The Role of Employee Relationship Management in Developing Staff Word-Of-Mouth amongst seconded Academic Staff at Saudi Universities

Mostafa Mohamed Ahmed Alkerdawy
Damietta University, Faculty of Commerce, Department of Business Administration, Egypt.
New Damietta, P.O. Box 34519, Egypt

Abstract
Many organizations have recognized the significance of having good relationship with their employees, because they believe that service quality is greatly affected by frontline service employees. Therefore, this study aims to identify the role of employee relationship management (ERM) in developing staff word-of-mouth (SWOM) amongst seconded academic staff at Saudi universities through mediating employee dissent (ED). A survey questionnaire was prepared and distributed with a sample of 327-seconded academic staff in 10 Saudi universities. The results point to partial support was found for the mediating effect of ED between ERM and SWOM. Therefore, ERM increasingly contributed in developing SWOM in the existence of articulated dissent. Meanwhile, this contribution decreases in the existence of both latent and displaced dissent. Even more surprisingly, the results showed that although ED is a relatively new concept, but it plays negatively and pivotally partial mediating role in the relationship between ERM and SWOM. These results suggested that managers within Saudi universities urgently need strategies to create an ambiance in which academic staff can feel a sense of voice to diminish negative ED and promote positive SWOM as an effective recruitment strategy. In the light of results, the study discussed number of theoretical and managerial implications.
Keywords: Employee Relationship Management, Staff word-of-Mouth, Employee Dissent, Seconded Academic Staff, Recruitment Strategy.

1. Introduction

A good management-employee relationship is necessary for organization to achieve its objectives, and for employees to feel engaged at work. Accordingly, no task can be accomplished if conflicts and misunderstandings are existed between organization and its employees (Bajaj *et al.*, 2013; Tansel & Gazioglu, 2013). Employee Relationship Management (ERM) creates productive and secure workplace through promoting commitment; facilitating the task of employees in achieving organizational objectives; minimizing workplace conflict and increasing trust between employees and organization. Therefore, organizations might achieve some opportunities in competition area, when they concerned with satisfaction of both internal customers (employees) and the external ones (Kuzu & Özilhan, 2014). In addition, ERM will be effective tool if there is feeling of togetherness; harmonious and warm relationships between employees and management, because this kind of relationships foster the rate of achieving organizational objectives (Bajaj *et al.*, 2013; Onyango, 2013).

In his study, Özaslan (2014) asserted that if "The clash of ideas brings forth the spark of truth", then the employees should allowed emitting those sparks in their workplaces, this known as employee dissent (ED). In addition, Guest (2004) argued that, "promises and deals made in good faith one day may be broken in the next". Therefore, when employees view these promises and deals are broken, they have three primary options to cope with this violation (Yuksel, 2013): At **first**, they may remain silent at workplace and hope for improvements to take place. **Second**, they may decide to leave organization. The **third** option is to voice their concerns with others to initiate a remedial change in organization. However, leaving the organization is not the best option for the majority of seconded academic staff in Saudi universities. Whereas, being a member of university that provides job guarantee until turnover is very valuable, especially in the absence of political and economic stability in most of Arab countries that belonged to those seconded academic staff. Therefore, it is more likely for most of them to voice their concerns or to remain silent.

In marketing literature, Word-of-mouth (WOM) considers a powerful input into decision-making. Consumers exposed to numerous marketer-generated communications, which were designed to gain attention and alter behavior. Above all, WOM remains as a highly trusted information source. From this point, we can say that Staff Word-Of-Mouth (SWOM) can be used in attracting new candidates to work for organization (Ng *et al.*, 2011). Therefore, SWOM can play an important role in introducing positive message about organization for potential employees. Furthermore, job seekers rely on SWOM, because they trust current employees more than any employment advertisings. Consistent with prior literature in marketing field, the author conceptualizes that establishing a good system for ERM will have positive impact on SWOM. Therefore, this study aims to examine the impact of ERM on developing SWOM through mediating ED.

2. Theoretical Background and Hypotheses development

2.1 Employee Relationship Management and Employee Dissent

Researchers borrowed ERM from the field of marketing, especially customer relationship management (CRM) and aims to apply the principles of management-based relationship to the employee domain (Strohmeier, 2013). ERM refers to managing the relationship between various employees and the employer, as well as between employees at the same level. In his study, Strohmeier (2013) defines ERM as "*strategy, programs and technology to manage how firms relate to prospective, current and former employees*". Accordingly, ERM considers a new approach concerned with how to manage human resources to achieve objectives of organization and employees at the same time.

Many researches suggest that employee-organization relationships (EOR) often exhibit some misunderstanding because of incompatibilities based on differing assumptions; values; behaviors or norms that can managed effectively through ERM. This misunderstanding occurs when managers and employees disagree about the content of their exchange relationships; it associates with lower outcomes for employees and lower short-term outcomes for the organization (Fitzsimmons & Stamper, 2013). Accordingly, ERM aims to establish individualized and mutually valuable relationships among employees and organization through transparency and teamwork using HR information technology (Strohmeier, 2013; Strohmeier & Piazza, 2010). Therefore, this study views ERM as a specific HR strategy more than a mere IT implementation project.

On the other hand, Kassing (1997) defined ED as "*the expression of disagreements or contradictory opinions resulting from the experience of feeling apart from one's organization*". ED expressions relate only to dissatisfaction with managerial imperatives, and they pertain to policies and practices directly or indirectly supported by the supervisor or organizational management (Cenkci & Ötken, 2014; Garner, 2012). In other words, ED is a particular form of employee voice that provides organizations with an appropriate channel for feedback regarding employees' frustrations and discontent with administrative decisions. Furthermore, Özaslan (2014) asserted that Universities are widely expected to be the cradle of fundamental human rights, namely, freedom of speech and by that logic, it is plausible to think that, by their nature, universities are the scenes of articulated dissent.

In this respect, employees may use articulated, latent, and displaced dissent strategies to express their dissent (Kassing, 1998, 1997). Articulated (or upward) dissent (AD) means that employees are expressing about their concerns directly and openly to management, supervisors and corporate officers. This kind of dissent is knew also by constructive dissent (Kassing & MacDowell, 2008; Kassing, 1998). However, Latent (or lateral) dissent (LD) refers to employees complaining to coworkers and sharing criticism openly in organizations (Kassing & MacDowell, 2008; Kassing, 1998). Lastly, displaced dissent (DD) concerns with expressing dissent to external audiences, such as: non-work friends, spouses/partners and family members (Kassing, 1998, 1997).

Dissent expression has a vital importance to ensure healthy work environment in organizations. Accordingly, a lack of freedom of speech in the organization causes decreasing of commitment and satisfaction of employees (Gorden & Infante, 1991). Therefore, Kassing (2000a) asserted that organizations must pay more attention to disseminate freedom of speech, because this action enables employees to possess a higher level of identification and motivate them to gravitate toward constructive upward dissent rather than latent or displaced dissent. Past studies revealed that quality of relationship between supervisors and their subordinates plays an important role in articulating dissent (Payne, 2014; Kassing, 2000b).

Depending on the results of previous research, this study expects that ERM will influence positively on articulated dissent and negatively on both latent and displaced dissent. Thus, we can formulate the first main hypothesis as follows:

H.1 ERM influences negatively on ED.

This main hypothesis divides into three sub-hypotheses as follows:

H.1.1: ERM influences positively on AD.

H.1.2: ERM influences negatively on LD.

H.1.3: ERM influences negatively on DD.

2.2 Employee Dissent and Staff Word-Of-Mouth

Organizations must benefit from dissent and devote it to serve both their interests and employees at the same time. If employees choose to express their dissent to external audiences, the organization will lost the effective role of dissent messages in developing many policies and strategies to satisfy employee's needs (Kassing & Dicioccio, 2004). However, organization must encourage articulated dissent among employees, because some employees may prefer silence to protect themselves against negative practices of their supervisors (Bisel & Arteburn, 2012). Therefore, organization must be used dissent as a warning sign about employee dissatisfaction or organizational decline. This provides organization with corrective feedback to monitor immoral behavior; impractical and ineffectual organizational practices; unfavorable decision making, and insensitivity to employees' workplace needs and desires (Özdemir, 2011).

On the other hand, SWOM considers more specific concept than general WOM. While SWOM includes the social network element of the employee referral process, it can also influence and inform applications initiated through other recruitment processes. Thus, Keeling *et al.* (2013) defines SWOM as *''The process of staff and former employees communicating information and opinions about the organization, both within and beyond their social networks''*. Therefore, organizations expect from their employees to be the pioneers of the employer brand who consistently deliver on the brand promise across all contact points with others, who are proud to speak in favor of the employer brand and the organization itself (Özçelik & Findikli, 2014). In the same direction, employees can play as ambassadors for organization by enacting certain behaviors that align with customers' brand expectations during the actual employee-customer interaction (Burkhalter *et al.*, 2014; Xiong *et al.*, 2013).

In addition, internal marketing plays an important role in improving employee satisfaction, because of its impact on quality service rendered to consumers (Filieri, 2014; Huang & Rundle-Thiele, 2014). Therefore, this study investigates the effect of this satisfaction on SWOM as a referral strategy for recruitment. Money (2004) argued that WOM is seven times more effective than print media, and four times more effective than personal selling in getting a customer to switch brands. Therefore, this study hypothesizes that SWOM plays an important role as referral process in attracting academic staff to work at Saudi universities. Job seekers may need several distinct types of information about employment attributes, and then weight these differently such as reward mix and working conditions, or company attributes such as their performance on core values or ethical issues. Job seekers obtain this kind of information only through former or current employees of the organization, that is, through SWOM (Keeling *et al.*, 2013; Dierkes *et al.*, 2011).

Accordingly, this study expects that articulated dissent will influence positively on SWOM, but both latent and displaced dissent will influence negatively on SWOM. Then, we can formulate the second main hypothesis as follows:
  H.2: ED influences negatively on SWOM.
  This main hypothesis divides into three sub-hypotheses as follows:
    H.2.1: AD influences positively on SWOM.
    H.2.2: LD influences negatively on SWOM.
    H.2.3: DD influences negatively on SWOM.

2.3 Employee Relationship Management and Staff Word-Of-Mouth
In his study, Strohmeier (2013) argued that organizations must consider employee's needs carefully, and thus creating genuine value for them. This will contribute to the attraction and retention of qualified employees particularly in increasingly strained labor markets. Moreover, ERM activities strengthen employee motivation and performance, which will in turn create organizational value. Accordingly, organizations can gain a competitive advantage in relevant labor markets through practicing ERM activities (Wargborn, 2009).

In addition, current employees consider a valuable source of information about reputation and organizational climate for potential candidates, as they have the experience of whether internal organizational norms and behaviors are congruent with the values externally publicized. Moreover, Job seekers need valuable information, such as how well the company actually lives up to its external reputation or social work climate. This information can come only from employees who have actually worked for the company.

Furthermore, talking to current and past members of staff is an important informal source to obtain needed information about the job for potential employees, as they will contain both positive and negative content (message valence), which may have encouraging or detrimental effects (Breaugh *et al.*, 2003). Accordingly, this study expects that supporting relationship between seconded academic staff and management in Saudi universities will influence positively on SWOM. Therefore, we can formulate the third main hypothesis as follows:
  H.3: ERM influences positively on SWOM.

2.4 Mediating role of Employee Dissent between Employee Relationship Management and Staff Word-Of-Mouth
In their study on employees at universities, Yang *et al.* (2011) concluded that ERM systems provide attractive opportunities for managers to increase organizational efficiencies and effectiveness by improving employee job satisfaction through the electronic delivery of important HR services to employees. If ERM systems boost organizational effectiveness, then improving the quality of ERM implementations will have desirable effects for the firm, but only to the extent that such systems target well toward meeting user needs in addition to being well constructed.

In addition, Kassing *et al.* (2012, p. 238) pointed out that "employees determine when and how to express their dissent by relying on a complex set of filters that take into account individual, relational, and organizational factors". The findings revealed that subordinates who perceived themselves as having high-quality relationships with their supervisors significantly articulated more dissent than those with low quality

relationships. Therefore, ERM helps in strengthening the bond among the employees, to ensure that each one is satisfied with and enjoys a healthy relationship with each other, to extract the best out of each team member. Therefore, the people consider the most critical resources only for organizations, which realize that relationship management solutions are necessary. When employees feel that they can't be heard, they may become frustrated, leading to lowered morale, then they feel that workplace is uncomfortable or even hostile (Onyango, 2013).

Therefore, supporting relationship with employees promotes positive attitudes toward organization. Then, it encourages articulated dissent to introduce constructive opinions to management, but displaced and latent dissent will decrease to a minimum level. At the same time, ED has relationship with SWOM, where articulated dissent has positive effect on messages of SWOM. On contrary, latent and displaced dissent will influence negatively on SWOM. Thus, we can say that ED plays a mediating role in the relationship between ERM and SWOM. Therefore, we can formulate the fourth main hypothesis as follows:

H.4: **ED mediates the relationship between ERM and SWOM.**

This main hypothesis divides into three sub-hypotheses as follows:

H.4.1: AD mediates the relationship between ERM and SWOM.

H.4.2: LD mediates the relationship between ERM and SWOM.

H.4.3: DD mediates the relationship between ERM and SWOM.

Fig.1 below represents the theoretical model of the constructs of this study in the light of literature review.
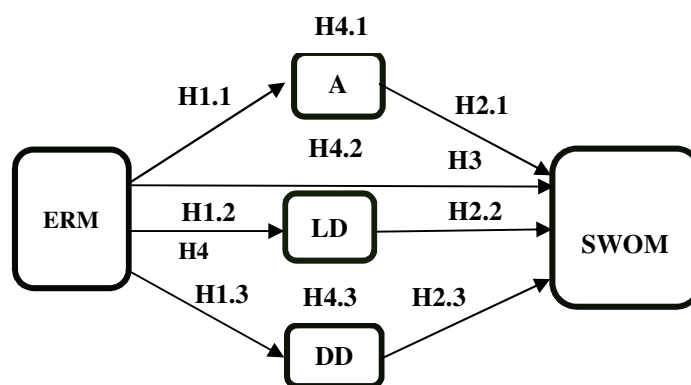

Fig. 1 Theoretical research model

3. Research methodology and measurement development

In this study, random sampling was used, with paper and e-mail questionnaire being distributed to seconded academic staff in Saudi universities. The participants were employed by a variety of universities in different areas in king Saudi Arabia, whose total number was 25909 in 2014 (Ministry of Higher Education, 2014). Then, questionnaire was designed using mixed positively and negatively worded statements concerning the items and a 5-point scale (1 = strongly disagree, 5 = strongly agree). The author took into his account during selection of the sample to be different in many aspects such as: age; gender; number of seconded years; nationality and university. Academic staff voluntarily filled in the survey instrument and 342 were collected from 450 distributed ones, fifteen of which were excluded because they were incomplete. Hence, 327 questionnaires were included in the analysis with response rate 72.67%.

This study aims primarily to investigate the role of ERM in developing SWOM as a recruitment strategy through mediating ED. Therefore, the questionnaire has four parts; the first part identifies the demographic characteristics of the sample. The second part involves 14 items to measure ERM. Due to the lack of measures in this regard, the author designed a scale particularly for this purpose. The third part involves ED and it depends primarily on kassing's (1998) Organizational Dissent Scale to measure employee dissent. The scale involved 18 items consisting of three dimensions measuring articulated dissent; displaced dissent and latent dissent. The fourth part measures SWOM among academic staff. It consists of 5 items designed particularly also for this purpose, because of lacking in previous scales. All scales were tested to insure that they have a good validity and reliability.

4. Data analysis and results

4.1 Descriptive statistics

The full-scale questionnaire was distributed personally or electronically among seconded academic staff who were selected from 10 Saudi universities. Majority of respondents were male (73.70%), most of them aged between 40-50 years (53.65%) and spent from 5 to 10 years in Saudi universities (62.64%), and finally they are different in their nationality, but most of them were Egyptian (64.42%).

4.2 Common method variance (bias)

Considering the adoption of self-reported measures in this study, the analysis of common method variance (CMV) is used. Therefore, the researcher adopted a number of methods recommended by Podsakoff *et al*. (2003) to confirm the quality of the questionnaire. **First**, conducting the quantitative research using mixed positively and negatively worded statements regarding the items. **Second**, preserving the respondents' anonymity. Besides, the study used Pearson correlation coefficient to measure the correlated degree of each variable. The results represented that the values of the items of each construct are higher than the values of the items of other constructs.

4.3 Measurement model

This study depends on the tests of the reliability and validity of the instrument items to evaluate the measurement model. Explanatory Factor Analysis (EFA) is used to assess the measurement quality. EFA with Principal Axis Factoring extraction was conducted on each construct. Items were retained if they loaded at 0.70 or higher on a single factor to yield a clean factor structure. The results revealed that the factor loading values for most items were greater than 0.70 and so were significant, except for **ERM5**; **ERM12**; **AD2**; **LD3**; **LD4**; **LD8**; **DD1** and **SWOM5**, which had the lower values of factor loading (0.622; 0.541; 0.681; 0.628; 0.594; 0.615; 0.673 and 0.654 respectively). Accordingly, these all items were deleted from the measurement model and the researcher retested the measurement model. The analytic results then showed a greater value of factor loading for each item as illustrated in table1. In addition, for more validate of developed constructs, the researcher used confirmatory factor analysis (CFA) after removing items with factor loading less than 0.70 and cross loading (Nunnally, 1978). The results of CFA referred to all factor loading were significant (p < 0.001) and acceptable as suggested by Hair *et al*. (2006). They became χ^2 = 538.29, χ^2/df = 1.65, RMSEA =0.93, NFI = 0.91, NNFI = 0.92, CFI = 0.90. In the light of fitting standards, this model achieves acceptable standards (χ^2/df < 3; RMSEA ≤ 0.08; NFI ≥ 0.90; NNFI ≥ 0.90 and CFI ≥ 0.90).

In table 1, Cronbach's Alpha values of each construct evaluated were higher than 0.70, they are ranging from 0.759 to 0.926. In addition, the values of Composite Reliability (CR) for constructs exceeded 0.70; they are ranging from 0.837 to 0.941; this achieves an acceptable level of internal consistency (Chin *et al*., 2003). Subsequently, results of analysis showed that the Average Variance Extracted (AVE) for each construct was found to have exceeded 0.50, ranging from 0.627 to 0.895 (Fornell & Larcker, 1981). In summary, table 1 represents the relevant values of the measurement model as well as descriptive statistics of the measures (mean, standard deviation, Skewness and kurtosis). Meanwhile, the values of Skewness and kurtosis are acceptable if their values are less than 2.0 and 7.0 respectively (Curran *et al.*, 1996).

Table 1: The relevant analytic values of the measurement model of the research

Constructs	Items	Mean(SD)	Loadings	*t*-value	Skewness	Kurtosis
Employee Relationship Management	ERM1	3.64(0.89)	0.714	20.7**	0.35	-0.41
(**Cronbach's Alpha** = 0.759,**CR** = 0.847,	ERM2	3.46(0.92)	0.752	36.2***	-0.30	-0.39
AVE = 0.627)	ERM 3	3.62(0.90)	0.735	34.7***	-0.46	-0.51
	ERM 4	3.89(0.83)	0.748	20.6**	-0.28	0.08
	ERM 6	3.94(0.80)	0.834	41.8***	-0.29	0.05
	ERM 7	3.87(0.73)	0.794	18.4*	0.15	-0.62
	ERM 8	3.74(0.93)	0.890	37.2***	-0.26	-0.12
	ERM9	4.23(0.42)	0.915	42.5***	-1.45	-0.51
	ERM 10	3.78(0.69)	0.857	22.7**	-0.68	-0.48
	ERM 11	4.02(0.85)	0.891	37.1***	-0.92	-0.67
	ERM 13	3.84(0.90)	0.794	26.3**	0.46	-0.14
	ERM14	3.92(0.76)	0.842	43.***	-1.24	1.25
	ERM 15	4.06(0.92)	0.912	30.8***	0.27	-0.34
	ERM 16	3.94(0.83)	0.823	51.7***	-1.08	-0.81
Articulated Dissent	AD1	4.11(0.71)	0.917	41.2***	-0.67	-0.42
(**Cronbach's Alpha** = 0.769, **CR** = 0.837,	AD3	3.87(0.81)	0.893	38.4***	-0.52	0.15
AVE = 0.847)	AD4	3.96(0.69)	0.894	28.7**	-1.23	-0.74
	AD5	4.17(0.70)	0.925	51.2***	0.15	-0.43
	AD6	3.91(0.87)	0.898	11.8*	-0.94	0.21
	AD7	4.01(0.85)	0.931	43.5***	-0.31	-0.83
Lateral Dissent	LD1	3.42(0.61)	0.911	31.2***	-0.68	-0.76
(**Cronbach's Alpha** = 0.926, **CR** = 0.941,	LD2	3.87(0.92)	0.889	26.3**	-0.43	-0.41
AVE = 0.837)	LD5	3.73(0.80)	0.906	45.7***	-0.19	0.11
	LD6	3.85(0.91)	0.786	19.4**	0.26	-0.47
	LD7	4.03(0.78)	0.834	34.7***	-0.53	-0.44
	LD9	3.99(0.64)	0.9.24	51.3***	-1.03	0.35
Displaced Dissent	DD2	4.11(0.91)	0.906	36.4***	-0.86	1.02
(**Cronbach's Alpha** = 0.847, **CR** = 0.872,	DD3	3.81(0.69)	0.879	24.8**	-0.45	-0.82
AVE = 0.895)	DD4	3.79(0.42)	0.924	43.5***	0.27	-0.41
	DD5	3.91(0.76)	0.849	29.7**	-0.28	-0.57
	DD6	3.95(0.85)	0.871	35.8***	-0.08	-0.41
	DD7	3.81(0.62)	0.916	53.2***	-0.15	-0.78
Staff Word-Of-Mouth	SWOM1	3.88(0.78)	0.924	46.7***	-0.09	-0.36
(**Cronbach's Alpha** = 0.837, **CR** = 0.874,	SWOM2	4.12(0.86)	0.971	47.5***	-0.15	-0.41
AVE = 0.824)	SWOM3	3.76(0.81)	0.894	32.6***	-0.08	-0.26
	SWOM4	3.98(0.72)	0.827	21.7**	0.21	-0.67
	SWOM6	4.08(0.80)	00.904	40.9***	-0.32	-0.28

* p< 0.05, **p < 0.01, ***p< 0.001.

In addition, discriminant validity of the measurement model refers to the degree to which the items distinguish between the constructs. This study depends on two criteria to estimate that: namely, the square root of the average variance extracted (AVE) and cross loading. Table 2 below shows that the value of the square root of the average extracted of each latent construct is greater than that construct's correlation with other constructs. According to Fornell & Larcker (1981) and Chin *et al*. (2003), the value of the square root of the average variance extracted of each latent variable can be regarded as acceptable if its value exceeds that construct's correlation with other constructs. Hence, the criterion for discriminant validity is satisfied.

Table 2: The value of the square root of the Average Variance Extracted (AVE) of the individual latent construct.

Construct	No. of Items	Mean (SD)	1	2	3	4	5
1- ERM	14	4.02 (0.76)	**0.792**				
2- AD	6	3.98 (0.62)	0.216*	**0.920**			
3- LD	6	3.47 (0.81)	- 0.376**	- 0.475**	**0.915**		
4- DD	6	3.24 (0.79)	- 0.183*	- 0.317**	0.248*	**0.946**	
5- SWOM	5	4.36 (0.91)	0.401**	0.283**	- 0.456**	- 0.419**	**0.908**

Note 1: Diagonal **bold letters** are the square roots of **AVE** in table 1. Other values are intercorrelation between constructs in the model.

Note 2:* p< 0.05, **p < 0.01.

In addition, as shown in Table 3, the cross loading's values of the items of each construct are higher than the values of the items of other constructs; these are therefore acceptable (Chin *et al*., 2003; Fornell & Larcker, 1981). Thus, the analytic results reveal that the discriminant validity is strong and the analytic results of the measurement model show good reliability and validity.

Table 3: Cross loadings of each construct.

Items	ERM	AD	LD	DD	SWOM
ERM1	**0.714**	0.450	0.450	0.450	0.386
ERM 2	**0.752**	0.461	0.461	0.461	0.479
ERM 3	**0.735**	0.487	0.487	0.487	0.519
ERM 4	**0.748**	0.681	0.681	0.681	0.534
ERM 6	**0.834**	0.450	0.450	0.450	0.573
ERM 7	**0.794**	0.438	0.438	0.438	0.489
ERM 8	**0.890**	0.398	0.398	0.398	0.427
ERM 9	**0.915**	0.452	0.452	0.452	0.527
ERM 10	**0.857**	0.576	0.561	0.549	0.681
ERM 11	**0.891**	0.643	0.608	0.489	0.549
ERM 13	**0.794**	0.579	0.467	0.632	0.520
ERM 14	**0.842**	0.520	0.579	0.597	0.497
ERM 15	**0.912**	0.488	0.567	0.548	0.643
ERM 16	**0.823**	0.510	0.642	0.627	0.479
AD1	0.578	**0.917**	0.645	0.645	0.548
AD3	0.371	**0.893**	0.428	0.542	0.567
AD4	0.612	**0.894**	0.615	0.576	0.473
AD5	0.519	**0.925**	0.571	0.467	0.617
AD6	0.631	**0.898**	0.467	0.397	0.584
AD7	0.549	**0.931**	0.576	0.438	0.609
LD1	0.467	0.592	**0.911**	0.392	0.517
LD2	0.573	0.468	**0.889**	0.398	0.482
LD5	0.628	0.591	**0.906**	0.527	0.571
LD6	0.509	0.647	**0.786**	0.646	0.591
LD7	0.498	0.632	**0.834**	0.623	0.467
LD9	0.670	0.532	**0.9.24**	0.576	0.499
DD2	0.543	0.516	0.516	**0.906**	0.573
DD3	0.513	0.496	0.583	**0.879**	0.627
DD4	0.643	0.419	0.497	**0.924**	0.579
DD5	0.489	0.672	0.529	**0.849**	0.488
DD6	0.479	0.398	0.504	**0.871**	0.564
DD7	0.584	0.469	0.397	**0.916**	0.558
SWOM1	0.428	0.546	0.546	0.521	**0.924**
SWOM2	0.458	0.367	0.491	0.625	**0.971**
SWOM3	0.379	0.429	0.567	0.476	**0.894**
SWOM4	0.596	0.583	0.517	0.570	**0.827**
SWOM6	0.628	0.566	0.566	0.537	**00.904**

Note: Diagonal **bold numbers** are the cross loading of each construct.

4.4 Structural model

This study depends on Structural Equation Model (SEM) to examine all proposed hypotheses. The analytic results revealed that main H1, which predicted that ERM influences negatively on ED-as a total- is supported

(H1, β = - 0.527, p < 0.001). This result divides into three sub-hypotheses as follows: H1.1, which predicted that ERM influences positively on AD is supported (H1.1, β = 0.415, p < 0.001). H1.2, which predicted that ERM influences negatively on LD is also supported (H1.2, β = - 0.284, p < 0.001). H1.3, which predicted that ERM influences negatively on DD is also supported (H1.3, β = - 0.461, p < 0.001).

On the other hand, the analytic results refer to ED-as a total- influences negatively on SWOM, this means that the main second hypothesis is supported (H2, β = - 0.473, p < 0.001). Thus, we can refer to the results of sub-hypotheses of this main hypothesis as follows: H2.1, which predicted that AD influences positively on SWOM is supported (H2.1, β = 0.271, p < 0.001). At the same time, LD influences negatively on SWOM, this also supports H2.2 (H2.2, β = - 0.328, p < 0.001). Lastly, DD influences negatively on SWOM, this means that H2.3 is also supported (H2.3, β = - 0.257, p < 0.001). Results also refer to ERM influences positively on SWOM, this supports the third hypothesis of this study (H3, β = 0.384, p < 0.001).

4.5 Employee Dissent as a mediating effect

To measure the mediating effect of ED on the relationship between ERM and SWOM, this study choose to adopt a three-step method to analyze the mediating effect mentioned by Baron and Kenny (1986). By applying this method, results showed that partial mediation occurs because the insertion of a mediation variable (ED) significantly reduce the strength of the relation between predictor (ERM) and outcome (SWOM) from 0.384 to 0.162. Thus, the results partially support the fourth hypothesis.

In addition, we can refer to the results of sub-hypotheses for fourth's hypothesis as follows: H4.1, which predicted that AD mediates the relationship between ERM and SWOM is partially supported (H4.1, β = 0.272, p < 0.001), because the effect of ERM on SWOM decreased from 0.384 to 0.272 after entering AD as a mediator in this relationship. At the same time, LD mediates the relationship between ERM and SWOM, so H4.2 is also partially supported, because the effect of ERM on SWOM decreased from 0.384 to 0.291 after entering LD as a mediator in this relationship. H4.3 is also partially supported because of entering DD in the relationship between ERM and SWOM decreased the effect from 0.384 to 0.266. Table 4 and fig. 2 show the results of the mediating role of sub-constructs of ED between ERM and SWOM.

Table 4: Results of testing of the mediating effect

IV	M	DV	IV→DV	IV→M	IV + M →DV		Mediating Effect
					M→DV	IV→DV	
ERM	AD	SWOM	0.384***	0.415***	0.271***	0.272***	Partial
ERM	LD	SWOM	0.384***	-0.284***	-0.328***	0.291***	Partial
ERM	DD	SWOM	0.384***	-0.461***	-0.257***	0.266***	Partial

Note 1: Three-step method for estimating mediating effects is suggested by Baron and Kenny (1986).
The process of testing mediating effects is organized as follows:
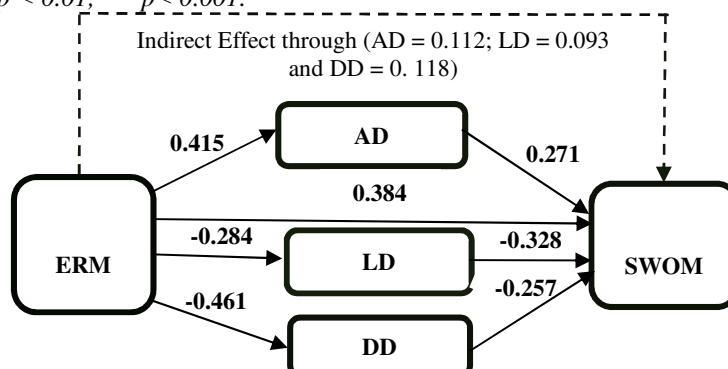 Step 1: **IV (**Independent Variable**)** ⟶ **DV (**Dependent Variable**)** is significant.
  Step 2: **IV** ⟶ **M** (Mediator) is significant.
  Step 3: **IV + M** ⟶ **DV**.
  (1) When **M** is significant but **IV** is not significant, **M** has a full mediating effect.
  (2) When both **M** and **IV** are significant, **M** has a partial mediating effect.
Note 2: * p< 0.05, **p < 0.01, ***p< 0.001.

Fig. 2. Structural model

Finally, this study aims to assure that the partial mediation model is the best model from alternative models presented in fig.2. Therefore, a set of nested and alternative models was established. Each nested model constrained by certain constraints in the parameters and was tested for fit. The difference in χ² between baseline model and the nested models was calculated to know whether the difference between the two models were

significant or not as shown in table 5. The results showed that the difference in χ^2 between Model 1 and the baseline was significant ($\Delta \chi^2$ = 36.13, Δ df = 2, p < 0.001). Thus, the fit indices of Model 1 were less than those of the baseline model. This result means that baseline model fitted the data better than Model 1, and that the constraint path from ERM to SWOM via the mediation of AD was important.

Table 5: Results of alternative model comparisons

Model	χ^2(df)	$\Delta \chi^2$	χ^2/df	CFI	NNFI	RMSEA	SRMR
Baseline model	451.36 (325)		1.39	0.92	0.91	0.074	0.091
Model 1	487.49 (327)	$\Delta \chi^2$(b, m1) = 36.13***	1.49	0.88	0.90	0.085	0.134
Model 2	436.25 (327)	$\Delta \chi^2$(b, m2) = 15.11***	1.33	0.90	0.89	0.075	0.125
Model 3	476.28 (327)	$\Delta \chi^2$(b, m3) = 24.92***	1.46	0.89	0.87	0.082	0.107
Model 4	421.92 (323)	$\Delta \chi^2$(b, m4) = 29.44***	0.31	0.93	0.91	0.041	0.075
Model 5	482.18 (327)	$\Delta \chi^2$(m4, m5) = 60.26***	0.47	0.89	0.88	0.087	0.178
Model 6	463.24 (325)	$\Delta \chi^2$(m4, m6) = 41.32***	1.43	0.88	0.87	0.072	0.115

Note 1: **Baseline model**: full mediation (no direct paths from ERM to SWOM).
   Model 1: the path of hypothesis 4.1 was constraint to zero
   Model 2: the path of hypothesis 4.2 was constraint to zero
   Model 3: the path of hypothesis 4.3 was constraint to zero
   Model 4: Partial mediation model (baseline model with one direct path from ERM to SWOM).
   Model 5: Direct effect model (direct paths from ERM, AD, LD and DD to SWOM, without mediation of AD, LD or DD).
   Model 6: None- mediation model (the paths from AD, LD and DD to SWOM were constraint to zero).
Note 2: * p < 0.05, **p < 0.01, ***p < 0.001.

In addition, the relative paths in the other two hypotheses were similarly constrained to zero in Models 2 and 3. As expected, all of the $\Delta \chi^2$ were significant; suggesting that overall the baseline model fit the data better than the three constrained models. This means that, the baseline model with both mediators (AD, LD and DD) fit the data better than any model with either mediator removed. Next, when we compared a partial mediation model (Model 4) with the baseline model, the results showed that the difference in χ^2 between baseline model and the partial mediation model was significant ($\Delta \chi^2$ = 29.44, Δ df = 2, p < 0.001). This result indicates that the direct effects of ERM on SWOM are significant. Therefore, partial mediation model fits the data better than the baseline model.

As shown in table 5, the difference in χ^2 between direct effect model (Model 5) and partial mediation model (Model 4) was significant ($\Delta \chi^2$ = 60.26, Δ df = 4, p < 0.001), and the fit indices indicated that Model 4 fit the data better than Model 5. This result suggests that partial mediation model fits the data indices better than the direct effect model, and that the direct effects of ERM on SWOM was important. To support the expected mediation model in this study, we tested a none- mediation model (Model 6) in which the paths from AD; LD and DD to SWOM were constraint to zero. The results showed that the difference in χ^2 between Model 6 and the partial mediation model was significant ($\Delta \chi^2$ = 41.32, Δ df = 2, p < 0.001), and the fit indices showed that partial mediation model fits the data better than Model 6. This finding means that the alternative explanation of none-mediation could also be ruled out. In general, all competitive models demonstrated significant differences against the baseline model, but partial mediation model fits the data better than all the alternative models.

Furthermore, to confirm the significance of indirect effects, Sobel test was used to achieve this purpose. The results showed that the indirect effect of ERM on SWOM through AD was significant (z = 2.708, p < 0.01), the indirect effects of ERM on SWOM through LD was also significant (z = 4.230, p < 0.001) and lastly, the indirect effects of ERM on SWOM through DD was also significant (z = 2.896, p < 0.001). In summary, the results supported the partial mediating effects of ED between ERM and SWOM. This finding means that ERM plays direct and an indirect effects through ED on SWOM as shown in table 6.

Table 6: Results of Sobel's test

	path	β	Standard error (Sa and Sb)	Z	Type of mediation
Path a	ERM → AD	0.415	0.090	2.708	AD partially mediates
	AD → SWOM	0.271	0.081		ERM → SWOM
	ERM → SWOM	0.384			Relationship ($p < 0.01$)
	ERM → AD → SWOM	0.272			
Path b	ERM → LD	- 0.284	0.027	4.230	LD partially mediates
	LD → SWOM	- 0.328	0.071		ERM → SWOM
	ERM → SWOM	0.384			Relationship ($p < 0.001$)
	ERM → LD → SWOM	0.291			
Path c	ERM → DD	0.461	0.065	2.896	DD partially mediates
	DD → SWOM	0.257	0.081		ERM → SWOM
	ERM → SWOM	0.384			Relationship ($p < 0.01$)
	ERM → DD → SWOM	0.261			

Note: 1- S*a* refers to the standard error of the relationship between the independent variable and the mediator variable.

2- S*b* refers to the standard error of the relationship between the mediator variable and the dependent variable.

In addition, to determine the direct; indirect and total effects of ERM on SWOM through ED, table 7 shows these standardized effects. The results showed that a smaller portion of the effects of ERM is mediated through ED to SWOM (direct effect: 0.384 vs indirect effect: 0.112 through AD; 0.093 through LD and 0.118 through DD). Therefore, ERM has direct and indirect effects on SWOM through ED. We can summarize the results of hypotheses tests, direct, indirect and total effects in table 7.

Table 7: Standardized direct, indirect, total effects and hypotheses tests' summary.

Independent variable	Mediator	Dependent variable	Direct effect	Indirect effect	Total effects	Hypotheses tests
ERM	AD	-	0.415***	-	0.415***	H1.1 **S**
ERM	LD	-	- 0.284***	-	- 0.284***	H1.2 **S**
ERM	DD	-	- 0.461***	-	- 0.461***	H1.3 **S**
AD	-	SWOM	0.271***	-	0.271***	H2.1 **S**
LD	-	SWOM	- 0.328***	-	- 0.328***	H2.2 **S**
DD	-	SWOM	- 0.257***	-	- 0.257***	H2.3 **S**
ERM	-	SWOM	0.384***	-	0.384***	H3 **S**
ERM	AD	SWOM	0.384***	0.112**	0.496***	H4.1 **PS**
ERM	LD	SWOM	0.384***	0.093*	0.477***	H4.2 **PS**
ERM	DD	SWOM	0.384***	0.118**	0.502***	H4.3 **PS**

Note 1: **S** = Supported, **PS** = Partially Supported.   *Note 2*: * $p < 0.05$, **$p < 0.01$, ***$p < 0.001$.

5. Discussion

This study aimed to examine the relationship between ERM and SWOM among seconded academic staff at Saudi universities, ED was used as a mediator variable in this relationship. Results emerged that promoting ERM inside Saudi universities has a positive effect on SWOM among seconded academic staff. ERM makes them Adopt a positive message in their conversations with potential staff expected work for Saudi universities. This will enable universities to attract and retain talented academic staff, because ERM enables universities to keep with satisfied and loyal academic staff who transfer a positive message to potential staff. This result confirms with previous studies asserted that ERM creates positive perceptions for employees, and this in turn boosts their morale; mood and performance (Kuzu & Özilhan, 2014; Abazari & Zakeri, 2013; Onyango, 2013; Wright, 2013;

Furnham & Milner, 2013).

Therefore, these results consistent with previous studies that concluded to any organization could achieve a competitive advantage through best practices of HRM such as ERM. To the extent that, employee considered an ambassador for his organization when sees his role as central to effect on employer brand perceptions for others (Tansel & Gazioglu, 2013; xiong *et al*., 2013; Ng *et al*., 2011; Yang *et al*., 2011).

In addition, this result agrees also with Keeling *et al*.' study (2013), which revealed to talking with current and past members of staff is an important informal source to obtain information about the job for potential employees. Those employees may introduce positive or negative content (message valence), which may encourage or detriment potential candidates to work with organization (Chang & Wu, 2014; Kitapci *et al*., 2014; Murtiasih & Siringoringo, 2013; Warring, 2013; Terry Kim *et al*., 2009). On the other side, Chung *et al*. (2015) suggested that encouraging more compact relationships among employees, could be an important component that would make them feel a greater sense of well-being in the organization, which in turn result in a positive message when speaking with other whether personally or through social network.

As described above, ERM considers a good way for HRM to cope with the increasingly strained labor markets of the future. This result consistent with Strohmeier (2013) who concluded to ERM plays an important role as a "hygiene factor", without it, organizations will suffer from serious competitive disadvantages. Further, positive leader–member exchange relationships through ERM might provide a strong foundation to help clarify what employees can expect from the organization, as well as what the organization expects from employees' contributions. This will decrease friction between organization and its employees, and at the same time create positive word of mouth (Fitzsimmons & Stamper, 2014; Al-alak, 2014, Chen *et al.*, 2013; Zoghbi-Manrique-de-Lara *et al*., 2013; Dysvik & Kuvaas, 2012; Men, 2011).

Meanwhile, results refer to positive effect for ERM on ED. This result agrees with many past studies which revealed that building trust in the relationship between supervisor and employee influences positively on articulated dissent and negatively on both latent and displaced dissent (Cenkci & Ötken, 2014; Payne, 2014;). In addition, this effect differs according to sub-construct of ED, where ERM increases articulated dissent and decreases both lateral and displaced dissent. This means that supporting relationship between university and academic staff increases articulated dissent, and in turn promotes many positive outputs such as organizational citizenship behaviors and engagement among staff. At the same time, improving relationship with academic staff decreases the possibility of both latent dissent and displaced dissent. This result agrees with Yuksel (2013) who found that low quality relationships between superiors and subordinates was the main determinant of organizational dissent.

On the other hand, the results emerged that ED also has positive effect on SWOM; this effect differs according to the type of dissent, where AD has positive effect on SWOM. This result agrees with extant previous studies, which have elicited that ED is related with critical employee outcomes, such as: employee commitment, burnout, organizational identification, employee satisfaction, work engagement and WOM (Cenkci & Ötken, 2014; Harris & Ogbonna, 2013; Warring, 2013; Kassing *et al*., 2012; Feng & Papatla, 2012; Chan & Cui, 2011). Moreover, this result agrees with Avtgis *et al* (2007) who referred that when employees speak up and have voice at workplace; this involves proactive and motivated behavior on the part of the dissenter.

Meanwhile, LD has negative effect on SWOM, where speaking negatively with coworkers increase the problem and results in many negative opinions. This result confirms with previous studies, which have shown that LD was related to lower employee satisfaction, organizational commitment and identification (Kassing, 2000a). Therefore, employees with LD may introduce negative information about organization. This result agrees with Keeling *et al*. (2013) who concluded that committed employees play a positive role in improving organization reputation in the eyes of job seekers. Lastly, results show that DD also has negative effect on SWOM among seconded academic staff. This result agrees with Wallace *et al*. (2013) who revealed that the relationship between management and employees influences branding messages, thus they will adopt positive or negative messages in their conversations according to the nature of this relationship. Therefore, organizations could achieve competitive advantage through their employees, because employees put brand values in their thoughts and actions during service encounters (Xiong & King, 2015; See-To & Ho, 2014; Sweeney *et al*., 2014; Xie *et al*., 2014; Aarikka-Stenroos & Makkonen, 2014).

Furthermore, this study determined that ED mediates the relationship between ERM and SWOM. This means that academic staff with AD transfer a positive message to potential ones who want to second to Saudi universities. Once academic staff perceive that university respects their opinion in decision-making, they will adopt positive messages in their conversation with potential seconded academic staff. This result agrees with many past studies, which revealed that Positive attitudes of employees in good relationships with their employers can assist the development of desirable relationships with external publics, and thus support SWOM with them (To *et al*., 2015; Van Zoonen *et al*., 2014; Olmedo-Cifuentes & Martínez-León, 2014; Hamilton, 2011; Özdemir, 2011).

On the other hand, academic staff with latent or displaced dissent transfer negative message to their

counterparts who ask them about scientific or financial conditions at Saudi universities before attending it. Therefore, if Saudi universities want to attract talented academic staff they must use ERM as strategy for improving SWOM through encouraging AD. This confirms with Erkmen & Hancer's result (2015) which suggested that employees could be a source of differentiation and competitive advantage by managing their brand related behaviors. Therefore, when employees have a good relationship with management, their behaviors will support university's brand by positive SWOM.

6. Practical implications

This study contributes to the literature in several ways. **Firstly**, there has been limited research that has examined the relationship between ERM and SWOM through mediating ED particularly in Egyptian context. **Secondly**, there are limited studies about ERM and SWOM in the context of HRM. Thus, the results of this research add to our understanding of the study constructs and putting theoretical concepts of ERM and SWOM into practice. As indicated earlier, employee retention is a critical issue for organizations and hence, we have suggested that managers should monitor employee dissent as an indicator of how likely the employees are to speak positively with potential candidates. Managers and HR professionals could use the outcomes of this study to understand the ED concept better, thus improve SWOM when speaking with potential candidates. In particular, it is important to equip present and former academic staff with information that must be sufficiently interesting to encourage positive SWOM conversations.

Accordingly, SWOM has a powerful influence on job seeker attraction to organizations, which academic staff may employ as a valuable recruitment tool with potential to enhance the diversity, size and quality of the application pool at Saudi universities. In addition, Saudi universities may also target the opinion leaders most likely to spread positive SWOM within and beyond the university, based on knowledge of academic staff's social skills, staff surveys extended to include SWOM activity, or both. Thus, SWOM's effectiveness should also be assessed and the strategies of ERM further refined to improve it. In sum, Saudi universities' managers should communicate more with academic staff generally, and with seconded academic staff especially by listening to their voices and establish a harmonious relationship with them to feel important.

7. Limitation and future research

There are some limitations of this work. **First**, author collects data from respondents through self-report surveys. Thus, next studies must rely on many sources for collecting data. **Second**, this study carried out seconded academic staff at Saudi universities, the results may be different if next studies applied on Saudi's academic staff. **Finally**, future studies on this subject could take into account statistical analysis of the impact of SWOM on recruitment strategies in organizations.

References

Aarikka-Stenroos, L. & Makkonen, H.S. (2014). Industrial buyers' use of references, word-of-mouth and reputation in complex buying situation. *Journal of Business & Industrial Marketing,* 29(4), 344- 352. http://dx.doi.org/10.1108/JBIM-08-2013-0164

Abazari, I. & Zakeri, M. (2013). Employees' relationship management: Realizing competitive advantage through Information Technology, *European Online Journal of Natural and Social Sciences*, 2 (3), 922- 936. www.european-science.com

Al-alak, B.A. (2014). Impact of marketing activities on relationship quality in the Malaysian banking sector, *Journal of Retailing and Consumer Services*, 21, 347-356. http://dx.doi.org/10.1016/j.jretconser.2013.07.001

Avtgis, T. A., Thomas-Maddox, C., Taylor E. & Patterson B. R. (2007). The influence of employee burnout syndrome on the expression of organizational dissent, *Communication Research Reports,* 24 (2), 97- 102. 10.1080/08824090701304725

Bajaj, R.; Sinha, S. & Tiwari, V. (2013). Crucial Factors of Human Resource Management for Good Employee Relations: A Case Study, *International Journal of Mining, Metallurgy & Mechanical Engineering (IJMMME),* 1 (2), 90- 92 (Online).

Baron, R. M., & Kenny, D. A. (1986). The moderator–mediator variable distinction in social psychological research: conceptual, strategic and statistical considerations, *Journal of Personality and Social Psychology*, 51, 1173–1182. http://dx.doi.org/0022-3514/86/$00.75

Bisel, R. S. & Arterburn, E. N. (2012). Making sense of organizational members' silence: a sense making-resource model, *Communication Research Reports*, 29 (3), 217-226.http://dx.doi.org/10.1080/08824096.2012.684985

Breaugh, James A., Leslie A. Greising, James W. Taggart & Helen Chen (2003). The Relationship of Recruiting Sources and Pre-Hire Outcomes: Examination of Yield Ratios and Applicant Quality, *Journal of Applied Social Psychology*, 33 (11), 2267- 87. http://dx.doi.org 10.1111/j.1559-1816.2003.tb01884.x

Burkhalter, J.N., Wood, N.T. & Tryce, S.A. (2014). Clear, conspicuous, and concise: Disclosures Twitter word-of-mouth, *Business Horizons*, 57, 319- 328. http://dx.doi.org/10.1016/j.bushor.2014.02.001

Cenkci, T. & Ötken, A.B. (2014). Organization-based self-esteem as a moderator of the relationship between employee dissent and turnover intention, *Procedia - Social and Behavioral Sciences*, 150, 404- 412. http://dx.doi.org/10.1016/j.sbspro.2014.09.038

Chan, H. & Cui, S. (2011). The contrasting effects of negative word of mouth in the post-consumption stage, *Journal of Consumer Psychology*, 21, 324- 337. doi:10.1016/j.jcps.2010.11.005

Chang, H. & Wu, L.H. (2014). An examination of negative e-WOM adoption: Brand commitment as a moderator, *Decision Support Systems,* 59, 206–218. http://dx.doi.org/10.1016/j.dss.2013.11.008

Chen, Y., Liu, F., Fang, Cheng-His & Tom Lin, T.M.Y. (2013). Understanding the effectiveness of word-of mouth: an elasticity perspective, *Journal of Research in Interactive Marketing*, 7(1), 57- 77. http://dx.doi.org/10.1108/17505931311316743

Chin, W. W., Marcolin, B. L., & Newsted, P. R. (2003). Partial least squares latent variable modeling approach for measuring interaction effects: Results from a Monte Carlo simulation study and an electronic mail emotion/adoption study, *Information Systems Research*, 14(2), 189–217.

Chung, H. -F., Cooke, L. & Hung, I. -H. (2015). Factors affecting knowledge sharing in the virtual organization: Employees' sense of well-being as a mediating effect, *Computers in Human Behavior*, 44, 70–80. http:// dx.doi.org/10.1016/j.chb.2014.11.040

Curran, P. J., West, S. G., & Finch, J. F. (1996). The robustness of test statistics to nonnormality and specification error in confirmatory factor analysis, *Psychological Methods*, 1(1), 16-29. 1082-989X/96/$3.00

Dierkes, T., Bichler, M. & Krishnan, R. (2011). Estimating the effect of word of mouth on churn and cross buying in the mobile phone market with Markov logic networks, *Decision Support Systems*, 51, 361- 371. dx.doi.org/10.1016/j.dss.2011.01.002

Dysvik, A., & Kuvaas, B. (2012). Perceived supervisor support climate, perceived investment in employee development climate, and business-unit performance, *Human Resource Management*, 51, 651- 664. dx.doi.org/10.1002/hrm.21494

Erkmen, E. & Hancer, M. (2015). Linking brand commitment and brand citizenship behaviors of airline employees: "The role of trust", *Journal of Air Transport Management,* 42, 74- 54. http://dx.doi.org/10.1016/j.jairtraman.2014.08.001.

Feng, J. & Papatla, P. (2012). Is Online Word of Mouth Higher for New Models or Redesigns? An Investigation of the Automobile Industry, *Journal of Interactive Marketing*, 26, 92- 101. dx.doi.org/10.1016/j.intmar.2012.01.001

Filieri, R. (2014). What makes online reviews helpful? A diagnosticity-adoption framework to explain informational and normative influences in e-WOM, *Journal of Business Research*, XX, 1-10, http://dx.doi.org/10.1016/j.jbusres.2014.11.006.

Fitzsimmons, S.R. & Stamper, C.L. (2014). How societal culture influences friction in the employee–organization relationship, *Human Resource Management Review*, 24, 80- 94, http://dx.doi.org/10.1016/j.hrmr.2013.07.001.

Fornell, C., & Larcker, D. (1981). Evaluating structural equation models with unobservable variables and measurement error, *Journal of Marketing Research*, 18(1), 39–50.http//:links.Jstor.org/sici=0022-1437%28198102%2918%3a1%3C339%3AESEMWU%3E2.0C0%3B2-3.

Furnham, A. & Milner, R. (2013). The impact of mood on customer behavior: Staff mood and environmental factors, *Journal of Retailing and Consumer Services,* 20, 634-641. http://dx.doi.org/10.1016/j.jretconser.2013.06.001

Garner, J. T. (2012). Making waves at work: Perceived effectiveness and appropriateness of organizational dissent messages, *Management Communication Quarterly,* 26(2), 224-240.

Gorden, W. I., & Infante, D. A. (1991). Test of a communication model of organizational commitment, *Communication Quarterly*, 39 (2), 144- 155.

Guest, D.E. (2004). The psychology of the employment relationship: An analysis based on the psychology contract, *Applied Psychology: an International Review*, 53(4), 541- 555. http://dx.doi.org/10.1111/j.1464-0597.2004.00187.x

Hair, Jr., J.F., Black, W.C., Babin, B.J., Anderson, R.E., Tatham, R.L. (2006). *Multivariate data analysis*, 6th ed., Prentice Hall, Upper Sadle River, NJ.

Hamilton, H.L. (2011). Employee dissent in federal government organizations: Lessons for managing reputation and fostering employee loyalty*, Corporate Communications: An International Journal*, 16(3), 255- 273. http://dx.doi.org/10.1108/13563281111156907.

Harris, L. & Ogbonna, E. (2013). Forms of employee negative word-of-mouth: a study of frontline workers", *Employee Relations,* 35(1), 39- 60. http://dx.doi.org/10.1108/01425451311279401

Huang, Yu- Ting & Rundle-Thiele, S. (2014). The moderating effect of cultural congruence on the internal marketing practice and employee satisfaction relationship: An empirical examination of Australian and Taiwanese born tourism employees, *Tourism Management*, 42, 196- 206, http://dx.doi.org/10.1016/j.tourman.2013.12.005

Kassing, J. W. & Dicioccio, R. L. (2004). Testing a workplace experience explanation of displaced dissent, *Communication Reports*, 17 (2), 113- 120. http://dx.doi.org/10.1080/08934210409389380

Kassing, J. W. (1997). Articulating, antagonizing, and displacing: A model of employee dissent, *Communication Studies*, 48 (4), 311- 332. http://dx.doi.org/10.1080/10510979709368510

Kassing, J. W. (1998). Development and validation of the organizational dissent scale, *Management Communication Quarterly*, 12(2), 183-229. http://dx.doi.org/10.1177/0893318998122002

Kassing, J. W. (2000a). Investigating the relationship between superior-subordinate relationship quality and employee dissent, *Communication Research Reports*, 17 (1), 58- 69. http://dx.doi.org/10.1080/08824090009388751

Kassing, J. W. (2000b). Exploring the relationship between workplace freedom of speech, organizational identification, and employee dissent, *Communication Research Reports*, 17 (4), 387- 396. http://dx.doi.org/10.1080/08824090009388787

Kassing, J. W., & MacDowell, Z. J. (2008). Disagreeing about what's fair: Exploring the relationship between perceptions of justice and employee dissent, *Communication Research Reports*, 25(1), 34-43. http://dx.doi.org/10.1080/08824090701831784

Kassing, J. W., Piemonte, N. M., Goman, C. C., & Mitchell, C. A. (2012). Dissent expression as an indicator of work engagement and intention to leave, *Journal of Business Communication*, 49(3), 237-253. http://dx.doi.org/10.1177/0021943612446751

Keeling, K.A.; McGoldrick, P.J. & Sadhu, H. (2013). Staff Word-of-Mouth (SWOM) and retail employee recruitment, *Journal of Retailing*, 89 (1), 88–104, http://dx.doi.org/10.1016/j.jretai.2012.11.003.

Kitapci, O., Akdogan, C. & Dortyol, I.T. (2014). The impact of service quality dimensions on patient satisfaction, repurchase intentions and word-of-mouth communication in the public healthcare industry, *Procedia - Social and Behavioral Sciences*, 148, 161- 169. http://dx.doi.org/ 10.1016/j.sbspro.2014.07.030

Kuzu, Ö.H. & Özilhan, D. (2014). The effect of employee relationships and knowledge sharing on employees' performance: An empirical research on service industry, *Procedia – Social and Behavioral Science*, 109, 1370- 1374. http://dx.doi.org/10.1016/j.sbspro.2013.12.639

Men, L.R. (2011). How employee empowerment influences organization–employee relationship in China, *Public Relations Review*, 37, 435- 437. http://dx.doi.org/10.1016/j.pubrev.2011.08.008.

Ministry of Higher Education (2014). http://www.mcs.gov.sa/InformationCenter/PressRelease/Pages/press-1436-1-25--8.aspx

Money, R.B. (2004). Word-of-mouth promotion and switching behavior in Japanese and American business-to-business service clients, *Journal of Business Research,* 57, 297- 305. http://dx.doi.org/10.1016/S0148-2963 (01)00325-3

Murtiasih, S., S. & Siringoringo, H. (2013). How Word of Mouth Influence Brand Equity for Automotive Products in Indonesia, *Procedia - Social and Behavioral Sciences*, 81, 40- 44. http://dx.doi.org/10.1016/j.sbspro.2013.06.384

Ng, S., David, M.E. & Dagger, T.S. (2011). Generating positive word-of-mouth in the service experience, *Managing Service Quality*, 21(2), 133- 151. http://dx.doi.org/10.1108/09604521111113438

Nunnally, J. C. (1978). Psychometric theory. New York: McGraw-Hill. Podsakoff, P. M., MacKenzie, S. B., Lee, J. Y., & Podsakoff, N. P. (2003). Common method biases in behavioral research: A critical review of the literature and recommended remedies, *Journal of Applied Psychology*, 88(5), 879-903. http://dx.doi.org/10.1037/0021-9010.88.5.879

Olmedo-Cifuentes, I. & Martínez-León, I.M. (2014). Influence of management style on employee views of corporate reputation. Application to audit firms, *BRQ Business Research Quarterly*, 17, 223- 241. http://dx.doi.org/10.1016/j.brq.2013.08.001

Onyango, O.A. (2013). Perception of the effectiveness of employee relationship management practices in large civil society organizations in Nairobi*, A research project submitted in partial fulfillment of the requirements for the award of the degree of master of business administration (MBA)*, School of Business, University of Nairobi.

Özaslan, G. (2014). Deans' perceptions of upward dissent messages from their underlings, *Journal of Ethical Educational Leadership*, 1(12), 1-17. Retrieved from: http://www.cojeel.org.

Özçelik, G. & Fındıklı, M.A. (2014). The Relationship between Internal Branding and Organizational Citizenship Behaviour: The Mediating Role of Person-Organization Fit, *Procedia - Social and Behavioral Sciences*, 150, 1120-1128. http://dx.doi.org/10.1016/j.sbspro.2014.09.127

Özdemir, M. (2011). Opinions of high school administrators on teachers' organizational dissent behaviors, *Educational Sciences: Theory & Practice*, 11(4), 1905-1908. ERIC Number: EJ962680

Payne, H.J. (2014). Examining the relationship between trust in supervisor-employee relationships and workplace dissent expression, *Communication Research Reports*, 31(2), 131- 140. http://dx.doi.org/10.1080/08824096.2014.907141

Podsakoff, P. M., MacKenzie, S. B., Lee, J. Y., & Podsakoff, N. P. (2003). Common method biases in behavioral research: A critical review of the literature and recommended remedies, *Journal of Applied Psychology*, 88(5), 879–903. http://dx.doi.org/10.1037/0021-9010.88.5.879

See-To, E.W.K. & Ho, K.K.W. (2014). Value co-creation and purchase intention in social network sites: The role of electronic Word-of-Mouth and trust – A theoretical analysis, *Computers in Human Behavior*, 31, 182- 189. http://dx.doi.org/10.1016/j.chb.2013.10.013

Strohmeier, S. (2013). Employee relationship management- Realizing competitive advantage through information technology? *Human Resource Management Review*, 23, 93- 104, http://dx.doi.org/10.1016/j.hrmr.2012.06.009.

Strohmeier, S., & Piazza, F. (2010). Informating HRM: A comparison of data querying and data mining. *International Journal of Business Information Systems*, 5(2), 186- 197. http://dx.doi.org/10.1504/IJBIS.2010.030629

Sweeney, J., Soutar, G. & Mazzarol, T. (2014). Factors enhancing word-of-mouth influence: positive and negative service-related messages, *European Journal of Marketing*, 48(1/2), 336- 359. http://dx.doi.org/10.1108/EJM-06-2012-0336

Tansel, A. & Gazioglu, S. (2013). Management-Employee Relations, Firm Size and Job Satisfaction. IZA, *Discussion Paper No. 7308*. http://ftp.iza.org/dp7308.pdf

Terry Kim, T., Kim, W.G. & Kim, Hong-Bumm (2009). The effects of perceived justice on recovery satisfaction, trust, word-of-mouth, and revisit intention in upscale hotels, *Tourism Management*, 30, 51–62. http://dx.doi.org/10.1016/j.tourman.2008.04.003

To, W.M., Jr, E.F.M. & Yu, B.T.W. (2015). Effect of management commitment to internal marketing on employee work attitude, *International Journal of Hospitality Management*, 45, 14- 21. http://dx.doi.org/10.1016/j.ijhm.2014.11.002

Van Zoonen, W., Van der Meer, T.G.LA. & Verhoeven, J.W.M. (2014). Employees' work-related social-media use: His master's voice, *Public Relations Review*, 40, 850- 852. http://dx.doi.org/10.1016/j.pubrev.2014.07.001.

Wallace, E., de Chernatony, L. & Buil, I. (2013). Building bank brands: How leadership behavior influences employee commitment, *Journal of Business Research*, 66, 165- 171. http://dx.doi.org/10.1016/j.jbusres.2012.07.009.

Wargborn, C. (2009). *Managing motivation in organizations: Why employee relationship management matters*, Saarbruecken: VDM.

Warring, S. (2013). Word-of-mouth amongst students at a New Zealand tertiary institution, *International Journal of Educational Management*, 27(4), 330- 339. http://dx.doi.org/10.1108/09513541311316287

Wright, M.D. (2013). The role of teamwork Schema Similarity in Perceptions of Organizational Dissent, *Master of Science Submitted to the Faculty' Graduate Division*, College of Communication, Texas Christian University in partial fulfillment of the requirements for the degree of Master of Science.

Xie, Li-Shan, Peng, Jia-Min & Huan, Tzung-Cheng (2014). Crafting and testing a central precept in service-dominant logic: Hotel employees' brand-citizenship behavior and customers' brand trust, *International Journal of Hospitality Management*, 1- 8. http://dx.doi.org/10.1016/j.ijhm.2014.05.011

Xiong, L. & King, C. (2015). Motivational drivers that fuel employees to champion the hospitality brand, *International Journal of Hospitality Management*, 44, 58- 69. http://dx.doi.org/10.1016/j.ijhm.2014.10.009.

Xiong, l., King, C. & Piehler, R. (2013). That's not my job": Exploring the employee perspective in the development of brand ambassadors, *International Journal of Hospitality Management*, 35, 348– 359.

Yang, Y., Stafford, T.F. & Gillenson, M. (2011). Satisfaction with employee relationship management systems: the impact of usefulness on systems quality perceptions, *European Journal of Information Systems*, 20, 221- 236. http://dx.doi.org/10.1057/ejis.2010.69.

Yuksel, Y. (2013). Understanding dissent of police officers on internet forums: case of memurlar.net, *European Scientific Journal*, 9(11), 270- 287.

Zoghbi-Manrique-de-Lara, P., Aguiar-Quintana, T. & Suárez-Acosta, M.A. (2013). A justice framework for understanding how guests react to hotel employee (mis)treatment, *Tourism Management*, 36, 143-152. http://dx.doi.org/10.1016/j.tourman.2012.11.010