



Research Article

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Leadership Communication during Organizational Change: Internal Communication Strategy: A Case Study in Multinational Company Operating in Indonesia

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Abstract

This research discusses the phenomenon of organizational change or restructuring in a multinational company (PT. X) and how leaders in these organizations carry out communication strategies when conveying changes and messages to their employees regarding the rearrangement of organizational structures. What is the leader's role as a liaison or messenger for effective communication at the local level? This research is a qualitative case study research with descriptive research type, and data were obtained through in-depth interviews, researcher observation, and literature study. This case study's primary focus is to understand and describe the production and reception of messages towards organizational change and know the management and employee's perspective during changes communication through leaders. The semi-structured interviews were conducted to find out how communication deploys, and then the message of change can be accepted by employees.

Keyword: Leadership Communication, Organizational Change, Internal Communication

1. Introduction

The background of this research began when a new operational business model was compiled and implemented in PT. X starting in December 2019. Communication regarding this change program echo since October 2018 from the global CEO, which implied a message that the world is changing and complex. Companies must keep up with developments. The situation is evolving through change, change has been planned for a long time, and this is when the execution will occur. Lewis (2000) states that communication or communicator's role has a significant position for companies in implementing a compelling change message. In previous research, experts stated that proper internal communication between leaders and followers is an essential factor for restructuring an organization.

In this paper, researchers will further reveal the communication between superiors to subordinates (downward communication), between subordinates to superiors (upward communication), and what feedback occurs in this communication phenomenon and how far this organization, through superiors, can communicate various stages of change program within the organization. Pace & Faules (2005) said that the biggest challenge in organizational communication is how to convey information to all parts of the organization and how message recipients can receive information from all parts of the organization. Whereas in Effendy (2006), communication strategies are successful process methods or steps taken when conveying messages by someone to others to inform or change attitudes, opinions, and behavior, directly (verbally) indirectly through media. Based on these expert opinions, it can be concluded that the communication strategy is a method or step taken to convey messages by one person to another. So, the message objectives were achieved and succeed in making others change their thoughts, attitudes, opinions, and behavior through the media either directly or indirectly.

In the company's internal communications channel, whether through leaders direct and indirectly, while conveying this change program, the key to implementing successful change is when employees can understand, accept changes, and have a sense of trust and loyalty to the company. That is why PT. X considers it very important that every change, whether the minor or significant change, should be put into the context under a broader strategy to achieve its goals, vision, and values. In this context, PT. X also emphasizes a leader or manager's critical role to connect or convey changes in the organization into a strategic and practical communication context.

Carnall (2007) states that change's effectiveness depends on two elements, leaders and followers. Leaders send signals that the need for this change is required, can be explained, that a path to change can be planned, there are adequate and resourcefulness if the change plan was implemented. However, without followers, changes cannot be executed since leaders cannot do everything at once; not all parties can accept them. This change is a challenge for communication practitioners to carry out effective communication strategies to minimize resistance. According to Hanson, in Robson & Tourish (2005), a company will be more profitable if there is an excellent interpersonal relationship between superiors and subordinates. It is even three times more influential than the four factors of numerical variables: combined-market share, capital intensity, firm size, and sales growth rate. In previous journals researched by Clappitt and Downs, there is evidence that organizational communication affects productivity, reduces neglect, increases innovation levels, reduces strike rates, improves product and service quality, and reduces operating costs (Robson, & Tourish, 2005).

Based on this background, the purpose of this study is to evaluate the company's internal communication channels and how the preferred communication flow by leaders to their followers (downward communication), preferred communication flow by employees to management (upward communication), and by identifying the preferred communication channels. How was the acceptance of employees to receive change information about the company through their leaders? This research was expected to provide management executives and communications professionals with a relationship between leaders and followers in the corporation by communicating. This research can also reference the understanding of leadership, communication channels, symmetrical communication, and various forms of internal communication to contribute to the growing literature on the importance of internal communication in the organization.

2. Literature Review

The research will be based on four systematic components in implementing internal communication, according to Van Riel (2007). First is how the internal communication structure used, whether using electronic media, face-to-face, or visual media, such as videos or infographics. Internal communication was strongly influenced by the channels used within the company. Second, internal communication flow, which is divided into downward, upward, and horizontal communication. Third, the content such as internal communication information must contain two aspects of information from the

organizational and the organization's member's function side. Fourth, the communication climate within an organization describes the nature of internal communication. This interaction was rooted in the attitudes and feelings of how a message or information was conveyed.

2.1 *Internal Communication*

Kitchen (2002) concludes that internal communication was not widely discussed among academics or researchers, but this function was widely discussed in employee communication, employee organizations, business, or corporate communications. Kitchen quotes from Argenti (1998) that "as companies become more focused on retaining a happy [effective] workforce with changing values. . . they [organizations] have necessarily had to think more now than in the past about how they communicate with employees through what is also often called internal communication". We conclude that companies are now becoming more focused on maintaining a happy (and useful) workforce because they adhere to changing values. An organization or company needs to think more about communicating with employees about this, which is often called internal communication.

In Segaroiu & Talal (2014), internal communication is a significant factor in a company to build its internal communication department to have a higher level of employee involvement and a better reputation. Because some regulations in several countries, such as Europe, require organizations to communicate regularly with their employees, therefore, internal communication is considered a business partner who maintains good relations with the department or business unit. Internal communication acts as an advisor and provides input on an issue relevant to a project and other department's strategic plans. It can contribute to where the internal communication department requires diplomatic skills because it acts as a counselor and an audience to get an objective point of view.

The company's internal communication is the carrier of its mission, history, culture, and values manifested incorporate stories (van Riel, 2007). Invernizzi et al. (2011) summarize some of the expert's opinions regarding its narrative strategy and story content. Internal narratives shape an employee's mindset, provide a general view of the organization's goals, and create a positive sense of belonging and body. Furthermore, in this case, internal communication plays a role in shaping organizational member's mental programming and thinking, thereby helping the team reconcile potential conflicts between personal and corporate goals. The content of the company's news that was broadcast regularly and continuously is a strategy for everyone to support their employees and instill the agreement and cooperation needed to carry out its strategy.

2.2 *Message Distribution*

The element of communication for sending messages is put forward based on Shannon and Weaver (1949) research because it examines electronic communication, which later the theory was developed by researchers in human communication processes. Among others, David K. Berlo made a more straightforward communication formula known as "SMCR", namely: sender (source), message (message), media (channel), and receiver (receiver). Apart from that, Charles Osgood, Gerald Miller, and Melvin L. De Fleur also added effects and feedback elements. Another development is the emergence of views from Joseph De Vito, K. Sereno, and Erika Vora. They assess environmental factors as an element that is no less important in supporting the communication process.

The people carried out different communication methods using different channels. With multiple generations at work, an organization needs to have communication channels that can keep everyone connected. Research proves that face-to-face communication is the most preferred communication medium because it can increase communication as intended. Internal communication within a company needs to pay attention to several rules. Communication needs to be as straightforward as possible to be disclosed to the audience to achieve team goals. The language used needs to be as simple as possible to understand the message, especially for leaders or superiors who can communicate to the

team on what must be done and achieved. It is the leader's responsibility to make the team understand what to do, and this involves the plan and strategy of internal communication and must be two-way communication. Therefore, leaders should be aware that the internal communication strategy is essential and influences a project (Segaroiu, & Talal, 2014).

2.2.1 Communication Elements – Source & Messages

All communication events will involve the source as the creator or sender of information. The sender of information or sender of messages to audiences is called a communicator, usually called the sender, source, or encoder (Shannon & Weaver, 1949). The message referred to in the communication process is something that is conveyed face-to-face or through communication channels. The message sent by the communicator consists of a series of symbols and codes. Messages were commonly referred to as messages, content, or communicator. In messages, there are two kinds of codes: verbal (language) and nonverbal (sign, codes) (Changara, 2008). Verbal communication depends on information being shared verbally, and dialogue is one form of such communication. Discussions and conversations between two or more people and each participant to obtain and reveal new information. In the organizational process, verbal communication occurs in meetings, leading to different views on the same problem or seeking a mutual opinion.

According to Edgley & Robinson (1991), for a dialogue to run well, it is essential to keep attention to basic principles, i.e., engage motivated people; use facilitators and notes to organize the process. Furthermore, it also has a team that builds a specific procedure, and they live for it, guarantee confidentiality, and go according to its phase and not rush. Focus on the understanding problem and give time to know each other, having lunch or dinner together before the meeting. Various forms of verbal communication can be used in different situations. For example, a face-to-face meeting situation is rich in information because it shows emotions that were transmitted between people, and feedback is immediate in real-time. Written communication is more suitable for describing information in detail, and with the development of technology today, electronic mail (email) has become a drastically developed and more efficient channel.

Nonverbal communication is a way for someone to share communication without using language as a message code. Such as determining social boundaries or distance, body language such as tapping fingers, folding hands, facial expressions, eye contact, and the pitch of a person's voice was used to communicate. To determine the appropriate communication channel in processing or conveying messages, a leader needs to identify what channels should be used, whether verbal or nonverbal, how the audience can choose an ideal communication channel, whether one or a combination of the two. Farrant (2003) states that several communication channels were used to influence an organization's communication flow. The content of the communication must be kept simple and easily understood by each department. Without adequate internal communication strategies and if the speaker does not know how to deliver it properly, internal communication cannot function.

2.3 Leadership Communication

Projects or assignment cannot be achieved without communication skills, and particularly, a leader or leaders must have communication skills to be effective (Zulch, 2014). Steyn (2012) refers to the leader's function, which is to make things done through others, including delegation, coordination, and communication. Therefore, leadership can be defined as communication skills. Leadership skills in communications mean that a leader must ensure that the available resources can implement strategies, make decisions, and have value. As an integral part of leadership skills, leaders were seen to have strong communication skills (Zulch, 2014). "Leaders who do not communicate well are not leading at all. It is one thing to have the position, another to fulfill the role." (Clutterbuck and Hirst, 2002)

Leaders as change agents need to provide their team or employees with relevant, abundant information regarding changes that will occur, provide appropriate reasons for making changes, answer

employee questions and concerns, and explore ways of changing. Leaders can influence someone to accept these changes and participate (Gilley, 2008). Participation from the team or employees in accepting changes depends on their respective perceptions of the benefits received when accepting these changes (Gilley, 2009). Gilley (2008) concludes that communication is a useful tool for motivating employees when changes occur, giving employees opportunities for feedback and encouragement when changes occur, providing options that allow employees to decide whether these changes are beneficial or unfavorable for them.

3. Methodology

In Cresswell (2016), case study research identifies a specific problem or case described and analyzed. Examples of such case studies can be individuals, communities, decision-making processes, or events. Case studies in more concrete entities include private individuals, small groups, organizations, or partnerships. Single cases can be selected, or even multiple cases can be identified for comparison. This research studies real-life by current cases so that researchers can gather information accurately and timely. In this case study method, the researcher tries to study an individual in-depth.

In data collection, researchers will conduct semi-structured interviews with the key informant that has the criteria, includes: 1) Having a competitive position because it is his/her responsibility on initiating the changes among the team, 2) As an influential stakeholder and decision-maker, 3) As center and source of information. The selection of key informants in this study was due to organizational changes or restructuring occurring in this line and as a news source or how messages being planned, produced, and then conveyed to the public/employees. Therefore, interviews will be conducted with the Managing Director and Director as top leaders as crucial sources and four employees from various levels below them, starting from the Senior Manager, Manager, and Staff to find out the message recipient and employee perspective. This research uses a qualitative descriptive type and is expected to understand the change communication strategy between leader and follower after the restructuring occurred. Researchers obtained primary data through direct observation and in-depth interviews and obtained secondary data from archived audio, video, written documentation, and supporting literature.

The top leader is being asked to describe how he communicated the change to employees for the first time, what methods were taken to gain support, trust, willingness, and the team's expertise to support the leader in this restructuring process. What method of communication was chosen by the leader, and team members felt when receiving exposure to this information. Employees were asked how organizational change was received concerning the way leaders communicate from the employee's point of view. The concern about job stability and each team member's anxiety to (1) adapt to the new assignment of an appointed top leader at regional and country level, and (2) adapt to new organizational structure and environment.

The firm adopts ADKAR as a change framework interpretation in implementing the organizational change strategy globally. Leaders in this company were given specific guidance and training on understanding how ADKAR works to change a team's mindset, attitudes, and behavior, getting mutual understanding and team involvement if there is a change in leadership, vision, or restructuring in a division or department. There are five objective approaches in ADKAR, and it was started from the first-time changes are identified. ADKAR provides a factual basis for change management activities, including readiness assessment, sponsorship, communication, training and coaching, recognition, and management resistance (Hiatt, 2006, pp. 1-3).

Awareness describes a person's understanding of where change comes from, realizing why the change occurs, and the risks if the change does not occur. In this phase, information emerges internally and externally, encouraging why this change is needed and the benefit.

Desire describes a person's willingness to participate in changes. Willingness was essentially based on a person's personal choice, which can be influenced by the characteristics and nature of change, each person's situation, and the intrinsic motives that are unique and different from each person.

Knowledge can also be the information, training, and teaching needed to know how to change. This knowledge includes the behavior, processes, tools, systems, skills, job roles, and techniques needed to implement these changes.

Ability, or the ability to execute changes. The ability to turn understanding into action. If a person or group has successfully demonstrated the ability to change on a particular scale, it can be concluded that a group or person has reached this phase.

Furthermore, reinforcement or the urge to strengthen as a phase is represented by internal and external factors that reinforce the changes. Encouragement from external factors such as giving awards or recognition, gifts, and celebrations related to the realization of change. For example, internally driven aspects are a person's desires or interests related to his satisfaction when achieving these changes.

Each element in the ADKAR model is in the order or sequence of how a person experiences change. Desire cannot appear before there is awareness because of the understanding that this change is needed a stimulus, whether someone needs or rejects the change. Knowledge cannot exist before desire. After all, a person cannot do something he does not want to do, whereas ability cannot be done before knowledge arises because a person cannot implement something if he does not know-how. Reinforcement cannot be done before the ability because someone can only recognize or appreciate if the change has been achieved or implemented (Hiatt, 2006). Researchers will conduct semi-structured interviews based on this ADKAR approach from two perspectives of management teams from top leaders and employees from their subordinates to prove whether the leaders in this company implement change strategies according to their understanding of ADKAR.

3.1 *Company Background*

PT. X as a single research object, focuses on researchers to gain an in-depth understanding of the company's nature and leadership communication model. Parent's firm of PT. X is a multinational company headquartered in the United States, which its business serves multi-industries and institutions for cleaning and sanitation. Since its establishment for more than 90 years, the company has gone through many business acquisitions for more than 20 times for many industries in energy, food & beverages, building and construction, healthcare, textile care, and water treatment. The number of acquisitions made the company's strategic profit increased to quadrupled from the 2000s onwards. However, the work culture originating from the acquired market has not been fully integrated. Therefore, there are still differences in organizational members and work culture at the regional and country level. In the merger and acquisitions firms, organizational members influenced by company cultures, which embedded in national cultures and sometimes regional culture based on employee's prior affiliations (Marks & Mirvis, 2011)

Companies that acquire and are acquired are indeed undergoing restructuring in their organization at all levels. Battilana et al. (2010) concluded that a company planned organizational change should involve different activities. The company also considers leadership competencies to play different roles. Each leader often carries out specific activities or actions and emphasizes the three key activities involved in planning organizational change: communication, deployment, and evaluation. In this paper, the limitation scope of this research is PT. X located in Indonesia, and the organizational change at the regional and local levels being observed from a communications perspective on how the change is communicated.

4. Discussion

4.1 *Communicating the need for organizational change from a Management Perspective*

From a leader's perspective, questions are asked about the internal communication strategy carried out based on the ADKAR approach when communicating organizational restructuring. The semi-

structured questions raised from the researcher to find out more about: (1) when management provides initial information about the change plan, how the structure and flow of communication occur, (2) when management can know that the team will support and want to participate in change, (3) to find out when the time for changes to be executed, (4) to know when team members can be ready to execute and know how to do it, (5) when a leader knows that the change has been carried out or halfway, and what is the next strategy to sustain the action.

In this organization, it was known that change was planned at an early stage at the global level. Communication takes place in several stages, and the concept has been approved by board members at the higher levels of the structure beforehand. The company's change program was first announced by its global CEO in October 2018 through internal communication channels and simultaneously to all markets where the company operates. During that year, the CEO gradually carried out internal communication via email, news pages on the intranet, video webcasts, and town hall meetings per quarter. There were employees from around the globe who can have their feedback and raised questions since then.

Furthermore, each country can implement and communicates this change program that was aligned with the global direction. At this level, senior leaders start to design and propose a new organizational structure to accelerate decision-making to be more efficient, strategic, and integrated operation until it was carried out in October 2019. At this stage, senior leaders at the regional level should be equipped from the CEO's office about the change's objectives and how to escalate the message at the country level. Managing Director explained:

Implementing this new market operating model is a significant change for the entire organization, specifically in our regions in Asia. This new model intends to accelerate the change to create a faster, smarter, better organization in this region's accelerating growth. (private interview, 10/02/20)

Organizational changes were prepared as a global company with significant differentiation from competitors in the local region. Leaders from this firm are prepared for this change and expected to handle the local level. In this perspective, the director said:

Changes in the organizational structure are common for global companies, meaning that companies want to accelerate the business model by restructuring. The impact or response among team members is natural because teams were not used to seeing things differently. (private interview, 10/01/20)

Before the new market operating model's announcement for the new region, senior leaders across former regions came together to design and propose their respective operational models and frameworks for respective divisions. The related senior leaders conducted town hall meeting roadshow and face-to-face meetings to all Asian countries affected by this restructuring in November 2019, one month before the Managing Director's new appointment, which will take assignment officially by December 2019. After the new leadership announcement, the new Managing Director conducted a workshop meeting for one week to gather all the new forms of senior leadership members. The leader's forum is needed to know each other, exchange ideas, share experiences, and agree to set up new foundational guiding principles for the new operational model.

Regarding the communication process that occurs, senior leaders can work closely with the Corporate Communication team, structured under the strategic business services organization. Because it can help businesses and departments achieve their goals by strategically arranging corporate messages, uniformity, standardize, and increasing awareness of their brand. The communications team helps leaders to deliver messages consistently and echo the guiding principle pillars that the new market has built. The Managing Director chooses an overcommunicate communication style because he realizes these organization's structure is entirely new, and the leader wants the message conveyed across all levels. Therefore, each time there is a restructuring organizational change announcement related to this new region. Then, the leader conducts a communication session with his senior leaders team to convey why the change is happened and get the team's understanding. It is necessary to make

sure the team know-how to answer if there are questions raised by their team below. Only after that session, the official announcement will be sent out via corporate email throughout the regions.

During his ten-month assignment in the new region, the Managing Director carried out regular strategic communications through email communications, town hall meetings, news stories on the internal company website, or intranet with the communications team. The communications strategically adhere to the existing guiding principle under this new region, and the key messages that were implied are to unify the team's mindset. These topics around team collaboration, cooperation, rewards and recognition, safety, ethics, business growth, and leadership style adopted how leaders can serve the team. He said:

I can see different reactions from each of everyone on the team. However, it can conclude that the team is waiting for something new, exciting. However, there are also concerns about job stability. During the town hall, we ensure the team that our organization's goal is not to reduce employees but rather streamline the process to make decisions faster, smarter, and better, especially in serving customers. (private interview, 10/02/20)

The key message conveyed by the Managing Director is intended for employees to accept that now all organizational structures, both business and service functions. It is included under the new market operating model, intending to make decisions faster and operate more efficiently, strategically, and for a more integrated portfolio in Asia. The Managing Director wants to simplify and standardize the process to become a responsive organization at the local level, achieve sales growth, and top performance as a market leader.

4.2 Communication on the need for organizational change from Employee Perspective

From the employee's perspective, semi-structured interviews were conducted to determine the team member's ADKAR phase. Questions will be asked about organizational change when they receive information about organizational changes, how the structure and flow of communication are, how an employee can accept and support these changes based on how the leader communicates. The communication climate was implied in the communication session that occurs. What makes an employee successful going through the change process and support it. From interviews obtained, employees confirmed that communication regarding this change program had been received long before it was implemented, even one year earlier at the global level. The senior manager said:

The good thing is, communication about this subject was strong at the beginning at the regional level, even though it was still in the planning stage. (private interview, 10/13/2020)

It was also expressed in the interviews with middle-level managers that employees are waiting for these changes. They explained that the new market operating model made their work more efficient at the regional and country levels because the reporting structure was better and more precise in making decisions at the country level. The managers also confirm that they have received support in training materials or workshops as the tools to be selected for this change program. Another manager said:

With the restructuring at the regional and country levels, I think we integrated better than the previous system. Before the change, all divisions or departments lead to individual organizations at the global level. With this new operating model, we own the process and report it to one managing director. (private interview, 10/14/20)

Management must have confidence in adopting a change because the success will be achieved with ambition and sureness. Challenges and resistance may occur in introduction and adoption, but all possible barriers shall be prepared for practical solutions to expedite the adoption process. About the change acceptance and support, managers at this level stated that:

At first, I had a doubt, am I strong enough to change? because we are a large company with different legal entities and still have many legacies from the previous company before merger and acquisitions. (private interview, 10/14/2020)

There was also resistance beginning the manager's uncertainty of who is working with who, since the restructure happened responsibility. The manager said:

Once, I rejected this change program because I am not sure whom I will work with. How is the acceptance of person A, B, or C to me? (private interview, 10/14/20)

While the other manager also admitted a similar situation and characteristic under team and to represent a feeling, the manager said:

There is a bit of distrust with people I will work with because maybe we have different characteristics. (private interview, 10/15/20)

From the above statements, managers admitted that the organization's previous structure had put them in the silo, lacking engagement, because each division and service functioned independently and reported directly to the global or international level. However, from these opinions, as the discussion continued, these managers mentioned that as time goes by, they are willing to adapt, wait and see, and learn to accept new team members below or above them. Within the staff, some employees admit that they just only followed the direction of their superiors and worked under the instruction as this staff said:

I just trust the management and my supervisor. I believe a higher level already consider it well. Moreover, I do not think I need to think about it deeply, it is my manager's responsibility. (private interview, 10/14/20)

The staff characteristic usually involves constant daily work, paperwork, and staying for a long time with the company and going through many changes due to the previous company's legacies. Though they trust the company because it is the global company they work and engaged in. They do not think more about organization strategically as long as they have got paid. It is different from employees in the middle manager level because they have responsibilities both upward and downward and receive direct communication and instruction from the top leader. At some point, these managers receive direction during informal and at sudden communication situations, and this communication can indirectly increase their motivation from the Managing Director, such as:

The global management has trusted us as the new market leader. It means that to prove to them that we can. And I want you to be a part of this progress. (private interview, 10/14/20)

While the Managing Director talks to another manager during a casual meeting.

This change is too easy for you ... you can do it instantly. (private interview, 10/15/20)

Though it indirectly influences the manager's motivation, these managers defend that they are willing to support the change not because of the leaders but also from their willingness to grow with the company. Top leaders only reinforce them to sustain the change itself. Employees stated that this is too early to be mentioned whether it is successful, and change cannot be assessed at this stage. During the ten months under the new market model, the team was still adjusting. They admit that the information ongoing in the town hall meeting is a sufficient channel to exchange information, acknowledgment, and recognitions. So, they know that they are on the right track, or on which track.

5. Conclusion

This paper's main objective is to discuss the pivotal role played by internal communication within each dimension of strategic communication. Adopting in activities enriches and strengthens communication's strategic role at various levels, supporting the organization's development and activating the relationship between employee and the new leadership team. From the employee perspective, the internal factor is affected more than the external factor in accepting the change. This firm's culture also upholds two-way communication between leader and employee through upward, downward, and lateral communication so that employees can express their opinions and send feedback. Top leaders understand that open communication and motivating language in the workplace can create job satisfaction, lesser conflicts, increase productivity, form relationships, and use proper resources.

Informal communication conducted by the leader indirectly affects the employees and has shown improvement in employee outcomes if the leader says motivational words in a casual way. Leaders who use motivating language to their team showed improved performance, job satisfaction, and working relations—employees in this firm are fonder of leaders who choose informal and casual approaches to discuss practical matters. Employees feel the work became more comfortable to execute when casual interactions occur. During change, communication, face-to-face interaction, and interactive meetings were preferred by the employees.

This research also concludes that the most influential aspect of driving the execution is in middle manager levels, such as supervisors or team leaders. At the same time, staff only receive instructions and accept whatever the decisions have been made. The focus on skills development and training about change programs is available at the middle manager level. Their team recognized top leaders in this study as having the right approach strategy in communicating and embracing the team to follow the directions. On the other hand, top leaders know that if they want their program to be executed as planned, they need to take advantage and improve their interpersonal relationships with their team below.

Furthermore, place the right people to work for them to accept the direction and programs provided easily. Since this is still in the developing stage, reinforcement happened in acknowledgment and recognition during the town hall meeting. Employees are admitting that the acknowledgment and recognitions are priceless rather than the cost of rewards themselves.

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