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THE IMPACT OF POWER DISTANCE AND SYMMETRICAL COMMUNICATION EFFORT ON EMPLOYEES' COMMUNICATION BEHAVIOUR IN HUMANITARIAN NGOS LOCATED IN TURKEY

Master's Thesis

AMJAD BANIALMARGAH

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Supervisor: Asst Prof. İBRAHIM ÇETINKAYA

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ABSTRACT

THE IMPACT OF POWER DISTANCE AND SYMMETRICAL COMMUNICATION EFFORT ON EMPLOYEES' COMMUNICATION BEHAVIOUR IN HUMANITARIAN NGOS LOCATED IN TURKEY

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This study reflects an indirect association between the adopted management style and the employee's marketing effort in the humanitarian non-governmental organizations. The management style includes the organizational culture and internal communication behaviour. The organizational culture represented by Power Distance dimension, while the internal communication approach represented by Symmetrical communication behaviour. On the other hand, the marketing effort represented by Employee Communication Behaviour (ECB) consisting of three main effects which are Megaphoning Positive, Megaphoning Negative, and Scouting. The study focused on how employees naturally market for their organization through megaphoning &scouting effects. In other words, how much the employees are marketing for the organization for free (marketing for free) through impersonal communication with outside public. The study has been conducted on the Turkish and international NGOs. A questionnaire was prepared, tested and distributed to the I/NGOs employees so the data could be collected and analysed. Furthermore, a result comparison was made between Turkish and international NGO in terms of origin. and its impact on the ECB. As a result of the

research, it has been found that ECB affected directly the adopted management style represented by organizational culture and internal communication style.

Keywords: Power Distance, ECB (Employee Communication Behaviour), Megaphoning, Scouting, Symmetrical Communication Behaviour.

ÖZET

TÜRKİYE'DE BULUNAN İNSANİ YARDIM KURULUŞLARI (STK) ÇALIŞANLARI ÜZERİNDEKİ İLETİŞİM DAVRANIŞI İLE GÜÇ MESAFESİ VE SİMETRİK İLETİŞİM ÇABALARININ ETKİLERİ

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Bu çalışma, benimsenen yönetim tarzı ile çalışanın insani sivil toplum kuruluşlarındaki pazarlama çabaları arasındaki dolaylı ilişkiyi yansıtmaktadır. Yönetim tarzı organizasyon kültürünü ve iç iletişim davranışını içerir. Simetrik iletişim davranışı ile temsil edilen iç iletişim yaklaşımı, Güç Mesafesi boyutu ile temsil edilen örgüt kültürüdür. Öte yandan, Çalışan İletişimi Davranışı'nın (ÇİD) temsil ettiği pazarlama çabası, Olumlu Duyuru, Olumsuz Duyuru ve Gözlemcilik olmak üzere üç ana etkiden oluşmaktadır. Çalışmada, çalışanların duyuru ve gözlemleme etkileri ile kuruluşlarına doğal olarak nasıl pazarladıklarına odaklanılmıştır. Diğer bir deyişle, çalışanlar, kurum dışından kişisel olmayan iletişim yoluyla, ücretsiz olarak organizasyon için ne kadar pazarlama yapıyor. Çalışma, Türk ve uluslararası STK'lar üzerinde yürütülmüştür. Verileri toplayıp analiz edebilmeleri için bir anket hazırlanmış, test edilmiş ve uluslararası / STK çalışanlarına dağıtılmıştır. Ayrıca, Türk ve uluslararası STK'lar arasında kaynak ve ÇİD üzerindeki etkisi bakımından bir sonuç karşılaştırması yapılmıştır. Araştırma sonucunda, ÇİD'nin örgüt kültürü ve iç iletişim tarzı tarafından temsil edilen benimsenmiş yönetim tarzını doğrudan etkilediği bulunmuştur.

Anahtar Kelimeler: Güç Mesafesi, ECB (Çalışan İletişimi Davranışı), Megaphoning, İzcilik, Simetrik İletişim Davranışı.

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ABBREVIATIONS

ECB: Employee communication Behavior

EOR: Employee Organization relationship

SCE: Symmetrical Communication Effort

PD: Power Distance

NGO: Non-Governmental Organization

INGO: International non-governmental organization

1. INTRODUACTION

This study is focusing basically on the organization employees' communication behaviour (ECB). This kind of communications clarifies the importance of the public relationship build and fostered by employees themselves not any other ones from the outside. It is clear that the employees with good quality relationship with their organizations tend to adopt communicative behaviours way that increase the Strategic opportunities and decrease the strategic threats (J.-N. Kim, Ni, & Sha, 2008). Most recently, the good relationship with public is considered as a crucial success factor. So, the employees with good relationship are more likely to forward information that showing the positive aspect of the organization through daily interaction with others (Kim & Rhee 2001). In addition, the same sample of satisfied employees are more likely to seek the important information about any potential strategic threats against the organization or the information that enhancing the strategic opportunities (Kim & Rhee 2001). In case of good relationship between the management and the employee, the employee tends to be more empathic the organization problems assisting in solving them. Kim & Rhee (2001) added that the quality of relationship between the organization and the employee strongly appear when the organization experience turbulence or crisis (Kim & Rhee 2001). While in poor quality relationship the employee is more likely to be much less empathic to the organization or even worse, the employee tends to attack the organizational management. Thus, the employees are considered as the most important strategic public whose "attitudes, behaviour s, and performance directly contribute to productivity, organizational performance, and success" (Men, 2012, p. 29). Employee-organization relationship (EOR) in human resource management as involving certain obligations of reciprocation (Cropanzano and Mitchell, 2005). Scholars of social exchange theory have emphasized the rules of engagement that are based on reciprocating benefits between relational parties (Cotterell et al., 1992). So the organizations need to look for an effective strategies to build and maintain strong, beneficial, mutual relationships with their employees. On the other hand, the organizational culture ad

opted in the organization play a crucial role in reaching rapid development, making progress, and meeting objectives, and achieving the desired goals. The Power Distance in terms of culture and Symmetrical Communication in terms of EOR were studied as influencers on the ECB. Those two dimensions determined how far or near the employees and subordinates form their supervisors and management staff. According to Ehling et al, (1992); Ruck and Welch, (2012), the effectiveness of internal communication is an indicator of the organizational success. And the excellent EOR leads to a long-term future-oriented values (Meng and Berger, 2012). MacLeod and Clarke (2009) found that employee engagement is at "the heart of workplace relationship between employee and employer". The purpose of the study objective is to verify the correlation strength between the organizational culture (power distance) and internal communication (symmetrical communication Behaviour), and the employee communication behaviour ECB with public outside the workplace. Based on the research's result the supervisors and management level staff will be advised to understand the team member culture and treat them accordingly so mutual benefit could be got by the both parties. In addition to emphasizing on empowering and involving the employee much more so getting high degree of engagement. (Morris, 2010; Welch and Jackson, 2007; Jiang and Men, 2015) mentioned that transparency and consistency from the management is an essential factor for the employee's engagement.

For example, if the manager is from Turkey with power distance index of 66 (Hofstede, 1980,2003) and works with an American subordinate with power distance index of 44 (Hofstede, 1980,2003), so he/she should be aware very well of their culture in their countries to treat them efficiently. In contrast, if an Swedish manager with power distance index of 31 (Hofstede, 1980,2003) work with Arabic teamwork with power distance index of 80 (Hofstede, 1980,2003), s/he should understand the Arabic culture very carefully so s/he could treat the employees properly. Global organizations need to carefully consider the differences in culture across countries to determine which management practices are likely to be most effective with different populations. Culture differences across countries should be considered to determine the most effective management style with the various types of employees (Y. Kim, D. Cohen, and W. Au, 2011).

Consequently, culture dimension at an acceptable level is neither absolutely negative nor absolutely positive but relatively. And some adopted manners might be positive in some cultures and negative in the others and vice versa.

Due to Iraq, Syria and other conflicts and crises prevailing in the middle east, humanitarian NGO/INGO (Non-governmental organization/International Non-governmental organization) have become extremely widespread in Turkey. The main purpose of establishing humanitarian NGOs is to support vulnerable people in the conflict areas by providing the essential needs and basic requirements from food, water, shelters and too many different intervention methods to improve the life level conditions in the targeted areas. The prevailing bad humanitarian situations encouraged many developing, reputative INGOs in addition to emerging Turkish and Syrian NGOs to get license to work in Turkey. This wide spread for the NGOs/INGOs with large number of employees and different types of structures and cultures have encouraged the researcher to conduct this study in this field.

While this study aims to highlight the points and factors which affect directly the organization competition opportunities, high performance and goal's achievement, the employee is considers the key factor. The employee's voice, opinion and participation is very important in the modern life, globalization and where the social media is taking over the all daily life aspects and details. So, the employee's voice could be reachable farther than expectations. The study goes deeply and in details in how the employee is eager to market for his/her organization for free. In other words, how the employee is eager to speak up positively or negatively about his/her workplace, colleagues, work conditions, management and all work relevant.

This research study the impact of the organizational culture on the employee's communication behaviour (ECB). Two culture dimensions have been selected to be studied as motives. Those two dimensions are the power distance, and symmetrical communication effort. While the influenced dimensions in terms of communication behaviour are, megaphoning positively, megaphoning negatively and scouting.

While the research and the proposed hypotheses covering the humanitarian INGOs and NGOs, it was very powerful and informative to conduct a competitive quantitative analysis between international NGO and Turkish/Syrian NGO to show the differences

with respect to the culture dimension (from the management side) and the employees behaviour (from the employee's side). Since the competition is too high in the market place to prove proficiency, reliability, capability and efficiency. The one single employee affects significantly the mentioned properties. In addition, the way that the employee looks at his/her management has a huge effect on the way he/she act, behave, talk, and market for his organization. When the opinion is good so his/her marketing could be said positive. In contrast, when the opinion is the opposite so marketing is expected to be negatively as well. we believe that human is the most valuable resource in any organization. The more the employee is convinced, confidant and satisfied, the much higher performance he/she shows and vice versa. So, the less the employee is convinced, happy, satisfied, involved in the important decision, the less performance he/she shows. That is the main reason of focusing on the employee's communication behaviour which is considered as very natural reaction on his/her convinced, satisfaction and vision. This study is considered as complementary study for other studies discussed the employee communication behaviour in the field other than NGOs. It is expected from this thesis to add a value for the studies interest the employee's impact in general on any organization productivity, performance and reputation as well. The studied dimensions from the all aspect (definition – history – interested authors etc.) will b hy will be explained in details in the next chapter.

2. LITERATURE REVIEW

2.1 EMPLOYEES' COMMUNICATION BEHAVIOUR(ECB)

Employees are considered as one of the most important constituencies. They interact with external public daily (Kim&Rhee,2011). Employees' interaction with public affects directly the public relations outcomes such as organizational reputation, public relationship quality is affected directly by the employees' interaction with public outside the organization (Kim&Rhee,2011). Actually, the employees play the role of public relations practitioners as they interact with client, people, friends and publics out of work time and workplace (Kim&Rhee,2011). Employee's communicative action affects greatly the customers' satisfaction and organizational profit (Okura, Dozier, Sha, & Hofstetter, 2009). Employees through their communication with public could serve as an organization's eyes, ears and spoken person as well (Okura, Dozier, Sha, & Hofstetter, 2009). Organization's success depends extremely on employees and its positive attitudes (Czaplewski. Ferguson, Milliman, 2001). Employees paly an essential role in surviving and growing the organization (Dozier, 1986). The employees play an essential role in making the organization in competitive advantages (Czaplewski. Ferguson, Milliman, 2001). The organization should ensure its employee's satisfaction as well as the costumer's one (Czaplewski. Ferguson, Milliman, 2001). The employees can play the role of organizational advocates in their interactions with external publics during emergency situations (Rhee, 2008a, 2008b). Some employees find it interesting to benefit mutually from the organization. They market formally or informally in turn of participating in decision making (Dozier, 1986). Employees could act as an informal agent to his/her organization by receiving and publishing information (Dozier, 1986).

Conceptualizing and developing of concrete measurement of ECB help strategic planning in public relation (Kim&Rhee,2011). So far, concentrating on ECB has been still seldom in the scientific researches (Kim&Rhee,2011). Employee-public relationships for the development of positive perceptions regarding the organization (Rhee, 2008). ECB consist basically of two main concepts megaphoning and scouting (Kim&Rhee,2011). ECB with its megaphoning and scouting concepts are proposed as phenomenon which directly affects the public relation outcomes (Rhee, 2008a, 2008b). Megaphoning and

scouting implies voluntary effort to gather and circulate the important information inside and outside the workplace (Kim&Rhee,2011). The importance of the ECB briefly described with "server is the service" (Czaplewski. Ferguson, Milliman, 2001). The intangible assets in the organizations could be generated by ECB (Lee, Kim,2017). Organization's customer loyalty is considered as intangible assets (Lee, Kim,2017; Steenkamp and Kashyap, 2010; (Grunig, 2006; Kim, 2014). Employee's communication behaviour is being studied in terms of risk management so they enable the organization to leverage positive relationship between the employee and the public (Rhee, 2008). Good employee communication behaviour with public mitigates the risk of misunderstanding or cover the organization fault sometimes through interpersonal communication rather than mediated one (Rhee, 2008; Tyler and Cook, 1984; Morton and Duck, 2001; Petts and Niemeyer, 2004). Good employee communication behaviour (ECB) could extremely avoid the organization any potential or unexpected problem and faults (Dozier, 1986). Public perceive the communication behaviour of the employee informal to be more neutral than it is official or formal one (Kim&Rhee,2011). The ECB can be enhanced and become more influential by participation in decision making in the organization (Dozier, 1986). Face to face interpersonal communication between customer s and the employees is more likely to be believable than formal or official communication (Rhee, 2008). Employee's informal or semi-official communication encourage others to believe and interact about the topic (Rhee, 2008). Employee's simple way in communication with others can make a different impact on the others (Rhee, 2008).

2.1.1 Megaphoning

How good or bad the employee is talking about his/her organization, managers, and other relevant matters showing positives and negatives aspects which affect directly the organization's reputation and relations with partners as well. It is easy to meet employees who talking badly (badmouthing) about their organization (Kim, Rhee, 2011). Blaming the management's behaviour and practice is the main reason of leaking the confidential information to others (Kim, Rhee, 2011). Badmouthing the management, workplace and so on has a very negative impact on the organization reputation or its public relation (Kim, Rhee, 2011). Other employees tend to talk positively, spreading good news and reports to the public outside (Kim, Rhee, 2011). "Employees' positive or negative external

communication behaviour s about their organization are defined as the megaphoning effect" (Kim, Rhee, 2011). "The likelihood of employees' voluntary information forwarding or information sharing about organizational strengths (accomplishments) or weaknesses (problems)" (Kim, Rhee, 2011).

The theory of public written by grunig,2003 has explained when and why individuals become active in communication behaviour (Kim, Grunig, 2011). People invest their communicative resources for solving problem when they perceive this is necessary (Kim, Grunig, 2011). The people who are actively communicating public are engaged in active information sharing as well as information seeking (Kim, Grunig, 2011). The higher active communicators engage in both information attending and seeking, while less active ones engage in information attending only (Kim, Grunig, 2011). Giving passive information is sharing of information reactively if requested in shape of opinion, ideas, or expertise (Kim, Grunig, 2011). The information forwarder is eager to spread the problem perception and its proposed solving (Kim, Grunig, 2011). The people tend to behave as one of two types of communication behaviour. "Proactive information behaviour" information seeking, forwarding, and forefending.

Passive information behaviour, information attending, sharing and permitting (Kim, Grunig, 2011). As one becomes a more active problem solver, one's information selectivity evolves from unsystematic to systematic, from general to specific, and from related to relevant.

Passive problem solvers are high only in reactive and passive information behaviour s (i.e., information attending, sharing, and permitting), but active problem solvers are high in all information behaviour s (e.g., in information forwarding as well as sharing) (Kim, Grunig, 2011). Information seeking is an active communication behaviour "the planned scanning of the environment for messages about a specified topic**"** (Kim, Grunig, 2011). Information seeking described by others as ''premeditated information seeking'' (Clarke & Kline, 1974) and ''opinion-seeking'' as an independent variable (Vishwanath, 2006).

2.1.2 Scouting

This study focus on how much the ordinary employee is eager to act alike an agent, receive and circulate data and information. “Environmental scanning (sometimes called environmental monitoring) is the gathering of information about publics, about reactions of publics toward the organization, and about public opinion toward issues important to the organization” (Dozier, 1986). Two forms of environmental scanning are adopted, formal and informal (Kim, Rhee, 2011). Formal and informal are two environmental scanning concepts adopted by public relation practitioners to learn what is happening in the organization’s environment (Dozier, 1986). Environmental scanning is detecting the turbulence affects the system stability in any organization (Dozier, 1986). Practically, environmental scanning is sensitivity of what is going on outside (Dozier, 1986). Public relation is much more important in turbulent, threatening environment (McElreath, 1977). Close media contact, attending meeting, listening, reading about relevant issues are considered as kinds of informal information gathering method (Dozier 1984a). Informal information technique is to “keeping my eyes and ears open” for the other’s reaction to the organization (Dozier 1984a). Formal approach of environmental scanning consists of formal studies, surveys, opinion surveys, specialist in public relation to get the public’s information (Dozier 1990). In an informal approach of environmental scanning consist of phoning people, talking to talking to public, reading newspaper, and other media facilities (Dozier 1990).

Informal environmental scanning technique decreases the cost ot gathering information, widens the scope and enrich the information quality (Kim, Rhee, 2011). Personal sources and relationship provides the organization the most important information (Stoffels, 1994). The public outside the organization is considered as source of strategic information (Grunig 2000). Getting the strategic information can be through internal or external sources, and can be provided personally or impersonally (Grunig, 2000). The individual employee plays a role of detecting the important information better than the public relation staff some time (Kim, Rhee, 2011). It is found that personal external sources are more useful than impersonal internal sources (Chang’s, 2000). The information seeking from informal sources and external contacts are as crucial as formal organized procedures (Kim, Rhee, 2011). In this research the environmental scanning method will be conducted by a nonsocialist people spontaneously. In terms of scouting

(environmental scanning), the individual employee with his/her volunteered information behaviour tends not only to attending, seeking the information, but sharing the gathered information with the organization. (Kim, Rhee, 2011). Through megaphoning and scouting conceptualizing the microboundary spanning could be conceptualized (Kim, Rhee, 2011).

2.2 ORGANIZATIONAL CULTURE

Natural culture values were determined by Geert Hofstede in 1980. Hofstede surveyed 116000 IBM employees in 40 countries. As a result of his study, it was found that five value dimensions determine the national culture (Robbin and Judge, 2012). Power distance Individualism versus collectivism, Uncertainty, Masculinity versus femininity, Long-term versus short-term orientation are the adopted dimensions as culture values. In definition, power distance is he extent to the lower powerful member of organization expect and accept the power to be distributed unequally (Hofstede, 1980). Masculinity refers to the men roles' domination on the traditional and modern society (Hofstede, 1980). Individualism means the degree that people prefer to act as individual's not group (Hofstede, 1980). In other words, the individual's benefit is the priority (Robbin and Judge, 2012).

Uncertainty avoidance is the degree to which people tend to prefer structured to structured, clear to ambiguous, and how much readily accept changes (Hofstede, 1980). Long-term orientation is the degree which people seeking the future's result while the short-term oriented culture seeking the immediate result (Hofstede, 1980). Hofstede's study culture values are considered the dominant metric of culture (Yoo, Donthu, Lenartowicz, 2011). Variation analysis between cultures was done by Geert Hofstede in 1980s and the study result adopted as one of the most referenced approach in terms of cultures (Robbin and Judge, 2012). The dimensions adopted by Hofstede cover major culture conceptualizations which developed and studied over decades (Yoo, Donthu, Lenartowicz, 2011). There culture's dimensions are well captured in Hofstede's typology (Clark, 1990). There is a strong relation between the culture's dimension and international business and customer's behaviour (Soares, Farhangmehr, and Shoham, 2007). However, Hofstede studied focused on the national level not the individual ones. This encourage

others scholars to conduct a research to cover this gap and assess the culture dimensions at the individual levels. Some scholars such as (Yoo, Donthu, Lenartowicz, 2011) (Dorfman and Howell, 1988), (Erdem, Swait, and Valenzuela, 2006), (Furrer, Liu, and Sudharshan, 2000) and (Sharma 2010) conducted studies for measuring Hofstede dimensions at individual level so the measurement for individual could be much more reasonable.

Yoo, donthu, and lenartowicz measured Hofstede's dimensions of dultural values at the Individual Level developed their own culture value scale (CVSCALE).

2.2.1 Power Distance

The definition of Power distance according to Hofstede (1980, 2001) is "the extent to which the less powerful members of institutions and organizations within a country expect and accept that power is distributed unequally". Robbin and judge also added definition on the power distance to be "the degree to which people in a country accept that power in institutions and organizations is distributed unequally" (Robbin and judge page150, 2005, 2009, 2011, 2013).

Power distance is level of inequality existing in the organizations (Hofstede, 2005). Hofstede, 2005 added, power distance dimension has an implication on the managerial practices within the organization. With high power distance the employee is expected to follow the high-level management order without questioning. While low power distance index more democratic climate is prevailing and the employees are expected to be much more involved in making decision (Hofstede, 2005). In high power distance culture and despite acceptance of inequality, trust between managers and subordinates would affect work processes even informally (Santilli, 2010). In high power distance culture there are a strong tendency to accept the managerial authorities and decision made by the supervisors, while in the low power distance culture the interpersonal relation, employee empowerment is the prevailing status (Santilli, 2010). Centralization or de-centralization of power in any organization is considered as a significant indicator of power distance index (Hofstede, 2001). Organization's advantages for becoming a considerable competitor in the market cannot be achieved effectively unless enriching the employee's knowledge and involved her/him in decision-making process which is already reflect low

power distance index in the organization (Wech, 2002). Furthermore, power distance plays a significant role in the employee's responses to the different circumstances prevalent at work (Gelfand, Erez, &Aycan, 2007; Kirkman, Lowe, & Gibson, 2006).

So many different studies focused on relation between the power distance as a culture value and another *dimension* in term of business, public relation and organizational behaviour *as well.* (Furrier et. Al, 2000) studied the conceptual link between the Hofstede's culture dimensions and service quality dimensions developed by Parsuraman, Zethamal, and Berry (1985). In addition, the link between powerful customers and weak service providers in luxury hotel and the influence of the power distance on this relation tested by (Matila, 1999).

(Donthu and Yoo, 1998) Argued that the customers in high power distance culture have less quality service expectation form those in the low power distance one. Plus, in terms of marketing field the seller are more powerful than buyers in high power distance measures culture according to the study conducted by (Frazier, Gill, and Kale 1989). The differences between the powerful and less powerful people are visible in terms of all life level and social class such as education, occupation and so forth. In the society with high power distance, the people view outsiders as threat, so less inclination towards trusting relationship (Kale and Barnes, 1992).

2.2.2 Symmetrical Communication Effort

Internal communication model is considered a key factor which has a significant impact on the relationship between the organization and its employees (Jo & Shim, 2005; H. Kim, 2007; Robertson, 2003; Welch & Jackson, 2007). Grunig (1992) proposed symmetrical and asymmetrical communication concepts and developed a communication audit survey that used measures of either types of communication. In addition, many different studies covered this side of internal communication such as those conducted by (H. Kim, 2007; Moon & Rhee, 2008; Rhee, 2008b). Grunig (1989) characterized the symmetrical communication behaviour by trust, openness, credibility, horizontal communication feedback and so forth. In contrast, Grunig (1992) defined the asymmetrical communication that which tends to be as a one-way, top-down, vertical communication style. Asymmetrical communicators according to (Sriramesh & White,

1992) are more likely to be autocratic with littles space for autonomy. There is a positive relationship between symmetrical internal communication and the employee's trust, empowerment, and satisfaction (Jo & Shim, 2005; Liden, Wayne and Sparrowe, 2000; Smidts, Pruyn & Riel, 2001; Spreitzer, 1995). Symmetrical internal communication is two-way communication. The aim of this communication to get mutual benefit for the both parties, organization and employee (Kim &Rhee, 2011). Symmetrical internal communication affects and contribute positively to relationship outcomes (Kim &Rhee, 2011). Supportive Employee's communication behaviour s enhanced by a good employee engagement and the turnover intention reduces as well (Kang& Sung, 2017). The study shows that symmetrical communication leads to positive ECB (Kang& Sung, 2017). The managers are asked for listening, participation, involving, and provision information to employees (Kang& Sung, 2017). Various relationship strategies should be adopted by the managers in their communications with the employees (Kang& Sung, 2017). Symmetrical communication means, open system, equality, autonomy, innovation and path to understanding (Gmnig and White, 1992). Asymmetrical communication in contrast tend to change attitudes or behaviour s of person, organization or the entire system and the work climate tends to be more close and internal oriented (Gmnig and White, 1992).

Symmetrical communication carries a large positive effects on employee-organization relationship which already leads to employ engagement and advocacy for his organization (Men, L.R2014). Through internal communication the employees share information, build relationship and construct the organizational culture and values (Berger, 2008). Internal communication according to (Berger, 2008) is ''helps individuals and groups coordinate activities to achieve goals, and [is] vital in socialization, decision-making, problem-solving, and change-management. Quality of employee-organization relationship and positive employee communication behaviour (ECB) (Kim & Rhee, 2011). Participative organizational culture and power symmetry facilitate and enhance the organization's internal communication (L. A. Grunig, J. E. Grunig, and Dozier, 2002). The communication shape weather it was symmetrical or asymmetrical the follower's perception (Holladay and Coombs, 1993). Two-way interpersonal communication channels (symmetrical) during meeting, group discussion, problem-solving sessions more effective than direct orders, top-down commands in terms of employee-management

relationships (Cameron and McCollum, 1993). Symmetrical communication describes how individuals, organizations adjust the thinking way and behaviour instead of controlling over the other's thinking or behaviour (L. A. Grunig et al., 2002). Symmetrical communication model adopts understanding, collaboration and long-term mutually beneficial relationship (L. A. Grunig et al., 2002). According to J. E. Grunig & L. A. Grunig, (2011) Internal symmetrical communication in the organization enhances employee-empowerment, involvement in decision making. Thus, in such communication model fosters a participative organization culture. In contrast, in the asymmetric communication style the management control the employees for its own goals. This kind of communication is associated with centralized organizational culture with small free space for offering input from the employees' side (J. E. Grunig, 1992; L. A. Grunig et al., 2002).

2.3 HYPOTHESES AND RESEARCH MODEL

Six hypotheses as a whole have been proposed in this study. Three ones used to study and analyse the impact of organizational culture represented by one dimension which is power distance on the Employees' communication behaviour ECB represented by megaphoning (Positive/Negative) and scouting effect. While the remaining three hypotheses were proposed to study the impact of internal communication approach represented by Symmetrical/Asymmetrical communication behaviour on the Employees' communication behaviour ECB represented by megaphoning (Positive/Negative) and scouting effect. The research model diagram in the Table 2.1.

Figure 2.1: Research model diagram

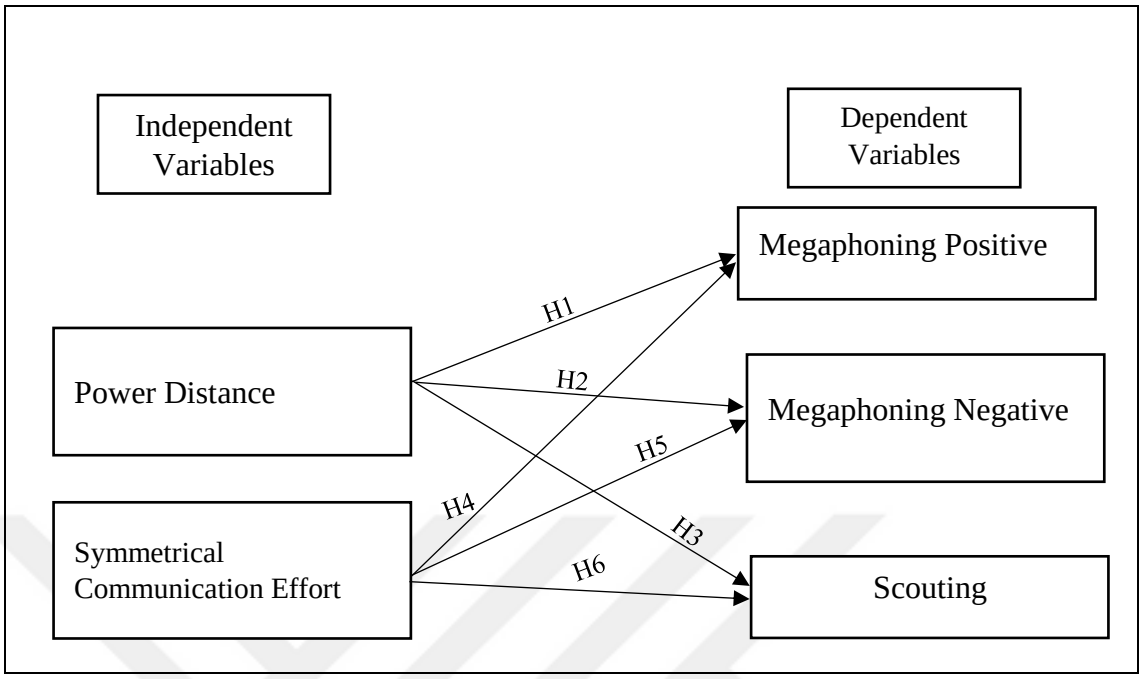


Table 2.1: Research hypothesis

H_1	Employees in organizations with higher power distance are less likely to engaging in forwarding and sharing organizational accomplishments to external publics (megaphoning/ positive effect).
H_2	Employees in organizations with higher power distance are more likely to engaging in forwarding and sharing organizational problems to external publics (megaphoning/negative effect).
H_3	Employees in organizations with higher power distance are less likely to engaging in scouting.
H_4	Employees in organizations with symmetrical communication behaviour are more likely to engaging in forwarding and sharing organizational accomplishments to external publics (megaphoning/ positive effect).
H_5	Employees in organizations with symmetrical communication behaviour are less likely to engaging in forwarding and sharing organizational problems to external publics (megaphoning/negative effect).
H_6	Employees in organizations with symmetrical communication behaviour are more likely to engaging in scouting.

3. DATA AND METHOD

3.1 DATA COLLECTION

A questionnaire survey was the adopted research instrument for collecting data. Structured questions were asked to the respondent to select the answer from a given set of choices. The survey was administered over the internet using interactive survey. Google form questionnaire templet form was selected to develop the survey. It is very common tool which is used widely in preparing surveys due to its simple characteristic utilities for both developer (researcher) and user (participant). An electronic mail including a summary of the research, researcher information in addition to some motivational phrases in order to encourage the employee to participate the survey. Three links with three different languages were attached in the same email so the respondent can participate with his native language or the English one as a common language.

3.2 SAMPLE

437 respondents from 25 organizations based on OCHA list and the most popular international and Turkish NGOs/INGOs were targeted randomly to filling out the questionnaire. The targeted organization has at least 20 employees so an obvious organizational structure and culture is clear. The questionnaire was developed in three languages and sent in three different links because the most of the targeted organization including one, two or all of those three languages speakers. Basically, the international organizations (INGO) include English speakers who are working as foreigner employees in addition to Turkish and Arabic ones. While in the Turkish NGOs Turkish and Arabic speakers are the dominant ones. The targeted participants are from the all level of the employees except of the head of the organization CEO. The participants were encouraged to distribute the questionnaire so it reaches the largest number of the employees which could enhance the study efficiency and reliability. In addition, the participants were asked to leave their personal email so they can get the study results after finalizing the entire researching process.

The targeted participants were also encouraged in every occasion such as meeting, training, interview, workshops, phones so they can be motivated to fill the questionnaire and assist in distributing it. The data had been collected over two months and a half. During this time, following up and tracking process were strongly present in all steps and stages to encourage and assure the employees to participate and share the questionnaire to others. The construct's items were basically written in English. Then, they were translated to Turkish language and revised by the advisor. Additionally, the questionnaire also was translated and revised into Arabic language by English – Arabic professional academicals translators.

3.3 PILOT TESTING (PRE-TEST)

Pre-testing process was conducted to a sample of 30 participant in order to detect the potential problems if any. The survey was distributed to make sure that it is free from any imperfection from technical side. On the other hand, the pilot testing process was very important to ensure that the variables are reliable. During testing this sample some issues emerged such as some questions were not in "required" status so some missing values appeared. In addition, two essential comments led the researcher to add to additional boxes in the questionnaire. The first one was to add at the end of each construct item's question a box for the participant comments and recommendations. The other comment was to ask the participant to add his personal email if he/she is willing to get the study results at the end of the research.

3.4 DATA ANALYSIS

IBM SPSS program has been used for data analysis. Quantitative descriptive analysis has been conducted in order to statistically describe, aggregate and present the constructs of interest. In addition, statistical testing for hypotheses has been conducted to verify the proposed hypothesis. Analysis started with exploratory factor analysis in order to verify the validity of the used items and make sure of the questionnaire adequacy. On the other hand, reliability for each variable has been conducted to make sure that all studied variables are reliable and the consistency of the questionnaire is achieved. Bivariate Pearson correlation analysis has been conducted to measure the relationship between the

studied variables. To assess prediction of the independent variables on the dependent ones, multiple linear regression analysis conducted so the hypothesis testing result concluded as well. the last analysis conducted to measure the gender and organization's origin was multivariate analysis of variance MANOVA.

3.4.1 Data preparation

The collected data has been converted into excel spread sheet and then exported to the SPSS program to be analyzed in the next stage.

3.4.2 Coding Methodology

The research variables were coded as follows to be analyzed on SPSS. All variables were given numbers according to the categories it belongs to. So, in terms of gender male was coded "1" with female "2". While under marital status, the single coded with 1 and married 2. Regarding the education level, they were coded from 1 for the primary school until 5 for the PhD degree. In addition, the assistant took 1, officer 2, coordinator 3, manager 4, and other 5 under the position category. Turkish organization coded with 1, while international ones coded with 2. Regarding the Likert scales which measures the main study's construct, the coding was 1 for strongly disagree, 2 disagree, 3 neutral, 4 agree, and 5 strongly agree as it is mentioned in the table below:

3.4.3 Factor Analysis

As a verification process of the validity of the questionnaire structure, factor Analysis test has been conducted. Bartlett's test was significant ($p < .001$). For the data of this study, KMO= .88 which is considered high so the sample adequacy is high. On the other hand, Bartlett's test result with ($P<0.05$) indicated the validity and suitability of collected responses. In the Table 3.1 KMO and Bartlett's values is shown.

Table 3.1: KMO and Bartlett's Test

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.888
	Approx. Chi-Square	6431.386

Bartlett's Test of Sphericity	Df	465
	Sig.	.000

The Principal Component Analysis procedure was used to extract the factors from the variable data. However, five factors were extracted. These factors can explain 57.52 % of all the variable variances. Table 3.2 shows the result as follows.

Table 3.2: Extraction Sums of Squared

Total Variance Explained			
	Total	% of Variance	Cumulative %
1	5.309	17.127	17.127
2	3.406	10.989	28.116
3	3.177	10.248	38.364
4	3.137	10.118	48.482
5	2.800	9.034	57.516

Table 3.3: Rotated Component Matrix

Rotated Component Matrix[a]					
	Component				
	Scouting	Symmetrical Communication Effort	3	4	5
SC_06	.811				
SC_05	.792				
SC_03	.774				
SC_02	.733				
SC_08	.711				
SC_04	.706				
SC_07	.701				
SC_01	.673				
SE_04		.783			
SE_06		.719			
SE_01		.673			
SE_03		.660			
SE_02		.647			
SE_05		.634			
MN_04			.811		

MN_02			.800		
MN_03			.789		
MN_05			.739		
MN_01			.579		
MP_07				.774	
MP_06				.735	
MP_05				.700	
MP_04				.555	
MP_02				.518	
MP_03				.495	
MP_01				.436	
PD_02					.838
PD_01					.790
PD_05					.743
PD_03					.667
PD_04					.554
Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.[a]					
a. Rotation converged in 6 iterations.					

3.4.4 Reliability

Univariate analysis of a single variable to describe the general properties of each studied variable has been conducted. Frequency distribution, central tendency, reliability and dispersion are the most common parameters which have been described in the analysis.

3.4.4.1 Power Distance

Scales adopted by Boonghee Yoo, Naveen Donthu, and Tomasz Lenartowicz (2011) to assess the Hofstede's culture dimension at the individual level. CVSCALE is the short of individual culture value scale. There are five items developed, tested and validated. All items were evaluated using five-point Likert-type scales anchored as 1=strongly disagree, 2 disagree, 3=neutral, 4=agree, and 5 strongly agree as shown in Appendix-01).

On average, the prevailing culture is likely to be at low to moderate power distance level (Mean = 2.73, SD = 0.85). The reliability score was fairly high (Cronbach's alpha = 0.788). The results are shown in Table 3.4 and Table 3.5.

Table 3.4: Descriptive statistics of power distance variable

Descriptive Statistics			
	N	Mean	Std. Deviation
Power_Distance	437	2.7355	.85807
Valid N (listwise)	437		

Table 3.5 Reliability of power distance variable

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.788	.785	5

3.4.4.2 Symmetrical Communication Effort

In this study, the scales adopted by Jeong-Nam Kim and Yunna Rhee (2011) to measure the internal symmetrical relationship between the organization and the employee. Six items developed, tested and validated to measure and evaluate the employee-organization symmetrical relationship. The all items were evaluated using five-point Likert-type scales anchored as 1=strongly disagree, 2 disagree, 3=neutral, 4=agree, and 5 strongly agree (see Appendix-01). from the analysis result, the relationship between the employees and their managers are more likely to be symmetrical (Two-way communication) (Mean = 3.4, SD = 0.819). the reliability score was fairly high (Cronbach's alpha = 0.823). The results are shown in Table 3.6 and Table 3.7.

Table 3.6: Descriptive statistics/Symmetrical communication effort

Descriptive Statistics			
	N	Mean	Std. Deviation
Symmetrical_Communicatin_Effort	437	3.4066	.81913
Valid N (listwise)	437		

Table 3.7: Reliability/Symmetrical communication effort

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.823	.823	6

3.4.4.3 Employee Communication Behaviour (ECB)

In this study, the scales adopted by Jeong-Nam Kim and Yunna Rhee (2011) to measure positive megaphoning, negative megaphoning, and scouting effect. Seven items developed, tested and validated to measure and evaluate the employee's tendency to share, forward and distribute positive information to outsiders (positive megaphoning). Five items were used to measure the employee's tendency to sharing a negative information of their organization to the outsiders. In addition, eight items were used to measure the employee's willingness to gather important and critical information from outside to the organization and management staff. All items were evaluated using five-point Likert-type scales anchored as 1=strongly disagree, 2 disagree, 3=neutral, 4=agree, and 5 strongly agree (see Appendix-01).

On average, the participants were likely to share and participate positively to their organization (Mean = 3.45, SD = 0.75). The reliability score was high (Cronbach's alpha = 0.839). The results are shown in Table 3.8 and Table 3.9.

Table 3.8: Descriptive statistics/Megaphoning positive

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.839	.842	3

Table 3.9: Reliability/Megaphoning positive

Descriptive Statistics			
	N	Mean	Std. Deviation
Megaphoning_Positive	437	3.4479	.75118
Valid N (listwise)	437		

On average, the participants were likely not to share and participate negative aspect of to their organization (Mean = 2.06, SD = 0.77). The reliability score was high (Cronbach's alpha = 0.82). The results are shown in Table 3.10 and Table 3.11.

Table 3.10: Descriptive statistics/Megaphoning negative

Descriptive Statistics			
	N	Mean	Std. Deviation
Megaphoning_Negative	437	2.0600	.77718
Valid N (listwise)	437		

Table 3.11: Reliability/Megaphoning negative

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.821	.818	5

On the other hand, the participants showed a high eagerness to gather the information from public and outside in general which could affect the organization strategy (Mean = 3.48, SD = 0.85). The reliability score was quite high (Cronbach's alpha = 0.9). The results are shown in Table 3.12 and Table 3.13.

Table 3.12: Descriptive statistics/Scouting

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.905	.905	8

Table 3.13: Descriptive statistics/Scouting

Descriptive Statistics			
	N	Mean	Std. Deviation
Scouting	437	3.4851	.85373
Valid N (listwise)	437		

4. FINDINGS

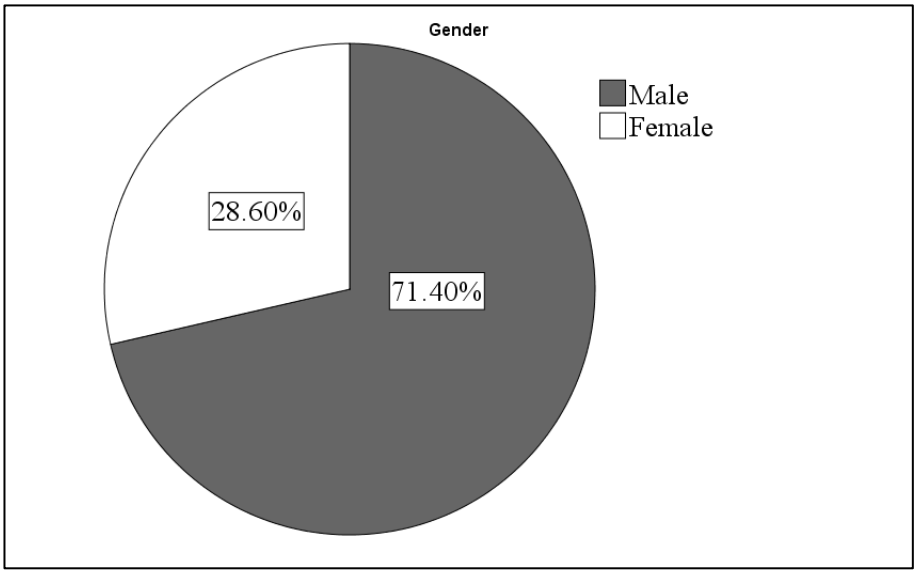
4.1 DEMOGRAPHICS ANALYSIS

In this study 437 employees were surveyed. The participants gave their feedback through filling out the distributed questionnaire. Out of 437 respondent, 71.4% (n = 312) were male, and 28.6% (n = 125) were female. The results are shown in Table 4.1 and Figure 4.1.

Table 4.1: Gender frequency

Gender					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	312	71.4	71.4	71.4
	Female	125	28.6	28.6	100.0
	Total	437	100.0	100.0	

Figure 4.1: Gender Frequency



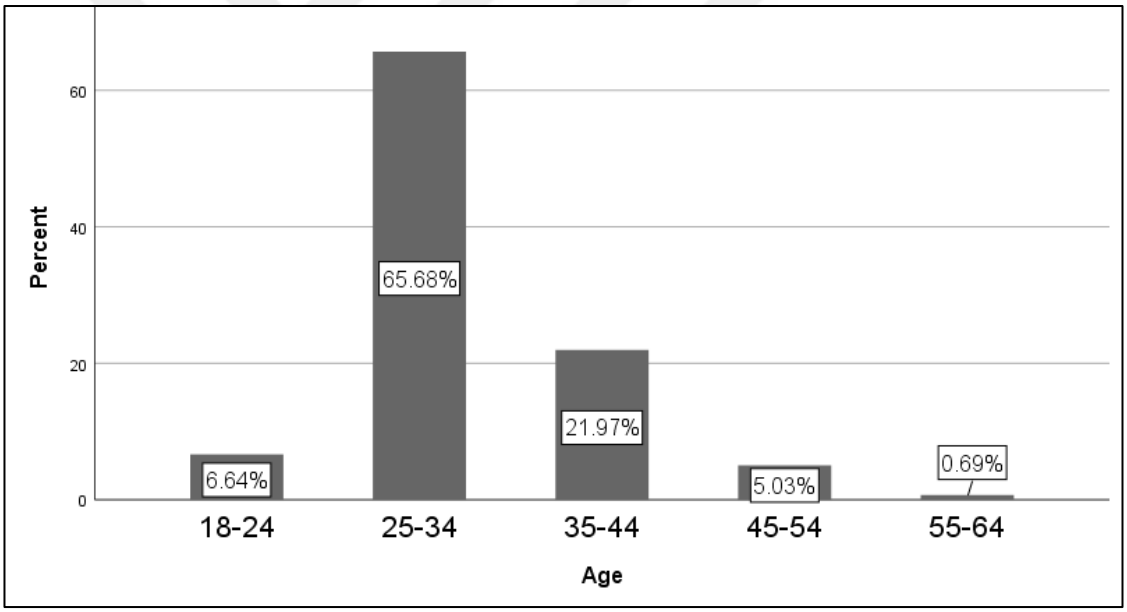
The age ranges from 25-34 years old was the prominent age so the young people were the dominant class in those organization with 65.7% (n = 287) whereas the old employee with

age range over 55 years old was just 0.7% (n=3) and the age range form 35-44 was 22% (n=96). The results are shown in Table 4.2 and Figure 4.2.

Table 4.2: Age

Age					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-24	29	6.6	6.6	6.6
	25-34	287	65.7	65.7	72.3
	35-44	96	22.0	22.0	94.3
	45-54	22	5.0	5.0	99.3
	55-64	3	.7	.7	100.0
	Total	437	100.0	100.0	

Figure 4.2: Age



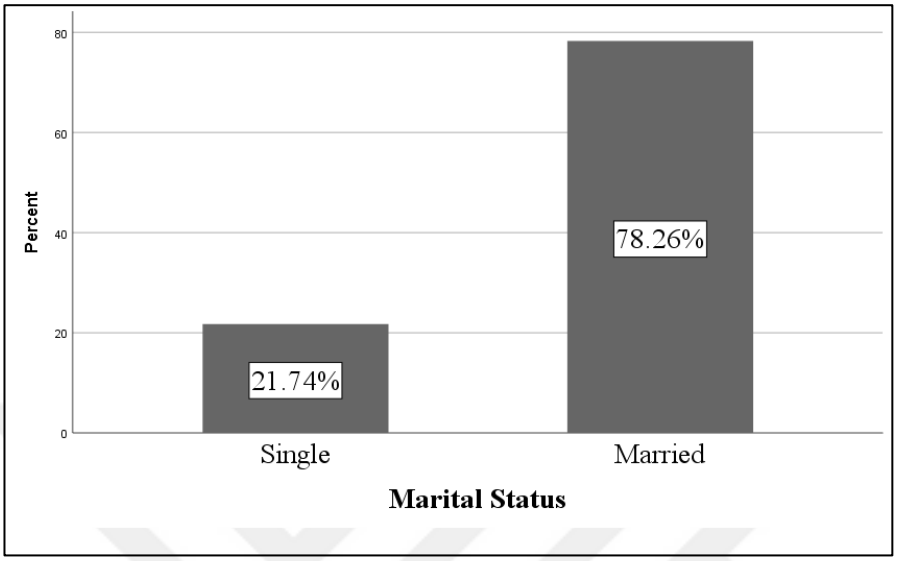
78% (n = 342) of the employees was married while 21.7% (n = 95) of them were singles. The results are shown in Table 4.3 and Figure 4.3.

Table 4.3: Marital Status frequency

Marital Status					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	95	21.7	21.7	21.7
	Married	342	78.3	78.3	100.0

	Total	437	100.0	100.0	

Figure 4.3: Marital Status

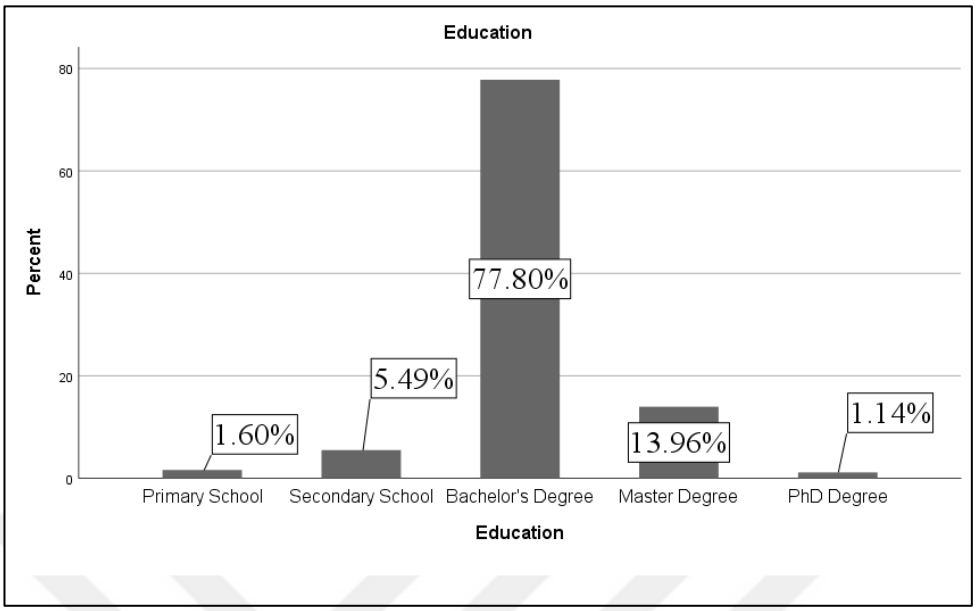


Regarding the education level, the highest proportion of the employees were from bachelor's degree 77.8% (n = 340), then master degree 14% (n = 61), then secondary school employees with 24% (n = 24), then primary school 1.6% (n = 7) and PhD degree 1.1% (n = 5) with the lowest two proportion. The results are shown in Table 4.4 and Figure 4.4.

Table 4.4: Education Statistics

Education					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Primary School	7	1.6	1.6	1.6
	Secondary School	24	5.5	5.5	7.1
	Bachelor's Degree	340	77.8	77.8	84.9
	Master Degree	61	14.0	14.0	98.9
	PhD Degree	5	1.1	1.1	100.0
	Total	437	100.0	100.0	

Figure 4.4: Education

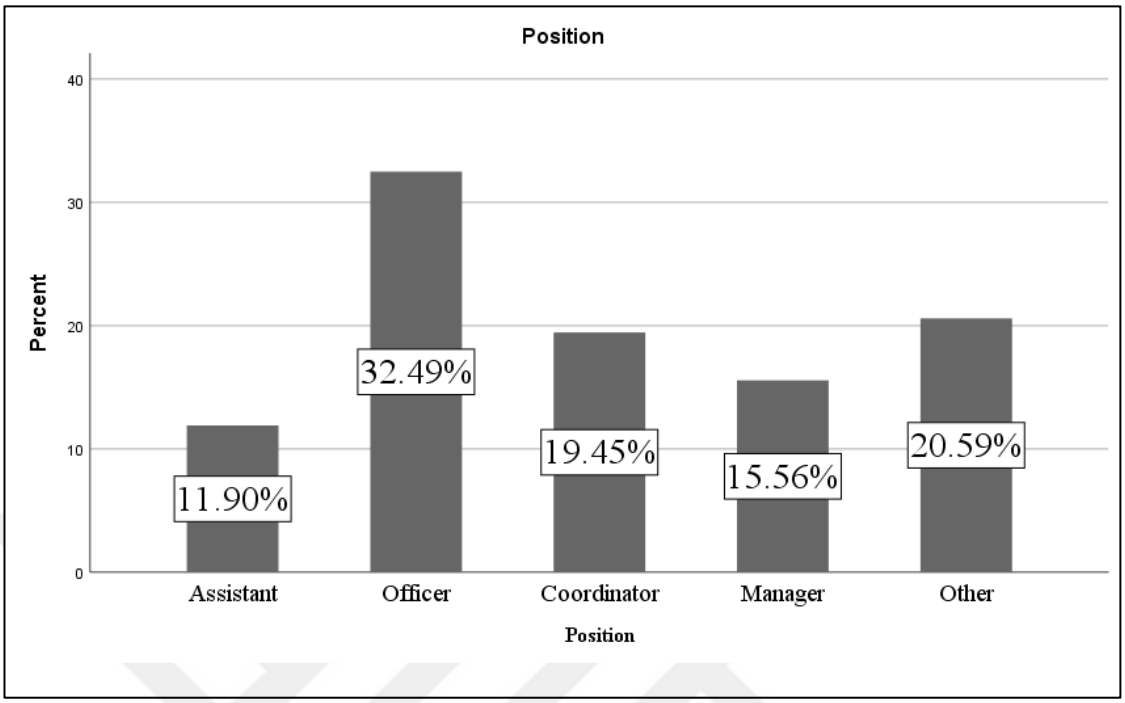


The employee's position ranged from 32% (n = 142) for the officers, 19.5% (n = 85) coordinators, 15.6% (n = 68) managers, 11.9% (n = 52) assistant, and 20.6% (n = 90) mentioned others (The others means either team member or team leader). The results are shown in Table 4.5 and Figure 4.5.

Table 4.5: Position Statistics

Position					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Assistant	52	11.9	11.9	11.9
	Officer	142	32.5	32.5	44.4
	Coordinator	85	19.5	19.5	63.8
	Manager	68	15.6	15.6	79.4
	Other	90	20.6	20.6	100.0
	Total	437	100.0	100.0	

Figure 4.5: Position

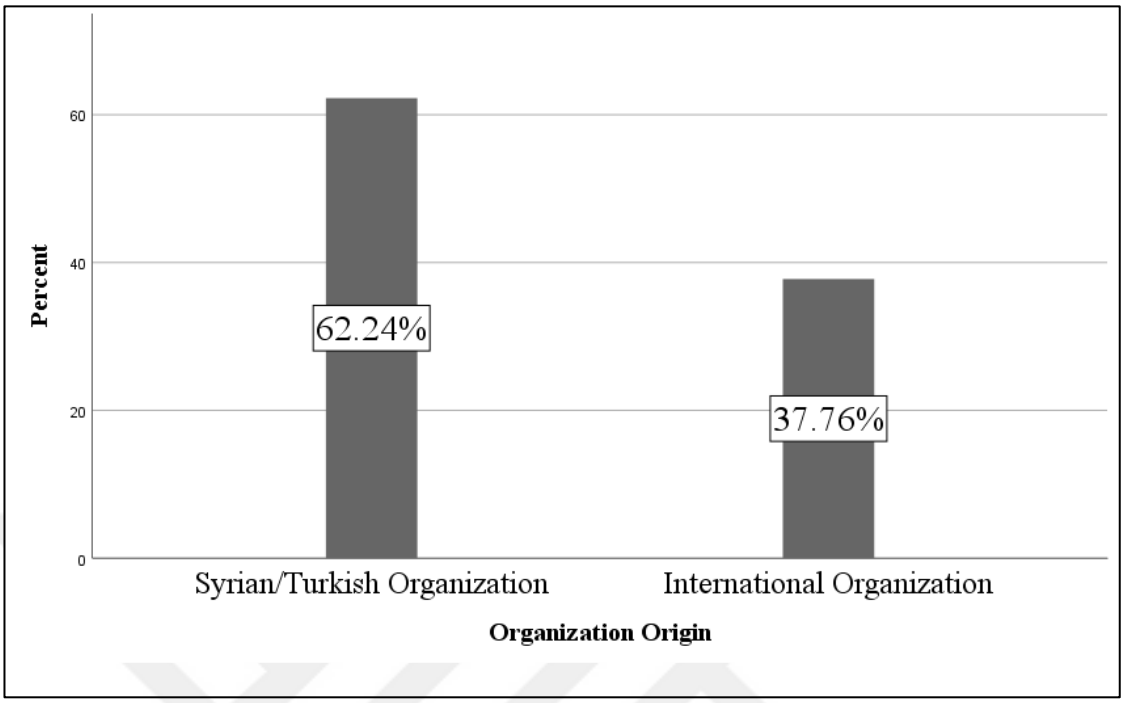


62.2% (n = 272) of the participants were employee in the Turkish organizations, while 37.8% (n = 165) working in international ones. The results are shown in Table 4.6 and Figure 4.6.

Table 4.6: Organization Origin statistics

Organization Origin					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Syrian/Turkish Organization	272	62.2	62.2	62.2
	International Organization	165	37.8	37.8	100.0
	Total	437	100.0	100.0	

Figure 4.6: Organization Origin



4.2 Correlation

The hypothesis proposed between the different variables were analyzed and tested. Bivariate Analysis has been used to examine the relationship between the studied variables. Through this manner the strength of the relationship between those variables were determined. The correlation between the variables for the proposed hypothesis were as shown in the (Table 4.7).

Table 4.7: Correlations

Correlations						
		Power_Distance	Symmetrical_Communicatin_Effort	Megaphoning_Positive	Megaphoning_Negative	Scouting
Power_Distance	Pearson Correlation	1	-.218**	.038	.217**	.035
	Sig. (1-tailed)		.000	.217	.000	.234
	N	437	437	437	437	437
Symmetrical_Communic	Pearson Correlation	-.218**	1	.438**	-.206**	.439**
	Sig. (1-tailed)	.000		.000	.000	.000

atin_Effort	N	437	437	437	437	437
Megaphoning_Positive	Pearson Correlation	.038	.438**	1	-.210**	.621**
	Sig. (1-tailed)	.217	.000		.000	.000
	N	437	437	437	437	437
Megaphoning_Negative	Pearson Correlation	.217**	-.206**	-.210**	1	-.053
	Sig. (1-tailed)	.000	.000	.000		.133
	N	437	437	437	437	437
Scouting	Pearson Correlation	.035	.439**	.621**	-.053	1
	Sig. (1-tailed)	.234	.000	.000	.133	
	N	437	437	437	437	437
**. Correlation is significant at the 0.01 level (1-tailed).						

There was a slightly positive correlation between the power distance variable and megaphoning positive effect. Pearson correlation is r(437)= (0.038), p>0.05. As a result, the correlation is insignificant positive correlation as it is shown in the (Figure 4.1).

By testing the relation between the power distance level and megaphoning negative effect, the Pearson correlation was positive r(437)= (0.217), p<0.05. Consequently, there was a significant positive correlation between the level of power distance and megaphoning negatively about the organization. So, megaphoning negatively tends to increase with increasing the level of the power distance level.

By testing the correlation between level of power distance and scouting effect, the Pearson correlation was slightly positive r(437)= (0.035), p>0.05. As a result, insignificant positive correlation between the level of power distance and scouting is prevailing as it is shown in the (Figure 4.3).

By testing the correlation between level of symmetrical communication effort and megaphoning positively, the Pearson correlation was positive r(437)= (0.438), p<0.05. consequently, there was a significant positive correlation between the level of symmetrical communication effort and megaphoning positively for the organization. So, the positive megaphoning tends to increase with increasing the symmetrical communication behavior in the organization. As a result, the employees in the

organizations with symmetrical communication behavior tended to sharing and forwarding the positive aspect of their organization as it is shown in the (Figure 4.4).

By testing the correlation between level of symmetrical communication effort and megaphoning negatively, Pearson correlation was negative r(437)= (0.-206), p<0.05. consequently, there was a significant negative correlation between the level of symmetrical communication effort and megaphoning negatively for the organization. So, negative megaphoning effect tends to decrease with increasing the symmetrical communication behaviour in the organization. As a result, the employees in the organizations with high symmetrical communication behaviour were less likely to sharing and forwarding the negative aspect of their organization as it is shown in the (Figure 4.5). By testing the correlation between level of symmetrical communication effort and scouting effect, the Pearson correlation was positive r(437)= (0.439), p<0.05. consequently, there was a significant positive correlation between the level of symmetrical communication effort and scouting for the organization. So, the scouting effect tends to increase with increasing the symmetrical communication effort. As a result, the employees in the organizations with symmetrical communication behaviour were more likely to make an environmental scanning and gather the important information which affect directly the organization strategy. The (Figure 4.6) shows the correlation between symmetrical communication effort and scouting.

4.3 Multiple Linear Regression

4.3.1 Megaphoning Positive

Based on the model summary in the (Table 4.8), the R squared value is 0.21, which is about 21 percent. This means that 21% of dependent variable Megaphoning positive can be interpreted by symmetrical communication effort and power distance variables.

Table 4.8: Model Summary/Megaphoning Positive

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.459[a]	.210	.207	.66909

a. Predictors: (Constant), Symmetrical_Communicatin_Effort, Power_Distance

In the (Table 4.9) below, there is strong evidence that B is not equal to zero and there is an indication that applied regression model predicts the megaphoning positive variable. In other words, the model is good and fit the data.

Table 4.9: ANOVA Model Summary/Megaphoning Positive

ANOVA[a]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	51.730	2	25.865	57.776	.000[b]
	Residual	194.292	434	.448		
	Total	246.021	436			
a. Dependent Variable: Megaphoning_Positive						
b. Predictors: (Constant), Symmetrical_Communicatin_Effort, Power_Distance						

Based on the regression coefficient in the (Table 4.10), the symmetrical communication effort variable and power distance are considered as significant predictors of megaphoning positively, as well as determine that both symmetrical communication effort and power distance have significant contribution to the regression model.

Table 4.10: Multiple regression coefficient analysis/Megaphoning Positive

Coefficients[a]						
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	1.650	.192		8.596	.000
	Power_Distance	.122	.038	.140	3.196	.001
	Symmetrical_Communicatin_Effort	.429	.040	.468	10.713	.000
a. Dependent Variable: Megaphoning_Positive						

4.3.2 Megaphoning Negative

According to the model summary in the (Table 4.11), the R square value had gain 0.074, which is about 7.5 percent. This means that 7% of dependent variable of Megaphoning

negative can be interpreted by power distance and symmetrical communication effort dimensions.

Table 4.11: Model Summary/Megaphoning Negative

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.271[a]	.074	.069	.74980
a. Predictors: (Constant), Symmetrical_Communicatin_Effort, Power_Distance				

In the (Table 4.12) below, there is strong evidence that B is not equal to zero and there is an indication that applied regression model predicts the megaphoning negative variable. In other words, the model is good and fit the data.

Table 4.12: ANOVA Model Summary/Megaphoning Negative

ANOVA[a]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	19.356	2	9.678	17.215	.000[b]
	Residual	243.993	434	.562		
	Total	263.349	436			
a. Dependent Variable: Megaphoning_Negative						
b. Predictors: (Constant), Symmetrical_Communicatin_Effort, Power_Distance						

Based on the regression coefficient in the (Table 4.13), the symmetrical communication effort variable and power distance are considered as significant predictors of megaphoning negatively, as well as determine that both symmetrical communication effort and power distance have significant contribution to the regression model.

Table 4.13: Multiple regression coefficient analysis/Megaphoning Negative

Coefficients[a]				
Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig.

		B	Std. Error	Beta		
1	(Constant)	2.149	.215		9.986	.000
	Power_Distance	.164	.043	.181	3.823	.000
	Symmetrical_Communicatin_Effort	-.158	.045	-.166	-3.510	.000
a. Dependent Variable: Megaphoning_Negative						

4.3.3 Scouting

According to the model summary in the (Table 4.14), the R square value is 0.21, which is about 21 percent. This means that 21% of dependent variable of scouting can be interpreted by and symmetrical communication effort and power distance dimensions as it is shown below in the Table 4.14.

Table 4.14: Model Summary/Scouting

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.459[a]	.210	.207	.76041
a. Predictors: (Constant), Power_Distance, Symmetrical_Communicatin_Effort				

In the (Table 4.9) below, there is strong evidence that B is not equal to zero and there is an indication that applied regression model predicts the scouting variable. In other words, the model is good and fit the data.

Table 4.15: ANOVA Model Summary/Scouting

ANOVA[a]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	66.828	2	33.414	57.787	.000[b]
	Residual	250.950	434	.578		
	Total	317.778	436			
a. Dependent Variable: Scouting						
b. Predictors: (Constant), Power_Distance, Symmetrical_Communicatin_Effort						

Based on the regression coefficient in the (Table 4.16), the symmetrical communication effort variable and power distance are considered as significant predictors of scouting, as

well as determine that both symmetrical communication effort and power distance have significant contribution to the regression model.

Table 4.16: Multiple regression coefficient analysis/Scouting

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.449	.218		6.639	.000
	Symmetrical_Communicatin_Effort	.488	.046	.469	10.720	.000
	Power_Distance	.136	.043	.137	3.135	.002
a. Dependent Variable: Scouting						

4.4 TESTING HYPOTHESIS

In H1, the power distance level had a positive impact on the megaphoning positive (ß = 0.14, p>0.05) which contradict the proposed hypothesis that megaphoning positively decreasing with increasing the level of power distance. As a result, the employees in the targeted organizations with high power distance tended to share and forward positive aspect of the organization so the proposed hypothesis is not supported.

In H2, the power distance level had a positive impact on the megaphoning positive (ß = 0.181, p>0.05) which match the proposed hypothesis that megaphoning negatively increasing with increasing the level of power distance. As a result, the employees in the organizations with high level of power distance tended to sharing and forwarding the negative aspect of their organization and the proposed hypothesis is supported.

In H3, the power distance level had a positive impact on the scouting effect (ß = 0.137, p>0.05) which contradict the proposed hypothesis that scouting is decreasing with increasing the level of power distance. As a result, the employees in the targeted organizations with high power distance tended to gather information interest their organization so the proposed hypothesis is not supported.

In H4, the symmetrical communication effort had a significant positive impact on the megaphoning positive (ß = 0.468, p>0.05) which match the proposed hypothesis that megaphoning positively increasing with increasing the level of symmetrical communication effort. As a result, the employees in the organizations with high level of symmetrical communication effort tended to sharing and forwarding the positive aspect of their organization so the proposed hypothesis is supported.

In H5, the symmetrical communication effort had a negative impact on the megaphoning negatively (ß = -0.166, p>0.05) which matches the proposed hypothesis that megaphoning negatively increasing with increasing the level of symmetrical communication effort. As a result, the employees in the organizations with symmetrical communication effort tended to sharing and forwarding the negative aspect of their organization so the proposed hypothesis is supported.

In H6, the symmetrical communication effort had a significant positive impact on the scouting effect (ß = 0.469, p>0.05) which match the proposed hypothesis that scouting increases with increasing the level of symmetrical communication effort. As a result, the hypothesis is supported.

The (Table 4.17) below shows the hypothesis results:

Table 4.17: Hypothesis testing summary

#	Result	
H1: The higher the Power distance, the less the positive megaphoning.	ß = 0.14 p>0.05	Rejected
H2: The higher the Power distance, the higher the negative megaphoning.	ß = 0.181 p<0.05	Supported
H3: The higher the Power distance, the less the scouting.	ß= 0.137 p>0.05	Rejected
H4: The higher the symmetrical communication effort, the higher the positive megaphoning.	ß = 0.468 p<0.05	Supported
H5: The higher the symmetrical communication effort, the less the negative megaphoning	ß = -0.166 p<0.05	Supported
H6: The higher the symmetrical communication effort, the higher the scouting.	ß= 0.469 p<0.05	Supported

5. Discussion and conclusion

In this chapter a summary of the research will be described in addition to discussing the results, limitation, and recommendation. With conclusion the study will be closed.

5.1 SUMMARY OF RESEARCH

Many different researches previously focused on mutual beneficial relationship between any organization administrative staff and its employees. The researchers argued that when this relationship is strong enough, so strategic advantages can be earned. Some employees may market for free for the organization through voluntarily advocating, supporting, defending as well as environmental scanning in order to get as much as possible the information may concern the organization. Other employees may broadcast a negative information about the organization to the public. This information is likely to be confidential and influential on the organization and may doubling the organization problem and threats particularly in the crises time. The good internal relationship between the organization and the employee determines the employee's potential behaviour, either positive or negative. If the behaviour adopted by the employee side is positive so obviously, increasing the strategic opportunities and decreasing the threat is the result (J.-N. Kim, Ni, & Sha, 2008). According to research conducted previously about the factors that affect employee communication behaviour (ECB), it is found that symmetrical internal communication effort (one of this research's independent variable) is a crucial way to build and maintain a high-quality relationship with the employees and getting significantly benefit from the employees' communicative behaviour with outsiders (Kim & Rhee, 2011). This study has been conducted targeting humanitarian non-governmental organizations' employees located in turkey to explore the impact of the organizational culture represented by "power distance" and internal relationship model represented by "symmetrical communication effort" on the employee's communication behaviour represented by megaphoning (positive and negative) and scouting.

This study comes as a part of continues effort has been made to complement similar previous studies conducted in another field in order to enhance the awareness of importance of adopted managerial models (culture and internal relationship) and its

significant impact on the organization's strategic objectives. Two main factors hypothesized that influence the ECBs which are power distance as an essential part of organizational culture dimension. Power distance dimension has been adopted as independent variable. On the other hand, symmetrical communication effort which is an essential part in terms of organization internal relationship has been adopted as another independent variable and proposed to influence the ECBs. The study results are discussed below in the discussion part.

5.2 DISCUSSION

As a whole, in the targeted Humanitarian NGOs for both nationality Turkish and international one, the power distance as a one of culture dimension, symmetrical communication effort as one of internal relationship model, and megaphoning and scouting effects as one of employee's communication behaviour as individual dimensions and the prosed relationship between them has been clarified as follows:

5.2.1 Power distance

In terms of organizational culture, the both types of organizations have been relatively low power distance index. In other words, high degree of equality is provided and the power equally distributed between the employees and supervisors. The result implied that the power distance index prevailing in international NGOs (Mean = 2.72, SD = 0.89) slightly less than the power distance index in the Turkish ones (Mean = 2.74, SD = 0.83).

5.2.2 Symmetrical communication effort

In terms of internal relationship between the employees and management staff, it is found that the communication more likely to be two-way communication.

This internal communication model is almost the same between two organizations origin, Turkish (Mean = 3.41, SD = 0.76) and the international (Mean = 3.39, SD = 0.9). This result could give an indicator that the internal relationship between the employees and the supervisors more likely to be a good relationship.

5.2.3 Megaphoning positive

With respect to ECBs, it is found that the employees in the humanitarian NGOs tend to voluntarily broadcasting, talking positively about their organization which give a significant strategic advantage. regarding the research result with respect to the organization according to their culture, the Turkish organizations' employees showed relatively high degree of megaphoning positively (Mean =3.5, SD = 0.74). in addition, the international organization's employees (Mean =3.3, SD = 0.74) showed very close results to the Turkish organization in talking positively and advocating their organization and management.

5.2.4 Megaphoning Negative

With respect to ECBs, it is found that the tendency to speak, broadcasting a negative in addition to critical confidential information to the public is low. This implies that a great advantage is given to the organization to be safe from any threats from the employees' sides especially in the crisis situations. In comparison with previous result about megaphoning positively, the tendency for talking positively is the more likely to be happened rather than the negative one. Regarding the research result with respect to the organization according to their origin, the both type of organizations' employees showed relatively low degree of megaphoning negatively with very close scores. (Mean =2.04, SD = 0.74) for Turkish organization and (Mean =2.08, SD = 0.82) for the international ones.

5.2.5 Scouting

Regarding the scouting effects, it is found that the employees as a whole in the humanitarian I/NGOs eager to scan the environment and they are interested in getting the information that they consider an important information and forward it in the administrative staff. The employees in the Turkish organizations (Mean =3.55, SD =0.89) showed a slight increase in scouting in comparison with international ones (Mean =3.37, SD =0.85). this employees' tendency is actually save the organization time and effort and enable it to get the information in shortest way as well as enhance its competitive opportunity.

5.2.6 Hypothesis

The table below give a summary about the hypothesis testing results as follows

Table 5.1 Hypothesis summary

#	Result	
H1	ß = 0.14 p>0.05	Rejected
H2	ß = 0.181 p<0.05	Supported
H3	ß= 0.137 p>0.05	Rejected
H4	ß = 0.468 p<0.05	Supported
H5	ß = -0.166 p<0.05	Supported
H6	ß= 0.469 p<0.05	Supported

Out of six proposed hypothesis, 4 ones have been supported and two ones rejected.

Regarding H1 and H3, from the result concluded. The tendency and the eagerness of the employees either to talk positively or gathering the information from the public. This result does not match a study result conducted by (Feng Jiang, 2011) which showed a significant negative correlation between the power distance level and megaphoning positive and scouting. As mentioned in the introduction that there is no absolute right or wrong culture. This is what the people, children, employees used to do. That may be interpreting rejecting the proposed hypothesis. So in the organization with high-power distance level the employees may talk positively or not. So the employee may talk negatively in low power distance organizations. In other words, the employees don't understand this attribute as negative aspect. In addition, the employees might be eager to gather important and crucial information that interest the organization with high power distance culture and maybe not.

Regarding H2, there has been a positive correlation between the power distance and megaphoning negatively which showed harmony with the results of studied conducted before. The employee tends to speak negatively about the organization and administration

weak and poor aspect when the power is unequally distributed at workplace. Thus, the employees in this humanitarian field prefer equality, communication more freely with the supervisors. Otherwise, the impact would be negative and dangerous particularly in presence of threats or crisis. Furthermore, confidential information show in the negative aspect of the organization may be shared with others.

Regarding H4, it is found that the higher symmetrical communication effort encourages higher positive megaphoning. This is an obvious evidence that the good internal relationship in the organization encourage the employees to adopt, support and advocate the organization and the management perspective and behave with the public outside workplace accordingly. The study results are conforming with previous study conducted by (Kim &Rhee, 2011) showing a positive engagement in sharing and broadcasting a positive information about their organization to the public. Consequently, the tendency of the organization as clarified earlier to adopt symmetrical communication model encouraged their employees to forward positive information.

Regarding H5, it has been supported and implied that in the targeted organization whenever the relationship between the supervisors and the employee is one-way (up-down) communication model, the employees tended to speak negatively about the organization. Therefore, asymmetric communication level encourages the employee to weakened the link with their supervisors and the management strategic objective as well.

Regarding H6, it has been supported and implied that the more symmetrical the communication, the higher tendency for scanning the environment and gathering the information that provide a very good support for the organization over short and long-term strategy. The study result implied a strong correlation between symmetrical internal communication effort and scouting which conforming with (Kim &Rhee, 2011) result.

This initial goal of this study has been achieved by understanding and analysing the prevalent relationship in the humanitarian NGOs located in Turkey since the number of this organization significantly increasing due to Turkey strategic location near Iraq, Syria and common point between eastern and western parts of the world.

5.3 LIMITATION OF THE STUDY

The number of respondents who surveyed were 437, it was good but still enlarging the sample size is much more accurate for evaluating the results.

The study is conducted only in the NGOs in turkey so the obtained result do not work in other places somehow.

Shortage of time one of the study limitation so extending the study to cover additional number or aspect of the NGO.

Too few researchers conducted like this study topic on the NGOs so adopting the secondary data as an additional resource was inapplicable.

5.4 IMPLICATIONS OF THE STUDY

Encouragement of the other researchers to focusing on very important emerging issues which is role of the all employee's behavior in communication with public to ensure the success or the fall of the organization.

The study results may be considered as secondary date sources for the other researches since the NGOs is not covered widely previously in the researches.

This study is considered as an initial study covering two of the factors affect the ECB, while the upcoming studies can cover the potential rest of the influential factors.

5.5 CONCLUSION

Employee communication behaviour ECBs including megaphoning and scouting should be ranked as one of the most crucial priorities that must be taken into account for any humanitarian organization seeks further success, progress and development. In addition, ECBs must be included in the public relation strategic plan as one of the most effective factor could support, advocate and improve the organization's reputation and competitive opportunities. This concept must be supported by enhancing the factors affect it. Based on this research, it is essential to prepare the suitable work environment conditions, particularly those related to internal relation. By enhancing symmetrical communication behaviour model this goal is most likely to be achieved. On the other hand, the employee's culture as a second priority should be highly considered so the employees are treated in the right way by their supervisors and the management staff as well. Thus, the organization could be more competitive, effective and well reputed entity. Working in multinational organization such as our study field required us to think much more deeply

and try to innovate proper method and tools. Finding such tools required very good understanding for the employees' culture so treating them accordingly. Some recommendations have been concluded from this study to be forwarded and shared with humanitarian field working group so help them build, improve and maintain strong relationship with their employees and getting the desired objectives achieved.

i. The top-level managers should be aware of trying to be more open to the employees, enhancing equalities at workplace, adopting two-way communication, participation of the employees in making decision process so the part of employees which talk negatively or at least treating issues passively could be converted to the positive side or at least not to be in the negative side.
ii. Adopting two-way communication models between supervisors and subordinates.
iii. Involving the employees in making decision so they feel they are one of the organization's owners so they behave accordingly inside and outside workplace.
iv. Since the humanitarian I/NGOs including wide variety of people from different countries and cultures, enhancing the supervisor's empathy so they can treat their employee's wants and needs accordingly.

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APPENDICES

APPENDIX-01

Demographics

Demographic Information	
Gender	
Male	☐
Female	☐
Age	
18-24	☐
25-34	☐
35-44	☐
45-54	☐
55-64	☐
65 and Over	☐
Marital Status	
Married	☐
Single	☐
Education	
Primary School	☐
Secondary School	☐
Bachelor's Degree	☐
Master Degree	☐
PhD Degree	☐
Position	

Demographic Information	
Assistant	☐
Officer	☐
Coordinator	☐
Manager	☐
Other	☐
Organization Origin	
Syrian/Turkish Organization	☐
International Organization	☐

APPENDIX-02

Scales and Items

#	Scale items	Likert Scale				
1	**Power Distance**	**Strongly Disagree**	**Disagree**	**Neutral**	**Agree**	**Strongly Agree**
1.1	People in higher positions make most decisions without consulting people in lower positions.					
1.2	People in higher positions don't ask the opinions of people in lower positions too frequently.					
1.3	People in higher positions avoid social interaction with people in lower positions.					
1.4	People in lower positions don't disagree with decisions by people in higher positions.					
1.5	People in higher positions do not delegate important tasks to people in lower positions.					
2	**Symmetrical Communication Effort**	**Strongly Disagree**	**Disagree**	**Neutral**	**Agree**	**Strongly Agree**
2.1	Most communication between managers and other employees in our company can be said to be two-way communication.					
2.2	Our company encourages differences of opinion.					
2.3	The purpose of communication in our company is to help managers be responsive to the problems of employees.					

#	Scale items	Likert Scale				
2.4	Supervisors encourage employees to express differences of opinion.					
2.5	Employees are usually informed about major changes in policy that affect our job before they take place.					
2.6	Employees are not afraid to speak up during meetings with supervisors and managers.					
3	**Megaphoning/Positive**	**Strongly Disagree**	**Disagree**	**Neutral**	**Agree**	**Strongly Agree**
3.1	Write positive comments or advocating posting for my organization on the Internet.					
3.2	Say good things to friends and neighbors about positive aspects of the management and company.					
3.3	Routinely recommend my organization and its service=products to people					
3.4	Attempt to persuade people who have negative opinions about my organization.					
3.5	Refute prejudiced or stereotyped opinions about my organization.					
3.6	In the past, fought with those who criticized my organization and business.					
3.7	Become upset and tend to speak up when encountering ignorant or biased opinions about my organization.					

#	Scale items	Likert Scale				
4	**Megaphoning/Negative**	**Strongly Disagree**	**Disagree**	**Neutral**	**Agree**	**Strongly Agree**
4.1	Post negative things about my organization on the Internet.					
4.2	Talk about the mistakes and problems of our management to family and friends.					
4.3	State to friends and family that my organization is run more poorly than competitors					
4.4	Talk to people about the problems of our service=products					
4.5	Agree with people who criticize my organization.					
5	**Scouting**	**Strongly Disagree**	**Disagree**	**Neutral**	**Agree**	**Strongly Agree**
5.1	Meet and check with suppliers and government officials to collect new information.					
5.2	Voluntarily meet and check with those people who have grievances with organization.					
5.3	Voluntarily check people's feedback on organizational events.					
5.4	Search for new information and subscribe to Listserv, newsletters, publications for organization.					
5.5	Even after working hours contact strategic publics and stakeholders for their complaints and new information and share the information with colleagues.					

#	Scale items	Likert Scale				
5.6	Make extra effort to cultivate and maintain relationships with external stakeholders and strategic publics.					
5.7	Meet people who work for similar businesses and check rumors and news about organization or business.					
5.8	Start conversation or give information to relevant colleagues about new trends or unusual signals related to work.					

APPENDIX-03

Questionnaire/English

Questionnaire/Employee's Communication Behavior

* Required

General Information

You are kindly invited to participate in this questionnaire as a part of study which is being conducted by "Amjad Banialmargah" in Bahçeşehir University under supervision of "Dr. İbrahim Çetinkaya".

The questionnaire includes 31 short questions. The estimated time to finalize filling this questionnaire is 10 minuets.

Your responses will be confidential and your participation in this project is anonymous, so no need for mentioning your name.

Mentioning the name of the organization is optional.

The collected data will be used for an academical research.

There are no risks associated with your participation in this questionnaire.

Participation in this questionnaire is voluntary. You may refuse to participate or withdraw at any time without any penalty or loss of benefits.

Contacts

Amjad Banialmargah: Amjad.benyalmargah@gmail.com

Dr. İbrahim Çetinkaya: Ibrahimcetinkaya@hotmail.com

BAU: bahcesehiruniversitesi@hs01.kep.tr

Thanks In Advance For Your Participation

Demographic Information - (Section 1of 6)

1. **Gender** *
Mark only one oval.

- ◯ Male
- ◯ Female

2. **Age** *
Mark only one oval.

- ◯ 18-24
- ◯ 25-34
- ◯ 35-44
- ◯ 45-54
- ◯ 55-64
- ◯ 65 and Over

3. **Marital Status** *
Mark only one oval.

- ◯ Married
- ◯ Single

4. **Education** *
Mark only one oval.

- ◯ Primary School
- ◯ Secondary School
- ◯ Bachelor's Degree
- ◯ Master Degree
- ◯ PhD Degree

5. **Position** *
Mark only one oval.

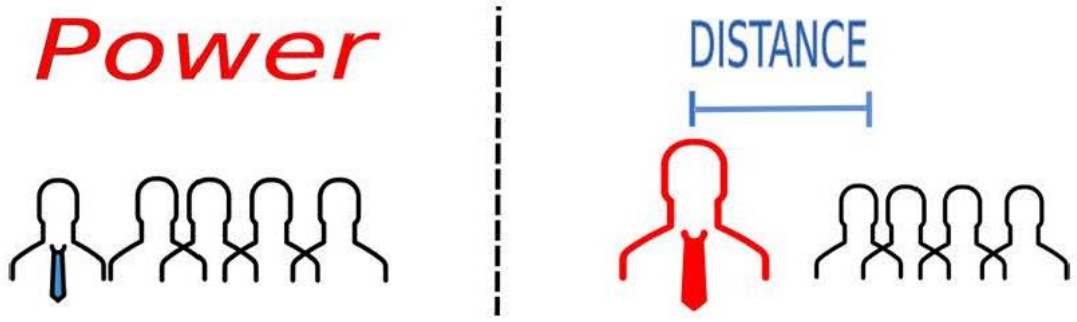
- ◯ Assistant
- ◯ Officer
- ◯ Coordinator
- ◯ Manager
- ◯ Other

6. **Organization Origin** *
Mark only one oval.

- ◯ Syrian/Turkish Organization
- ◯ International Organization

Power Distance - (Section 2 of 6)

How far or close you feel you are from your manager and the entire management staff in your organization.



7. *

Mark only one oval per row.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1- People in higher positions make most decisions without consulting people in lower positions.					
2- People in higher positions don't ask the opinions of people in lower positions too frequently.					
3- People in higher positions avoid social interaction with people in lower positions.					
4- People in lower positions don't disagree with decisions by people in higher positions.					
5- People in higher positions do not delegate important tasks to people in lower positions.					

8. **Write your thoughts if any!**

Symmetrical Communication Effort - (Section 3 of 6)

How free you feel to speak up with your supervisor and management staff in your organization.

9. *

Mark only one oval per row.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1- Most communication between managers and other employees in your organization can be said to be two-way communication.					
2- Your organization encourages differences of opinion.					
3- The purpose of communication in your organization is to help managers be responsive to the problems of employees.					
4- Supervisors encourage employees to express differences of opinion.					
5- Employees are usually informed about major changes in policy that affect your job before they take place.					
6- Employees in your organization are not afraid to speak up during meetings with supervisors and managers.					

10. **Write your thoughts if any!**

Megaphoning/Positive - (Section 4 of 6)

How positively the employee is talking about his/her organization, managers, workplace and the other relevant matters. In other words, how eager the employee is to market for his/her organization.

11. *

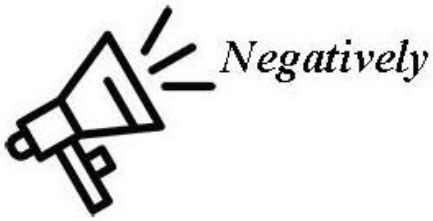
Mark only one oval per row.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1- You Write positive comments or advocating posting for your organization on the Internet.	◯	◯	◯	◯	◯
2- You Say good things to friends and neighbors about positive aspects of your management and organization.	◯	◯	◯	◯	◯
3- You Routinely recommend your organization and its service/products to people.	◯	◯	◯	◯	◯
4- You Attempt to persuade(convince) people who have negative opinions about your organization	◯	◯	◯	◯	◯
5- You Refute prejudiced or stereotyped opinions about your organization.	◯	◯	◯	◯	◯
6- In the past, You fought with those who criticized your organization and business.	◯	◯	◯	◯	◯
7- You become upset and tend to speak up when encountering ignorant or biased opinions about your organization.	◯	◯	◯	◯	◯

12. **Write your thoughts if any!**

Megaphoning/Negative (Section 5 of 6)

How negatively the employee is talking about his/her organization, managers, workplace and the other relevant matters.



13. *

Mark only one oval per row.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1- You post negative things about your organization on the Internet.					
2- You talk about the mistakes and problems of your management to family and friends.					
3- You state to friends and family that your organization is run more poorly than competitors.					
4- You talk to people about the problems of your service or products.					
5- You agree with people who criticize your organization.					

14. **Write your thoughts if any!**

Scouting - (Section 6 of 6)

How carious the employee is to gather information interest the organization so it could improve its quality and performance in order to be more competitive in the market.

15. *

Mark only one oval per row.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1- You meet and check with suppliers and government officials to collect new information.					
2- You voluntarily meet and check with those people who have grievances(complaints) with organization.					
3- You voluntarily check people's feedback on organizational events.					
4- You search for new information and subscribe to newsletters, publications for your organization.					
5- You even after working hours contact strategic public and stakeholders for their complaints and new information and share the information with colleagues.					
6- You make extra effort to cultivate(build) and maintain relationships with external stakeholders and strategic public.					
7- You meet people who work for similar businesses and check rumors and news about organization or business.					
8- You start conversation or give information to relevant colleagues about new trends or unusual signals related to work.					

16. **Write your thoughts if any!**

17. **If you would like to receive the study result, please write down you email address.**

APPENDIX-04

Questionnaire/Turkish

Personelin İletişim Alışkanlıkları/Employee's Communication Behavior

* Required

Genel Bilgi

Bu ankete Bahçeşehir Üniversitesi'nden Amjad Banialmargah'in Dr. İbrahim Çetinkaya denetiminde yapmakta olduğu bir çalışmaya istinaden katılımınız beklenmektedir.

Anket 31 adet kısa sorudan oluşmaktadır. Bu anketin tamamlanması için gereken süre yaklaşık 7 dakikadır.
Cevaplarınız ve projeye katılımınız gizli tutulacak olduğundan isminizi paylaşmanız gerekmemektedir.

İsim ya da kurum adı belirtmek isteğe bağlıdır.

Edinilen bilgiler akademik araştırmada kullanılacaktır.

Bu ankete katılımınız herhangi bir risk içermemektedir.

Bu ankete katılım gönüllüdür. Katılmak istemeyebilir veya istediğiniz zaman sebep belirtmeksizin çekilebilirsiniz.

Demografik Bilgiler-(Bölüm 1/6)

1. **Cinsiyet** *

Mark only one oval.

- ◯ Erkek
- ◯ Kadın

2. **Yaş** *
Mark only one oval.

- 18-24
- 25-34
- 35-44
- 45-54
- 55-64
- 65 ve üzeri

3. **Medeni Durum** *
Mark only one oval.

- Evli
- Bekar

4. **Eğitim Durumu** *
Mark only one oval.

- İlkokul
- Lise
- Lisans
- Yüksek Lisans
- Doktora

5. **Görevi** *
Mark only one oval.

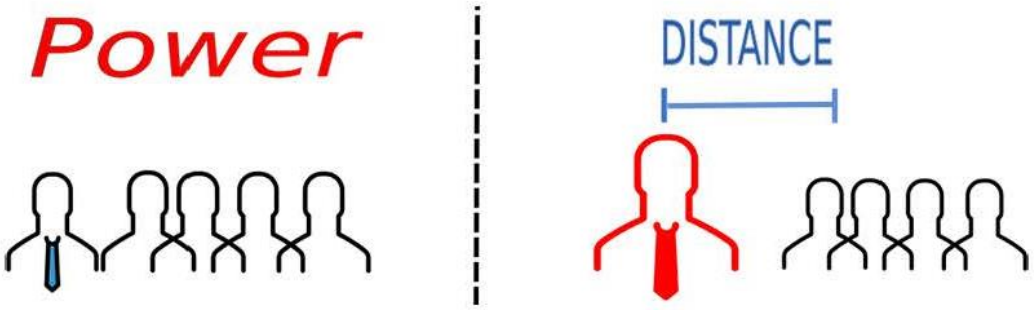
- Assistant/Asistan
- Officer/Memur
- Coordinator/Koordinatör
- Manager/Müdür
- Other/Diğer

6. **Kurum Asıl** *
Mark only one oval.

- Syrian-Turkish Organization/Suriye-Türkiye Kurumları
- International Organization/ Uluslararası Kurumlar

Power Distance/Güç Mesafesi (Bölüm 2/6)

Çalıştığınız kurumdaki müdüre ve işletmedeki tüm personele ne kadar yakın veya uzaksınız.



7. *

Mark only one oval per row.

	Kesinlikle Katılmıyorum	Katılmıyorum	Fikrim yok	Katılıyorum	Tamamen katılıyorum
1- Üst kademe yöneticilerin birçok kararı alt kademe yöneticilere danışmadan alıyor.	◯	◯	◯	◯	◯
2- Üst kademe yöneticiler alt kademe yöneticilerin görüşlerini çok sık sormuyor.	◯	◯	◯	◯	◯
3- Üst kademe yöneticiler alt kademe yöneticilerle sosyal iletişim kurmaktan kaçınıyor.	◯	◯	◯	◯	◯
4- Alt kademe yöneticiler üst kademe yöneticilerin aldığı kararlara karşı çıkmıyor.	◯	◯	◯	◯	◯
5- Üst kademe yöneticiler alt kademe yöneticilere önemli görevler vermiyor.	◯	◯	◯	◯	◯

8. **Eklemek istedikleriniz varsa paylaşınız!**

Symmetrical Communication Effort/ Simetrik İletişim Çabası - (Bölüm 3/6)

Çalıştığınız kurumun süpervizörü ya da yönetici personeli ile ne kadar rahat konuşuyorsunuz.

9. *

Mark only one oval per row.

	Kesinlikle Katılmıyorum	Katılmıyorum	Fikrim yok	Katılıyorum	Tamamen katılıyorum
1- Çalıştığınız kurumda müdür ve diğer çalışanlar arasındaki iletişimin çoğunlukla çift yönlü iletişim olduğu söylenebilir.					
2- Çalıştığınız kurum farklı görüşleri teşvik eder.					
3- Çalıştığınız kurumda iletişimin amacı; müdürlerin, çalışanların problemlerine duyarlı olmasını sağlamaktır.					
4- Yöneticiler çalışanları farklı görüşleri ifade etmeye teşvik ediyor.					
5- Çalışanlar genelde işlerini etkileyen işletme politikalarında yapılan büyük değişiklikler konusunda, değişiklikler uygulamaya geçmeden önce bilgilendirilirler.					
6- Çalıştığınız kurumda çalışanlar yönetici ve müdürlerle yapılan toplantılarda söz almaktan çekinmiyor.					

10. **Eklemek istedikleriniz varsa paylaşınız!**

Megaphoning_Positive/Duyuru_Pozitif /(Bölüm 4/6)

Çalışan, çalıştığı kurum, müdürleri, işyeri ve bunlarla ilgili diğer konularda ne kadar olumlu konuşuyor. Yani çalışan çalıştığı kurumun reklamını yapmakta ne kadar rahat.

11. *

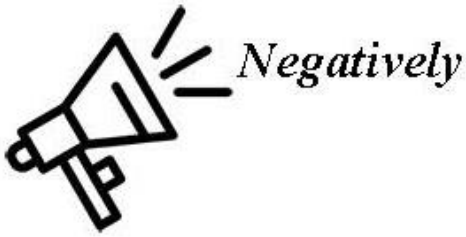
Mark only one oval per row.

	Kesinlikle Katılmıyorum	Katılmıyorum	Fikrim yok	Katılıyorum	Tamamen katılıyorum
1- İnternet ortamında çalıştığınız kurumla ilgili olumlu yorumlar veya destekleyici paylaşımlar yaparsınız.					
2- Arkadaşlarınıza ve çevrenize çalıştığınız işletme ve kurumun olumlu yönlerinden bahsedersiniz.					
3- İnsanlara çalıştığınız kurumu ya da kuruma ait hizmet ve ürünleri her zaman tavsiye edersiniz.					
4- Çalıştığınız kurumla ilgili olumsuz görüşlere sahip kişileri ikna etmeye çalışırsınız.					
5- Çalıştığınız kurumla ilgili önyargılı ve kalıplaşmış fikirleri çürütmeye çalışırsınız.					
6- Daha önce çalıştığınız kurumu ve işinizi eleştirenlerle tartıştığınız oldu.					
7- Çalıştığınız kurumla ilgili bilgi sahibi olmayan veya önyargılı fikirleri olan kişilerle karşılaştığınızda rahatsız olur ve bu kişilerle konuşmak istersiniz.					

12. **Eklemek istedikleriniz varsa paylaşınız!**

Megaphoning_Negative/Duyuru_Olumsuz/ (Bölüm 5/6)

Çalışan, çalıştığı kurum, müdürleri, işyeri ve diğer konularla ilgili ne kadar olumsuz konuşuyor.



13. *

Mark only one oval per row.

	Kesinlikle Katılmıyorum	Katılmıyorum	Fikrim yok	Katılıyorum	Tamamen katılıyorum
1- Çalıştığınız kurum hakkında internet ortamında olumsuz paylaşımlar yapıyorsunuz.	◯	◯	◯	◯	◯
2- İşletmenizdeki yanlışlıkları ve problemleri aile ve arkadaşlarınıza anlatıyorsunuz.	◯	◯	◯	◯	◯
3- Aile ve arkadaşlarınıza çalıştığınız kurumun rakip firmalardan çok daha geride olduğunu söylüyorsunuz.	◯	◯	◯	◯	◯
4- Hizmet ya da ürünlerinizle ilgili problemleri insanlara anlatıyorsunuz.	◯	◯	◯	◯	◯
5- Çalıştığınız kurumu eleştiren kişilerle aynı fikirdesiniz.	◯	◯	◯	◯	◯

14. **Eklemek istedikleriniz varsa paylaşınız!**

Scouting/Keşif - (Bölüm 6-6)

Çalışan, pazarda daha rekabetçi olmak adına kurumun kalitesini ve performansını artırmak için kurumunu ilgilendiren konularda bilgi toplamaya ne kadar istekli.

15. *

Mark only one oval per row.

	Kesinlikle Katılmıyorum	Katılmıyorum	Fikrim yok	Katılıyorum	Tamamen katılıyorum
1- Yeni bilgiler edinmek için tedarikçiler ve devlet görevlileri ile toplantı yapar ve onlara danışırsınız.					
2- Çalıştığınız kurumla ilgili şikayeti olan kişilerle gönüllü olarak bir araya gelir ve onların düşüncelerini öğrenirsiniz.					
3- Kurumsal aktivitelere dair yapılan geri bildirimleri gönüllü olarak kontrol edersiniz.					
4- Çalıştığınız kurumla ilgili yeni bilgiler araştırır ve dergi ve yayınlara abone olursunuz.					
5- Mesai saatleri dışında da şikayetleri ile ilgili olarak ilgili kamu kurumları ve paydaşlarla iletişim kurar ve iş arkadaşlarınızla bu bilgileri paylaşırsınız.					
6- Kurum dışı paydaş ve ilgili kurumlar ile ilişkiler kurmak ve bunların devamlı olmasını sağlamak için fazladan çaba sarf edersiniz.					
7- Benzeri işlerde çalışanlarla buluşup çalıştığınız kurum ve işiniz ile ilgili söylentileri kontrol edersiniz.					
8- İş ile ilgili olarak iş arkadaşlarınızla yeni trendler veya olağan dışı göstergeler konusunda sohbet eder veya bilgi verirsiniz.					

16. **Eklemek istedikleriniz varsa paylaşınız!**

17. **Anket sonuçlarını almak isterseniz lütfen e-posta adresinizi yazınız.**

Thanks For Your Participation

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APPENDIX-05

Questionnaire/Arabic

Employee's Communication Behavior/سلوك التواصل للموظفين

* Required

General Information/معلومات عامة

You are kindly invited to participate in this questionnaire as a part of study which is being conducted by "Amjad Banialmargah" in Bahçeşehir University under supervision of "Dr. İbrahim Çetinkaya".

The questionnaire includes 31 short questions. The estimated time to finalize filling this questionnaire is 7 minuets.

Your responses will be confidential and your participation in this project is anonymous, so no need for mentioning your name.

Mentioning the name or the name of the organization is optional.

The collected data will be used for an academical research.

There are no risks associated with your participation in this questionnaire.

Participation in this questionnaire is voluntary. You may refuse to participate or withdraw at any time without any penalty.

- يرجى التكرم بالاجابة على الاستبيان المرفق كجزء من أطروحة في ماجستير ادارة الأعمال. الدراسة تنفذ من قبل "أمجد بني المرجة" في جامعة باهشه شهير في تركيا بإشراف الدكتور "إبراهيم شتكايا".

- الاستبيان مؤلف من 31 سؤال قصير. المدة الزمنية المتوقعة لتعبئة الاستبيان لا تتجاوز الـ 7 دقائق.

- البيانات سرية لا يتم الاطلاع عليها من قبل أحد.

- إدخال اسم الشخص و اسم المنظمة (اختياري)غير مطلوبين في تعبئة الاستبيان.

- البيانات المجمعة سيتم استخدامها في أبحاث أكاديمية فقط.

- المشاركة في الاستبيان طوعية. بإمكانك رفض المشاركة في الاستبيان او الانسحاب في اي وقت دون اي التزامات.

Demographic Information/المعلومات الشخصية - (Section 1of 6)

1. **Gender/الجنس** *
Mark only one oval.

- Male/ذكر
- Female/انثى

2. **Age/العمر** *
Mark only one oval.

- 18-24
- 25-34
- 35-44
- 45-54
- 55-64
- 65 and Over

3. **Marital Status/الحالة الاجتماعية** *
Mark only one oval.

- Married/متزوج
- Single/أعزب

4. **Education/الدرجة التعليمية** *
Mark only one oval.

- Primary School/مرحلة ابتدائية
- Secondary School/مرحلة ثانوية
- Bachelor's Degree/شهادة جامعية
- Master Degree/شهادة ماجستير
- PhD Degree/شهادة دكتوراه

5. **Position/المنصب الوظيفي** *
Mark only one oval.

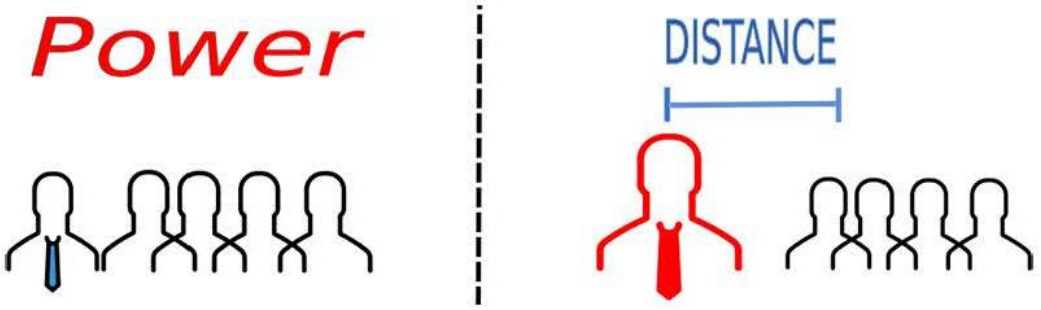
- Assistant/مساعد
- Officer/مسؤول
- Coordinator/منسق
- Manager/مدير
- Other/غيرذلك

6. **Organization Origin/أصل المنظمة** *
Mark only one oval.

- Syrian-Turkish Organization/منظمة سورية-تركية
- International Organization/ منظمة دولية

Power Distance/(Section 2 of 6)

How far or close you feel you are from your manager and the entire management staff in your organization./مقدار القرب أو البعد الذي يشعر به الموظف من الكادر الاداري



7. *

Mark only one oval per row.

	أرفض بشدة/Strongly Disagree	أرفض/Disagree	محايد/Neutral	أوافق/Agree	أوافق بشدة/Strongly Agree
1- People in higher positions make most decisions without consulting people in lower positions. الأشخاص في المواقع الادارية العالية يتخذون معظم القرارات دون الرجوع الى الأشخاص في المواقع الادارية الأقل					
2- People in higher positions don't ask the opinions of people in lower positions too frequently. الأشخاص في المواقع الادارية العالية لا يأخذون آراء الأشخاص في المناصب الأدنى بصورة كبيرة					
3- People in higher positions avoid social interaction with people in lower positions. الاشخاص في المناصب الادارية العالية يتجنبون العلاقات الاجتماعية مع الاشخاص في المستويات الادارية الأقل					
4- People in lower positions don't disagree with decisions by people in higher positions. الأشخاص في المناصب الإدارية الأقل لا يعارضون القرارات المتخذة من قبل الاشخاص في المناصب الأعلى					
5- People in higher positions do not delegate important tasks to people in lower positions. الاشخاص في المناصب الإدارية الأعلى لا يفوضون المهام الهامة للأشخاص في المناصب الأدنى					

8. **Write your thoughts if any!/يرجى كتابة اي أفكار أو مقترحات أخرى**

Symmetrical Communication Effort-(Section 3 of 6)

How free you feel to speak up with your supervisor and management staff in your organization./مجال الحرية لامتاح للتحدث مع الإداره في مكان العمل.

9. *

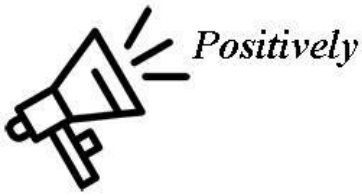
Mark only one oval per row.

	أرفض بشدة/Strongly Disagree	أرفض/Disagree	محايد/Neutral	أوافق/Agree	أوافق بشدة/Strongly Agree
1- Most communication between managers and other employees in your organization can be said to be two-way communication. معظم التواصلات بين المدراء و الموظفين في المنظمة يمكن القول بأنها متبادلة بين الطرفين(ليس فقط طلبات او اوامر من طرف واحد)					
2- Your organization encourages differences of opinion. هناك تشجيع للاختلاف في الرأي بين الإدارة و الموظفين					
3- The purpose of communication in your organization is to help managers be responsive to the problems of employees. التواصل مع الادارة في المنظمة يهدف الى جعلها أكثر استجابة لمطالب الموظفين و مشاكلهم					
4- Supervisors encourage employees to express differences of opinion. المدراء يشجعون الموظفين على التعبيرعن اختلافهم في الرأي					
5- Employees are usually informed about major changes in policy that affect your job before they take place. يتم اعلام الموظفين عادة بالتغييرات الكبيرة التي تخص السياسات المتبعة و التي تؤثر على العمل قبل اعتمادها.					
6- Employees in your organization are not afraid to speak up during meetings with supervisors and managers. الموظفين في المنظمة لا يجدون اي حرج او خوف في التحدث و المناقشة خلال الاجتماعات مع المدراء					

10. **Write your thoughts if any!/**يرجى كتابة اي أفكار أو مقترحات أخرى

Megaphoning/Positive/التسويق بصورة إيجابية- (Section 4 of 6)

How positively the employee is talking about his/her organization, managers, workplace and the other relevant matters. In other words, how eager the employee is to market for his/her organization./كيفية تحدث الموظف بإيجابية عن المنظمة و الاداره



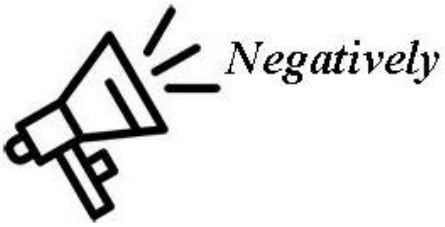
Mark only one oval per row.

	Strongly Disagree/أرفض بشدة	Disagree/أرفض	Neutral/محايد	Agree/أوافق	Strongly Agree/أوافق بشدة
1- You Write positive comments or advocating posting for your organization on the Internet. أقوم بكتابة تعليقات ايجابية و منشورات مناصرة لمنظمتي على الانترنت					
2- You Say good things to friends and neighbors about positive aspects of your management and organization. أتحدث بعبارات جيدة أمام الأصدقاء و الجيران عن الجوانب الايجابية لمنظمتي وإدارتي					
3- You Routinely recommend your organization and its service/products to people. أقوم بتزكية منظمتي و الخدمات التي تقدمها امام الآخرين بشكل دوري.					
4- You Attempt to persuade(convince) people who have negative opinions about your organization. أحاول اقناع الأشخاص الذين لديهم أفكار سلبية عن منظمتي (تغيير الفكرة السلبية)					
5- You Refute prejudiced or stereotyped opinions about your organization.أرفض الأفكار المتحيزة ضد منظمتي					
6- In the past, You fought with those who criticized your organization and business. في الماضي قمت بمجادلة و صد الاشخاص الذين ينتقدون منظمتي و العمل الذي تقوم به					
7- You become upset and tend to speak up when encountering ignorant or biased opinions about your organization. أشعر بالانزعاج وأواجه الأشخاص المتحيزين بآرائهم ضد منظمتي					

12. **Write your thoughts if any!/يرجى كتابة اي أفكار أو مقترحات أخرى**

Megaphoning/Negative/التسويق بصورة سلبية (Section 5 of 6)

How negatively the employee is talking about his/her organization, managers, workplace and the other relevant matters./كيفية تحدث الموظف بصوره سلبية على المنظمة و الادارة



13. *

Mark only one oval per row.

	أرفض بشده/Strongly Disagree	أرفض/Disagree	محايد/Neutral	أوافق/Agree	أوافق بشده/Strongly Agree
1- You post negative things about your organization on the Internet. أقوم بكتابة منشورات سلبية عن منظمتي على الانترنت					
2- You talk about the mistakes and problems of your management to family and friends. أتحدث للعائلة و الاصدقاء عن الأخطاء و المشاكل التي أراها في ادارتي					
3- You state to friends and family that your organization is run more poorly than competitors. أقول للأصدقاء و العائلة أن منظمتي تعمل بجوده اقل من باقي المنافسين في نفس القطاع					
4- You talk to people about the problems of your service or products. أتحدث للآخرين عن المشاكل الموجوده في الخدمة التي تقدمها منظمتي					
5- You agree with people who criticize your organization. أتفق مع الاخرين الذين ينتقدون منظمتي					

14. **Write your thoughts if any!/إيرجى كتابة اي أفكار أو مقترحات أخرى**

Scouting/الاستطلاع - (Section 6 of 6)

How carious the employee is to gather information interest the organization so it could improve its quality and performance in order to be more competitive in the market./حرص الموظف على الحصول على المعلومات المفيده للمنظمة التي يعمل بها

15. *

Mark only one oval per row.

	أرفض بشدة/Strongly Disagree	أرفض/Disagree	محايد/Neutral	أوافق/Agree	أوافق بشدة/Strongly Agree
1- You meet and check with suppliers and government officials to collect new information. أقابل الموردين و ممثلي الجهات الرسمية بغرض جمع المعلومات المفيدة للمنظمة					
2- You voluntarily meet and check with those people who have grievances(complaints) with organization. أقابل الأشخاص الذين لديهم شكاوى مع المنظمة (بهدف رفعها للإدارة) بشكل تطوعي					
3- You voluntarily check people's feedback on organizational events. اتحقق من اراء الاخرين بصورة طوعية و ذلك فيما يخص الامور العامة او الخاصة بالمنظمة					
4- You search for new information and subscribe to newsletters, publications for your organization. أبحث عن معلومات جديدة و أتابع الصحف و المنشورات بقصد الحصول على معلومات من اجل المنظمة					
5- You even after working hours contact strategic public and stakeholders for their complaints and new information and share the information with colleagues. حتى خارج أوقات العمل أتواصل مع الاخرين من اصحاب المصلحة (مستفيدين - شركاء) و الاستماع الى شكاويهم و تبادل المعلومات معهم و مشاركة هذه المعلومات مع الزملاء في العمل (بغرض حل المشاكل و الاستفادة من المعلومات بما يخدم المنظمة)					
6- You make extra effort to cultivate(build) and maintain relationships with external stakeholders and strategic public. أبذل جهد اضافي في سبيل بناء علاقة جيدة مع الاشخاص اصحاب المصلحة الحالية مع المنظمة (المستفيدين من الخدمة المقدمة) و كذلك مع الاشخاص الذين يقدمون مصلحة للمنظمة على المدى البعيد (شركاء محتملين) .					

	أرفض بشدة/Strongly Disagree	أرفض/Disagree	محايد/Neutral	أوافق/Agree	أوافق بشدة/Strongly Agree
7- You meet people who work for similar businesses and check rumors and news about organization or business. أقابل الاشخاص الذين يعملون في نفس مجال العمل بقصد التحقق من الاخبار و الاشاعات التي قد تنشر عن المنظمة و العمل	⬭	⬭	⬭	⬭	⬭
8- You start conversation or give information to relevant colleagues about new trends or unusual signals related to work. أقوم بالمبادرة و تقديم المعلومات للزملاء في العمل عن اي توجهات او اشارات غير اعتيادة (سلبية او ايجابية) متعلقة بالعمل.	⬭	⬭	⬭	⬭	⬭

16. **Write your thoughts if any!/يرجى كتابة اي أفكار أو مقترحات أخرى!**

17. **If you would like to receive the study/في حال الرغبة بإرسال نتائج الدراسة يرجى كتابة عنوان البريد الالكتروني أدناه result, please write down you email address**

Thanks For Your Participation

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CURRICULUM VITAE

Name & Surname: Amjad Banialmargah

Permanent Address: Eyüp – Istanbul - Turkey

Place and Year of Birth: Damascus-Syria 01/01/1985

Foreign Language: English & Turkish

Primary Education: (Ahmad Shafiq Saadat)

Secondary Education: (Abduraouf Saeed 2002)

Undergraduate: (Mechanical Engineering-Damascus University)

Name of Institute: Social Science

Name of Master's Program: MBA

Working in humanitarian Turkish NGO since 2016. Previously, I worked in Air conditioning company for 5 years and contracting company for 2 yesrs.