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The “unloyal” Millennials

**A survey study investigating the relationship between internal communication
and employee brand attitudes in the healthcare sector**

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Abstract

The “unloyal” Millennials

The healthcare sector in Sweden is facing problems related to high personnel turnover. The costs for new recruitment are high, the increase of locum doctors has a negative effect on patient safety, and the Millennial generation seems to have other demands on their employers than the previous generations. The purpose of this study was to contribute to the research about how internal communication can act as a tool for increasing positive employee brand attitudes. The aim of this study was to look at the relationship between internal communication satisfaction, employee brand attitudes, age, and beneficial employment factors. To achieve the aim of the study, we conducted a quantitative survey study of the healthcare sector in Sweden and analyzed the responses by using multiple regression analysis (n=208). We found support that internal communication satisfaction is positively associated with positive employee brand attitudes in the Swedish healthcare sector. We also found that older generations have a higher degree of positive employee brand attitudes than Millennials. Lastly, we found that not all employment factors are positively associated with employee brand attitudes.

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Keywords: Internal communication satisfaction, employee brand attitudes, employee brand loyalty, Millennials, healthcare, employment factors, personnel turnover, employee retention

Sammanfattning

Den ”illojala” Generationen Y

Sveriges sjukvård står inför problem relaterade till hög personalomsättning. Kostnaderna för ny rekrytering är hög, den ökade mängden hyrläkare äventyrar patientsäkerheten och Generation Y verkar ha en högre krav på sin arbetsgivare än tidigare generationer. Syftet med studien har varit att bidra till forskningen om hur internkommunikation kan användas som ett verktyg för att skapa positiva varumärkesattityder. Målet med studien har varit att observera relationen mellan tillfredsställelsen av internkommunikation, varumärkesattityder, ålder och övriga anställningsfaktorer. För att uppnå syftet med studien har vi genomfört en kvantitativ enkätstudie om den svenska sjukvården och analyserat svaren med hjälp av multipel regressionsanalys (n=208). Vi fann stöd för att tillfredsställelse av internkommunikation har en positiv påverkan på positiva varumärkesattityder inom den svenska sjukvården. Vi såg även att äldre generationer har starkare positiva varumärkesattityder än Generation Y. Slutligen såg vi att inte alla anställningsfaktorer hade en positiv påverkan på positiva varumärkesattityder.

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Nyckelord: Internkommunikation, varumärkesattityder, medarbetarlojalitet, Generation Y, sjukvård, anställningsfaktorer, personalomsättning

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1. Introduction

In this chapter, we present the background and research motivation for our thesis. We then present the purpose of the study, as well as research questions, delimitations, and disposition.

1.1 Background

An organization is built by and dependent on a range of different stakeholders. The stakeholder groups are flexible and inconsistent, which means that members of one stakeholder group are also members of other stakeholder groups. This may cause conflicts and complicate situations for the individual (Freeman, 1984). However, the employees' relationship with the organization is special and differs from other stakeholder groups. In addition to the type of relationship, they also have bigger stakes, a higher degree of identification and a role of senders and receivers of internal communication (Frandsen & Johansen, 2011). Unlike, for example, customers the employees have an interdependent relationship with the organization where they are financially and legally bound to each other, which affects how the employees act. The stakes of employees can be the salary, working conditions and degree of freedom, and the stakes depend on factors such as age and organizational functions. The stakes can influence how the employees comprehend the communication of the organization. The degree of identification also affects how the employees act, due to the fact is they feel like a part of the organization or not. The employees are not passive receivers of information. They have a role as both senders and receivers of internal communication, not only within the organization but also to friends and family outside of the organization (ibid.).

Since the employees are such an important part of the organization, it is essential to retain them. A problem in today's labor market is increasing personnel turnover. Employees changing jobs more frequently can lead to many negative consequences. Some lines of business have higher turnover statistics than others. High turnover is

more common within what the Statistics Sweden, *Statistiska Centralbyrån*, (2017) defines as simple jobs, such as the hotel and restaurant industry. This type of jobs usually does not require any tertiary education, and many of the employees work part-time (ibid.). However, in recent years the personnel turnover has increased in more qualified work fields as well. This is especially evident in the medical sector (Heyman & Pagels, 2018, June 13). In an article on June 13, 2018, *Dagens Medicin* stated that the employee turnover amongst nurses at the biggest hospitals in Sweden has increased in the last five years. Karolinska universitetssjukhuset in Stockholm has gone from a 13,6 percent turnover to 16,4 percent during the years 2012–2017. Sahlgrenska sjukhuset in Gothenburg had a 13,2 percent turnover of nurses in 2017 (ibid.).

There seems to be a difference between generations when it comes to the frequency in changing jobs. Amongst Millennials¹, otherwise known as *Generation Y*, studies have shown that the openness to new job offers is 60 percent. This is a higher number than within older generations, Baby Boomers and Generation X, where openness is limited to only 45 percent (Gallup, 2016). The same study displayed that the Millennials' intention to stay in one and the same organization is lower and that they change jobs three times as often as the older generations (ibid.).

Sriyothin (2016) suggested that internal communication has a great impact on an organization's brand. A term that he uses in his study is internal communication satisfaction, which can be described as how satisfied someone is with the internal communication of their workplace. Furthermore, he shows that satisfaction amongst employees leads to loyalty, identification, and commitment towards the organization's brand (ibid.). From this study, we have gathered a significant empirical foundation which indicates that internal communication is of importance in reaching a flourishing relationship between employers and their employees. Our survey is based on the Communication Satisfaction Questionnaire that Sriyothin

¹ Millennials are born 1982–1999, Generation X 1965–1981, and Baby Boomers 1946–1964. See further under 2.3.

(2016) used in his study, although it has been modified to fit this study's research context.

1.2 Research motivation

When an employee leaves an organization, the organization loses time and money spent on the employee in the form of recruitment, training, and education. Furthermore, a result of unexpected personnel changes can be that the organization cannot deliver their products or services in time (Ertas, 2015). The resignation also has an effect on the other coworkers, for example, that the productivity and the performance deteriorate because of the circumstances, but also the resources that go to waste (ibid.).

The costs of personnel turnover can be divided into four categories; recruitment, introduction, training, and settlement. The expenses for the organization can be direct, for example, administration of applications and interviews, and indirect, for example, consequences of an inexperienced employee. A study implemented by a Swedish trade union estimated a turnover cost of a Swedish municipal employee to 500 000 SEK (Vision, 2015).

The Health and Social Care Inspectorate in Sweden (IVO) did a report on locum doctors in 2016, showing that the shortage of permanently employed doctors has a negative effect on the other staff (IVO, 2016). This results in a stressful working environment that doesn't give the locum doctors the support they need for patient safety. The report also showed that the high personnel turnover induces a lack of continuity, thus increasing the risk of patients falling through the cracks.

According to Gallup (2016), Millennials will in the nearest future constitute the majority of the workforce worldwide (ibid.). As a result of Baby Boomers (Ertas, 2015; Ng, Schweitzer & Lyons, 2010) starting to retire, the need for recruiting Millennials are getting bigger and bigger. The generation of Baby Boomers is fairly large and are thus leaving a great void to fill. This void makes it easier for Millennials to pick and choose when it comes to organizations and employers. While this

generation may have higher demands on their future employers, the employers themselves have a hard time identifying what these demands are (Ng et al., 2010).

The healthcare industry in Sweden is facing a number of problems related to high personnel turnover. As stated above the costs for new recruitment is very high, the increase of locum doctors has a negative effect on patient safety, and the younger generation - who is soon to be the majority of the workforce - may have other demands than the previous generations. However, internal communication satisfaction seems to play a vital role in establishing employee brand attitudes (Sriyothin, 2016). Is it possible that internal communication is the solution to the problem? This leads us to the purpose of this study.

1.3 Purpose and research questions

The purpose is to contribute to the research about how internal communication can act as a tool for increasing positive employee brand attitudes. By doing that, we are trying to illustrate the value of strategic internal communication for organizations, and why it should be of high priority. The base of this study is the Communication Satisfaction Questionnaire used by Sriyothin (2016), although adapted to a Swedish context. The aim of this study is to look at the relationship between internal communication satisfaction and employee brand attitudes and to explore if that relationship differs between Millennials and older generations. Additionally, we will compare the internal communication to beneficial employment factors when it comes to employee brand attitudes and age.

This leads us to the following research questions

- RQ1: How does internal communication affect employee brand attitudes?
- RQ2: What aspects of internal communication can improve employee brand loyalty in the Millennial generation?
- RQ3: How does internal communication compare to beneficial employment factors regarding employee brand loyalty in the Millennial generation?

1.4 Delimitations

This study's population is limited to medical professionals in Sweden. Thus, the cultural context of both Sweden and the professions have their limitations. However, we consider this population and the empirical data to be sufficient to answer the proposed research questions. As stated in the background, this study has taken inspiration from a similar one made in the hotel industry in Thailand. We have added the dimension of age, more specifically comparing Millennials to older generations. The dimension of beneficial employment factors has also been included.

2. Previous research and theory

The disposition of this chapter is based on our research questions. First, we present previous research and theories on positive employee brand attitudes and internal communication satisfaction. These are related to our first research question. Further, we present previous research and theories on the Millennial generation and the beneficial employment factors. These are related to our second and third research questions. The theory sections 2.2, 2.3, and 2.4 are concluded by a presentation of one of our three hypotheses. The hypotheses are linking employee brand attitudes to internal communication satisfaction, the Millennial generation, and employment factors. Lastly, we present our theoretical model.

2.1 Positive employee brand attitudes

The employees can be seen as human capital since they regularly represent the brand in encounters with customers (Khan, 2009). If the employees brand awareness and attitudes are positive, the result will be a strong and positive brand behavior. Positive employee brand attitudes cannot be forced but must be authentic. This means that the internal brand has to be appealing to the employees so that they want to align themselves with the brand, both at an attitudinal and a behavioral level (ibid.). Positive brand attitudes are positively associated with the intention to stay in an organization (Dechawatanapaisal, 2018). Employees with positive brand attitudes are also more likely to meet the customers' needs and provide service of higher quality (ibid.).

Sriyothin (2016) studied the correlation between internal communication satisfaction and employee brand attitudes. Internal communication affects brand attitudes, and brand attitudes influence how the employees act in relation to the brand promise (ibid.). He stated that employee brand attitudes consist of three parts: brand commitment, brand identification, and brand loyalty (ibid.).

Dechawatanapaisal (2018) defined that employee brand attitudes only consists of two parts: brand commitment and brand identification. Furthermore, he confirmed the important role of internal communication and its impact on employee brand attitudes. If the brand values are successfully communicated, and the employees are accepting them, the brand values and the employees' brand attitudes will unite (ibid.).

Although employee brand attitudes can be categorized into identification, commitment, and loyalty (Punjaisri, Evanschitzky & Wilson, 2009; Sriyothin, 2016), they are all strongly associated. Brand identification affects brand commitment, which in turn positively influence brand loyalty (Abhishek & Rangnekar, 2019; Punjaisri et al., 2009). This relationship makes it difficult to separate and observe the different attitudes. Dechawatanapaisal (2018) confirmed that employee brand identification works as a predictor for employee brand commitment in his study.

2.1.1 Employee brand identification

As mentioned in 1.1, employees are not just members of one social group, but a set of various groups and networks both within the organization and outside of it. However, the relationship they have with the organization is different compared to the ones that other stakeholders have. One of the things that are special about the relationship is the degree of identification with the organization (Frandsen & Johansen, 2011). Employees usually feel higher belongingness to the organization than other external stakeholders. This type of relationship affects the employees' attitudes towards the organization, and it can also give them a sense of ownership (ibid.).

Brand identification can be understood by the social identity theory, which suggests that people form their identity depending on what type of social groups they belong to (Svenningsson & Alvesson, 2010). It means that people tend to see themselves as a part of a whole and in relation to other people. On the one hand, individuals usually pull towards similar individuals, but on the other hand, we tend to modify ourselves to fit into groups (ibid.). Brand identification is a specific type of social identity, where the individual identifies with an organizational brand (Mael & Ashforth, 1992). The degree to which an employee identifies with the brand influences how the employee behaves. If an employee feels a strong brand identification, the

person is more likely to act like the other members of the group (Dechawatanapaisal, 2018; Sriyothin, 2016). Lam, Ahearne, Mullins, Hayati, and Schillewaert (2013) defined brand identification as an emotional attachment to the brand. They chose to divide this type of emotional attachment into three elements: perceiving, feeling, and valuing the belongingness to a brand (ibid.).

Brand identification can be defined as whether or not the employee feels belongingness towards the organization, as well as how well the organization's values cohere with the employees'. If the employee identifies with the brand and the brand's values and goals he or she will naturally have a higher ambition to reach the organizational goals. Studies have shown that there is a positive relationship between employees' brand identification, and how they perform (Sriyothin, 2016).

Professional identity is, similar to brand identity, the sense of belongingness to a certain profession (Trost & Levin, 2011). This phenomenon has been widely examined in the field of nursing. For example, Maben, Latter and Macleod Clark (2006) showed that nursing students change their professional identity quickly after they start working. They go from being sustained idealists to compromised idealists, or even crushed idealists. This is due to stress and lack of support, and sometimes it leads to job-hopping or leaving the profession all together (ibid.). Hensel and Laux (2014) stated that personal development is the most important factor for nurses when forming their professional identity.

2.1.2 Employee brand commitment

Brand commitment can be described as an employee's positive attitude towards an organization. It depends on the individual's identification with an organization and how emotionally involved they are (van Den Hooff & De Ridder, 2004). Allen and Meyer (1990) constructed a model showing that commitment can be separated into three dimensions. These are affective commitment, continuance commitment, and normative commitment (ibid.). All the dimensions show a liaison between the organization and the employee, but the links are of different natures. The normative commitment states an obligation for the employee to stay within an organization. The continuance commitment means that the employee stays because the other

options are too risky, such as economic insecurity. The affective commitment means that the employee stays because he or she wants to stay (ibid.).

Brand commitment helps to motivate the employees and to devote themselves to successfully fulfill the organizational goals (Yang, Wan & Wu, 2015). Yang, Wan and Wu's study (2015) implied that the amount of time that the employee has worked within the organization affects the brand commitment. The oldest employees that had the lowest level of education and the longest employment were more committed to the corporate brand. The younger employees with a higher level of education and a shorter period of employment, on the other hand, had a lower employee brand commitment (ibid.).

Ruck, Welch, and Menara (2017), have shown that internal communication has a positive effect on employee brand commitment. More specifically, it is the aspects of an open communication climate and a good relation to one's supervisor (ibid.). Kimpakorn and Tocquer (2009) stated that internal communication processes are essential for building a strong brand. However, they argued that it is through organizational culture and HR practices that employee brand commitment is achieved (ibid.).

Sriyothin (2016) has described employee brand commitment as to what extent the employee feels devoted to the organization or brand, which influences the employee's willingness to go the extra mile in his or her work.

2.1.3 Employee brand loyalty

Loyalty has been widely examined in many fields of research over the years. Mostly, the focus has been on customer loyalty and the relationship between a brand and its customers. There is often a divide between attitudinal loyalty and behavioral loyalty. Attitudinal loyalty can be described as the customer's attitude towards a product or an organization (Broyles, 2009; Lim & Razzaque, 1997). Behavioral loyalty is related to whether or not the customer will repurchase the product, or any other product from the brand, in the future (de Matos, Henrique, de Rosa, 2009).

Besides dividing loyalty into attitudinal and behavioral, some researchers suggest that there are different types or dimensions of loyalty. For example, Dick and Basu (1994) developed a conceptual framework that proposes four types of loyalty: true loyalty, latent loyalty, spurious loyalty, and no loyalty. True loyalty is when you have a high relative attitude toward a brand, combined with high repeat patronage. Latent loyalty is when you have a high relative attitude but low repeat patronage, whereas spurious loyalty is the reverse: low relative attitude but high repeat patronage. When both the relative attitude and repeat patronage is low, there is considered to be no loyalty (ibid.).

Employee loyalty can be defined as how much the employees identify with an organization, and how engaged they are in the organization (Wu & Norman, 2006). Mehta, Singh, Bhakar, and Sinha (2010) defines employee loyalty as to how emotionally committed the employees are to the organization. This is very similar to the definitions mentioned above regarding customer loyalty. But why study employee loyalty? Loyalty is important for an organization's survival since loyalty makes employees act upon what is best for the organization and not just themselves (Abhishek & Rangnekar, 2019). An example of that is high work performance and decreasing personnel turnover (ibid.). However, employee loyalty does not always have a positive outcome. In their study, Rice, Knox, Rice, Martin, Fieger, and Fitzgerald (2017) saw that employee loyalty can cause stress and tension amongst employees when an organization is deteriorating. Rice et al. (2017) saw that employees with very low loyalty toward the workplace were less affected by bad work conditions and that may be a result of low involvement. However, they also mentioned that this negative effect of loyalty could be improved by effective internal communication between employee groups (ibid.). Thus, loyalty can both be a blessing and a curse, depending on the state of the organization and its internal communication.

As seen in these definitions and descriptions of employee loyalty, it tends to be more about behavioral loyalty than attitudinal, such as the intention to stay. Therefore, this study will have a behavioral view of loyalty.

There are also connections between loyalty and internal communication. As stated above, Rice et al. (2017) found that effective internal communication affects the

outcome of positive loyalty. Narteh and Odoom (2015) said that well-functioning internal communication leads to more loyal employees, such as continuous communication regarding policies and values, and inviting the employees to take an active part. This is in line with what Verčič and Vokić (2017) saw in their study. They found that employee engagement is a consequence of internal communication satisfaction (ibid.). Similar results were shown in a study made by Sievert and Scholz (2017), who saw a correlation between internal social media and stronger employee loyalty. Although internal social media can foster strong employee engagements, there needs to be somewhat of a prior engagement to implement and establish the “new” tools (ibid.). Narteh and Odoom (2015) also saw that effective internal communication can help organizations to deliver information to the employees as well as receiving feedback from employees when it comes to decisions made by management. This also has a positive impact on employee loyalty (ibid.).

Sriyothin (2016) defined brand loyalty as the employees’ emotional commitment to the organization, meaning how willing they are to stay within the organization. As stated in the beginning of this chapter, Sriyothin saw a correlation between internal communication satisfaction and brand attitudes, which also affected the brand performance (ibid.).

2.2 Internal communication satisfaction

Strategic communication is an umbrella term for the purposeful communication efforts to reach specific organizational goals (Hallahan, Holtzhausen, van Ruler, Verčič & Sriramesh, 2007). An example of disciplines included in the field are management, marketing, advertising and public relations (ibid.). Management communication can be described as strategic attempts to ease the daily activity and creating an understanding of the organizational goals (ibid.). Thus, strategic communication is targeted towards both external, and internal publics. Another term that can be used when describing the communication efforts towards internal publics is internal communication. Welch and Jackson (2007, p. 186) defined internal communication as following “*a process between an organization’s strategic managers and its internal stakeholders, designed to promote commitment to the organization,*

a sense of belonging to it, awareness of its changing environment and understanding of its evolving aims”.

The scene where internal communication takes place is highly influenced by the organizational culture. At the same time, internal communication has a great impact on the organizational culture, because the communication climate is where the culture unfolds. It is through internal communication that success stories are told, the working rituals are explained, and cultural cues are clarified. It is also of importance to state that internal communication has an impact on external communication and vice versa (Welch & Jackson, 2007).

Downs and Hazen (1977) studied communication satisfaction within corporations and found that it consists of eight dimensions: communication climate, relation with the supervisor, relation with a subordinate, organizational integration, organizational perspective, horizontal communication, media quality, and personal feedback.

The first dimension is the communication climate and can be defined as to what extent the internal communication motivates and stimulates the employees to reach the goals established by the organization. It includes both organizational and personal communication (ibid.). An example of this is how much supervisors understand and are aware of the problems that the employees face in their work. Another way to define the communication climate is as a dynamic territory where the communication is being generated (Welch & Jackson, 2007).

The second dimension is the relation to the supervisor and is described as upward- and downward communication to one's superior. This could be how much help the supervisor offers an employee when it comes to job-related tasks. It also entails how much attention the supervisor gives the employee when he or she talks or brings up a critique. Regarding relation to subordinate, the third dimension, it is the opposite from relation to supervisor (Downs & Hazen, 1977). It involves how open the subordinate is to downward communication as well as how responsible the employee feels to communicate with the supervisor (ibid.).

Organizational integration is the fourth dimension and explains to what extent the employee receives information regarding its closest working environment. This could be anything from information about plans and policies, to what is required of you as an employee. The fifth dimension, organizational perspective, is defined as information regarding the organization as a whole, such as information about organizational changes, comprehensive policies, and organizational goals. Unlike organizational integration, the organizational perspective has a bigger span. For example, it includes information about transformations in the organization, financial issues, and overall organizational goals (ibid.).

Horizontal communication, the sixth dimension, can be described as to what extent the internal communication is precise and flowing free within the organization. It also includes informal communication and gossip. The seventh dimension is media quality, and it is about how well the internal communication channels are functioning. Some examples of this are how well meetings are organized, and whether or not directions are written down and if they are short and concise. It also entails the saturation of communication, that is the right amount of communication about the organization. Lastly, personal feedback can be described as information regarding how employees are being assessed and how their performances are being valued (ibid.).

Downs and Hazen pointed out that communication climate, relation to the supervisor, and personal feedback, are the most important dimensions when it comes to overall job satisfaction (ibid.). In line with this, Verčič and Vokić (2017) did a study on a food producing company in Croatia, using Downs and Hazens eight communication dimensions. They found that informal communication, feedback, and communication during meetings have the strongest connection to employee engagement.

Based on Downs and Hazen's eight dimensions, Sriyothin (2016) further developed the Communication Satisfaction Questionnaire, looking at the hotel industry in Thailand. In his study, he only focused on employees without any subordinates and thus eliminated that dimension when looking at internal communication satisfaction. The results of the study showed that the seven different communication

dimensions have an effect on brand loyalty, brand identity, and brand commitment (ibid.).

As shown by this literature review, internal communication satisfaction is known to have an effect on hotel employees' brand attitudes as well as on employees of the food production industry. The Communication Satisfaction Questionnaire has not yet been applied to the Swedish context or the healthcare sector, which means that this study will contribute with new information to the field of internal communication. Strategic communication can help to obtain organizational goals (Hallahan et al., 2007). To communicate strategically, the goals have to be tangible. Since the internal communication in many ways is about shaping relationships and creating understanding (Welch & Jackson, 2007), it can be difficult to measure. Thus, this study can contribute to the field in demonstrating the value of internal communication and providing a translation and modification of a tool for measuring its effects.

Hypothesis 1

Internal communication satisfaction is positively associated with employee brand attitudes in the Swedish healthcare sector.

2.3 Millennials

To define Millennials, one must first define generations. The sociologist Karl Mannheim said that the definition of different generations is created by the acceleration of social change (1952). When a group of people together experience a drastic change or traumatic event, it shapes them and collectively this group of people shows similar traits (ibid.). In line with what Mannheim presented, Dencker, Joshi, and Martocchio (2008) state that a generation is a group that shares age, a historic period, and a common life experience. These three factors form a collective memory that impacts individuals' behaviors and attitudes (ibid.). Similar results were found by Ertas (2015) who also stated that Millennials is hitherto the most diverse and well-educated generation.

Generally speaking, there are four defined generations in the last century. The Silent generation who were born 1930–1945, the Baby Boomers who were born 1946–1964, Generation X who were born 1965–1981, and the Millennials, born 1982–1999 (DeVaney, 2015; Ng et al., 2010; Reis & Braga 2016; Twenge, Campbell, Hoffman & Lance, 2010). As previous research has shown, different generations are shaped by drastic events or changes. The Silent generation was most evidently changed by the Great Depression and World War II, while the Baby Boomers experienced economic success and a growing middle class (DeVaney, 2015). Generation X experienced the Vietnam War and political awakening related to women’s rights (ibid.). Millennials were growing up in the midst of the technical revolution, more specifically the rise of the internet (DeVaney 2015; Ertas 2015; Reis & Braga 2016; Twenge et al., 2010). The definitions of different generations may differ a bit from country to country, but most research is made in the US in an American context. Although some events may be irrelevant in one context, such as the impact on Americans of the murder of the Swedish Prime minister Olof Palme, other events are more global. An example of this is the 9/11 attacks. The Swedish researcher Anders Parment (2008) has studied Millennials in the Swedish context and states that Millennials are the first generation of Swedes who did not grow up with only one tv-channel. This, amongst other factors, has made the current young generation used to many options, as well as more individualized (ibid.).

Stevanin, Palese, Bressan, Vehviläinen-Julkonen, and Kvist (2018), did a systematic review of generational differences amongst nurses when it comes to workplace-related characteristics. They found that work engagement and workplace satisfaction differed between the older generations (Baby Boomers and Generation X) and the Millennial generation. They also saw that Generation X was more sensitive regarding the relation to supervisors while Millennials were more sensitive when it comes to emotional aspects of work. In addition to this, they found that Millennials have a higher need for personal feedback, as well as a higher inclination to change jobs (ibid.).

As mentioned in 2.1, brand attitudes can be divided into brand identity, brand commitment, and brand loyalty. Some researchers have shown that the Millennial generation has a higher inclination to change jobs, thus having a lower loyalty (Ertas,

2015; Ng et al., 2010; Stevanin et al., 2018). This is also evident in the Gallup report from 2016, where it is stated that 60 percent of Millennials are open to new jobs, whereas that number is only at 45 percent when it comes to Baby Boomers and Generation X. This leads us to our second hypothesis.

Hypothesis 2

Employee age group is positively associated with employee brand attitudes within the Swedish healthcare sector.

2.4 Beneficial employment factors

Because of the cultural differences amongst generations, researchers have started to look at different generations' expectancies of the job market and future employers. Ng et al. (2010) have studied Canadian college students' expectations for their future work life. From their literature research, Ng et al. (2010) decided to categorize these expectations into five factors; work/life balance, good pay and benefits, the prospect of rapid advancement, meaningful work experiences, and nurturing work environment. Grankvist (2015), who did a study on Swedish Human Resource Management students in the Millennial generation, showed that the students highly value autonomy, learning, and personal development. This is very similar to what Ng et al. (2010) found in their study. Furthermore, Lyons and Kuron (2014) stated that the younger generation wants a more relationship-oriented leadership with a focus on personal growth rather than organizational development. They also showed that work/life balance and personal feedback from supervisors are very important (ibid.).

As previously stated, Ng et al. (2010) studied the Millennial generation's expectations for their future work life. Something remarkable about this study's result is that half of the respondents did not want to or was uncertain about if they wanted to work within the same organization during a long period of time. This differs from the previous circumstances and norms of the older generations, where a long-term work placement has been something appealing (ibid.). This is a phenomenon that the Gallup-study also indicates, where the majority of the Millennials were open to new job offers and generally changed jobs more often than older generations

(Gallup, 2016). The employment factors that were the highest valued amongst the Millennials proved to be the prospect of rapid advancement, meaningful work experiences and good people to work with (Ng et al., 2010).

Seitovirta, Lehtimäki, Vehviläinen-Julkonen, Mitronen, and Kvist (2018) did a study on Finnish nurses and their perception of rewards in their work. They found that non-financial rewards, such as feedback, opportunity to develop, and the possibility to participate were valued higher than financial rewards (ibid.). This is in line with the other findings in this chapter, for example, Ng et al. (2010). Narteh and Odoom (2015) studied the banking industry in Ghana and showed that reward systems can trigger employee brand loyalty. The reward systems studied were mostly financial, such as loans and salaries. However, they also looked at health insurance provided by the employer, and empowerment and feedback. The respondents sensed that the employer valued their knowledge and initiatives, both financially and non-financially (ibid.).

This section has shown that it is not only internal communication satisfaction that has an impact on the employee brand attitudes within the Millennial generation. Researchers have found that rewards, both financial and non-financial, have an impact on employees' intention to stay (Lyons & Kuron, 2014; Narteh & Odoom, 2015; Ng et al., 2010). This leads us to our third hypothesis.

Hypothesis 3

Beneficial employment factors are positively associated with employee brand attitudes within the Swedish healthcare sector.

2.5 Theoretical model

Based on the presented previous research and theory, we have constructed three hypotheses. These are illustrated in figure 1. The first hypothesis is that internal communication satisfaction is positively associated with employee brand attitudes. The second hypothesis is that older generations have a higher degree of positive employee brand attitudes than younger generations. This means that we believe there to be a difference in employee brand attitudes between older and younger

generations. The third hypothesis is that beneficial employment factors, such as salary and meaningful work experiences, have a positive impact on employee brand attitudes.

- H1: *Internal communication satisfaction is positively associated with employee brand attitudes in the Swedish healthcare sector.*
- H2: *Employee age group is positively associated with employee brand attitudes within the Swedish healthcare sector.*
- H3: *Beneficial employment factors are positively associated with employee brand attitudes within the Swedish healthcare sector.*

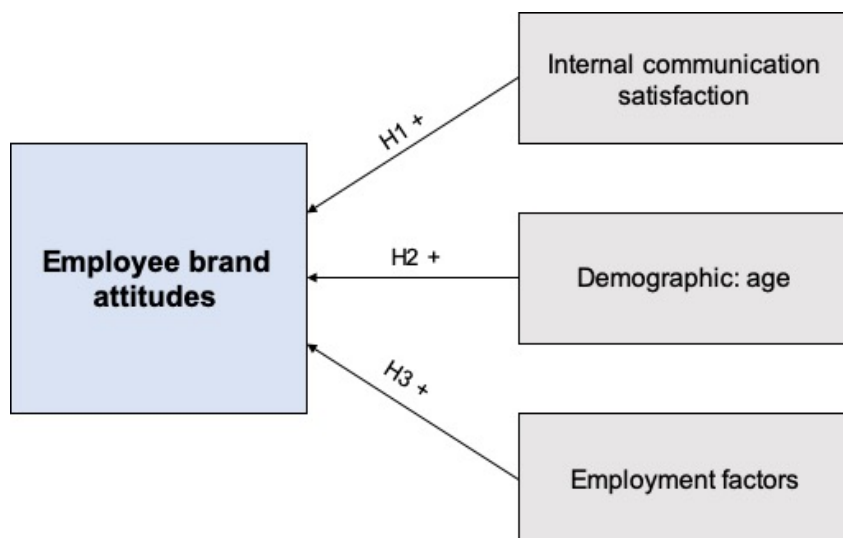


Figure 1. Model of relationship between employee brand attitudes, internal communication satisfaction, age, and beneficial employment factors.

3. Methods

The following chapter will include information about the research strategy, survey sample, measurement instrument, pilot study, the variables, and data analysis used in the study. The chapter is concluded by a method reflection.

3.1 Research strategy

The aim of this study was to look at the relationship between internal communication and employee brand attitudes and to explore if that relationship systematically differs between Millennials and older generations. This was done by using a survey design based on the Communication Satisfaction Questionnaire developed by Downs and Hazen (1977) and adopted by Sriyothin (2016).

The study was based on a positivist research philosophy and had a deductive approach. Thus, the purpose of theories in this study was to test hypotheses. Positivism is the most relevant perspective when it comes to hypothesis testing (Bryman, 2012). Another reason for choosing positivism is that our method is based on objective criteria and not the researcher's interests or beliefs (ibid.). This is a variable oriented research (VOR) which is suitable when testing relationships between different explanatory or independent variables (6 & Bellamy, 2011).

3.2 Survey sample

According to The National Board of Health and Welfare, *Socialstyrelsen* (2016), there were 122 962 registered nurses working in Sweden in 2014. Of those, 88 percent were women and 12 percent were men. That same year, there were 40 362 doctors employed all over the country. Amongst doctors, the distribution between women and men was more equal: 46 percent women, and 54 percent men (ibid). Unlicensed assistive personnel, in Swedish *undersköterska*, is the largest profession in Sweden consisting of 171 840 people (Statistiska centralbyrån, 2015). The

profession is female-dominated, and women make up 93 percent of all unlicensed assistive personnel (ibid.).

This study had 208 respondents, who are all people who work within the Swedish healthcare system. Out of these 208, 85,6 percent were women, 13,5 percent were men, and 0,9 percent identify with “other”. In regard to the statistics of healthcare professionals described earlier, the distribution of gender in our sample was representative. The sample size should be as large as possible, to increase the generalizability (Wrench, Thomas-Maddox, Richmond & McCroskey, 2013). The more characteristics included, for example, gender, age and profession, the larger the sample has to be, to represent all the groups (ibid.). The Swedish healthcare system is a huge industry, where a lot of people are employed. This makes it difficult to achieve a representable sample size. In the end, it all comes down to the amount of resources for this study.

When reaching out to most of our respondents, we used Facebook as a platform to encourage people working in the healthcare system to participate in the study. This means that we have a convenience sample. A convenience sample means that the respondents participate because they are easily accessible (Wrench et al., 2013). A significant downside to this sample is that the results will be biased. The results of a convenience sample cannot be generalized. An advantage of using convenience samples is that the respondents can be strategically chosen to fit the target sample (ibid.). A convenience sample is not something to prefer, because of the low generalizability. However, we had a lack of resources and therefore this was our best option.

Since we used Facebook, we do not know how many potential respondents there is that have been exposed to the survey. This means that we do not know how many people that did not want to answer the survey, which affects reliability. However, through our personal contacts, various specific respondents have been asked to participate in the study because of their profession, which increases the chance of participation. We have had close contact with a person who works at a big hospital in Linköping, who has helped us with convenience sampling. That person has been able to spread awareness about the survey via word-of-mouth and e-mail to a

significant amount of healthcare professionals. We also contacted a trade union for healthcare professionals called Vårdförbundet, which has offices all over Sweden. Eleven of the offices agreed to share our survey on their Facebook page or internal channels. Considering that we had a convenience sample, there could be some degree of selection bias in our study. The respondents have been given the opportunity to choose if they want to participate in the study or not. This means that the respondents that have been answering had a motivation to contribute with their experiences. The result may have been affected by these circumstances.

Although the questions were quite general, it could still be sensitive to answer questions about the relationship to your supervisor or whether or not you plan on changing jobs. The data collected in this survey was anonymous and no data that could identify each respondent was collected. This was important in order to get our respondents to answer the survey truthfully. It was also stated throughout the survey that the collected data was only to be used for analysis, and not to identify certain people.

3.3 Measurement instrument

The survey consisted of five different parts. As mentioned in 1.1, the survey was based on Sriyothin's (2016) version of the Communication Satisfaction Questionnaire. The five parts are internal communication, employer, contact with patients and relatives, beneficial employment factors, and personal data. In total, 60 questions were asked. As an addition to Sriyothin's survey, we included the employment factors, which Ng et al. (2010) stated in their study. We also translated the questionnaire from English to Swedish, and from the context of the Thai hotel industry to the Swedish healthcare system.

We have translated the questions to Swedish which can have a negative impact on the validity. When translating the survey, we had to consider a few things. First of all, the change of context impacted the construction of the questions. We are looking at the Swedish healthcare system, which includes many different workplaces, such as hospitals (*sjukhus*) and healthcare centers (*vårdcentral*). Instead of providing the respondents with all the possible workplaces in each question, we chose to

write the general term workplace (*arbetsplats*). We also had to change the word customer to patient and relatives. In the Swedish healthcare system, care recipients are not considered customers. We also included relatives, since the healthcare professionals in Sweden are responsible for that contact as well. Some of the questions were excluded from our survey because they were not relevant to the context of Swedish culture or the healthcare system. For example, one of the original questions concerned if the respondent sees their colleagues as family. We chose to rule out this question since the semiotics of the word has a different, stronger meaning in our culture which does not translate to the work context.

The questions asked in part 1-4 of the survey was constructed as items. According to Bryman (2012), items are statements and not questions. These items were to be answered using a Likert-scale going from 1-5, where 1 represented completely disagree (*instämmer inte alls*), and 5 represented completely agree (*instämmer helt*). Bryman also suggests mixing items that have a positive and negative view of the phenomenon being studied (*ibid*). For example, we asked “*My line manager lets me know when I have done a good job*” (Min närmaste chef låter mig veta när jag har gjort ett bra jobb) and “*My line manager criticized my work in front of others*” (Min närmaste chef kritiserar mitt arbete framför andra). This is good for detecting response sets, where the respondent has skewed its answer (*ibid.*).

Construct validity was something that needed to be contemplated. The validity is jeopardized when the operational construct is far from the theoretical definition. Considering that the ethics of this study are important to us, we wanted the participants to have a clear idea of what was being studied. If the definitions were theoretically incapacious and vague it would be difficult to communicate the purpose of the study to the respondents. To balance the validity and the ethics, we decided to simplify the definitions, although with a connection to and examples from the survey questions (Esaiasson, Gilljam, Oscarsson, Wängnerud, 2012; Wrench et al., 2013).

3.3.1 Pilot study

To examine if the instructions and questions were understandable, before actually sending out the survey, we did a pilot study. It is important that participants of the pilot study is similar to the participants in the real study, since the aim of the pilot study is to detect any weaknesses (Wrench et al., 2013). The pilot study can be used as a method to minimize non-response bias. Non-response bias highly affects the validity, since respondents choose not to answer or do not answer truthfully (Trost & Hultåker, 2016). Some of the participants in the pilot study work within the Swedish healthcare system, which is the population we studied in the thesis. However, we also made sure that the age range was as representable as possible to the targeted sample of our real study.

Wrench et al. (2013) suggest that the sample size of the pilot study should be 5-10 percent of our targeted sample. We had nine participants in our pilot study. The participants were asked to have a critical mindset when reading the questions and to give us feedback about the construction of the survey. Additionally, we asked them to time how long it took them to reply. We wanted to make sure that the questions were distinct and minimize the probability of misunderstanding. Since the survey has been translated from English to Swedish, the responses were mostly about the sentence structure and word choices. Some of the participants in the pilot study work within the Swedish healthcare system, which means that they could give us an insight into the relevance of the questions. It was also important to us that some of the participants were not communication professionals or communication students. This to make sure that the terminology regarding internal communication was understandable for our future respondents. The pilot study resulted in a modification and deletion of different questions and simplified definitions of communication terms. According to the respondents of the pilot study, the survey required approximately 10 minutes of participation.

3.4 Dependent variables

The dependent variables in this study are the three employee brand attitudes. Different questions were asked to measure these latent constructions. All of the questions related to these variables were constructed as items. As stated before,

employee brand attitudes consist of identity, commitment, and loyalty. In the table below, we have presented one item and its translation for every brand attitude dimension. In total, 21 questions were asked regarding employee brand attitudes.

Employee brand attitudes	Original	Translation
Identity	When I talk about this hotel. I usually say ‘we’ rather than ‘they’.	<i>När jag pratar om min arbetsplats så pratar jag i ‘vi-termer’ snarare än ‘de-termer’.</i>
Commitment	I am willing to put in a great deal of effort beyond that normally expected in order to help this hotel be successful.	<i>Jag är villig att engagera mig mer än vad som krävs av mig personligen, för att arbetsplatsen ska nå framgångsrika resultat</i>
Loyalty	I don’t have an intention to change to another hotel at this moment.	<i>Jag har inga intentioner att byta arbetsplats just nu.</i>

3.5 Independent variables

According to Bryman (2012), the independent variable is a variable that seems to affect the dependent variable. One could also describe the independent variables as the “*part of the research environment that are manipulated or changed*” (Wrench et al., 2013, p. 127). The survey does not account for causality. The independent variables in this study are internal communication satisfaction, age, and beneficial employment factors. The questions regarding internal communication satisfaction and the employment factors were all constructed as items with the Likert-scale from 1-5. The question about age had to be treated differently since it’s another type of question. We divided the answers in spans of 5 years, starting with “*Under 20 years old*” and ending with “*60 years or older*”. Thus, this variable is measured with a categorical scale.

Several items related to the seven communication dimensions were presented in the survey. In the table below, we have presented one item and its translation for every dimension. In total, 27 questions were asked regarding the communication dimensions. The rows marked in gray were not included in the regression analysis.

ICS dimension	Original	Translation
Communication climate	I am satisfied this hotel's communication motivates and stimulates enthusiasm for meeting its goals.	<i>Jag upplever att kommunikationen på min arbetsplats motiverar och stärker engagemanget för att möta arbetsplatsens mål.</i>
Relationship with supervisor	My line manager asks me for my opinions.	<i>Min närmaste chef frågar mig om åsikter och förslag.</i>
Organizational integration	I am satisfied with the information I receive about practical matters within this hotel (e.g. arrival of a new colleague, annual show, or important meeting).	<i>Jag får tillräckligt mycket information gällande praktiska saker på min arbetsplats (ex. förändringar, nyanställningar, ekonomi, nya rutiner)</i>
Organizational perspective	I am satisfied with information about this hotel's policies and goals.	<i>Jag får tillräckligt mycket information om min arbetsplats policyer och mål.</i>
Horizontal communication	There is a good atmosphere between colleagues in my unit.	<i>Det är en bra stämning mellan kollegorna på min arbetsplats.</i>
Media quality	Communication by means of e-mail works well within this hotel.	<i>Kommunikationen via e-mail fungerar bra på min arbetsplats.</i>
Personal feedback	I am satisfied with recognition of my efforts.	<i>Jag är nöjd med det erkännande jag får för mina insatser på jobbet.</i>

As stated in 2.4 beneficial employment factors are work/life balance, good pay and benefits, the prospect of rapid advancement, meaningful work experiences and nurturing work environment. To study these factors we constructed five items, where each item measures one employment factor. We have chosen to change the variable names of “good pay and benefits” to salary, and “prospect of rapid advancements” to “career possibilities”. This choice was made with the intent of simplicity.

Beneficial employment factors	English	Swedish
Work/life balance	It is important to me that my employer provides support for balancing work and personal life.	<i>Det är viktigt för mig att min arbetsplats erbjuder mig stöd för att kunna balansera arbete och privatliv.</i>
Good pay and benefits	It is important to me that my employer provides competitive salaries and benefits.	<i>Det är viktigt för mig att min arbetsplats erbjuder konkurrenskraftiga löner och förmåner.</i>
Prospect of rapid advancement	It is important to me that my employer provides opportunities to advance.	<i>Det är viktigt för mig att min arbetsplats erbjuder möjligheter att göra karriär.</i>
Meaningful work experiences	It is important to me that my employer provides meaningful work experience (i.e. opportunities to evolve within my profession)	<i>Det är viktigt för mig att min arbetsplats erbjuder värdefulla arbetserfarenheter (d.v.s. möjligheter till att utvecklas i mitt arbete).</i>
Nurturing work environment	It is important to me that my employer provides an open and accepting work environment with effective cooperation.	<i>Det är viktigt för mig att min arbetsplats erbjuder en öppen och accepterande arbetsmiljö med effektivt samarbete.</i>

3.5 Background variables

Six questions of the survey concerned background variables. These variables were age, gender, level of education, workplace, profession and how long they have worked for their current employer. Age was the only background variable included in the independent variables.

3.6 Data analysis

First of all, we did a confirmatory factor analysis of the different internal communication satisfaction dimensions. Even though the questions in our survey were based on Sriyothin's (2016) study, we wanted to be ensured what each construct

was measuring. We also wanted to see which constructs that had the strongest factors. Furthermore, a factor analysis was also conducted on the three dimensions of employee brand attitudes. The aim here was similar to the communication dimensions; to see which constructs had the highest value of a factor and be sure that we had measured the right thing.

Based on the factor analysis, seven indexes consisting of three items each were created. One for each of the three brand attitudes, and one for each of the four chosen internal communication satisfaction dimensions. The reason for only using four of the original seven dimensions when it comes to internal communication satisfaction is that these four had the strongest correlations. It would be too much data if all seven were included, and it would also be too time-consuming. In the table below, we have presented the content of each index.

Employee brand attitudes	Original	Translation
Identity	I am proud to tell others that I am part of this hotel.	<i>Jag känner mig stolt när jag berättar för andra var jag arbetar.</i>
	I feel belonging to this hotel.	<i>Jag känner en tillhörighet till min arbetsplats.</i>
	When I talk about this hotel. I usually say ‘we’ rather than ‘they’.	<i>När jag pratar om min arbetsplats så pratar jag i “vi-termer” snarare än “de-termer”.</i>
Commitment	I talk up this hotel to my friends as a great hotel to work for.	<i>Jag beskriver min arbetsplats som en bra arbetsplats för mina vänner.</i>
	I find that my values and the hotel’s values are very similar.	<i>Jag anser att min arbetsplats värderingar speglar mina egna.</i>
	I am willing to put in a great deal of effort beyond that normally expected in order to help this hotel be successful.	<i>Jag är villig att engagera mig mer än vad som krävs av mig personligen.</i>
Loyalty	I view the success of the brand as my own success.	<i>Jag ser min arbetsplats framgång som min egen framgång.</i>

	I don't have an intention to change to another hotel at this moment.	<i>Jag har inga intentioner att byta arbetsplats just nu.</i>
	I will happy to spend the rest of my career in this hotel.	<i>Jag skulle gärna spendera resten av min karriär på denna arbetsplats.</i>
Internal communication satisfaction		
Communication climate	I am satisfied this hotel's communication motivates and stimulates enthusiasm for meeting its goals.	<i>Jag upplever att kommunikationen på min arbetsplats motiverar och stärker engagemanget för att möta arbetsplatsens mål.</i>
	I am satisfied the people in this hotel have great ability as communicators.	<i>Jag upplever att mina kollegor och chefer är bra på att kommunicera.</i>
	I am satisfied this hotel's communication makes me identify with it or feel a vital part of it.	<i>Jag upplever att kommunikationen på min arbetsplats skapar samhörighet.</i>
Relation to supervisor	My line manager provides clear instructions to do my jobs.	<i>Min närmaste chef ger mig tydliga instruktioner om hur jag ska göra mitt jobb.</i>
	My line manager tells me why job tasks are to be done.	<i>Min närmaste chef berättar för mig varför mina arbetsuppgifter ska utföras.</i>
	My line manager informs me about the hotel rules and requirements.	<i>Min närmaste chef informerar mig om min arbetsplats regler och krav.</i>
Horizontal communication	There is a good atmosphere between colleagues in my unit.	<i>Det är en bra stämning mellan kollegorna på min arbetsplats.</i>
	If I want, I can also discuss personal matters with my colleagues.	<i>Jag kan diskutera personliga saker med mina kollegor.</i>
	My colleagues offer me support.	<i>Mina kollegor ger mig stöd.</i>
Personal feedback	I am satisfied with information about how my job compares with others.	<i>Jag får tillräckligt mycket information gällande hur mitt arbete mäter sig med andras.</i>

	I am satisfied with information about how I am being judged.	<i>Jag får tillräckligt mycket information om hur mitt arbete bedöms.</i>
	I am satisfied with recognition of my efforts.	<i>Jag är nöjd med det erkännande jag får för mina insatser på jobbet.</i>

As mentioned in 3.5, six questions were asked related to background variables. Unlike the other questions of the survey, these questions did not have a Likert-scale, which means that five of the six variables had to be coded. The age variable was first categorized into the three generations, Millennials (1), Generation X (2) and Baby Boomers (3). However, since the aim of the study is to compare Millennials to the older generations, we recoded these variables into Millennials (1) and merged Generation X and Baby Boomers (2). Gender was categorized into female (1), male (2) and other (3). Level of education was coded as following, secondary education (1), tertiary education less than three years (2), tertiary education three years (3), tertiary education more than three years (4) and tertiary education more than five years (5). The professions were coded as following, doctor (1), nurse (2), unlicensed assistive personnel (3), specialist nurse (4), occupational therapist (5), biomedical analyst (6), manager (7), rehab coordinator (8), administrator (9), audiologist (10), unspecified (95), special educator (96), dental technician (97), engineer (98) and dental nurse (99). The answer to how long the employee has worked for their employer was coded as following, less than two years (1), two to four years (2), five to seven years (3), eight to ten years (4) and more than ten years (5).

After the factor analysis and coding of our variables, we conducted a regression analysis. The dependent variable was employee brand attitudes, which consisted of the three employee brand attitude indexes combined to one. The independent variables consisted of the four internal communication satisfaction dimensions (communication climate, relation to supervisor, horizontal communication, and personal feedback), the five employment factors (work/life balance, salary and benefits, career possibilities, meaningful work experiences, nurturing work environment), and age. We used gender and education as our control variables. In addition to the regression analysis, we made clustered bar charts for our different variables to look at the differences between our two age groups. We made one for the employee

brand attitude measures (figure 2), one for internal communication satisfaction (figure 3), and one for employment factors (figure 4).

3.7 Method reflection

To conclude, our research method has been a survey. A survey is to prefer when we already have the answer to our research aim, through literature research, but want to investigate the variances (6 & Bellamy, 2011). A survey is also a better alternative, considering that we have an employee perspective where we want to gather and manage data from a big sample. An advantage of using VOR is that it increases the possibility to generalize and test theories. A problem with using VOR and a positivist approach is that it simplifies the reality (ibid.).

The measurement instrument of this study has been tested and used before, which gives the method validity. However, the questionnaire had to be translated into Swedish, which could implicate the construct validity of this survey. As described earlier, we did a pilot study to minimize the risk of misunderstanding the items in our questionnaire. We also used the same Likert-scale for all our items, which increases the validity.

Due to lack of resources, we used convenience sampling, which has its limitations. Although a randomized probability sample is to prefer, it would be nearly impossible to do that of the entire Swedish healthcare sector with the resources at hand. However, it should be considered to use another sampling method for future research in this area.

4. Results and analysis

In this chapter, we present the results and analysis for the study. First, we present our descriptive statistics. Then we present results and analysis in order of our hypotheses and research questions.

4.1 Descriptive statistics

After doing the factor analysis and constructing the indexes, we compared the brand attitude dimensions based on our two age groups (under and over 40 years old). As we can see in figure 2, the biggest differences between the age groups are in employee brand loyalty and employee brand commitment. However, all three of the measures show a slightly more negative brand attitude amongst the younger age group.

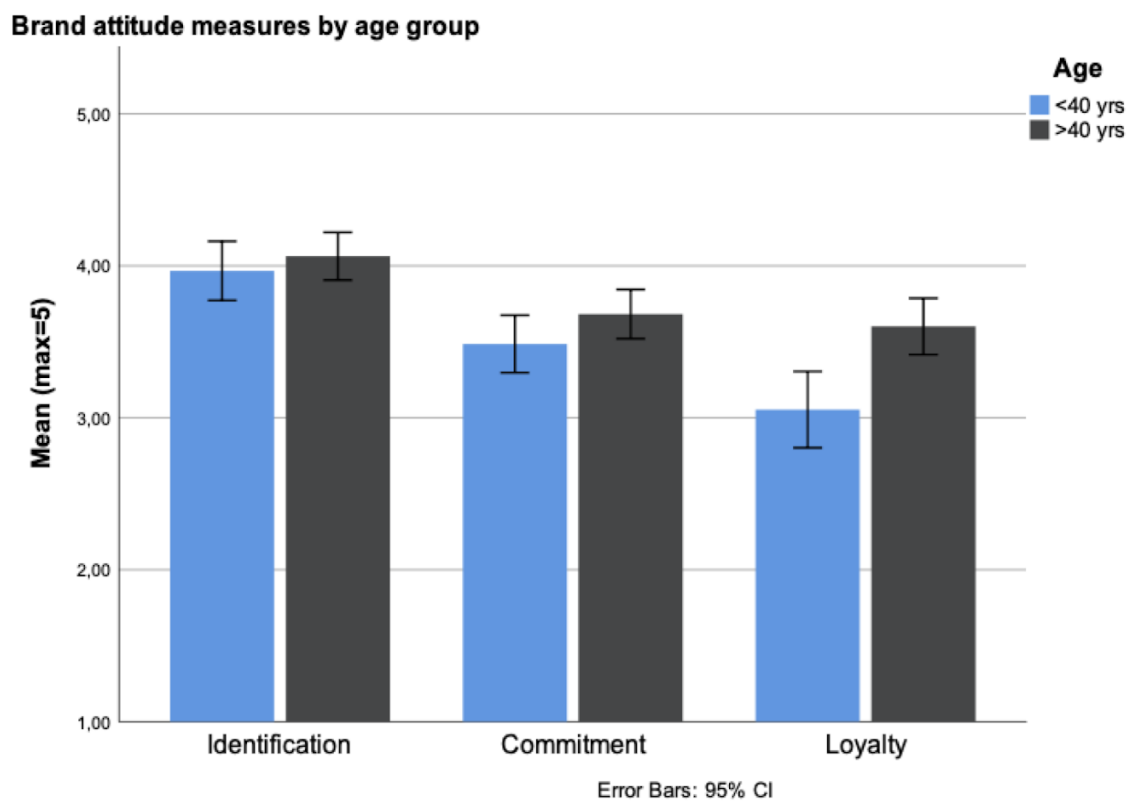


Figure 2. Employee brand attitude measures by age group.

4.2 Employee brand attitudes and internal communication

As mentioned in 2.1 the employee brand attitudes are highly related and difficult to separate. In the analysis of the data, there was no need to separate the attitudes into identification, commitment, and loyalty. Thus, in the analysis, the indexes of the three employee brand attitudes have been merged into one index. The full regression analysis (correlations, model summary, ANOVA, coefficients, and residuals statistics) can be found in the appendix, 7.2.

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95,0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
1 (Constant)	1,313	1,703		0,771	0,442	-2,046	4,672
Communication climate	0,898	0,211	0,310	4,254	0,000	0,481	1,314
Relation to supervisor	0,351	0,174	0,134	2,021	0,045	0,008	0,693
Horizontal communication	0,549	0,196	0,173	2,795	0,006	0,162	0,937
Personal feedback	0,567	0,174	0,228	3,266	0,001	0,225	0,910
Work/life balance	0,111	0,198	0,032	0,563	0,574	-0,278	0,501
Salary & benefits	-0,327	0,212	-0,089	-1,542	0,125	-0,745	0,091
Career possibilities	-0,280	0,172	-0,105	-1,628	0,105	-0,619	0,059
Meaningful work experiences	0,613	0,345	0,135	1,775	0,077	-0,068	1,293
Nurturing work environment	-0,121	0,364	-0,023	-0,333	0,740	-0,840	0,598
Age	0,806	0,291	0,149	2,770	0,006	0,232	1,380
Gender	-0,140	0,358	-0,020	-0,390	0,697	-0,845	0,566
Education	0,069	0,107	0,034	0,643	0,521	-0,143	0,281

a. Dependent Variable: Brand attitudes (BA)

Table 1. Coefficients of internal communication satisfaction, beneficial employment factors, age, gender, and education. Dependent variable: employee brand attitudes.

* Significant values highlighted in blue

4.2.1 Results relating to H1

H1: *Internal communication satisfaction is positively associated with employee brand attitudes in the Swedish healthcare sector.*

To answer our first hypothesis, we will firstly look at the correlations (see appendix 7.2.1). There is a positive and significant correlation ($p=0,000$) between internal communication satisfaction and employee brand attitudes. For communication climate, $r=0,621$, for relation to supervisor, $r=0,498$, for horizontal communication, $r=0,478$, and for personal feedback, $r=0,576$. Thus, we can see that the correlation is stronger when it comes to communication climate and personal feedback.

Additionally, in table 1, using employee brand attitudes as the dependent variable, we found that communication climate ($\beta=0,310$, $p=0,000$), relation to supervisor ($\beta=0,134$, $p=0,045$), horizontal communication ($\beta=0,173$, $p=0,006$), and personal feedback ($\beta=0,228$, $p=0,001$) were all significant predictors. The overall model fit was $R^2=0,513$. The Adjusted $R^2=0,483$, thus our model can explain 48,3 percent of the variances (see appendix 7.2.2).

From what we can see in our regression analysis, our first hypothesis is supported. This means that all of the internal communication dimensions communication climate, relation to supervisor, horizontal communication, and personal feedback are positively associated with employee brand attitudes.

4.2.2 How does internal communication affect employee brand attitudes?

As mentioned in the theoretical framework, the correlation between internal communication and employee brand attitudes has been studied before, where it has been established that internal communication affects employee brand attitudes (Dechawatapaisal, 2018; Narteh & Odoom, 2015; Rice et al., 2017; Ruck et al., 2017; Sievert & Scholtz, 2017; Sriyothin, 2016; Verčič & Vokić, 2017). Thus, the result of the regression analysis was not surprising.

Sriyothin's study (2016) showed that communication climate, relation to supervisor, horizontal communication, and personal feedback were all significant predictors of internal communication satisfaction. To compare this with our result, the beta coefficients were observed. The beta coefficient indicates how much the independent variable affects the dependent variable. Our findings were in line with Sriyothin's. Out of the four internal communication satisfaction dimensions, communication climate had the strongest impact when it comes to employee brand attitudes. Personal feedback and horizontal communication had a slightly lower, but still significant and positive, effect on employee brand attitudes. Relation to supervisor showed to have the lowest effect on employee brand attitudes, however still positive and significant. Thus, all four of the dimensions were significant predictors in our study. This is in line with the findings of Ruck et al. (2017), who found that

internal communication has a positive effect on employee brand commitment, especially communication climate and relation to supervisor.

Sriyothin (2016) observed the hotel industry in Thailand and our study observed the Swedish healthcare sector. This means that the characteristics of our respondents were quite dissimilar. Another difference between our studies is that Sriyothin's (2016) sample size was 1 747 while this survey only consisted of 208. The contextual contrasts added by the gap of sample sizes could logically affect the result. Another factor that potentially could have affected the results is the translation and modification of the survey. Sriyothin (2016) translated questions from studies constructed by Downs and Hazen (1977) and Punjaisri et al. (2009) from English to Thai. We translated Sriyothin's compiled questions from English to Swedish. We have also modified questions into the context of the Swedish healthcare sector. These translations and modifications may have influenced how the questions were perceived by the respondents, which in turn affects the result. Despite the big differences in our studies, the results indicate the same thing - internal communication satisfaction has an effect on employee brand attitudes.

Furthermore, even though internal communication does have an impact on employee brand attitudes, there is a question as to how this is achieved. Kimpakorn and Tocquer (2009) argued that organizational culture and HR practices are the way to reach employee brand commitment. However, it was stated by Welch and Jackson (2007) that internal communication and organizational culture are interdependent. Additionally, Dechawatanapaisal (2018) said that employee brand attitudes are built by successfully communicating the brand values. To successfully communicate the brand values, they need to be accepted by the employees (*ibid.*). This is in line with Khan's utterance (2009) where the internal brand needs to be attractive to the employees so that they want to live the brand. Thus, for the employees to accept the brand messages, the communication has to be aligned with the existing culture and what is desirable in it. Considering that the internal communication needs to be in line with the organizational culture, there is no simple answer to which internal communication processes that create positive brand attitudes. However, the Communication Satisfaction Questionnaire can be used when measuring the effect of different internal communication efforts.

4.3 Employee brand attitudes and age

4.3.1 Results relating to H2

H2: *Employee age group is positively associated with employee brand attitudes within the Swedish healthcare sector.*

In our first hypothesis, we found that internal communication satisfaction has an impact on employee brand attitudes. Therefore, for the second hypothesis, we looked at the interaction between age and each of the internal communication satisfaction dimensions. These were found to be weak and insignificant and were thus excluded from this study.

In figure 2 there is a visible difference in employee brand attitudes when comparing Millennials with the older generations. The most significant difference is regarding employee brand loyalty, where the Millennials are less loyal than the older generations. The employee brand loyalty is also the lowest out of the three attitudes when looking at Millennials. Even though the biggest difference between the age groups is regarding employee brand loyalty, the Millennial generation also showed to have a lower degree of both employee brand identification and commitment.

The age variable has a positive and significant ($p=0,012$) correlation with employee brand attitudes where $r=0,155$ (see appendix 7.2.1). In table 1, we also see that age is a significant predictor of employee brand attitudes ($\beta=0,149$, $p=0,006$). Therefore, the second hypothesis is supported.

4.3.2 *What aspects of internal communication can improve employee brand loyalty in the Millennial generation?*

As mentioned in the result, figure 2 shows that there is a difference between the Millennials and the older generations regarding employee brand attitudes. However, the difference in identification and commitment are not as remarkable as the difference in employee brand loyalty. Our findings of lower loyalty in younger generation support previous research (Ertas, 2015; Gallup, 2016; Ng et al., 2010; Stevanin et al., 2018). Furthermore, the standardized beta coefficient was 0,149,

showing that age is a significant predictor when it comes to employee brand attitudes. There was also a positive and significant correlation between age and employee brand attitudes. Additionally, it is a matter of definition when it comes to the three employee brand attitudes since the attitudes are highly influenced by each other (Punjaisri et al., 2009; Sriyothin, 2016). Since brand commitment affects brand loyalty, it is difficult to observe the attitudes separately (ibid.). Without commitment and identity, there would not be any loyalty.

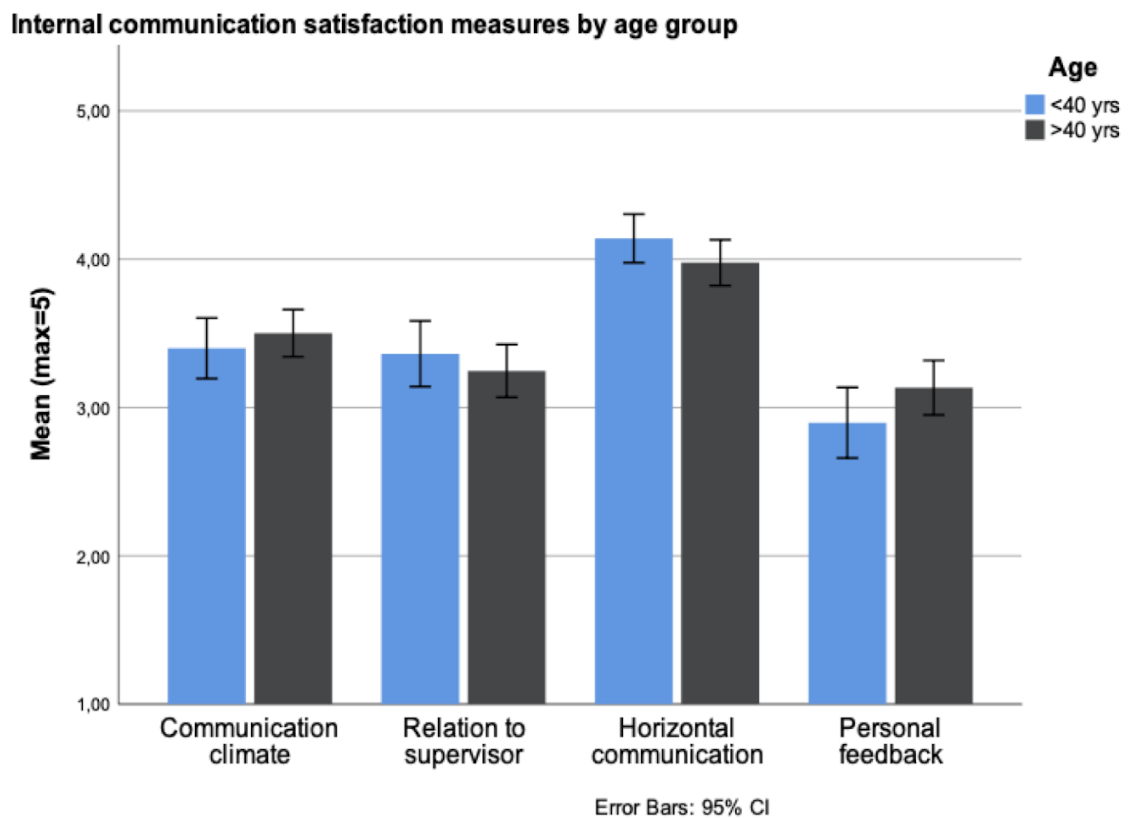


Figure 3. Internal communication satisfaction measures by age group.

Although there was a weak and insignificant interaction between age and the four internal communication satisfaction dimensions, there are still differences to consider. In figure 3, we can see the differences between the two age groups regarding internal communication satisfaction. Horizontal communication is the most important dimension regarding both age groups, although it is more important to the Millennial generation. The questions of the horizontal communication dimension referred to the relationship between the employees. Ng et al. (2010) discovered that one of the highest valued employment factors for the Millennial generation is good people to work with. Another dimension that was more important to Millennials is

the relation to supervisor. This is supported by the findings of Lyons and Kuron (2014) who saw that a relationship-oriented leadership is popular amongst the younger generation. Stevanin et al. (2018) stated that the older generations are more sensitive regarding their relation to supervisors, which could also explain our findings.

Stevanin et al. (2018) found that the younger generation has a higher need for personal feedback than the older generations, which is not in line with our findings. We found that personal feedback is more important within the older generations than to the Millennials.

However, our findings do not suggest that communication climate and personal feedback is irrelevant to the younger generation. It merely suggests that those two dimensions are more important for the older generations than the younger. As seen in figure 3, the mean for communication climate and relation to supervisor is almost the same for people under 40 years old. Personal feedback has a mean a bit over 2,5, which is more than half of max (5). This might also suggest that it is still important for the younger generation.

Sriyothin (2016) claimed that internal communication satisfaction is positively associated with positive employee brand attitudes, which is in line with our findings. Furthermore, we could see that positive employee brand attitudes are lower in the Millennial generation (figure 2). This could indicate that the Millennial generation has more demands regarding internal communication than the older generations. However, looking at figure 3, the differences between generations are not that big. This means that age differences aside, all of the dimensions are important for the employee brand loyalty. Internal communication satisfaction consists of seven dimensions, and the dimensions are all related (ibid.). The result of our study, and the previous research imply that the relevance of all the dimensions needs to be taken into consideration by the internal communication practitioner. It is also necessary to contemplate that horizontal communication seems to be the most important to our respondents. Thus, our result indicates that a feeling of belongingness and support is important within the Swedish healthcare sector, especially for the Millennials.

4.4 Employee brand attitudes and beneficial employment factors

4.4.1 Results relating to H3

H3: Beneficial employment factors are positively associated with employee brand attitudes within the Swedish healthcare sector.

In the third hypothesis, we investigated the relationship between employee brand attitudes and beneficial employment factors. The results of the study showed that work/life balance, $r=0,089$, salary and benefits, $r=-0,098$, career possibilities, $r=0,006$, meaningful work experiences, $r=0,061$, and nurturing work environment $r=0,039$ (see appendix 7.2.1). None of the correlations were significant, but salary and benefits had a p-value of 0,079. Furthermore, the beta coefficients (table 1) were work/life balance ($\beta=0,032$, $p=0,574$), salary and benefits ($\beta=-0,089$, $p=0,125$), career possibilities ($\beta=-0,105$, $p=0,105$), meaningful work experiences ($\beta=0,135$, $p=0,077$), and nurturing work environment ($\beta=-0,023$, $p=0,740$). Thus, none of the predictors were significant.

These findings suggest that there are positive, albeit insignificant, correlations between employee brand attitudes and four out of five employment factors. Salary and benefits had a slightly negative correlation with employee brand attitudes and was the employment factor that had the most significance. This suggests that the importance of good salary and benefits reduces as the positive brand attitudes get higher. Meaningful work experience was the employment factor that had the highest beta coefficient value, with the lowest corresponding p-value. This suggests that meaningful work experience is the most important of the five employment factors when it comes to the effect on employee brand attitudes. Thus, the third hypothesis is partially supported.

4.4.2 How does internal communication compare to employment factors regarding employee brand loyalty in the Millennial generation?

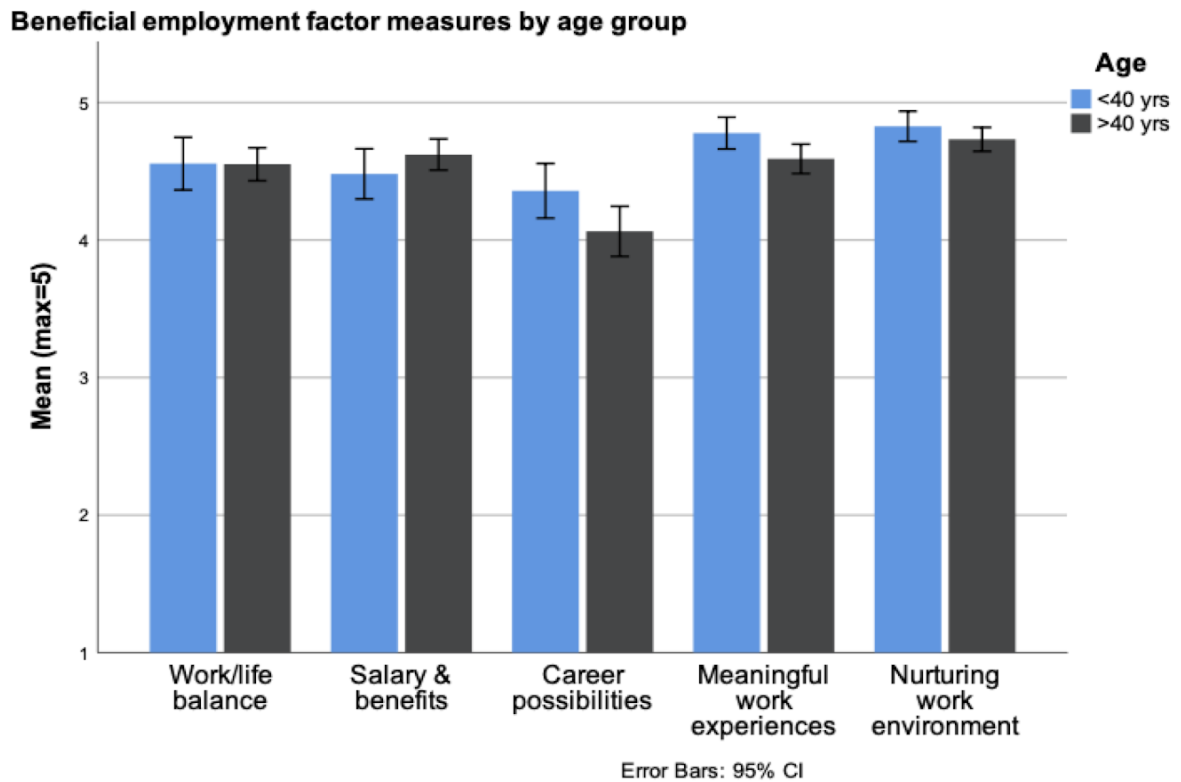


Figure 4. Beneficial employment factor measures by age group.

In figure 4 we can see that meaningful work experiences and nurturing work environment are most important to the Millennial generation. This is supported by Ng et al. (2010), who found that the prospect of rapid advancement, meaningful work experiences and good people to work with were the most important factors for the Millennials. It is also in line with Seitovirta et al. (2018), who saw that opportunity to develop within the workplace was found important by nurses in Finland. In general, it was only good salary and benefits that were ranked higher amongst the older generations. The financial rewards were ranked second to last by the Millennials. This finding is similar to what Seitovirta et al. (2018) found when they studied Finnish nurses.

The age differences within the employment factor regarding career possibilities are somewhat understandable. There is not a lot of time left for the Baby Boomers in the workplace since they are starting to retire (Ertas, 2015). Out of our 208 respondents, 42 were Baby Boomers. It is fairly logical that the career possibilities are not

as important to someone who are soon to be retired. This might have affected the result, and that the gap between the age groups would have decreased if the Baby Boomers were excluded.

In figure 4, it is evident that all beneficial employment factors are important for all of our respondents. This could be a ceiling effect, meaning that all of the values are close to the highest possible score. This could potentially mean that the dependent variable is at a max, which means that the independent variables, in this case employment factors, have no effect on the dependent variable (employee brand attitudes). The reason for this could be the way that the questions were constructed. In the survey the respondents were asked about the importance of the different employment factors. The questions were not connected to their current workplace, and there was no possibility to rank the different factors. For example, career possibilities may be important to the respondent, but the opportunity may not exist at his or her current workplace.

The regression analysis showed that the factor regarding salary and benefits had a negative correlation with employee brand attitudes. The beta coefficient was also negative, which means that higher salary is not a predictor for higher employee brand attitudes. Thus, good salary and benefits do not lead to loyalty. To interpret the result, this could mean that positive employee brand attitudes creates a lower demand of higher salary. The salary becomes less important if the employee is committed and loyal and identifies with the organization.

There is a remarkable similarity when comparing internal communication satisfaction and beneficial employment factors with an age aspect. As mentioned in 4.3, the most important internal communication dimension for the Millennials appeared to be horizontal communication. In the observation of employment factors, the most important factor seemed to be a nurturing work environment. There may be a connection between these two. The horizontal communication and nurturing work environment both measure the relationship between the employees. Since these variables were both highly ranked, it strengthens the assumption made in RQ2, that the feeling of belongingness and support at the workplace is important to the Millennials. On the other hand, the nurturing work environment can also refer to the general

working conditions. The general working conditions, for example, workload, is not specifically a communication issue.

To connect this result to strategic communication, our study has shown that internal communication has a stronger correlation with employee brand attitudes, than beneficial employment factors. The result of this specific study indicates that, when building positive employee brand attitudes, it would have a bigger effect to invest in internal communication processes than to, for example, increase the salaries of the employees. Considering that the employee brand attitudes has to be authentic, the internal brand has to be maintained by communication efforts (Khan, 2009). However, even though internal communication turned out to be more valuable in this study, it does not mean that the employment factors are not important. As mentioned, the salary is less important to a loyal employee, but one cannot expect that internal communication can replace the salary, since the employees are financially dependent on their employer (Frandsen & Johansen, 2011). All of the employment factors were highly ranked, but they did not have a significant impact on employee brand attitudes.

4.5 Theoretical model

In this chapter we have tested our three hypotheses and can conclude that our theoretical model was partially accurate. The first and second hypotheses were fully supported and the third was partially supported.

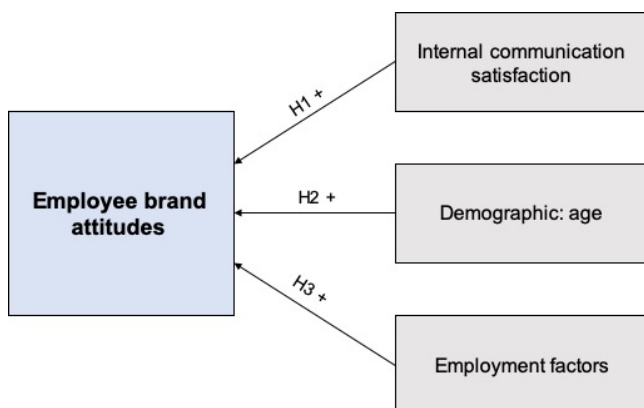


Figure 1. Model of relationship between employee brand attitudes, internal communication satisfaction, age, and beneficial employment factors.

5. Discussion and conclusion

In this chapter, we conclude that the study answers the research questions. Subsequently, we discuss our findings in relation to our research motivation. Lastly, we present our contributions and suggestions for further research.

5.1 Conclusion

The aim of this study was to examine the relationship between internal communication satisfaction and employee brand attitudes and to explore if this relationship differs between Millennials and older generations. We also compared the internal communication satisfaction to beneficial employment factors in regard to employee brand attitudes. The respondents of the study were 208 healthcare professionals.

Based on previous research and theory, we constructed and tested three hypotheses:

- H1: *Internal communication satisfaction is positively associated with employee brand attitudes in the Swedish health care sector.*
- H2: *Employee age group is positively associated with employee brand attitudes within the Swedish healthcare sector.*
- H3: *Beneficial employment factors are positively associated with employee brand attitudes within the Swedish healthcare sector.*

We found that the first and second hypothesis was supported by our findings. The third hypothesis was also only partially supported. We found that two out of five employment factors had a positive effect on employee brand attitudes, while three did not. None of the employment factors had a significant effect on employee brand attitudes.

These hypotheses were interpreted and contextualized in relation to three research questions:

- RQ1: *How does internal communication affect employee brand attitudes?*

- RQ2: *What aspects of internal communication can improve employee brand loyalty in the Millennial generation?*
- RQ3: *How does internal communication compare to beneficial employment factors regarding employee brand loyalty in the Millennial generation?*

We found that all of the four internal communication satisfaction dimensions had a positive significant impact on employee brand attitudes. Communication climate was the strongest predictor out of the four. For Millennials, horizontal communication and personal feedback were the most important dimensions in regard to employee brand attitudes. Furthermore, internal communication turned out to be more important, for our respondents, than beneficial employment factors.

Overall, when observing the existing employee brand attitudes Millennials showed less loyalty, commitment and identification than the older generations. However, it was the employee brand loyalty that differed the most. When we observed the beneficial employment factors, we could see that the Millennials valued meaningful work experiences and nurturing work environment higher than the older generations.

5.2 Discussion

In this study, we looked at employee brand attitudes as one unit instead of three separate variables. However, in figure 2 the differences in the dimensions between the two age groups, under 40 and over 40 years old, are presented. We found that the biggest difference is in employee brand loyalty. There were also some differences between the age groups within employee brand commitment, albeit not as big. These differences could be explained by the time that the employee have been working for their employer. Yang, Wan and Wu (2015) discussed that the older employees, with the lowest education and the longest employment were more committed. However, in our analysis we did not include the variables regarding level of education and time of employment.

Regarding employee brand identification, both groups had a high ranking, just around 4 out of 5. This was the highest ranked out of the three employee brand

attitudes. What is the reason for this high identification? Is this the result of brand identification or professional identification (i.e. identification with being a registered nurse/doctor)? The respondents in this study consisted of healthcare professionals, such as doctors and registered nurses. In Sweden, the profession of being a doctor or a registered nurse demands a certification (legitimering) by The National Board of Health and Welfare, Socialstyrelsen. This could lead to a higher identification with the profession than non-registered professions. Although it is not the same process all over the world, there has still been done a lot of research on the subject of professional identity in the healthcare sector.

According to Trost and Levin (2011), professional identity can be described as the perceived belongingness to a certain profession, which controls the person's behavior and interaction in their work life. A longitudinal study of nursing students, investigating the ideals and values of nursing students and nurses, showed that the values they learned in school changed rapidly when they started working (Maben et al., 2006). The author derived it was because of stress, lack of support, and workload (ibid). Hensel and Laux (2014) found that one of the most important factors for professional identity amongst nurses is personal development. Maybe, the identification with the profession, compete with the identification with the organization that they are working in. As stated both in the previous research and theory, and in the results, brand identification affects brand commitment which then affects brand loyalty (Punjaisri et al., 2009). With a lack of brand identification, there could also be a lack of brand loyalty.

To return to the research motivation, there is a problem with increasing personnel turnover for many organizations. The consequences of this are that the organization loses both financial and human capital (Ertas, 2015). The research of employee brand attitudes can be helpful when trying to understand how the employees relate to the brand. Dechawatanapaisal (2018) has stated that positive employee attitudes result in a strengthened intention to stay, but also a better work performance. It is also established that the internal communication influence the employee brand attitudes (Dechawatanapaisal, 2018; Narteh & Odoom, 2015; Rice et al., 2017; Ruck et al., 2017; Sievert & Scholtz, 2017; Srioythin, 2016; Verčič & Vokić, 2017). Thus, internal communication is a tool that can be used to prevent personnel turnover.

As mentioned in the research motivation, the Millennials will soon be the majority of the global workforce (Gallup, 2016). The result of the retiring Baby Boomers is a void, where the employers need to attract Millennials. However, since the younger generation has different demands, employers do not know how to act (Ng et al., 2010). We have previously stated that the personnel turnover amongst nurses in Sweden has increased over the past five years. However, the data at hand does not provide us with demographic data such as age. Thus, we cannot know if the personnel turnover is across the board, or just one age group.

The previous research and theory gave us a preconception that the Millennials are unloyal and difficult to handle. Thus, when analyzing our data, it struck us by surprise that the differences between Millennials and older generations are not that big. There were some differences and the Millennials did have a lower employee brand loyalty, but not to the same extent as expected. This means that there is an existing myth that is not entirely true. The perception of Millennials being unloyal and high maintenance can lead to a “us vs. them” mentality that can divide the coworkers which can result in an unfavorable organizational culture and damage the atmosphere in the workplace. Additionally, if there is an idea that the Millennials will change jobs rapidly, this might lower the quality of introducing and training the recruited employee. Why would you invest resources in an individual that you think will leave the organization? This is a downward spiral. If the organization do not invest in the young employee, and offer opportunities, there is a bigger risk that the employee turns to another organization.

Since this study has a positivist approach, the reality is simplified. There are several latent variables and factors, that are not observed in the analysis of the data. Thus, it is not only the internal communication and employment factors that affect the employee brand attitudes. The Millennials are at another stage in life than the older generations. In their life stage they might have a bigger opportunity to change jobs, than the older generations that have children and grandchildren. If an individual is settled down and has a larger need of a stable economy, he or she is less likely to gamble their employment. However, Ng et al (2010) stated that the norms of the Millennials are different from those in the older generations. This could be an effect

of growing up in a society influenced by digitalization and globalization, where the competition between organizations have increased and organizational circumstances change more rapidly than ever before.

In this study, horizontal communication and personal feedback were the most important communication dimensions for Millennials in regard to employee brand attitudes, which Ng et al. (2010) also affirmed. This means that recognition and good coworkers are important if you want loyal Millennials. However, since the variances are so small our study indicates that Millennials can be managed in the same way as the older generations, at least in the Swedish healthcare sector.

5.3 Contribution and further research

The purpose of this study was to attempt to illustrate the value of internal communication in a set context. This study has contributed to different areas within the research of employee brand attitudes and strategic communication. First of all, we have translated and further developed a measurement instrument, which could both be used in further research, and by practitioners. For example, it can be used to plan and evaluate internal communication efforts in an organization. The Communication Satisfaction Questionnaire can be used as a tool to detect problem areas for internal communication, and if used continuously it can also measure improvements. Secondly, this study has shown that internal communication satisfaction is key for building strong positive employee brand attitudes in the Swedish healthcare sector. Unlike internal communication satisfaction, beneficial employment factors did not have a significant effect on brand attitudes. Thirdly, we have contributed to the field of research about Millennials in the workforce. More specifically, we have contributed to understanding Millennials' attitudes toward internal communication and its importance. We have also contributed to the research about Millennials in a Swedish context, as well as dispelled the myth of Millennials being unloyal.

While this study has contributed to the field of strategic communication in different ways, there are still areas that can be further researched. The questionnaire can be developed, in regard to the employment factors. For example, there could be a question where the respondents can rank the different factors, depending on what is most

important to them. Since the questions in our study were asked more generally, there could also be questions where the employment factors are linked to the current workplace. This might be helpful when trying to further compare the internal communication satisfaction to the employment factors.

Another proposition of further research is to study if there are bigger differences between the generations in another context. The fact that we found a relatively small difference between the generations could be specific for the Swedish healthcare sector. It would be interesting to look at the healthcare sector in another European country and compare it with our result since the culture is similar but the systems dissimilar. Except for the national exploration, it could also be interesting to compare the healthcare sector to other industries in Sweden. One could also look at differences between professions in the same industry; for example, is there a difference between nurses and doctors?

As mentioned in 3.2, the sampling method should be revised for further research. The sample size is something that should be considered. Additionally, the convenience sampling method prevents us from making generalizations about the results, which of course is preferred. With a probability sampling, the results would be more reliable and generalizable.

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7. Appendices

7.1 Survey

Internkommunikation inom sjukvården

Som en del av vår kandidatuppsats inom strategisk kommunikation vid Lunds universitet har vi valt att undersöka olika typer av internkommunikation samt hur dessa upplevs inom olika sjukhus i Sverige. Vårt syfte med studien är mer specifikt att se hur sjukvårdspersonal uppfattar kommunikationens kvalitet och hur det påverkar deras arbetssituation.

Vår förhoppning är att denna studie kommer att bidra till att arbetsgivare har ett underlag som underlättar skapandet av ett gott arbets- och kommunikationsklimat för alla medarbetare. Vi vill skapa förutsättningar för medarbetare att lättare kunna genomföra sitt arbete. Vi vill även skapa förutsättningar för alla medarbetare ska trivas på sin arbetsplats.

Det är högst frivilligt att delta i enkäten. Din data kommer att hanteras strikt konfidentiellt och era svar kommer att förbli anonyma. Den data vi får ut av enkäten kan inte användas för att identifiera dig som person. Vi önskar att du svarar så sanningsenligt som möjligt på varje fråga.

Resultatet av studien kommer vara färdigt i mitten av juni 2019. Har du några frågor om enkäten eller är intresserad av resultatet av studien, kan du höra av dig till oss via e-mail.

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Enkätstruktur

Enkäten tar cirka 10 minuter att besvara och består av 5 delar

A. Internkommunikation

- B. Arbetsgivare
- C. Möte med patienter och anhöriga
- D. Arbetsförhållanden
- E. Personlig data

Del A: Internkommunikation

Under denna del kommer du att få besvara frågor gällande din arbetsplats och internkommunikation.

Med internkommunikation menas kommunikation som sker mellan kollegor eller mellan kollegor och chefer. Det kan vara exempelvis feedback och instruktioner från din chef när det gäller ditt arbete. Det kan också vara vilken relation du har till dina kollegor och huruvida du känner dig delaktig på din arbetsplats.

Med arbetsplats menas den avdelning du arbetar på.

Värdena rangordnas från 1-5, där 1 är "Instämmer inte alls" och 5 är "Instämmer helt".

Motivation

A1	Jag upplever att kommunikationen på min arbetsplats motiverar och stärker engagemanget för att möta arbetsplatsens mål.	1	2	3	4	5
A2	Jag upplever att mina kollegor och chefer är bra på att kommunicera.	1	2	3	4	5
A3	Jag upplever att kommunikationen på min arbetsplats skapar samhörighet.	1	2	3	4	5
A4	Jag upplever att jag, i god tid, får den information som jag behöver för att göra mitt jobb.	1	2	3	4	5
A5	Jag upplever att konflikter hanteras på ett lämpligt sätt genom rätt kommunikationskanaler (exempelvis möten, intranät, e-mail).	1	2	3	4	5

Relation till närmaste chef

A6	Min närmaste chef ger mig tydliga instruktioner om hur jag ska göra mitt jobb.	1	2	3	4	5
A7	Min närmaste chef berättar för mig varför mina arbetsuppgifter ska utföras.	1	2	3	4	5
A8	Min närmaste chef informerar mig om min arbetsplats regler och krav.	1	2	3	4	5
A9	Min närmaste chef informerar mig om framtida planer gällande min arbetsgrupp.	1	2	3	4	5
A10	Min närmaste chef låter mig veta när jag har gjort ett bra jobb.	1	2	3	4	5
A11	Min närmaste chef frågar mig om åsikter och förslag.	1	2	3	4	5
A12	Min närmaste chef brukar ha informella samtal med mig.	1	2	3	4	5
A13	Min närmaste chef kritiserar mitt arbete framför andra.	1	2	3	4	5
A14	Min närmaste chef förlöjligar mig eller skämtar på min bekostnad.	1	2	3	4	5

Internkommunikation

A15	Jag får tillräckligt mycket information gällande praktiska saker på min arbetsplats (ex. förändringar, nyanställningar, ekonomi, nya rutiner)	1	2	3	4	5
A16	När jag hör kritik om min arbetsplats, kommer det från min arbetsgivare först (inte från exempelvis media).	1	2	3	4	5
A17	Kommunikationen via e-mail fungerar bra på min arbetsplats.	1	2	3	4	5

A18	Jag får tillräckligt mycket information om min arbetsplats policyer och mål.	1	2	3	4	5
A19	Jag får tillräckligt mycket information om lagar och regler som påverkar min arbetsplats.	1	2	3	4	5
A20	Jag får tillräckligt mycket information om min arbetsplats framgångar och misstag.	1	2	3	4	5

Kollegor

A21	Det är en bra stämning mellan kollegorna på min arbetsplats.	1	2	3	4	5
A22	Jag kan diskutera personliga saker med mina kollegor.	1	2	3	4	5
A23	Mina kollegor ger mig stöd.	1	2	3	4	5

Arbetsprestation

A24	Jag får tillräckligt mycket information gällande hur mitt arbete mäter sig med andras.	1	2	3	4	5
A25	Jag får tillräckligt mycket information om hur mitt arbete bedöms.	1	2	3	4	5
A26	Jag är nöjd med det erkännande jag får för mina insatser på jobbet.	1	2	3	4	5
A27	Jag upplever att min närmaste chef är medveten om och förstår problemen som jag och mina kollegor möter.	1	2	3	4	5

Del B: Arbetsgivare

Under denna del önskar vi att du identifierar dina attityder gentemot din arbetsgivare. Med arbetsplats menar vi den avdelning du arbetar på.

Värdena rangordnas från 1 till 5, där 1 är “instämmer inte alls” och 5 är “instämmer helt”.

Identifiering

B1	Jag känner mig stolt när jag berättar för andra var jag arbetar.	1	2	3	4	5
B2	Jag beskriver min arbetsplats som en bra arbetsplats för mina vänner.	1	2	3	4	5
B3	Jag känner en tillhörighet till min arbetsplats.	1	2	3	4	5
B4	Jag anser att min arbetsplats värderingar speglar mina egna.	1	2	3	4	5
B5	Jag ser min arbetsplats framgång som min egen framgång.	1	2	3	4	5
B6	När jag pratar om min arbetsplats så pratar jag i “vitermer” snarare än “determer”	1	2	3	4	5

Lojalitet

B7	Jag har inga intentioner att byta arbetsplats just nu.	1	2	3	4	5
B8	Jag skulle gärna spendera resten av min karriär på denna arbetsplats.	1	2	3	4	5
B9	Jag skulle acceptera nästan vilken arbetsuppgift som helst för att fortsätta arbeta för min arbetsgivare.	1	2	3	4	5
B10	Jag känner ett personligt ansvar för hur min arbetsplats presterar och agerar	1	2	3	4	5
B11	Jag är villig att engagera mig mer än vad som krävs av mig personligen, för att arbetsplatsen ska nå framgångsrika resultat.	1	2	3	4	5
B12	Min arbetsplats inspirerar mig till att vilja prestera mitt allra bästa.	1	2	3	4	5

B13	Jag bryr mig verkligen om hur det kommer gå för min arbetsplats i framtiden.	1	2	3	4	5
B14	Det krävs en stor försämring av de rådande omständigheterna, för att jag skulle lämna min arbetsplats.	1	2	3	4	5
B15	För mig är denna arbetsplats den bästa möjliga, jämfört med andra alternativ.	1	2	3	4	5
B16	Jag skulle lika gärna kunna arbeta på en annan arbetsplats, så länge jag hade fått liknande arbetsuppgifter.	1	2	3	4	5
B17	Det krävs en stor förbättring av de rådande omständigheterna, för att jag ska arbeta kvar på denna arbetsplats tills jag går i pension.	1	2	3	4	5

Del C: Möte med patienter och anhöriga

Under denna del önskar vi att du definierar vilken typ av roll du antar vid mötet med patienter och anhöriga.

Värdena rangordnas från 1 till 5, där 1 är "instämmer inte alls" och 5 är "instämmer helt".

C1	Jag kan framgångsrikt uppfylla de krav som ställs på mig av min arbetsgivare.	1	2	3	4	5
C2	Ibland misslyckas jag med att uppfylla vissa aspekter av mitt jobb, där jag förväntas leverera enligt arbetsplatsens satta standard.	1	2	3	4	5
C3	Kvaliteten på min service uppfyller de formella kraven som är uppsatta av min arbetsgivare.	1	2	3	4	5
C4	Jag uppfyller de förväntningar patienter (och dess anhöriga) har på mig, utifrån den standard som min arbetsplats vanligtvis levererar.	1	2	3	4	5

Del D: Arbetsförhållanden

Under denna del önskar vi att du identifierar dina attityder gentemot dina arbetsförhållanden.

Värdena rangordnas från 1 till 5, där 1 är “instämmer inte alls” och 5 är “instämmer helt”.

D1	Det är viktigt för mig att min arbetsplats erbjuder konkurrenskraftiga löner och förmåner.	1	2	3	4	5
D2	Det är viktigt för mig att min arbetsplats erbjuder mig stöd för att kunna balansera arbete och privatliv.	1	2	3	4	5
D3	Det är viktigt för mig att min arbetsplats erbjuder möjligheter att göra karriär.	1	2	3	4	5
D4	Det är viktigt för mig att min arbetsplats erbjuder värdefulla arbetserfarenheter (d.v.s. möjligheter till att utvecklas i mitt arbete)	1	2	3	4	5
D5	Det är viktigt för mig att min arbetsplats erbjuder en öppen och accepterande arbetsmiljö med effektivt samarbete.	1	2	3	4	5

D.6 Övriga kommentarer (fritext)

Här kan du ge feedback på studien i sin helhet eller förtydliga något som du upplevde inte framkom när du fyllde i enkäten. Det är högst frivilligt att lämna kommentarer.

Del E: Personlig data

Denna data kan inte användas för att identifiera personer utan är enbart till för att kunna kategorisera utifrån exempelvis ålder.

E.1 Ålder

- A. under 20 år
- B. 21-25 år
- C. 26-30 år

- D. 31-35 år
- E. 36-40 år
- F. 41-45 år
- G. 46-50 år
- H. 51-55 år
- I. 56-60 år
- J. över 60 år

E.2 Kön

- A. Man
- B. Kvinna
- C. Annat

E.3 Vilken är din högst avslutade utbildning?

- A. Gymnasial
- B. Eftergymnasial mindre än 3 år
- C. Eftergymnasial 3 år
- D. Eftergymnasial mer än 3 år
- E. Eftergymnasial mer än 5 år

E.4 Var arbetar du?

Fritext

E.5 Vad arbetar du som?

- A. Läkare
- B. Sjuksköterska
- C. Undersköterska
- D. Annat (fritext)

E.6 Hur länge har du arbetat på din nuvarande arbetsplats?

Med arbetsplats menar vi den avdelning eller motsvarande du arbetar på. Om du har arbetat på samma sjukhus, men olika avdelningar, inkludera endast tiden på din nuvarande avdelning.

- A. under 2 år
- B. 2-4 år

- C. 5-7 år
- D. 8-10 år
- E. mer än 10 år

Bekräftelsemeddelande

Tack för att du deltog i enkäten!

Har du några frågor om enkäten eller är intresserad av resultatet av studien, kan höra av dig till oss via e-mail.

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7.2 Regression analysis

Conducted using IBM SPSS Statistics Version 25.

Dependent variable: Brand attitudes

Independent variables: ICS dimensions (communication climate, relation to supervisor, horizontal communication, personal feedback), employment factors (work/life balance, salary & benefits, career possibilities, meaningful work experiences, nurturing work environment), age, gender, education.

7.2.1 Correlations

Correlations

	BA	CC	RS	HC	PF	WLB	S&B	C	MWE	NWE	Age	Gender	Edu	
Pearson Correlation	BA	1,000	0,621	0,498	0,478	0,576	0,089	-0,098	0,006	0,061	0,039	0,155	-0,001	-0,044
	CC	0,621	1,000	0,571	0,535	0,610	0,099	-0,038	0,147	0,054	0,048	0,055	0,008	-0,058
	RS	0,498	0,571	1,000	0,355	0,560	0,146	-0,049	0,104	0,102	0,064	-0,056	0,062	-0,062
	HC	0,478	0,535	0,355	1,000	0,460	0,041	-0,049	0,056	0,051	0,077	-0,096	0,086	-0,037
	PF	0,576	0,610	0,560	0,460	1,000	-0,001	-0,025	0,077	-0,019	-0,024	0,109	0,024	-0,080
	WLB	0,089	0,099	0,146	0,041	-0,001	1,000	0,166	0,311	0,367	0,353	-0,003	-0,061	0,148
	S&B	-0,098	-0,038	-0,049	-0,049	-0,025	0,166	1,000	0,392	0,342	0,301	0,096	-0,020	0,149
	C	0,006	0,147	0,104	0,056	0,077	0,311	0,392	1,000	0,529	0,270	-0,145	-0,046	0,144
	MWE	0,061	0,054	0,102	0,051	-0,019	0,367	0,342	0,529	1,000	0,649	-0,157	-0,048	0,055
	NWE	0,039	0,048	0,064	0,077	-0,024	0,353	0,301	0,270	0,649	1,000	-0,094	0,010	0,025
	Age	0,155	0,055	-0,056	-0,096	0,109	-0,003	0,096	-0,145	-0,157	-0,094	1,000	-0,116	-0,040
	Gender	-0,001	0,008	0,062	0,086	0,024	-0,061	-0,020	-0,046	-0,048	0,010	-0,116	1,000	0,220
	Edu	-0,044	-0,058	-0,062	-0,037	-0,080	0,148	0,149	0,144	0,055	0,025	-0,040	0,220	1,000
	Sig. (1-tailed)	BA		0,000	0,000	0,000	0,000	0,100	0,079	0,465	0,192	0,288	0,012	0,492
CC		0,000		0,000	0,000	0,000	0,077	0,294	0,017	0,218	0,246	0,216	0,456	0,201
RS		0,000	0,000		0,000	0,000	0,018	0,239	0,068	0,072	0,178	0,211	0,188	0,186
HC		0,000	0,000	0,000		0,000	0,277	0,241	0,212	0,231	0,134	0,083	0,109	0,300
PF		0,000	0,000	0,000	0,000		0,496	0,361	0,135	0,393	0,363	0,058	0,368	0,124
WLB		0,100	0,077	0,018	0,277	0,496		0,008	0,000	0,000	0,000	0,484	0,192	0,017
S&B		0,079	0,294	0,239	0,241	0,361	0,008		0,000	0,000	0,000	0,085	0,387	0,016
C		0,465	0,017	0,068	0,212	0,135	0,000	0,000		0,000	0,000	0,018	0,253	0,019
MWE		0,192	0,218	0,072	0,231	0,393	0,000	0,000	0,000		0,000	0,012	0,247	0,216
NWE		0,288	0,246	0,178	0,134	0,363	0,000	0,000	0,000	0,000		0,090	0,445	0,359
Age		0,012	0,216	0,211	0,083	0,058	0,484	0,085	0,018	0,012	0,090		0,048	0,285
Gender		0,492	0,456	0,188	0,109	0,368	0,192	0,387	0,253	0,247	0,445	0,048		0,001
Edu		0,263	0,201	0,186	0,300	0,124	0,017	0,016	0,019	0,216	0,359	0,285	0,001	

7.2.2 Model summary

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	,716 ^a	0,513	0,483	1,89986	0,513	17,102	12	195	0,000	1,801

a. Predictors: (Constant), Communication climate, Relation to supervisor, Horizontal communication, Personal feedback, Work/life balance, Salary & benefits, Career possibilities, Meaningful work experiences, Nurturing work environment, Age, Gender, Education
b. Dependent Variable: Brand attitudes

7.2.3 ANOVA

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	740,741	12	61,728	17,102	,000 ^b
	Residual	703,849	195	3,609		
	Total	1444,590	207			

a. Dependent Variable: Brand attitudes

b. Predictors: (Constant), Communication climate, Relation to supervisor, Horizontal communication, Personal feedback, Work/life balance, Salary & benefits, Career possibilities, Meaningful work experiences, Nurturing work environment, Age, Gender, Education

7.2.4 Coefficients

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95,0% Confidence Interval for B		Correlations		
		B	Std. Error	Beta			Lower Bound	Upper Bound	Zero-order	Partial	Part
1	(Constant)	1,313	1,703		0,771	0,442	-2,046	4,672			
	Communication climate	0,898	0,211	0,310	4,254	0,000	0,481	1,314	0,621	0,291	0,213
	Relation to supervisor	0,351	0,174	0,134	2,021	0,045	0,008	0,693	0,498	0,143	0,101
	Horizontal communication	0,549	0,196	0,173	2,795	0,006	0,162	0,937	0,478	0,196	0,140
	Personal feedback	0,567	0,174	0,228	3,266	0,001	0,225	0,910	0,576	0,228	0,163
	Work/life balance	0,111	0,198	0,032	0,563	0,574	-0,278	0,501	0,089	0,040	0,028
	Salary & benefits	-0,327	0,212	-0,089	-1,542	0,125	-0,745	0,091	-0,098	-0,110	-0,077
	Career possibilities	-0,280	0,172	-0,105	-1,628	0,105	-0,619	0,059	0,006	-0,116	-0,081
	Meaningful work experiences	0,613	0,345	0,135	1,775	0,077	-0,068	1,293	0,061	0,126	0,089
	Nurturing work environment	-0,121	0,364	-0,023	-0,333	0,740	-0,840	0,598	0,039	-0,024	-0,017
	Age	0,806	0,291	0,149	2,770	0,006	0,232	1,380	0,155	0,195	0,138
	Gender	-0,140	0,358	-0,020	-0,390	0,697	-0,845	0,566	-0,001	-0,028	-0,020
Education	0,069	0,107	0,034	0,643	0,521	-0,143	0,281	-0,044	0,046	0,032	

a. Dependent Variable: Brand attitudes

7.2.5 Residuals statistics

Residuals Statistics^a

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	5,6656	14,8054	11,0192	1,89168	208
Residual	-5,06288	5,14678	0,00000	1,84397	208
Std. Predicted Value	-2,830	2,001	0,000	1,000	208
Std. Residual	-2,665	2,709	0,000	0,971	208

a. Dependent Variable: Brand attitudes