An Examination of the Role of Emotional Barriers in Operative Communication in a Diverse Organizational Setting†

Nalina Ganapathi*

Abstract

Communication is key to the constant growth of organizations. The success is measured by its output and for the stability efficient organizational communication is extremely crucial. Ineffective communication not only affects employee engagement but also organizational productivity to a greater extent. In order to achieve internal communication effectiveness and accelerate employee engagement, the communication barriers are to be foreseen and identified. The objective of the study is to identify the communication barriers, in particular, emotional barriers. The sample organization that has been taken for the study is the multinational organization based in Europe and its branches spread across continents. The target population has been the employees of the organization totaling to 1880 from 150 nations. This particular multicultural organization was chosen for this study because of its diversity. The survey questionnaire with close-ended questions on demographics, employee profile and using Likert type scales, questions on communication and barriers was developed to fit the needs of the target group and distributed. The primary data totaling 681 valid responses was collected from respondents by using convenience or opportunity sampling method. Data have been analyzed using appropriate statistical techniques. The findings highlighted a clear lack of transparent communication due to the existence of barriers, more specifically, emotional barriers. In a competitive society, this research study would help the multi-cultural corporates to plan a strategy to identify and eradicate barriers to achieve organizational optimization, in terms of using resources to achieve established goals.

Keywords: *Emotional Barriers, Employee Engagement, Internal Communication, Knowledge Sharing, Organizations.*

Introduction

Communication is the principal dynamic factor for humans to comprehend each other and sets a podium for the organization. In a constantly changing world, businesses are being driven by the need for an efficient system to meet the goals. When the communication process in organizations pass-through hierarchical channels, many internal problems befall either because of vague understanding of the information. For sustainable organizational growth, a stable communication process is highly significant. For effective internal process and to obtain a positive approach with the external clients, clear communication is important. Positive internal communication is reciprocal, which allows for the smooth flow and the exchange of information. It also influences the performance and job satisfaction of the employees (Rosenfeld et al. 2004; Zucker, 2002; Bartoo and Sias, 2004; Gray and Laidlaw, 2002). A clear communication strategy is necessary for a stable business and also for respectable human relations. Although the rules of effective communication seem very simple, the existence of interferences is unavoidable. The organizational communication commonly has two goals – one to share information and the other to build and work as a team (De Ridder, 2003). Unclear internal communication is the first to be blamed when organizations face hardships to deal with external changes (Grace, 2013).

*Senior Administrative Officer
International Labor Organization (ILO), #4 Route des Morillons, CH-1211, Canton de Genève 22, Geneva, Switzerland.
E-mail: ganapathi@ilo.org
† This paper was written in the author's private capacity. The opinions expressed therein are those of the author and in no way reflect any endorsement either by the International Labor Organization (ILO) or by any of its offices world-wide.

Figure 1: Skills of the Communication Process



Source: Imprint Training Center (2010)

Clear communication is the force that binds the employees among themselves and with that of the organization. It is a bond between information and knowledge. Obtaining knowledge alone is of not sufficient unless it turns into information with a clear transfer through communication (Ganapathi, 2012). Many organizational problems evolve due to miscommunication or unclear communication. In order to avoid, it is important to execute change in organizational communication settings (DiFonzo and Bordia, 1998). In the teamwork, coordination and cooperation are intertwined for sharing information. Every performance of communication controls the workplace in one-way or the other. It is a string that holds various supported parts of an organization together. When it ends, the activity ends. But when it is effective, it manages to motivate employees for their good performance as it develops a better understanding of the job and increases involvement. It helps human beings continue to interact to keep up mental and emotional health. As well as contributing to the effective functionality and the overall development of the workplace. For the effective function of organizations, peace and harmony are an absolute requisite, which depends on the employer-employee relationship. With good business communication, both the internal and external structure of a business can be stable. The organization will have difficulties to flourish without having loyal employees who are important gears to meet the goal of the organization, as people are the greatest asset of the organization. Time management is an important skill required to get the work done by the employees. Communication skills help to manage time well and focus deadlines. Thoughtful communication process opens many ways to meet expected production. A successful skilled communication process in the organizations is critical. However, the level differs in writing, reading, editing, speaking, and listening (see Figure 1).

Literature Review

Organizations and their Structure

In multi-cultural organizations, with their businesses situated across the globe, a clear organizational structure and the patterns of communication are essential for their successful stability. Depending on the size and functions, it adapts and modifies the structure that suits their aims and thus emerges types of organizational structures. A major challenge faced by the international workforce is to achieve a combination of an employee from distinctive ethics (Joshi et al., 2002; Shenkar and Zeira, 1987). As and when employees are from diverse backgrounds, mainly cultural, having their own ethics, attitudes, and expectations about dissimilar matters, the possibility of confusion and or disagreement could simply happen during contact (Earley and Mosakowski, 2000). Nevertheless, troubles linking to poor intercultural understanding create broken working effectiveness (Lindsley, 1999). However, on the positive side, operative multicultural communication adds to a good working ambiance and a creative trust among varied employees (Tokarek, 2006). For multicultural organizations, the complex rule and systems are predominantly significant. It consists of diverse subunits when organizations in a varied environment (Bartlett and Ghoshal, 1991). In organizations, both verbal and non-verbal communication are considered highly important for the workplace.

The structure is closely linked to the type of business of the organization. It is necessary for the organization to choose a structure that facilitates to act efficiently, to meet the goals for the best use of human resources. In present days, the business environment has become increasingly complex and products have become more knowledge-based. Transparent and straightforward communication channels are necessary (Ivancevich et al. 2011) to run a successful business. Depending on the complexities, the structure of the organization helps

or delays the progress of achieving the goals. A chart of the organization is a well-defined sketch and it is a clear depiction of the official desigof communication movement in an organization. Organizational structure profoundly influences communication patterns. While effective internal communication is important in developing resilient and optimistic relationships with employees, working efficiently in a multicultural setting is the major challenge. Diversity can bring difficulties in communication as the dispatcher and the receiver of the message are diverse. As a consequence, misinterpretation can happen and that makes workplace interactions complicated (Adler, 1991).

A unique feature of an organization is its structure, which has a deep impact on the procedure of internal communication (Greenberg and Baron, 2003). The organizational structure means a formally planned design of relationships exists between diverse departments within the organization (Ivancevich et al. 2011). The structure is distinct by a plan, acknowledged as an organizational diagram, which brings a graphic description of the design of communication. The three dominant perspectives are canals, observed networks, and noticeable networks (Papa et al. 2008). A clear established channel of communication within an organization gets messages as tangible objects passed along (Koehler et al. 1981). The channels focus on the transfer of messages of communication and not on the association between a dispatcher and the recipient. As such, the recipient considered as an inactive individual in the process of communication (Wrench and Punyanunt-Carter, 2012). Depending on the size, the organization uses various structures for the lines of internal communication to ease instant messaging, responses to take timely action and delivery of work. Bigger the size of the organization, more ways of communication methods structured. In this, outlines of communication comprise a chain-of-command that entails employees to have a dialogue with their immediate supervisor rather than conveying concerns straight to top-level management higher on the organizational chart (Ashe-Edmunds, 2016). The communication workflow is a division of stages to be implemented to complete a communicative collaboration (De Moor and Weigand, 2005). Formal communication is more structured and practical. Based on rules, conventions, regulations, and principles, the messages are communicated. The corporate meetings, presentations, conferences are the examples of formal communication which inevitably tracks a pattern: upward, downward, vertical or horizontal. It can go vertically that is from bottom to the top level for consideration and decision-making. Also, formal communication flows horizontally across the organization. In disparity, the horizontal communication flows between two directions of the organization at a similar time. Because of its uniformity in style, it allows zero bias. Informal communication does not necessarily need to follow rules, regulations, conventions or principles set, but the discussion can be very informal and or casual. In other words, 'Grapevine' communication is considered useful. In general, the organizational communication flows from top to bottom levels and the top level makes the decisions, which go down to the lower levels in the organization through its middle managers (Riggs, 2010). The communication system that exists in organizations must facilitate the transmission of information quickly to resolve problems, timely decision-making and to improve productivity through a concrete relationship within and outside the organization.

Organizational Communication

Organizational communication is an important tool to focus to aim, bind, cheer employee morale, encourage transparency and eliminate slow unseen destructions (Ganapathi, 2012). It is a formal exchange, of information among employees of different level. A clear internal communication entails open and mutual exchange and understanding the audience with an accessible medium. A statement published by the International Labor Organization (ILO), endorses the importance of internal communication in a multinational organization as "Internal communication should be taken in a broad sense, involving information sharing, interaction and cooperation among colleagues, working both through formal and informal channels in a complementary way. It is by definition a two-way street, encouraging dialogue, listening, networking and an exchange of ideas; it implies finding common ground for diverse approaches, negotiation, the resolution of conflicts and the search for fair and agreed solutions. It is, in the final analysis, internal communication, which constitutes the key for sound and firmly grounded decision-making at every level. It is a management tool but also a means of expression, reflecting interpersonal and human relations in a multicultural and multilingual context". (ILO, 1999).

Internal communication in organizations is complex to define. It is a method by which people can understand the minds of other people either by speaking and or non-verbal messages in the setting of a formal organization (Richmond and McCroskey, 2009). It involves the clarification and presentation of messages through communication components that form part of the same organization (Wayne and Faules, 1994). Further, it is an analysis of human interaction within complex organizations, and organizational behavior (Ganapathi, 2018). In the organizations, internal communication links marketing, production, finance, personnel, and various other divisions and simplifies organizational success. It is mandatory to escalate efficiency, promote customer satisfaction, advance better quality, and generate innovative products in the organizations. The accomplishment of organizations measured by its yield and internal communication is a building block. The formal and informal communication drift passes the information in all directions, such as vertical, horizontal, upward and downward. These flows circulate and share information between employee and employee, employer and employ ee and or vice versa to advance customer relations, donor relations and satisfaction that in turn influence productivity (Ganapathi, 2016).

The process of communication brings upon barriers due to interruptions which would seriously affect the organizational functions. Thus, in structured organizations, the meaningful flow of communication is controlled through communication patterns (Heise and Miller, 1951). A barrier is anything that obstructs the process of transferring messages clearly and concisely as it is received. The message articulated considered as external whereas feelings and ideas are considered internal. Internal communication challenges often lead the internal process complicated and bring in employee frustration and hard decision-making, thereby affecting the fundamental line of business. Due to the distance in cultures, time zones, languages and geographical locations internal communication becomes complicated at the multicultural organizations (Portnaya, 2015). Effective communication competence becomes a required skill for success, while coordination is key for competitive advantage in the global market. Further, it becomes highly evident when the physical and cultural distance is active (Spinks and Wells, 1997). By way of the clear internal communication process, most of the problems can be resolved. However, it demands transparent and focused on coherent language, bilateral and understanding the spectators with a reachable channel (Berger, 2008). Internal communication in the organizations should travel in all directions of a defined structure. If low-level communication does not flow as freely as from the higher level, then possible barriers could be developed (Cheney et al., 2011). Also, diversity makes the way the message is seen and communicated by people differently, (Kandampully et al. 2001) which obviously develop communication barriers. In general, there are seven kinds of main barriers that influence communication, such as physical, perceptual, emotional, cultural, organizational and interpersonal barriers. This paper focuses particularly, on the emotional barriers.

Research Methodology

While there is an avalanche of academic literature on communication and its barriers' in general, research on this vital topic relating to emotional barriers focusing one single multicultural organization is sparse. In the organizations, the employees play an important role. For the wellbeing, success and smooth function of organizations, the lack of clear communication could lead to low-esteem and thus low productivity. And so it is important to understand the potential factors influencing internal organizational communication structures.

Data Analysis

The survey questionnaire with close-ended questions on demographics, employee profile and using Likert type scales, questions on communication and barriers were developed to fit the needs of the target group and distributed. The primary data totaling 681 valid responses collected from respondents using convenience or opportunity sampling method. The data have been analyzed using IBM SPSS 22.0 software. Frequency distribution was calculated with a mean and standard deviation values where applicable as either a nominal or an ordinal scale was used for measurement. This allows an initial overview and also provides simple reviews about the sample and the measures together with graphics analysis.

To explain the fundamental structure of the data collected and the opinions of the respondents of various factors, descriptive statistics on demographics, employee profile and emotional barriers are displayed. They provide modest reviews about the sample and the measures with mean and standard deviation values. As well they develop the foundation and help to understand the findings.

Descriptive Analysis of Demographics and Employee Profile

Table 1: Gender-wise Responses

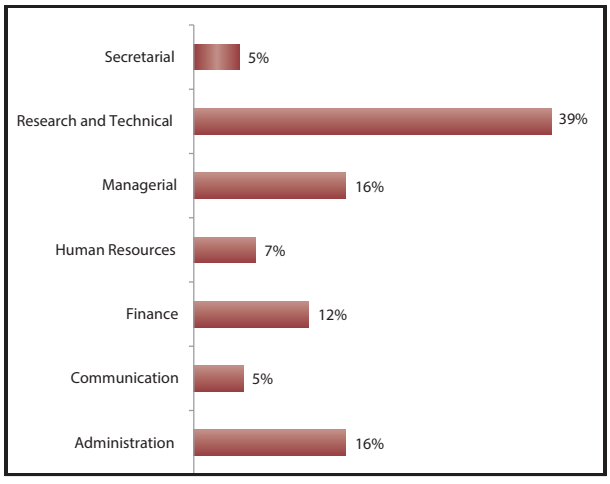
Nos.	Gender	Freq.	Per cent
1	Male	234	34
2	Female	447	66
	Total	681	100

N	Mean	Std. deviation
681	1.66	.475

Source: Author's Analysis

As stated (see Table 1) the majority of the employees taking part in this study were female 447 (66%) and 234 (34%) were male (mean value M = 1.66 and SD is .475). In support of this result, various studies on the gender influence on online survey participation revealed that women are more likely to participate in the online survey study than men. (Curtin et al. 2000; Moore and Tarnai, 2002; and Singer et al. 2000). It can be said that female respondents are more open in sharing issues than male respondents. By nature, female is more concerned about the communication problems that exist and they take them along until the problems are resolved either positively or negatively.

Figure 2: Functional-wise Responses From



Source: Author's Analysis

the chart (see Figure 2) it is clear that 39 percent of respondents are from the field of research and technical, 16 percent respondents are from the administration, 16 per cent from managerial, 12 percent from finance, 7 percent from human resources, 5 percent secretarial and communication fields respectively.

As such the responses are more from research and technical functional level (39%) it might be because of the high-level employees are more interested in eradicating communication barriers that exist. It can be assumed that higher the grade, higher the loyalty and thus higher the interest of eradicating issues.

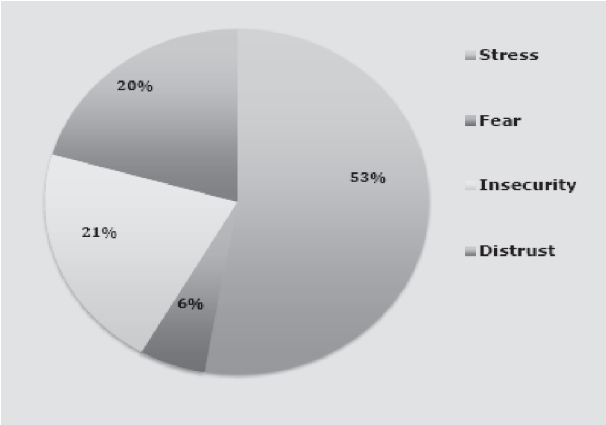
Emotional Barriers

Emotional barriers are considered to be the toughest disruption to employee engagement. Feelings and emotions have powerful effects on decision-making, as emotion is a strong trait. Due to fear of rejection or lack of trust, the flow of communication can get interrupted and not expressed in the desired way. The emotional barrier is a kind of concealed mental fence that could delay the open communication of feelings and thoughts. It is extremely vital to regulating the flow to make sure of accurate information flow on time. The bottom to top communication flow sometimes have difficulties and that would lead to nurture barriers (Cheney et al., 2011). The feeling of insecurity is a type of emotional barrier that stops from achieving the desired goal (Pfeiffer, 1998). They are nevertheless the psychological walls that obstruct communicating thoughts and approaches that could have a negative impact on the relationship with one another, which could prevent from achieving goals. Strong adverse emotions can lead to miscommunication and it is one of the common obstructions to communication. Fear of being mistreated and mutual trust form the roots of emotional barriers that interfere with transparent communication among colleagues. This creates a stressful setting and stress is one of the major emotional barriers that can have an intense impact on employees and on production.

The descriptive analysis of the research explored the study of the possible existence of barriers that influence internal communication flow in the multicultural organization taken for the study. The applied cross tabulation and a chart and indicated the level of emotional barriers existence. The analysis presented in the figure (Fig. 3) gives an overview of the responses received. 53% of employees expressed that stress interrupts their day-to-day work communication, followed by distrust (20%) and insecurity (21%). As well the given extracts reveal

that emotional barriers exist due to inconsistent policy and lack of knowledge sharing. Other than that, 6 percent of responses were 'fear' related. Trust is a mutual feature where both the transmitter and the receiver should respect mutually. If there is a lack of mutual trust, the receiver understand the meaning differently and that would make the communication useless. Lesser the mutual trust greater the destructive impact on productivity (see Figure 3).

Figure 3: Emotional Barriers



Source: Author's Analysis

The lack of transparency and knowledge sharing could increase the level of stress at the workplace (Ganapathi, 2012). The emotional and physical ailments get increased when job insecurity endures. The feeling of insecurity arises when one feels ignored or disrespected at work due to miscommunication or non- communication. Communication is a basic trait of human beings, ignoring and focusing solely on the jobs leaves people unhappy, sequestered and miserable (Ganapathi, 2014).

The level of stress can be minimized if organizations focus more on implementing clear and concise communication structure. A transparent communication strategy between all levels in the workplace from top to bottom level management is an effective way of combatting stress. Another fact is that the influence of technology changes the way organizations structure. The technology could be seen as a tool for nurturing clear communication at various levels and facilitates people to build a network to a certain extent, however, the same can led distant interpersonal contacts by devoting more time (Husain, 2013). When stress factors coupled with ineffective management, it can become further a problem. In the fast developing world, among many barriers, identifying signs of organizational stress is the principal phase in scheming a plan to adopt issues (Leviticus, 2016). Stress is part of every work and it stimulates everyone to act well and in the organization stress keeps both employees and employers determined. However, when it is beyond control, it can lead to various consequences – if an individual, it leads to irrelevant performance and if employers, it is a damage for the organization. Similarly, the feeling of insecurity on job contract extensions, and the fear of speaking out of their rights and doubting mutual honesty can be dealt by one-to-one open discussion apart from defining clear responsibilities and providing detailed instructions.

Limitations of the Study

This study, apart from being a unique contribution in the field of communication, it is subject to some limitations like in the other fields of survey research. The research was conducted focusing on employees of only one multinational organization. Thus the result may not be applied to other multinational organizations, due to variation in size, demographic characteristics, employee profile, and organizational culture.

Findings and Recommendations

From the analysis, the existence of emotional barriers is obvious. This could cause massive destruction in the workplace, if unattended. For the successful stability of the organization, unquestionably, effective communication can act as a fundamental tool to understand the work culture and to identify the possible barrier existence. As well, it is recommended to implement barrier-breaking activities that include appropriate conduction of an audit of rules and practices to find the blocks of communication workflow. Without doubt, eradication of identified barriers through operative ways such as uplifting bilateral transparent communication system, motivating knowledge sharing, encouraging staff training would advance an effective internal communication process and eventually that would lead to success.

In an increasingly competitive global market, when the level of communication and identification of possible existence of barriers are periodically

gauged, it would help the multinational organizations to advance the success and to be stabilized. An efficient communication system has a noticeable importance in developing permanent employee engagement. One of the many optimistic profits gained from well-established organizational communication is enhanced employee-employee and employee and employer relationship. Without efficient employees, the desired goals could be difficult to meet. Therefore, when organizations implement an action plan to identify barriers and, to establish a concise internal communication strategy, the organizations will grow steadily and successfully.

Conclusion

The key components of the ability to access freedom and peace are through effective communication and to have a harmonious ambiance of work life. In a constantly changing world, businesses are being driven by the need for an efficient system to meet the goals of the enterprise. The employees are the greatest source and their satisfaction and engagement are highly essential for the harmonious organization. Although by using high computer technology and related software systems, communication is well managed, yet, in a multinational setting where diversity is in place, communication difficulties are normal to exist. When the organization takes essential steps to deal with the disparities effectively upon understanding the complexities of the internal communication and by adapting to a much more transparent internal communication structure, it is obvious that the organization would be barrier-free organization.

References

Adler, N. J. (1991). *International dimensions of organizational behavior* (2nd ed.) (pp. 63-91). Boston, MA: PWS-KENT Publishing Company.

Ashe-Edmunds, S. (2016). *The structure & lines of communication in an organization*.

Bartlett, C. & Ghoshal, S. (1991). Global strategic management: Impact on the new frontiers of strategy research. *Strategic Management Journal, 12,* 5-16.

Bartoo, H. & Sias, P. M. (2004). When enough is too much: Communication apprehension and employee information experiences. *Communication Quarterly, 52*(1), 15-26. Berger, B. (2008). *Employee/organizational communications.* Retrieved from http://www.instituteforpr.org/employee-organizational-communications/

Cheney, G., Christensen, L. T., Zorn, T. E., & Ganesh, S. (2011). *Organizational communication in an age of globalization: Issues, reflections, practices.* Long Grove, IL: Waveland Press.

Curtin, R. Presser, S. & Singer, E. (2000). The effects of response rate changes on the index of consumer sentiment. *Public Opinion Quarterly, 64*, 413–428.

De Moor, A. & Weigand, H. (2005, June). *Communication pattern analysis in communities of practice.* Paper presented at the Language Action Perspective on Communication Modeling, Kiruna, Sweden.

De Ridder, J. (2003). Organizational communication and supportive employees. *Human Resource Management Journal, 14*(3), 20-30.

DiFonzo, N. & Bordia, P. (1998). A tale of two corporations: managing uncertainty during organizational change. *Human Resource Management, 37*(3-4), 295-303.

Earley, P. C. & Mosakowski, E. (2000). Creating hybrid team cultures: An empirical test of transnational team functioning. *Academy of Management Journal, 43*(1), 26-49.

Ganapathi, N. (2018). The relevance of internal communication in multicultural organizations. *Vels Management Journal.*

Ganapathi, N. & Panchanatham, N. (2016). Internal Communication and Technology – The Secrets of Success. *Indian Journal of Science and Technology.*

Ganapathi, N. & Panchanatham, N. (2014). The Role of Human Resource Management in Cross-Cultural Environment – The Way to Managerial Communication. *Journal of Exclusive Management Science, 3*(1).

Ganapathi, N. & Panchanatham, N. (2012), Communication: Its role in preventing and eliminating stress. *MTC Global*.

Grace, T. J. (2013). *The 7 deadly sins of ineffective communications.* Retrieved from https://jenntgrace.com/98-lgbt-marketingcommunications-failures-occur-1-7-reasons/

Gray, J. & Laidlaw, H. (2002). Insider perspectives on communication satisfaction, *Australian Journal of Communication, 29*(3), 111-124.

Greenberg, J. & Baron, R. A. (2003). *Behavior in organizations: Understanding and managing the human side of work*. New Jersey, NJ: Prentice-Hall

Heise, G. A. & Miller, G. A. (1951). Problem solving by small groups using various communication nets. *The Journal of Abnormal and Social Psychology, 46*, 327-335.

ILO. (1999, June). *Report of the director-general: Decent work.* Geneva, Switzerland: International Labor Organization (ILO). Retrieved from https://www.ilo.org/public/english/standards/relm/ilc/ilc87/rep-i.htm

Husain, Z. (2013). Effective communication brings successful organizational change. *The Business & Management Review, 3*(2), 43-50.

Imprint Training Center. (2010). *Basic communication skills*. Retrieved from https://www.slideshare.net/Imprintcenter/basic-communication-skills

Ivancevich, J. M. Konopaske, R. & Matteson, M.T. (2011). *Organizational behavior and management*. New York, NY: McGraw-Hill.

Joshi, A. Labianca, G. & Caligiuri, P. M. (2002). Getting along long distance: Understanding conflict in a multinational team through network analysis. *Journal of World Business, 37*, 277-284.

Kandampully, J. Mok, C. & Sparks, B. A. (2001). *Service quality management in hospitality, tourism, and leisure*. Psychology Press.

Koehler, J. W., Anatol, K. W. E. & Applbaum, R. L. (1981). *Organizational communication: Behavioral perspectives* (2nd ed.). New York, NY: Holt, Rinehart, and Winston.

Lindsley, S. L. (1999). A layered mode of problematic intercultural communication in US-owned maquiladoras in Mexico. *Communication Monographs, 66.* 145-167.

Lunenburg, C. F. (2010). *Communication: The process, barriers, and improving effectiveness, 1*(1).

Papa, M. J. Daniels, T. D. & Spiker, B. K. (2008). *Organizational communication: Perspectives and trends*. Thousand Oaks, CA: Sage.

Pfeiffer, W.J. (1998). *Conditions that hinder effective communication* (2nd ed). The Pfeiffer Library, Volume. 6.

Portnaya (2015). *Top 6 tops for multinationals to improve internal communication*. Retrieved from https://ohtenterprise.com/blog/international-business/top-6-tips-multinationals-improve-internal-communication

Richmond, V. P., & James, M. C. (2009). *Organizational communication for survival: making work, work* (4th ed.). Englewood Cliffs, NJ: Pearson Prentice Hall.

Riggs, N. (2010). *7 outcomes of organizational communication & social media: A framework*. Retrieved from https://www.nrmedia.biz/blog/7-outcomes-of-organizational-communication-social-media-a-draft-framework

Rosenfeld, L. B. Richman, J. M. & May, S. K. (2004). Information adequacy, job satisfaction and organizational culture in a dispersed-network organization. *Journal of Applied Communication Research, 32*(1), 28-54.

Shenkar, O. & Zeira, Y. (1987). Human resources management in international joint ventures: Directions for research. *Academy of Management Review, 12*(3), 546-557.

Spinks, N. & Wells, B. (1997). Intercultural Communication: A key element in global strategies. *Career Development International, 2*(6), 287-292.

Tokarek, M. (2006). How to manage intercultural communication? *People Management, 12*(21), 66-67.

Wayne, P. & Faules D. F. (1994). *Organizational communication* (3rd ed.). Englewood Cliffs, NJ: Prentice Hall.

Wrench, J. S. & Punyanunt-Carter, N. (2012). *An introduction to organizational communication*. Retrieved from https://www.academia.edu/23934649/An_Introduction_to_Organizational_Communication_v._0.0

Zucker, R. (2002), More than a name change – Internal branding at pearl. *Strategic Communication Management, 6*(4), 24-27.