	☐	☐	☐

13. Communication with senior management by breakfast depot meetings, engineers' sharing session, communication meetings, etc. allows me to get closer to KHK

Strongly disagree	Disagree	Slightly disagree	Neither agree or disagree	Slightly agree	Agree	Strongly agree
☐	☐	☐	☐	☐	☐	☐

14. Social activities such as soccer games, photography club outings allow me to get closer to KHK

Strongly disagree	Disagree	Slightly disagree	Neither agree or disagree	Slightly agree	Agree	Strongly agree
☐	☐	☐	☐	☐	☐	☐

15. Communication with senior management allows me to get closer to KHK

Strongly disagree	Disagree	Slightly disagree	Neither agree or disagree	Slightly agree	Agree	Strongly agree
☐	☐	☐	☐	☐	☐	☐

16. I have responded to similar survey 2 years ago.

Yes	No
☐	☐

17. I am in division

NEB (New Elevator Business)	SEB (Service Business	V5 (HR, Admin & Finance)
☐	☐	☐

18. I am

Manager / Director	Engineer	Supervisor	Frontline	Office staff
☐	☐	☐	☐	☐

19. I work for KONE Elevator Company

< 1 year	>1 year < 4	> 4 years < 7	> 7 years < 11	> 11 years
☐	☐	☐	☐	☐

Appendix C – Questionnaire for survey conducted in 2014

The following questionnaire is intended to collect your perception just now towards your company, KONE Elevator Company after the launching of ProWin (Organizational Identity of KONE Elevator Company). The collected data will be analyzed and results will provide information for the research carried out by Andy Chan Ming Sum, as part of the requirement of the Doctor of Philosophy program with University of South Australia.

Please be advised that your participation to provide the response is totally voluntary. Your response is **anonymous** to the researcher and should you have any queries regarding the questionnaire or the research, you can contact Andy Chan Ming Sum by +852 9271 3179.

1. When someone criticizes KONE Elevator Company, it feels like a personal insult.

Strongly disagree	Disagree	Slightly disagree	Neither agree or disagree	Slightly agree	Agree	Strongly agree
☐	☐	☐	☐	☐	☐	☐

2. I am very interested in what others think about KONE Elevator Company.

Strongly disagree	Disagree	Slightly disagree	Neither agree or disagree	Slightly agree	Agree	Strongly agree
☐	☐	☐	☐	☐	☐	☐

3. When I talk about KONE Elevator Company, I usually say “we” rather than “they”.

Strongly disagree	Disagree	Slightly disagree	Neither agree or disagree	Slightly agree	Agree	Strongly agree
☐	☐	☐	☐	☐	☐	☐

4. KONE Elevator Company’s success is my success.

Strongly disagree	Disagree	Slightly disagree	Neither agree or disagree	Slightly agree	Agree	Strongly agree
☐	☐	☐	☐	☐	☐	☐

5. When someone praises KONE Elevator Company, it feels like a personal compliment.

Strongly disagree	Disagree	Slightly disagree	Neither agree or disagree	Slightly agree	Agree	Strongly agree
☐	☐	☐	☐	☐	☐	☐

6. If a story in the media criticized KONE Elevator Company, I would feel embarrassed.

Strongly disagree	Disagree	Slightly disagree	Neither agree or disagree	Slightly agree	Agree	Strongly agree
☐	☐	☐	☐	☐	☐	☐

7. I wish others view KONE Elevator Company as a professional company.

Strongly disagree	Disagree	Slightly disagree	Neither agree or disagree	Slightly agree	Agree	Strongly agree
☐	☐	☐	☐	☐	☐	☐

8. I wish others view me as professional.

Strongly disagree	Disagree	Slightly disagree	Neither agree or disagree	Slightly agree	Agree	Strongly agree
☐	☐	☐	☐	☐	☐	☐

9. KONE Elevator Company is a professional company.

Strongly disagree	Disagree	Slightly disagree	Neither agree or disagree	Slightly agree	Agree	Strongly agree
☐	☐	☐	☐	☐	☐	☐

10. I am a professional.

Strongly disagree	Disagree	Slightly disagree	Neither agree or disagree	Slightly agree	Agree	Strongly agree
☐	☐	☐	☐	☐	☐	☐

11. Weekly release of in-house newsletter e-TungSing allows me to understand more about KHK

Strongly disagree	Disagree	Slightly disagree	Neither agree or disagree	Slightly agree	Agree	Strongly agree
☐	☐	☐	☐	☐	☐	☐

12. The contents in e-TungSing are what I want to know

Strongly disagree	Disagree	Slightly disagree	Neither agree or disagree	Slightly agree	Agree	Strongly agree
☐	☐	☐	☐	☐	☐	☐

13. Weekly information from SMS allows me to understand more about KHK

Strongly disagree	Disagree	Slightly disagree	Neither agree or disagree	Slightly agree	Agree	Strongly agree
☐	☐	☐	☐	☐	☐	☐

14. The contents in SMS are what I want to know

Strongly disagree	Disagree	Slightly disagree	Neither agree or disagree	Slightly agree	Agree	Strongly agree
☐	☐	☐	☐	☐	☐	☐

15. The communication channels with KHK are considered sufficient (breakfast depot meetings, engineers' sharing session, communication meetings etc.)

Strongly disagree	Disagree	Slightly disagree	Neither agree or disagree	Slightly agree	Agree	Strongly agree
☐	☐	☐	☐	☐	☐	☐

16. I like the activities organised by KHK (company outings, BBQ, visit to Disneyland, visit to Cheung Long Zoo, cake baking class, etc.)

Strongly disagree	Disagree	Slightly disagree	Neither agree or disagree	Slightly agree	Agree	Strongly agree
☐	☐	☐	☐	☐	☐	☐

17. I like the soccer games organised by KHK

Strongly disagree	Disagree	Slightly disagree	Neither agree or disagree	Slightly agree	Agree	Strongly agree
☐	☐	☐	☐	☐	☐	☐

18. I like the photography club outings organised by KHK

Strongly disagree	Disagree	Slightly disagree	Neither agree or disagree	Slightly agree	Agree	Strongly agree
☐	☐	☐	☐	☐	☐	☐

19. I like the sponsor program for family outings provided by KHK

Strongly disagree	Disagree	Slightly disagree	Neither agree or disagree	Slightly agree	Agree	Strongly agree
☐	☐	☐	☐	☐	☐	☐

20. I like the hiking and running activities organised by KHK

Strongly disagree	Disagree	Slightly disagree	Neither agree or disagree	Slightly agree	Agree	Strongly agree
☐	☐	☐	☐	☐	☐	☐

21. I like the competition of the ‘Most Hearted Frontline’ organised by KHK

Strongly disagree	Disagree	Slightly disagree	Neither agree or disagree	Slightly agree	Agree	Strongly agree
☐	☐	☐	☐	☐	☐	☐

22. I like the thanks giving day organised by KHK

Strongly disagree	Disagree	Slightly disagree	Neither agree or disagree	Slightly agree	Agree	Strongly agree
☐	☐	☐	☐	☐	☐	☐

23. I like the souvenirs and gifts such as red packets for Lunar New Year and casual jackets provided by KHK

Strongly disagree	Disagree	Slightly disagree	Neither agree or disagree	Slightly agree	Agree	Strongly agree
☐	☐	☐	☐	☐	☐	☐

24. I agree that the parental leave and birthday leave offered by KHK were very considerate of employees' needs

Strongly disagree	Disagree	Slightly disagree	Neither agree or disagree	Slightly agree	Agree	Strongly agree
☐	☐	☐	☐	☐	☐	☐

25. I have responded to similar survey 2 years ago.

Yes	No
☐	☐

26. I am in division

NEB (New Elevator Business)	SEB (Service Business	V5 (HR, Admin & Finance)
☐	☐	☐

27. I am

Manager / Director	Engineer	Supervisor	Frontline	Office staff
☐	☐	☐	☐	☐

28. I work for KONE Elevator Company

< 1 year	>1 year < 4	> 4 years < 7	> 7 years < 11	> 11 years
☐	☐	☐	☐	☐