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**Internal Communication and Employee Brand
Ambassadorship
Case Study: Djezzy**

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Abstract

This study examines how Djazzy employees interpret internal communication and how that experience relates to brand ambassadorship, understood as the voluntary and identity-based promotion of the organization within personal and professional networks. Using a qualitative interpretivist single-case study design, data were collected through two semi-structured interview guides administered to two groups: four operational employees from Technical, IT, and B2B Commercial functions, and two HR specialists responsible for internal communication and engagement. The interviews were conducted in French, recorded, and analyzed through inductive thematic coding in NVivo.

The findings show that brand ambassadorship did not result from a single communication action, but from a long-term experience shaped by coherence between discourse and practice, credible managerial relay, and alignment between personal and organizational values. The comparison between the two guides revealed a clear difference in perspective: HR specialists emphasized structural challenges and uneven identification, while operational employees described internal communication as largely positive and trustworthy. Tenure appeared to help explain this gap.

This study contributes an empirically grounded account of how internal communication experience can support or limit brand ambassadorship in the Algerian telecommunications context.

Keywords: internal communication, brand ambassadorship, organizational identification, sense of belonging, qualitative case study, Djazzy, Algeria.

Résumé

Cette recherche examine la manière dont les employés de Djezzy interprètent la communication interne et le lien entre cette expérience et les comportements d'ambassadeur de marque, entendus comme la promotion volontaire et identitaire de l'organisation dans les réseaux personnels et professionnels. Une approche qualitative interprétativiste fondée sur une étude de cas unique a été adoptée. Les données ont été recueillies à travers deux guides d'entretien semi-directifs auprès de deux groupes : quatre employés opérationnels issus des fonctions Technique, Informatique et Commercial B2B, et deux spécialistes RH chargés de la communication interne et de l'engagement. Les entretiens ont été réalisés en français, enregistrés, puis analysés par codage thématique inductif via NVivo.

Les résultats montrent que l'ambassadeurship de marque ne découle pas d'un acte communicationnel isolé, mais d'une expérience de long terme marquée par la cohérence entre discours et pratiques, la crédibilité du relais managérial et l'alignement entre valeurs personnelles et identité organisationnelle. La comparaison entre les deux guides met en évidence un écart de perception : les spécialistes RH soulignent des défis structurels, tandis que les employés opérationnels décrivent une communication interne globalement positive et fiable. L'ancienneté semble contribuer à expliquer cet écart.

Cette étude apporte un éclairage empirique sur le rôle de la communication interne dans le développement de l'ambassadeurship de marque dans le secteur des télécommunications en Algérie.

Mots-clés : communication interne, ambassadeur de marque, identification organisationnelle, sentiment d'appartenance, étude de cas qualitative, Djezzy, Algérie.

الملخص

تبحث هذه الدراسة في كيفية تفسير موظفي جيزي للتواصل الداخلي، وعلاقة هذه التجربة بسلوكيات سفير العلامة التجارية، أي الترويج الطوعي والقائم على الهوية للمؤسسة داخل الشبكات الشخصية والمهنية. وقد اعتمدت الدراسة منهجاً كيفياً تفسيرياً ضمن تصميم دراسة حالة واحدة. جُمعت البيانات من خلال دليلي مقابلة شبه موجهة مع فئتين من المشاركين: أربعة موظفين تشغيليين من الأقسام التقنية وتكنولوجيا المعلومات والتجاري للأعمال بين الشركات، واثنين من مختصي الموارد البشرية المسؤولين عن التواصل الداخلي والانخراط الوظيفي. أُجريت المقابلات باللغة الفرنسية وسُجلت صوتياً، ثم حُللت عبر الترميز الموضوعي الاستنتاجي باستعمال برنامج NVivo.

أظهرت النتائج أن سلوكيات سفير العلامة التجارية لا تنتج عن فعل تواصل واحد، بل تتشكل عبر تجربة طويلة الأمد تتسم بالاتساق بين الخطاب والممارسة، ومصادقية الوساطة الإدارية، والتوافق بين القيم الشخصية والهوية التنظيمية. كما أظهرت المقارنة بين دليلي المقابلة اختلافاً واضحاً في وجهات النظر: فبينما ركز مختصو الموارد البشرية على تحديات هيكلية في الاتساق والانتماء، وصف الموظفون التشغيليون تجربتهم مع التواصل الداخلي بأنها إيجابية وموثوقة في مجملها. ويبدو أن طول الأقدمية يساهم في تفسير هذا الاختلاف.

تقدم هذه الدراسة إسهاماً تجريبياً في فهم دور التواصل الداخلي في دعم سلوكيات سفير العلامة التجارية في قطاع الاتصالات بالجزائر.

الكلمات المفتاحية: التواصل الداخلي، سفير العلامة التجارية، التماهي التنظيمي، الشعور بالانتماء، دراسة حالة كيفية، جيزي، الجزائر.

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Table of Contents

Acknowledgments	Error! Bookmark not defined.
Abstract	I
Résumé	II
المخلص	III
Table of Contents	V
List of Tables	VII
List of Figures	VIII
List of Abbreviated Terms	IX
GENERAL INTRODUCTION	1
CHAPTER I: THEORETICAL FRAMEWORK	6
Section 1: Literature Review	7
1. The Origins and Logic of Internal Marketing	7
2. Internal Communication	9
3. The Experiential Dimensions of Organizational Membership	12
4. Brand Ambassadorship	14
5. Synthesis and Research Gaps	18
Section 2: Conceptual Framework	21
1. Operational Definitions	21
1.1. Internal Communication	22
1.1.1. Definition of Internal Communication:	22
1.1.2. Dimensions of internal communication:	22
1.2. Organizational Identification and Sense of Belonging	24
1.2.1. Definition of Organizational Identification:	24
1.2.2. Definition of Sense of Belonging:	24
1.2.3. Markers of Organizational Identification and Sense of Belonging:	24
1.3. Engagement	25
1.3.1. Definition of Engagement:	25
1.3.2. Difference between Organizational Identification and Engagement:	25
1.4. Brand Ambassadorship	26
1.4.1. Definition of Brand Ambassadorship:	26
1.4.2. Examples of Brand Ambassadorship Behaviors:	26
1.4.3. Essential Distinctions Defining Brand Ambassadorship:	27
2. Conceptual Model	28
2.1. Conditions and Negative Cases	31
3. Originality of the Research	31
CHAPTER II: DATA AND METHODS	33
Section 01: Organizational Context	34
1. History of Djezzy	34
2. Presentation of the Company	36
2.1. Mission	36

2.2.	Vision	37
2.3.	Values	37
3.	The Structure of Djezzy	37
4.	Presentation of Djezzy's Directorates	38
5.	The Human Resources Department	40
Section 02: Research Methodology		41
1.	Epistemological Positioning	41
2.	Research Approach and Design	42
3.	Study Population and Sampling	42
3.1.	Population Categories	43
3.2.	Sampling strategy	44
4.	Data Collection Instruments	46
4.1.	Semi-Structured Interviews	46
4.2.	Observation	50
5.	Data Analysis Procedure via NVivo	51
CHAPTER III: RESULTS AND DISCUSSION		54
Section 01: Results of the study		55
1.	Observation Results	55
2.	Lexical Analysis	58
2.1.	Operational Employees (Guide One)	58
2.2.	HR Specialists (Guide Two)	60
3.	Linguistic Analysis	62
3.1.	Operational Employees (Guide one)	62
3.2.	HR Specialists (Guide Two)	63
4.	Thematic Analysis	64
4.1.	Coverage Percentages of Operational Employees (Guide One)	64
4.2.	Coverage Percentages of HR Specialists (Guide Two)	71
Section 02: Discussion of Results		75
1.	Internal Communication as the Dominant Experiential Frame	76
2.	The Coherence Condition and Its Role in Identification	77
3.	Engagement: The Behavioral Activation of Identification	77
4.	Brand Ambassadorship: Form, Intensity, and the Significance of Variation	78
5.	The Conditions That Made the Difference	79
6.	Cross-guide comparison	80
7.	Response to the central research question	82
8.	Limitations of the Investigation	82
GENERAL CONCLUSION		86
BIBLIOGRAPHY		90
Webography		92
APPENDICES		Error! Bookmark not defined.

List of Tables

Table 1: Summary of Key Articles Informing the Research	16
Table 2: Summary of the Three Research Gaps	20
Table 3: Technical Identity of Djeczy	36
Table 4: Participant profiles and selection justification	45
Table 5: Guide 1 structure, Operational employees (E1–E4).....	47
Table 6: Guide 2 structure, HR specialists (HR1–HR2).....	48
Table 7: NVivo coding nodes.....	52
Table 8: Observation grid.....	56
Table 9: Word frequency table of Operational Employees (Guide one).....	59
Table 10: Word frequency table of HR Specialists	61
Table 11: Pearson correlation coefficients of Operational Employees	62
Table 12: Pearson correlation coefficients of HR Specialists	63
Table 13: NVivo coverage percentage by node of Operational Employees.....	65
Table 14: NVivo coverage percentage by node of HR Specialists.....	71
Table 15: Cross-guide comparison (Guide One and Two).....	80

List of Figures

Figure 1: The Internal Marketing Mix.....	8
Figure 2: The Six Dimensions of Internal Communication	11
Figure 3: Employer Branding Framework	13
Figure 4: What Brand Ambassadorship Is Not	28
Figure 5: Conceptual Framework of the Research	30
Figure 6: Evolution and Milestones of Djazzy Company in Algeria (2001-2022)	35
Figure 7: General Organisational Chart of Djazzy	38
Figure 8: Structure of Djazzy's Human Resources Department.....	40
Figure 9: Word cloud of Operational Employees.....	58
Figure 10: Word cloud of HR Specialists.....	60
Figure 11: Sources clustered by word similarity of Operational Employees.....	63
Figure 12: Sources clustered by word similarity of HR Specialists.....	64
Figure 13: IC Experience Coverage percentage (Guide 1)	65
Figure 14: Identification and Belonging Coverage percentage (Guide 1)	66
Figure 15: Engagement Coverage percentage (Guide 1)	67
Figure 16: Brand Ambassadorship Coverage percentage (Guide 1).....	68
Figure 17: Facilitating and Limiting Conditions Coverage percentage (Guide 1).....	69
Figure 18: Negative Cases Coverage percentage (Guide 1).....	70
Figure 19: IC Experience Coverage percentage (Guide 2)	71
Figure 20: Identification and Belonging Coverage percentage (Guide 2)	72
Figure 21: Engagement Coverage percentage (Guide 2)	73
Figure 22: Brand Ambassadorship Coverage percentage (Guide 2).....	73
Figure 23: Facilitating and Limiting Conditions Coverage percentage (Guide 2).....	74
Figure 24: Negative Cases Coverage percentage (Guide 2).....	75

List of Abbreviated Terms

BA	Brand Ambassadorship
B2B	Business to Business
CSR	Corporate Social Responsibility
EB	Employee Branding
FNI	Fonds National d'Investissement
HR	Human Resources
HRBP	Human Resources Business Partner
IC	Internal Communication
IM	Internal Marketing
IT	Information Technology
IVR	Interactive Voice Response
NVivo	NVivo Qualitative Data Analysis Software
QWL	Quality of Work Life
SPA	Société par Actions

GENERAL INTRODUCTION

Organizations have spent decades refining how they communicate outward, toward customers, markets, and competitors. The assumption behind this investment is clear: a company with a strong external voice will be seen, recognized, and chosen. What is less examined is what happens when that same logic is applied inward, to the people who carry the brand not in official campaigns but in the conversations they have outside the office, in the way they answer when someone asks where they work, in whether they recommend their employer to a former classmate, or defend it when someone dismisses it at a dinner table.

These behaviors, voluntary, spontaneous, and driven by something the employee genuinely feels rather than something the organization has asked them to do, are what the literature calls brand ambassadorship. They are not manufactured. They cannot be scheduled or managed in the traditional sense. And they are increasingly recognized as one of the most credible and durable ways an organization's identity reaches the world beyond its walls.

Djezzy, Algeria's leading mobile telecommunications operator, presents a case in which this question is both relevant and observable. Since its transition in 2022 from VEON, an international holding group, to a national public company under the Fonds National d'Investissement, Djezzy has undergone a repositioning that extended well beyond its legal structure. It became an organizational story about identity, about what kind of employer it was, what it stood for, and whether the people who worked there felt enough of a connection to that story to carry it outside. The company holds a Top Employer Africa certification and operates a structured internal communication infrastructure built around a centralized intranet, a cascade communication model, and proximity mechanisms that include CEO sessions and HR listening forums. Whether this investment in communicating with employees produces anything beyond well-informed staff, whether it produces people who genuinely identify with the brand and represent it voluntarily, was the question that motivated this research.

Research Problem and Questions

Internal communication is not effective simply because it exists. A company can have sophisticated tools, structured messaging, and consistent channels and still find that employees receive its communications without internalizing them, that the messages circulate but do not settle, that the brand is present everywhere in the building and nowhere in the conversations employees have outside it. The gap between communication received and communication appropriated is where the problem lies.

What the existing literature offered on this question was mostly quantitative. Studies documented that organizations with stronger internal communication reported higher rates of employee advocacy. They measured the correlation and moved on. What they could not do, because the instruments they used were not built for it, was explain the interpretive process behind that correlation. They could not account for why two employees in the same organization, receiving the same messages through the same channels, developed fundamentally different relationships with the brand. They could not reveal what made one employee recommend their employer to a younger sibling and another stay silent.

In the Algerian telecommunications sector, this question had not been studied qualitatively at all. The institutional context of Djazzy, its digital communication maturity, its recent national repositioning, and its ongoing investment in employee experience made it a timely and analytically rich case for such an investigation.

The central research question is: **How do Djazzy employees interpret internal communication in ways that contribute to brand ambassador behaviors?**

Five sub-questions guided the empirical investigation:

- 1 How do Djazzy employees perceive and experience internal communication practices, their tools, quality, and coherence with organisational reality?
- 2 Which dimensions of internal communication appeared most connected to employees' understanding of Djazzy's values and their identification with the brand?
- 3 How did the experience of internal communication relate to employees' sense of organisational identification, belonging, and engagement?
- 4 What brand ambassador behaviors emerged in employee narratives, and under what conditions?
- 5 Under what conditions did internal communication appear connected to ambassadorship, and when did it not?

Significance of the Study

This research contributes to knowledge on two levels.

Scientifically, it addresses a gap left by quantitative studies that documented the relationship between internal communication and employee brand representation without being able to explain it. By adopting a qualitative interpretive approach, it accessed the sense-making processes through which employees constructed their relationship with the brand, the interpretive layer that survey data cannot reach. It was the first qualitative investigation of

this specific relationship in the Algerian telecommunications sector, and one of the few to examine the internal communication and brand ambassadorship connection in an emerging market context.

Managerially, the findings speak directly to organisations like Djazzy that have invested substantially in internal communication infrastructure and want to understand whether that investment is producing the depth of employee identification that voluntary brand representation requires. The study's findings do not recommend new tools. They point to the conditions, coherence, managerial relay quality, and the alignment between what is communicated and what is lived, that determine whether existing tools produce their intended effect.

Methodology

This research adopted an interpretivist epistemological stance and a qualitative single-case study design. The interpretive approach was not a preference; it was the only stance consistent with a research question about meaning, interpretation, and sense-making. The case was Djazzy's Human Resources Department at the Dar El Beida headquarters, chosen for the researcher's direct field access through an internship, the organisational richness of the case, and the analytical relevance of the company's recent repositioning.

Data were collected through two semi-structured interview guides designed for two analytically distinct sub-populations: four operational employees from Technical, IT, and Commercial B2B functions, and two HR specialists, the Internal Communication Responsible and the Engagement Manager. The two-guide structure made it possible to compare the lived employee experience of IC with the institutional perspective of those who designed and managed it.

Interviews were conducted in French, audio-recorded with participant consent, and transcribed in full before importation into NVivo Software. Thematic analysis was conducted inductively through six coding nodes corresponding to the main analytical themes of the research. Sample size was determined by theoretical saturation.

Structure of the Thesis

This thesis is organised into three chapters.

Chapter One establishes the theoretical and conceptual foundation of the research. The literature review examines four bodies of knowledge: internal marketing, internal

communication, the experiential dimensions of organisational membership (identification, belonging, and engagement), and brand ambassadorship, and traces the analytical path connecting them. The conceptual framework defines each concept operationally for this investigation, presents the contextual interpretation model that guided the analysis, and articulates the research gaps that justify the study.

Chapter Two presents the organisational context and the methodological design. The first section describes Djazzy as an organization, its history, its post-VEON repositioning, its HR Department structure, and the internal communication architecture through which this research was situated. The second section explains the epistemological positioning, justifies the qualitative approach and case study design, describes the two sub-populations and the sampling strategy, and outlines the NVivo analysis procedure.

Chapter Three presents and interprets the empirical findings. Section One presents the observation data and the NVivo results for each guide, including lexical analysis, thematic coverage, and the cross-guide comparison. Section Two discusses the findings in relation to the five sub-questions and closes with a direct answer to the central research question.

CHAPTER I

THEORETICAL FRAMEWORK

Chapter One establishes the theoretical foundation of the research. Its purpose is to clarify the concepts required to understand the relationship between internal communication experience and employee brand ambassadorship. Rather than presenting a broad and disconnected literature review, the chapter follows a selective analytical path that starts with internal marketing, moves to internal communication, then examines organisational identification, belonging, engagement, and brand ambassadorship.

The first section reviews the literature that frames employees as a strategic internal audience and presents internal communication as the operational dimension through which organisational values, objectives, and identity are transmitted. It also explains why communication quality, credibility, coherence, and managerial relay are more important for this research than the mere frequency of messages or the number of channels used.

The second section develops the conceptual framework of the study. It defines each concept in a way that can guide the empirical investigation at Djazzy and presents a contextual interpretation model. This model does not assume a direct causal chain between internal communication and ambassadorship. Instead, it treats internal communication as an organisational context within which employees make sense of the brand, appropriate or reject organisational messages, and may or may not express voluntary external representation.

Section 1: Literature Review

1. The Origins and Logic of Internal Marketing

Throughout most of the twentieth century, organizations directed their marketing efforts outward, toward customers, markets, and competitors. Meanwhile, employees were merely managed by being assigned a role, a salary, and instructions. As [Ahmed & Rafiq \(2002, p. ix\)](#) note, despite decades of development, the idea that ensuring customer satisfaction is that « to have satisfied customers, the firm must also have satisfied employees » has not received the widespread recognition it deserves among managers. This imbalance between strategic investment in the external market and structural neglect of the internal market was the problem that led to the emergence of internal marketing.

In the early development of internal marketing (IM), similar ideas emerged within the service management literature, emphasizing that organizations should treat employees as internal customers and design jobs in ways that meet their needs. This perspective highlights that jobs themselves must be structured to attract, retain, and motivate employees, applying principles similar to those used in external markets. In this sense, internal marketing is

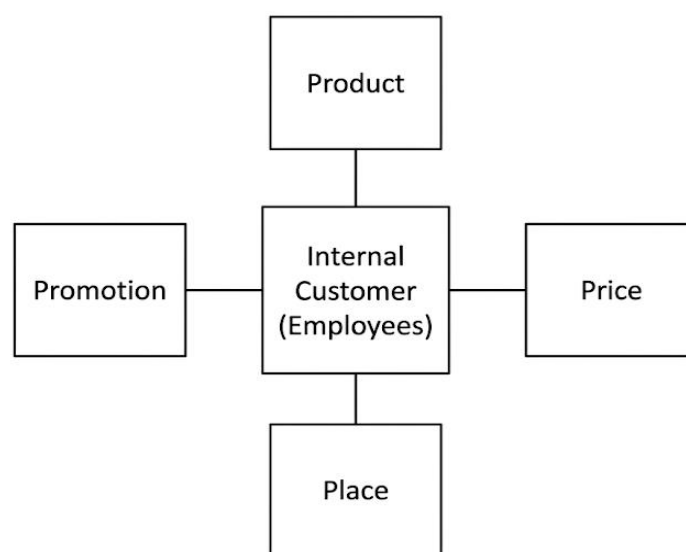
understood as both a philosophy and a strategic approach to aligning organizational practices with employee expectations (Varey & Lewis, 2000).

A related argument was developed within the service management literature, emphasizing that employees need to understand and believe in what the organisation stands for before they can deliver it credibly to external customers. In this perspective, the internal dimension of marketing is not secondary to the external one; it is its precondition (Varey & Lewis, 2000).

Neither paper used the language we use today, but between them, they set out the problem that IM would spend the next four decades trying to solve.

Ahmed & Rafiq (2002) responded to that need by turning the classic marketing mix inward, applying its four dimensions to the relationship between employer and employee rather than company and customer. Three of those dimensions, product (the job itself, including career path and sense of purpose), price (the effort and adaptability the organization asks in return), and place (the physical and digital environment in which work happens), established the practical vocabulary of internal management. The fourth, promotion, covered the full range of internal communication, from official broadcasts to daily exchanges between a manager and their team, and it was this dimension that attracted the most sustained attention in the decades that followed. Communication was not simply one tool among four. It was the channel through which the other three dimensions either reached employees or failed to.

Figure 1: The Internal Marketing Mix



Source: Elaborated by the author, based on Ahmed and Rafiq (2002)

In recent years, the focus of research in this field has shifted from an emphasis on job satisfaction to a more strategic perspective on employee alignment. [Mishra \(2010\)](#) argues that IM functions as a mechanism for influencing the collective potential of employees, helping them internalize the organization's vision. Similarly, empirical work by [Nemteanu & Dabija \(2021\)](#) suggests that such internal strategies play a significant role in fostering affective commitment. Their findings indicate that when organizations effectively communicate and reinforce their values internally, employees are more likely to describe a relationship with the organization that extends beyond their formal role, including, in some cases, voluntary external brand representation. This strategic orientation has been confirmed in recent empirical work, with [Rodrigues & Sousa \(2025\)](#) demonstrating that internal marketing practices remain central to talent retention and employee identification in today's organizations. Among the four dimensions of the internal marketing mix, the Promotion dimension (internal communication) emerged in the contemporary literature as the dimension most directly linked to employees' experience of organizational identity and their relationship to the brand.

2. Internal Communication

If internal marketing constitutes the strategic framework within which this research is situated, internal communication represents its most direct operational dimension, the mechanism through which the organization concretely acts on its employees. While the 4P internal marketing mix established by [Ahmed & Rafiq \(2002\)](#) positions communication as the promotional dimension of organizational management, the contemporary literature treats it as something considerably broader than a promotional tool. [Tkalac Verčič & Špoljarić \(2020\)](#) defined internal communication as the totality of formal and informal exchanges, messages, channels, and practices put in place within an organization to inform, orient, mobilize, and create coherence among its members. This definition is adopted in the present research, as it captures both the structural dimension of Internal Communication (IC), the tools and channels, and its relational dimension, the meaning-making process through which employees interpret and appropriate organizational messages. It is this dual nature that made internal communication the central phenomenon of study in a qualitative exploration of brand ambassadorship behaviors.

The literature identified multiple dimensions through which it operated within organizations, though not all carry the same analytical weight for a study of brand ambassadorship. The relevant standard was straightforward: did a given dimension shape whether employees

interpreted organizational messages as credible and meaningful, or did it only affect whether they received them, Three dimensions held up under that test. The first was the communication of values and organizational identity, messages that told employees what the organization stood for and what kind of employer it aimed to be. [Antar \(2024\)](#) identified this as foundational to organizational identification and the sense of belonging, because it was where employees decided whether the brand was genuinely theirs or simply a slogan attached to their salary. The second was the perceived coherence between discourse and reality, the degree to which what was communicated matched what employees actually lived. [Bărbulescu et al. \(2024\)](#) & [Ha et al. \(2024\)](#) found this to be a determining condition for genuine identification: coherence allowed employees to appropriate the brand, while its absence created the kind of skepticism that made ambassadorship unlikely from the outset. The third was managerial communication. Early scholarship on internal communication established that the direct manager remained the most influential communication channel an organisation possessed, carrying both the institutional message and the personal credibility required for it to land with employees ([Varey & Lewis, 2000](#)).

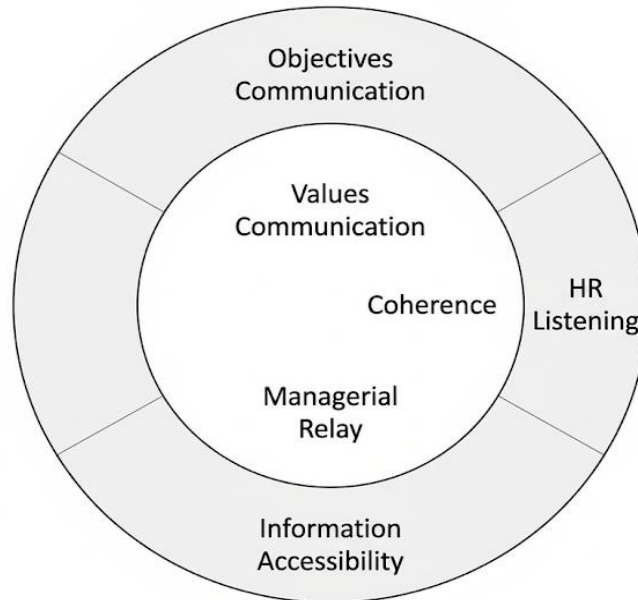
[Bothra \(2024\)](#) confirmed this dynamic in more recent work on internal brand communication, finding that the quality of managerial relay was among the strongest predictors of whether employees perceived IC as meaningful. Abstract organizational values became lived reality through the manager, or they did not become anything at all.

The remaining three dimensions mattered because they created the conditions under which the first three could function. The communication of objectives and strategic direction gave employees a sense of where the organization was headed and where their contribution fit within that ([Rodrigues & Sousa, 2025](#)); without it, value communication floated without support. HR listening mechanisms signaled whether communication in the organization ran both ways or only downward, which [Vercic & Spoljaric \(2020\)](#) showed had a direct effect on employee satisfaction with internal communication. Information accessibility determined the baseline of organizational trust on which everything else depended: when employees felt information was withheld or selectively distributed, credibility fell before the more important dimensions even had a chance to operate ([Ada et al., 2023](#)).

Taken together, these six dimensions constituted the operational landscape of IC that this research explored through employee narratives. The question driving that exploration was not whether all six dimensions were present in the organization under study, in a company of significant size and communicational maturity, they almost certainly were, but which of

them employees experienced as genuinely meaningful, and under what conditions that experience connected to how they represented the brand outside the organization.

Figure 2: The Six Dimensions of Internal Communication



Source: Elaborated by the author, based on Vercic and Spoljaric (2020), Antar (2024), and Bărbulescu et al. (2024)

Research showed that IC is not effective simply because it is frequent or uses many channels. What matters is how employees experience and interpret what they receive. A message perceived as credible and consistent with daily organizational life tends to be appropriated; employees integrate it into their understanding of what the organization stands for. A message that contradicts what employees actually experience tends to be rejected or met with mistrust, which may distance them from the brand rather than drawing them closer to it (Bărbulescu et al., 2024; Ada et al., 2023). This distinction between communication received and communication appropriated is central to a qualitative investigation of brand ambassadorship: it is not the messages themselves that determine employee behavior but the meaning employees construct from those messages in the context of their broader organizational experience.

The qualitative literature identified three conditions that influence whether employees perceive internal communication as meaningful and trustworthy. The first is credibility; employees analyze whether organizational actors behave consistently with what is communicated (Ha et al., 2024). The second is coherence, the alignment between what is communicated and what is lived, which Bărbulescu et al. (2024) identified as a determining

factor in employee engagement. The third is managerial relay, the quality of the human transmission of institutional messages through direct line managers, which remains the most influential channel for building organizational trust (Bothra, 2024). Where these three conditions are present, employees are more likely to develop a relationship with the brand that they express externally. Where they are absent, communication may circulate without producing any durable relationship to the brand. These conditions are not assumed in advance; they are explored through employee narratives in this research.

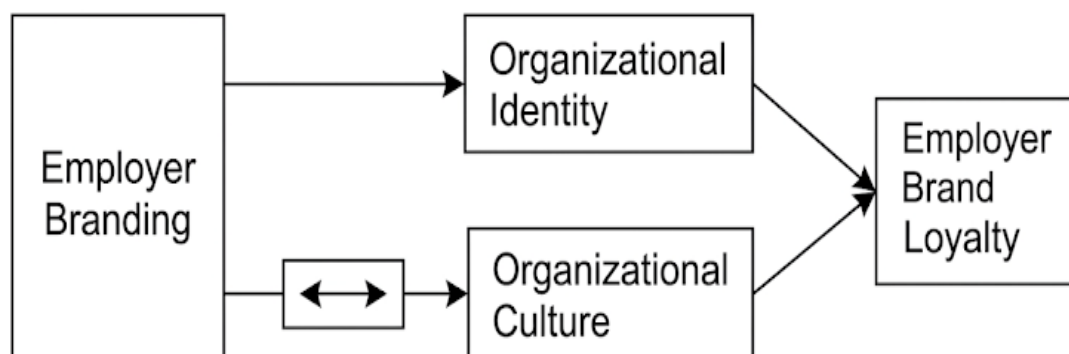
The existing research on these conditions, however, relied primarily on quantitative approaches, measuring correlations between communication practices and employee attitudes, without accessing the interpretive process through which employees made sense of what they received. How employees experienced internal communication, and under what conditions that experience connected to their relationship with the brand, remained a question that the quantitative literature could document but not explain.

3. The Experiential Dimensions of Organizational Membership

The literature on organisational behaviour and internal branding identified several experiential dimensions that appeared to be associated with employees' voluntary external representation of their organisation.

Organisational identification was among the earliest experiential outcomes associated with internal brand management. Backhaus & Tikoo (2004) defined it as the degree to which an employee defined themselves partly through their membership in the organisation, a psychological process through which the boundary between personal identity and organisational identity became permeable. An employee who identified with their organisation did not simply work there. They carried it. The brand became part of how they understood themselves in professional and social contexts. Soleha & Satrya (2024) confirmed this dynamic in more recent work, finding that identification functioned as the experiential bridge between how employees perceived their employer's brand and whether they were willing to act on that perception externally. What this body of research suggested, taken together, was not that identification was automatic or universal, but that when it was present, it tended to be associated with behaviors that extended well beyond the formal job description.

Figure 3: Employer Branding Framework



Source: Adapted from Backhaus and Tikoo (2004)

The sense of belonging operated at a different register. Where identification was cognitive, a question of how employees defined themselves, belonging was relational. It was the lived feeling of being genuinely part of something, of mattering to a collective rather than merely being employed by it. [Antar \(2024\)](#) identified this psychological dimension as one of the outcomes most closely tied to how employees experienced internal communication: when communication carried real information about what the organisation valued and how it treated its people, employees were more likely to develop the kind of affective attachment that belonging represented. When it did not, when communication felt hollow, performative, or disconnected from daily reality, belonging tended not to emerge, regardless of how frequently messages were sent.

Engagement was the behavioral activation of the two previous dimensions. An engaged employee did not simply feel identified or attached; they acted on it. [Rodrigues and Sousa \(2025\)](#) described engagement as the state in which employees invested discretionary effort: going beyond what was asked, taking initiative, and contributing ideas without being prompted. In the context of brand ambassadorship, engagement was particularly significant because it was the dimension closest to observable behavior. An employee might feel identified and a sense of belonging without ever speaking about their employer to anyone outside the organisation. Engagement was what turned internal experience into external expression, or did not.

What the literature made clear was that these three dimensions were neither automatic nor sequential. They did not follow each other in a fixed order, and the presence of one did not guarantee the others. An employee could feel strongly identified with their organisation's values while feeling little belonging, particularly in large or hierarchically rigid structures

where personal connection to the organisation remained abstract rather than relational. Conversely, an employee might feel a deep sense of belonging to their immediate team while remaining indifferent to the broader brand. [Bărbulescu et al. \(2024\)](#) highlighted this complexity, noting that the conditions that produced genuine identification were specific and fragile, tied to the perceived coherence between what the organisation communicated and what employees actually experienced.

What remained unexplained in the literature was the connection between these experiential dimensions and the behavioral phenomenon they were said to precede. Under what conditions did identification, belonging, and engagement translate into voluntary external representation, and under what conditions did they not, That question required a concept the existing literature had not yet examined with sufficient precision: brand ambassadorship itself.

4. Brand Ambassadorship

The study of brand ambassadorship was often confused with other organizational concepts in ways that obscured instead of clarified what was actually being investigated. The confusion between employee branding and brand ambassadorship was the most significant of these conflicts. Employee Branding (EB) referred to what the organisation did on purpose: the strategic construction of an employer identity through internal campaigns, certification programs, and structured communication initiatives designed to position the organisation favorably in the eyes of current and potential employees. BA referred to something categorically different: what the employee did spontaneously, in spaces the organisation did not control, driven not by instruction but by a relationship with the brand that had become genuinely their own. One was organisational strategy. The other was individual behavior. Treating them as variations of the same phenomenon meant missing the interpretive process that connected them or failed to connect them ([Yuan et al., 2022](#)).

[Yuan et al. \(2022\)](#) offered the most analytically precise definition available in the contemporary literature. BA consisted of voluntary, informal, and authentic promotion of the organization's image by employees, motivated by genuine identification rather than obligation or external incentive. Three elements of this definition carried particular weight for the present research. The first was voluntariness: an employee who shared content about their employer because a communication campaign required it or because a manager had asked them to was not functioning as a brand ambassador in this sense; they were performing

advocacy, which was a different and considerably less durable thing. The second was informality: ambassadorship happened in spaces beyond the organization's reach, such as a recommendation made to a younger relative asking about career options, a conversation at a professional event, or a personal social media post written without institutional prompting. The third was authenticity: ambassadorship driven by genuine identification carried a different quality than advocacy driven by compliance, and both the employee and their audience tended to register that difference, even when they could not articulate why.

The behavioral dimension of ambassadorship was not a single act but a developed state. [Ha et al. \(2024\)](#) traced this development in their analysis of how employee attitudes translated into external brand promotion, finding that employees who identified strongly with their employer's brand moved progressively from passive awareness, knowing what the brand stood for, toward active representation, in which they spoke about the organisation, recommended it, and defended its image without being asked. This progression was not linear or inevitable. It depended on the quality of the employee's organisational experience, and particularly on whether that experience had produced the kind of identification and belonging described in the preceding subsection. Where those experiential dimensions were absent, the progression stopped. An employee who felt little genuine connection to the brand had no particular reason to represent it externally, and some had reasons not to.

What the existing literature had not properly addressed was the interpretive process connecting internal communication experience to these behaviors. Research in this area established correlations; organisations with stronger internal communication tended to report higher rates of employee advocacy, but correlations did not shed light on mechanisms. They could not account for why two employees in the same organisation, receiving the same communications through the same channels, developed fundamentally different relationships with the brand. They could not reveal the conditions under which communication was experienced as credible and appropriated, or as performative and rejected. While a substantial body of research documented associations between internal communication and employer branding outcomes ([Backhaus & Tikoo, 2004](#); [Bărbulescu et al., 2024](#); [Ha et al., 2024](#)), the subsequent behavioral dimension, the voluntary, spontaneous representation of the brand by employees in their personal and professional networks, remained insufficiently explored, particularly through qualitative inquiry. That gap was what this research set out to address.

Table 1: Summary of Key Articles Informing the Research

Author(s) & Year	Research Focus	Variables Used	Main Results	Limits	Relevance to This Research
Tkalac Verčić & Špoljarić (2020)	How the choice of communication channels influences employee satisfaction with internal communication.	Communication channels (rich/moderate/lean); Internal Communication (IC) satisfaction; Employee perception of communication quality.	Rich channels (face-to-face, meetings) significantly increase IC satisfaction. Employees prefer relational over purely digital tools. Channel choice shapes how meaningful communication feels to employees.	Self-reported data; sample limited to Croatia; does not capture qualitative interpretive processes behind channel preference.	Directly supports the research's focus on how IC quality, not frequency, determines employee experience. Informs the six-dimensional IC framework, particularly the managerial relay and coherence dimensions.
Bărbulescu, Dumitriu, & Stanciu (2024)	How internal communication contributes to employer branding and how coherence between messages and lived reality influences employee engagement.	Internal communication coherence; Employer branding; Employee engagement; Organizational discourse vs. lived reality.	IC significantly influences engagement when messages are perceived as coherent with daily experience. Trust and authenticity emerge as key mediating conditions. Incoherence produces skepticism and disengagement.	Quantitative approach cannot access the interpretive process. Self-reported data. Sample specificity may limit transferability.	The coherence variable is the most analytically central dimension in this research. This article provides direct theoretical grounding for the sixth IC dimension and the negative case analysis. Employees who experience incoherence develop skepticism that forecloses ambassadorship.
Yuan, Luo, Liu, & Yannopoulos (2022)	How technological innovation influences employee brand ambassadorship through psychological	Technological innovation (product/process); Psychological empowerment; Autonomy; Wellbeing; Job satisfaction;	Innovation positively enhances psychological empowerment and autonomy, which improve job satisfaction.	Limited to high-tech firms in China. Cross-sectional design limits causal inference. Does not examine the role of internal	Provides the primary operational definition of brand ambassadorship adopted in this research

	empowerment, autonomy, well-being, and job satisfaction.	Brand ambassadorship behaviors.	Higher satisfaction significantly increases brand ambassadorship, voluntary, informal, and authentic brand promotion by employees.	communication in the ambassadorship process.	(voluntary, informal, authentic). Confirms ambassadorship as identity-driven rather than obligation-driven. The gap this research fills is precisely what Yuan et al. leave open: the IC interpretive process connecting organizational experience to ambassadorship.
Backhaus & Tikoo (2004)	Conceptual development of employer branding and its effect on organizational identification, commitment, and employee behaviors.	Employer branding; Organizational identification; Employee commitment; Brand associations; Internal branding.	Employer branding strengthens organizational identity. Employees who internalize brand values develop stronger identification and behaviors that support the organization. Identification mediates between employer branding and employee outcomes.	Conceptual paper, no empirical data. Does not examine internal communication as a distinct mechanism. Does not address voluntary ambassadorship as distinguished from formal advocacy.	Provides the foundational definition of organizational identification used as a sensitizing concept in this research. The employer branding framework (Figure 03) was adapted from this article. Establishes the theoretical link between brand exposure and employee identity that this research explores through a qualitative lens.
Ha et al. (2024)	How employer branding affects employee attitudes (job satisfaction, organizational identification, organizational-	Employer branding dimensions (development, diversity, reputation value); Job satisfaction; Organizational	Employer branding positively influences employee attitudes. Organizational identification	Limited to the Vietnam tourism sector. Quantitative approach. Low response rate and potential bias. Does not	Confirms empirically that identified employees engage in voluntary external brand promotion, the behavioral

	related sacrifice) and their word-of-mouth intentions toward potential applicants and customers.	identification; Word-of-mouth intentions toward applicants and customers.	and satisfaction drive positive word-of-mouth. Organizational-related sacrifice is the main predictor of word-of-mouth toward customers.	examine the interpretive process between IC experience and ambassadorship.	definition of ambassadorship used in this research. The gap this study addresses is visible here: Ha et al. measure the outcome but not the interpretive process through which IC experience produces identification and then ambassadorship.
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Source: Elaborated by the author based on the articles listed above.

These five articles were selected because each engages directly with at least one variable of the present research (internal communication and brand ambassadorship) and collectively justify the three research gaps.

5. Synthesis and Research Gaps

The four subsections of this literature review did not cover four different topics. Instead, they followed one main idea. Internal marketing showed that employees deserved as much strategic focus as external customers. Their work experience was not just a side issue; it was critical to organisational performance (Berry & Parasuraman, 1992; Ahmed & Rafiq, 2002). Internal communication was the clearest way to show this focus. It represented how the organisation connected with its employees and either built their trust or lost it (Vercic & Spoljaric, 2020). When that trust was built, and communication was seen as credible and in line with reality, employees felt more than just satisfaction. They felt a sense of ownership and belonging toward the organisation. This feeling was repeatedly linked to greater organisational engagement (Backhaus & Tikoo, 2004; Antar, 2024). When that engagement became strong enough, some employees took it a step further. They talked about their organisation to outsiders. They recommended it. They defended it. They did not do this because they were asked; it felt natural to represent the organisation. That was brand ambassadorship (Yuan et al., 2022).

This was the path the literature traced. It was not a guaranteed order or a fixed chain, but rather a set of conditions that could enable ambassadorship when they all came together. The

key question was whether and how these conditions actually came together in real life. Existing research had little to say about this.

The literature had focused on narrower aspects. Research on internal communication mainly measured its frequency, its channels, and its statistical links to engagement scores (Bărbulescu et al., 2024; Ha et al., 2024). Research on brand ambassadorship aimed to identify its behavioral traits and individual histories (Yuan et al., 2022). Neither area closely examined the gap in between: the experience that led an employee from receiving a message to truly owning the brand or deciding not to.

Three gaps in the literature made this area worth exploring.

The first gap was methodological. The studies closest to this topic relied on surveys and statistical models. While these tools could show that a relationship existed between communication practices and advocacy behaviors, they could not explain it. They could not reveal what an employee thought when reading an internal message, whether they believed it, or why that belief did not turn into something they expressed outside the organisation. Only a qualitative investigation could answer these questions.

The second gap was geographic. Research on internal communication and brand representation mostly took place in Western and Asian settings. Algeria's telecommunications sector had not been studied from this perspective. The institutional environment, cultural aspects of organisational communication, and specific challenges companies like Djazzy faced after ownership changes were not covered in the existing literature.

The third gap was contextual. Djazzy's specific situation had not been explored. As a company holding a Top Employer Africa certification, operating a structured digital communication system, and navigating national changes after the VEON transition, it offered a clear case where the conditions for such an investigation were not only present but also particularly noticeable.

These three gaps justified this research. The question of whether Djazzy employees formed a genuine connection with the brand through their experience with internal communication and how that connection was expressed externally was unanswered in the existing literature. This investigation aimed to explore that question.

Table 2: Summary of the Three Research Gaps

Gap	Type	Description	What Is Missing in the Literature	How This Research Addresses It
Gap 1	Methodological Gap	Existing studies on the relationship between internal communication and brand ambassadorship are predominantly quantitative. They rely on surveys, correlation coefficients, and structural equation modeling.	These methods can document that a relationship exists between IC practices and advocacy behaviors, but they cannot access the interpretive process through which employees make sense of organizational communication. Why do two employees in the same organization, receiving the same messages, develop different relationships with the brand? This question is beyond the reach of quantitative methods by design.	This research adopts a qualitative interpretivist design, semi-structured interviews, and observation, which directly accesses the employee interpretive experience. It explores how employees receive, assess, and appropriate (or reject) internal communication, and under what conditions this process connects to voluntary brand representation.
Gap 2	Geographic Gap	Research on internal communication and brand ambassadorship has been conducted primarily in Western and Asian organizational contexts.	Algeria's telecommunications sector has not been studied from this angle. The institutional environment, cultural dynamics of organizational communication, and the specific pressures facing companies navigating ownership transitions create conditions that differ substantially from those documented in the existing literature. No qualitative study has examined this relationship in this context.	This research is conducted within Djezzy's Human Resources Department in Dar El Beida, the first qualitative investigation of this relationship in the Algerian telecommunications sector. The findings are empirically grounded in a context that the existing literature has not reached.

Gap 3	Contextual Gap	Djezzy's specific organizational situation has not been examined in the existing literature.	A company in national repositioning following the VEON ownership transition, holding a Top Employer Africa certification, and operating a deliberately structured multi-channel internal communication architecture, including Emails, Intranet, a cascade model, Morning Talk sessions, and HRBP practices, represents a distinct and analytically rich case. This combination of conditions has not been studied from the angle of employee sense-making and brand ambassadorship.	This research treats Djezzy as a bounded single case study, an analytically informative site where the conditions for studying the connection between IC experience and brand representation are not only present but particularly observable, through noticing how IC is designed in the HR department which is the initial site where the internship was going, and going to other departments to sense how the employees experience IC to become or not become brand ambassadors voluntarily. The internship access enables sustained, legitimate presence in the field.
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Source: Elaborated by the author based on the literature reviewed in Section One.

These three gaps collectively justify a qualitative case study of internal communication and brand ambassadorship at Djezzy's Human Resources Department, Dar El Beida.

Section 2: Conceptual Framework

The literature reviewed in section one of this chapter laid the groundwork for this research. This section shifts from that external knowledge to a specific framework guiding the research. It defines each key concept as it relates to this study, presents the model that organizes the investigation, explains the conditions under which brand ambassadorship may emerge, and highlights the originality of this research.

1. Operational Definitions

The four concepts from the literature are defined below in both academic terms and practical terms. This means that we focus on what they meant in the context of this investigation and how employees recognized them during data collection and analysis.

1.1. Internal Communication

1.1.1. Definition of Internal Communication:

Internal communication has been conceptualized in various ways, depending on the underlying theoretical perspective. [Vercic & Spoljaric \(2020\)](#) provided a comprehensive contemporary definition, describing internal communication as the totality of formal and informal exchanges, messages, channels, and practices established within an organisation to inform, orient, mobilize, and create coherence among its members.

In 2000, Stauss and Hoffmann adopted a gap-based perspective, highlighting the structural imbalance that could exist between what organisations intended to communicate and what employees actually received and understood ([Varey & Lewis, 2000](#)).

[Bărbulescu et al. \(2024\)](#) further advanced this discourse by identifying the perceived coherence between communicated content and lived organisational reality as the dimension most directly associated with authentic employee engagement.

In this study, internal communication is conceptualised as the organisational context in which Djezzy employees interpret the brand, considered as a multidimensional phenomenon examined through the quality of the employee experience rather than the frequency or variety of communication channels.

1.1.2. Dimensions of internal communication:

The literature identified six dimensions of internal communication as analytically relevant to this investigation. These dimensions served as interpretive frameworks rather than equally weighted variables for examining the quality of employees' communication experiences.

- **Communication of values and organisational identity**

This referred to the intentional transmission of messages designed to help employees understand and internalize what the organisation stood for, its mission, its culture, and its employer promise ([Antar, 2024](#)). In practice, this dimension manifested through elements such as internal brand campaigns, leadership addresses, and onboarding programs designed to implant organisational values from the first day of employment. At an organisation like Djezzy, this was evident in messages about its strategic repositioning, its Top Employer certification, and the values it communicated through Workplace by Meta.

- **Communication of objectives and strategic direction**

This provided employees with clarity on where the organisation was headed and what their individual contributions meant within that trajectory (Rodrigues & Sousa, 2025). Specifically, it was evident in cascade communications that announced strategic priorities, in manager briefings following executive decisions, and in how team objectives were framed in relation to the company's broader ambitions.

- **Managerial communication**

Early scholarship on organisational communication established that the direct manager remained the most influential channel available to any organisation, carrying both the institutional message and the personal credibility that determined whether employees received it as meaningful or dismissed it as noise (Varey & Lewis, 2000). Bothra (2024) confirmed this in more recent work on internal brand communication.

In practice, this dimension was visible in the quality of daily exchanges between managers and their teams, the consistency between what managers said and how they behaved, and whether employees felt their manager genuinely relayed organisational messages or merely transmitted them.

- **Human Resources (HR) listening mechanisms**

These were the upward channels through which employees could express opinions, raise concerns, and provide feedback to the organisation. Vercic & Spoljaric (2020) demonstrated that the presence of functional listening mechanisms directly affected employee satisfaction with internal communication. At Djezzy, this dimension was observable in practices such as Meet the HR sessions, HRBP conversations, and employee satisfaction surveys, and in whether employees perceived that their feedback produced visible organisational responses.

- **Information accessibility**

Referred to the degree to which employees could find the information they needed and perceived organisational communication as transparent rather than selective (Ada et al., 2023). In practice, it was visible in how information was structured on Workplace by Meta, how easily employees could access announcements and decisions relevant to their work, and whether they felt they were kept informed or kept at a distance.

- **The perceived coherence between discourse and reality**

The most analytically significant dimension for this research. Referred to the degree to which what was communicated matched what employees actually lived day to day (Bărbulescu et al., 2024; Ha et al., 2024). An employee who received messages about the organization's commitment to its people but experienced management practices that contradicted those

messages did not simply ignore the contradiction; they developed skepticism toward the brand. This dimension was explored in employee narratives through questions about alignment, consistency, and trust.

1.2. Organizational Identification and Sense of Belonging

1.2.1. Definition of Organizational Identification:

The degree to which an employee defined themselves partly through their membership in the organisation, the cognitive process through which the boundary between personal identity and organisational identity became permeable, [Backhaus & Tikoo \(2004\)](#). When identification was strong, the organization's successes felt like personal successes and its failures felt like personal losses. The employee did not simply work for the organisation. They carried it.

1.2.2. Definition of Sense of Belonging:

In contrast to organizational identification, sense of belonging operated at the affective rather than cognitive level. [Antar \(2024\)](#) described it as the felt sense of being genuinely accepted and valued within an organisational community, of mattering to a collective rather than merely occupying a role within it. Where identification asked, "Is this organisation part of who I am?" belonging asked, "Do I feel genuinely welcomed and valued here?" The two dimensions were related but distinct: an employee could feel identified with an organisation's values without feeling that the organisation itself valued them as a person.

1.2.3. Markers of Organizational Identification and Sense of Belonging:

In practice, these two dimensions were recognisable in specific markers across three categories.

- ✓ **Linguistically**, employees who identified with and felt they belonged to their organisation tended to use "we" rather than "they" when speaking about it and referred to its objectives as their own rather than as the organisation's.
- ✓ **Behaviorally**, they tended to stay beyond formal working hours without resentment, to defend the company in external conversations, and to share its news and achievements with personal contacts.
- ✓ **Emotionally**, they described pride in the company's recognition, its certification, its market position, and personal investment in its direction ([Soleha & Satrya, 2024](#)).

The absence of these markers was equally observable and equally significant for this research.

One distinction carried particular weight for the present investigation. An employee could be satisfied, comfortable in their role, fairly paid, and on good terms with their colleagues without identifying with the organisation. Satisfaction described a transactional balance. Identification described a psychological union between personal and organisational identity. This distinction mattered because it was identification, not mere satisfaction, that the literature consistently associated with voluntary brand representation behaviors. An employee who was satisfied had no particular reason to speak about their employer externally. An employee who identified with the brand had a personal reason to do so.

1.3. Engagement

1.3.1. Definition of Engagement:

Rodrigues & Sousa (2025) defined engagement as the active, energised state in which employees invested discretionary effort, going beyond what their role formally required, taking initiative, and contributing to the organisation in ways that were not defined or incentivised. The broader engagement literature distinguished between cognitive engagement (thinking about the organisation), emotional engagement (caring about it), and behavioral engagement (acting on that care). In the present research, engagement was treated as an emergent theme rather than a predefined construct. It was not assumed to be present in employee narratives.

1.3.2. Difference between Organizational Identification and Engagement:

One distinction was important for understanding engagement's place in this framework. Identification described belonging, the sense that the organisation was genuinely the employee's own. Engagement was described as active investment, the willingness to act on that sense of ownership. An employee could identify with their organisation without being engaged: they might feel proud of it, speak positively about it, and feel connected to its values, while investing no effort beyond what their role required. For brand ambassadorship, both dimensions tended to appear together. The employee felt the organisation was theirs, and they acted on that feeling by representing it externally, without being asked.

1.4. Brand Ambassadorship

Brand ambassadorship was the main focus of this study. It needed a clear and detailed definition because it is often misunderstood and confused with similar concepts, which can make it hard to see what is really being studied.

1.4.1. Definition of Brand Ambassadorship:

Yuan et al. (2022) provided the primary definition: brand ambassadorship consisted of the voluntary, informal, and authentic promotion of the organisation's image by employees, motivated by genuine identification rather than obligation or external encouragement.

Ha et al. (2024) extended this empirically, finding that employees who identified strongly with their employer's brand moved progressively from passive awareness of that brand toward active external representation, speaking about the organisation, recommending it, and defending its image in spaces the organisation did not control.

In the present research, brand ambassadorship was understood as the behavioral expression of a quality of organisational experience, one that could emerge from a particular combination of credible communication, genuine identification, and discretionary engagement, but was never guaranteed by any of these alone.

1.4.2. Examples of Brand Ambassadorship Behaviors:

In practice, brand ambassadorship may be recognisable in specific behaviors.

- An employee who told a younger relative or university contact that a given company (like Djazzy) was a good place to build a career, without having been asked to do so, was exhibiting ambassadorship.
- An employee who defended a company's reputation in a social media conversation, or who spoke positively about the company's values in a professional meeting, was practicing ambassadorship.
- An employee who shared a company's content on their personal LinkedIn account because they genuinely wanted to, rather than because a communication campaign required it, was practicing ambassadorship.

These behaviors shared three characteristics:

- ✓ They were voluntary.
- ✓ They were unprescribed.

- ✓ They originated in the employee's own relationship with the brand rather than in any organisational instruction.

1.4.3. Essential Distinctions Defining Brand Ambassadorship:

Three distinctions were necessary to understand what brand ambassadorship was not:

- **It was not employee advocacy:**

Advocacy programs were formal, organised, and frequently rewarded; the organisation requested employees to post certain content, go to certain events, or speak specific messages on its behalf. None of these things was ambassadorship. As soon as an employee was representing the brand due to the fact that they had been requested to do it, the behavior stopped to be ambassadorship in the sense used in this research and became performance.

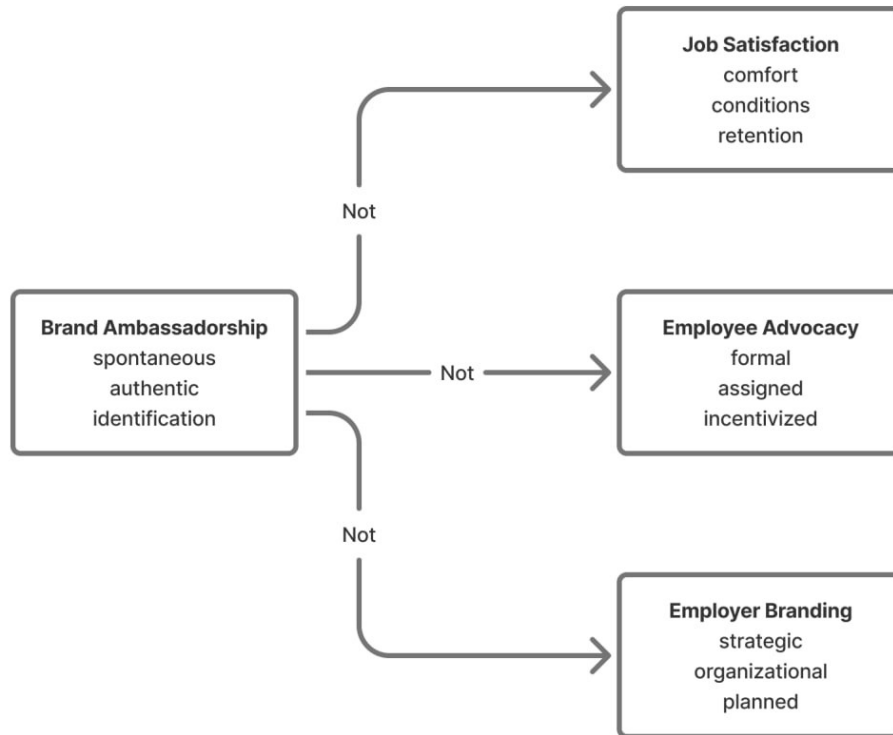
- **It was not employer branding:**

The organisation did this strategically, which means that employer branding was the creation and presentation of an employer identity based on campaigns, certifications, and communication programs. Ambassadorship was what the employee did spontaneously. One was institutional. The other was human. The relationship between them was not automatic: an organisation could invest heavily in employer branding and still find that its employees had no personal inclination to represent it externally.

- **It was not job satisfaction:**

A satisfied employee was comfortable, well-paid, and on acceptable conditions with their manager, not actively looking for another job. An ambassador was committed enough to invest personal credibility in the organisation's external reputation. Satisfaction might be a precondition for ambassadorship, but it was not sufficient for it. The step from satisfaction to ambassadorship required identification, the sense that the organisation was genuinely part of who the employee was.

Figure 4: What Brand Ambassadorship Is Not



Source: Elaborated by the author, based on Yuan et al. (2022)

2. Conceptual Model

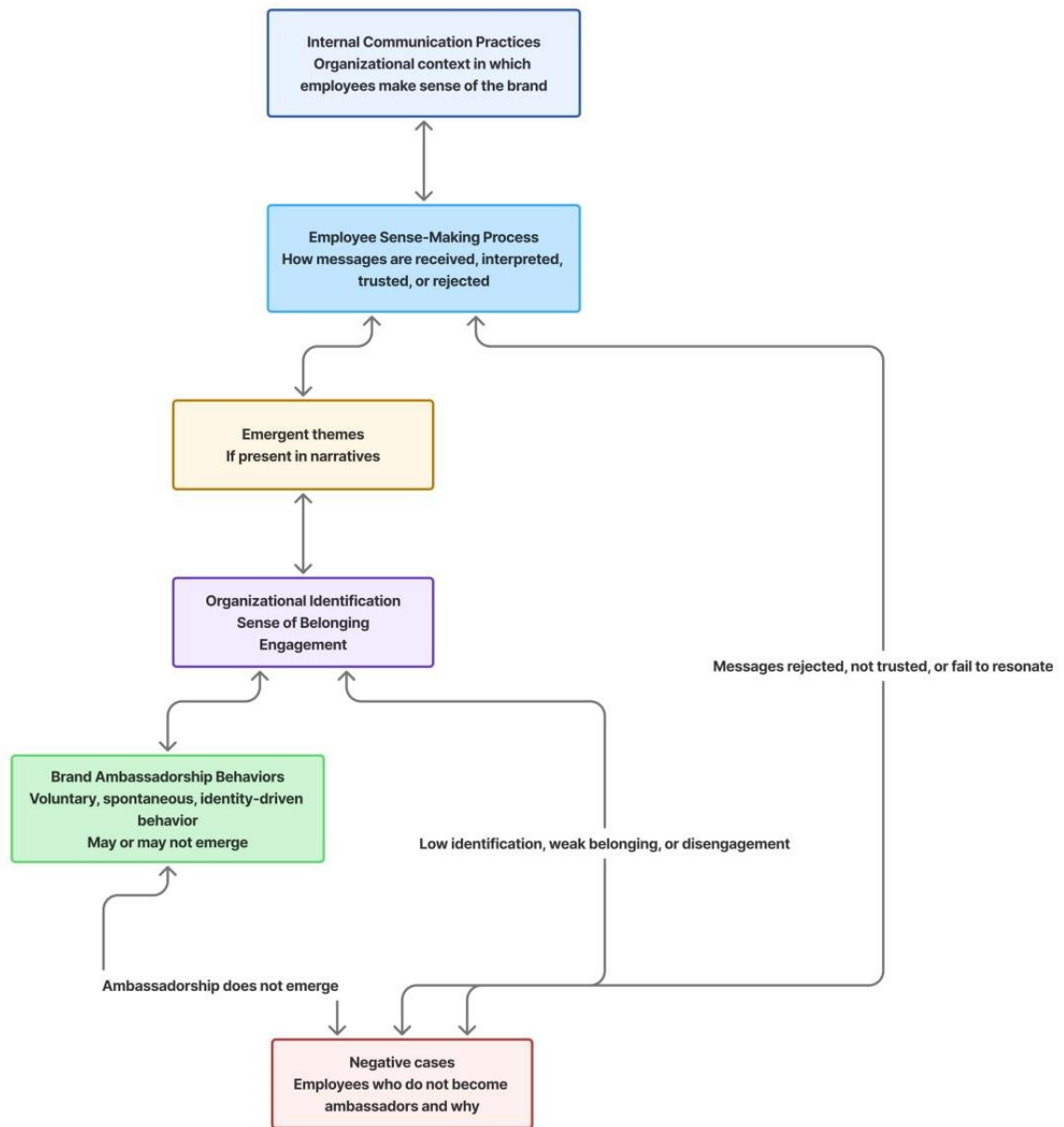
The framework presented in Figure 5 was not created randomly. Its design was indicative of certain methodological commitments, which differentiated this study from quantitative studies of the same relationship.

The vertical structure of the framework, where the arrows run in both directions between the levels, was selected to communicate that the dependence between internal communication and brand ambassadorship was neither linear nor certain. The two-way arrows meant that sense-making was not a one-way process; employees did not simply receive communications and produce responses. They interpreted communications based on their general organisational experience, relationship with their manager, their sense of compatibility between what was said and what was lived, and their own professional identity. That is how they perceived the organisation. Their experience with the organisation influenced the way they perceived further communications. The arrows ran both ways because the process ran both ways.

The key role of the employee sense-making process in the framework was also intentional. Communication practices were seen as an input and ambassadorship as an output in quantitative models of this relationship, with identification and engagement as the measurable processes between the two. Within the current paradigm, sense-making took center stage since it was the analytical core of the investigation. The research question was not about the internal communication effects but the interpretation of employees. The question was reflected in the framework.

The dashed box around the emergent themes indicated their conditional status. Organisational identification, sense of belonging, and engagement were not assumed to be present. They were themes that we remained attentive to in employee narratives. Their appearance or non-appearance in a given participant's account was itself a finding.

Figure 5: Conceptual Framework of the Research



Source: Elaborated by the author, based on Yuan et al. (2022), Vercic and Spoljaric (2020), and Antar (2024).

This framework was not a causal model meant for statistical testing. It represented the context for this qualitative investigation. Internal communication practices at Djezzy formed the organizational environment where employees made sense of their experiences. Brand

ambassadorship behaviors were the phenomenon examined as a possible, but not guaranteed, expression of that sense-making.

2.1. Conditions and Negative Cases

The literature identified three conditions that seemed to affect whether employees saw internal communication as meaningful and trustworthy:

- ✓ credibility
- ✓ coherence
- ✓ managerial relay.

In this research, these three conditions were not treated as variables that ensured ambassadorship or that prevented it. They were analytical lenses through which the quality of employees' IC experience was explored in interviews. Whether they were perceived as present, partial, or absent in a given employee's account was itself a finding, not a precondition for inclusion in the analysis.

This research also focused on instances where internal communication did not seem linked to identification or ambassadorship. Employees who faced the same communication environment but described skepticism, detachment, or a lack of desire to represent the brand externally provided insights that were as valuable as those from employees with strong identification. The factors that separated these two outcomes were not assumed beforehand. They were a central question this investigation aimed to explore.

3. Originality of the Research

This research was the first qualitative exploration of the link between internal communication experiences and brand ambassadorship behaviors in the Algerian telecommunications sector. It filled a gap left by mostly quantitative studies that documented the relationships between communication practices and advocacy outcomes but did not capture how employees understood organizational communication. This understanding is crucial in deciding whether consciously or not, they would represent their employer externally. By examining both instances where ambassadorship appeared and where it did not, the study provided a grounded understanding of the conditions that separate these two outcomes within a specific and analytically rich organizational context.

Conclusion of Chapter I

This chapter set the groundwork for the empirical investigation. The literature review, organized into five subsections, created a clear analytical path from the strategic logic of internal marketing to the behavioral aspect of brand ambassadorship. It showed that internal marketing placed employees as the main internal market and that internal communication was the most direct way to express that placement. Through this communication, employees either built a meaningful relationship with the brand or did not. The chapter revealed that when the experience was seen as credible and aligned with the organization's reality, aspects like organizational identification, sense of belonging, and engagement could appear in employee narratives, although their presence was never assumed beforehand. Lastly, it identified brand ambassadorship as the voluntary, identity-driven behavior that could arise from that quality of experience. It also pinpointed the specific gap in the current literature that this research aimed to fill: the interpretive process connecting the experience of internal communication to voluntary brand representation, which previous quantitative studies had recorded but not explained.

Three gaps in the existing research, methodological, geographic, and contextual, justified a qualitative case study in Djezzy's Human Resources Department in Dar El Beida. The conceptual framework in Section Two organized this investigation around four clearly defined concepts. It included a contextual interpretation model that viewed ambassadorship as a possible rather than a certain result of internal communication experience. It also made a clear commitment to exploring both cases where ambassadorship emerged and cases where it did not.

Chapter two outlines the methodological choices that turned this framework into a field investigation. It discusses the epistemological positioning, research design, data collection methods, and the analytical process used to code and interpret the narratives of employees and HR specialists.

CHAPTER II

DATA AND METHODS

Chapter Two transforms the theoretical framework into an empirical research design. It first presents the organisational context in which the investigation was conducted, then explains the methodological choices that guided the fieldwork. This structure is necessary because the study is qualitative and interpretivist: the meaning employees give to internal communication can only be understood within the specific organisational environment in which that communication takes place.

The chapter begins with the presentation of Djezzy as the field of investigation. It reviews the company's history, identity, structure, directorates, and Human Resources Department. This contextualisation is not descriptive only; it explains why Djezzy represents a relevant case for studying internal communication and voluntary brand representation. The company combines a large workforce, a structured communication system, HR proximity mechanisms, and a strategic employer image, which makes it an analytically rich terrain for the research question.

The second part of the chapter presents the methodology. It explains the interpretivist epistemological positioning, the qualitative case study design, the purposive selection of participants, the two semi-structured interview guides, the direct observation method, and the NVivo analysis process. Each methodological choice is linked to the central objective of the thesis: understanding how employees make sense of internal communication and under what conditions this sense-making is associated with identification, belonging, engagement, or brand ambassadorship.

Section 01: Organizational Context

In this section, we provide the context of the organisational terrain in which this investigation was conducted, before outlining the methodological options that informed it. The Human Resources Department at Dar El Beida was not chosen as a field site just because it was convenient. The particular organisational past, its communication system, and its ongoing strategic repositioning made it a particularly informative case for examining the relationship between internal communication experience and voluntary brand representation.

1. History of Djezzy

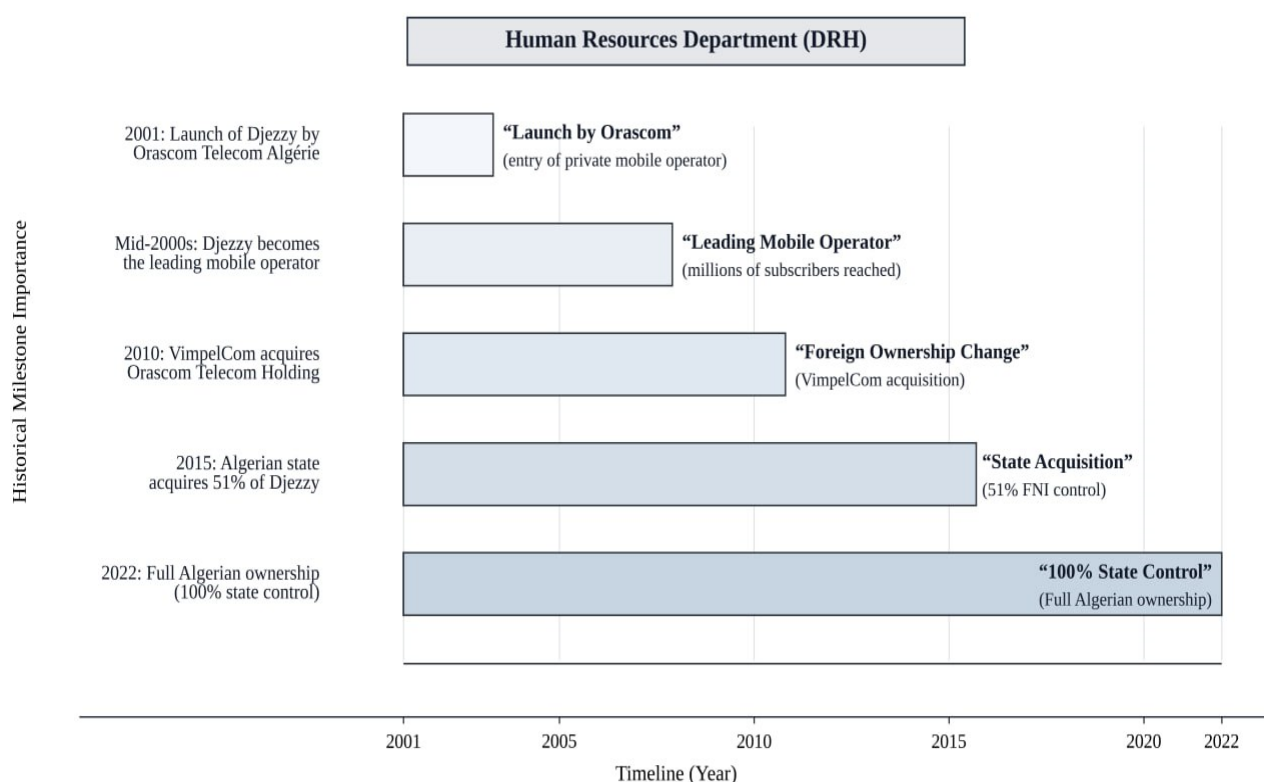
In 2001, Algeria's second mobile telephony licence was won by Orascom Telecom Algiers, a subsidiary of the Orascom Telecom Holding group owned by Mr. Naguib Sawiris, at a cost of 737 million dollars. The commercial brand that was adopted to symbolize this new

network was Djazzy, a name that had been coined out of two Arabic words: El Djazaa, which translated to gift, and El Djazair, which translated to Algeria.

On 4 October 2010, the Russian-Norwegian telecommunications company Vimpelcom purchased 50.4 percent of the shares in OTH, and therefore, received the right to own Orascom Telecom Algiers. A workforce exceeding 3,000 employees with over 2.5 billion dollars of investment since 2001 and almost 16 million subscribers made Djazzy the top mobile operator in Algeria.

After three years of negotiations, in January 2015, the Fonds National d'Investissement (FNI) acquired 51 percent of the capital of the company. VimpelCom (since renamed VEON) still had 49 percent ownership and retained control over the company until July 2022, when the FNI gained full control over the operator, which then had 100 percent ownership. Djazzy has since been an Algerian state-owned economic enterprise, 96.57 percent of which is owned by the FNI.

Figure 6: Evolution and Milestones of Djazzy Company in Algeria (2001-2022)



Source: Developed by personal efforts based on Djazzy documents.

2. Presentation of the Company

Optimum Telecom Algiers is called Djazzy. The company has a total of 16.5 million subscribers who can be reached anywhere around the globe through roaming agreements with 408 operators in 153 countries, making it the leader in mobile telephony in Algeria. Djazzy keeps close contact with its customers through 148 service centres and a call centre that is available 24 hours a day, seven days a week, in the national territory. In addition to the quality of its services, Djazzy has a human capital of over 3,000 employees.

The company has important identity information that is summarised in the table below.

Table 3: Technical Identity of Djazzy

Element	Information
Corporate name	Optimum Telecom Algérie
Commercial brand	Djazzy
Share capital	164,002,000,000 DZD
General Director	Mr. Boumediene Senouci
Legal form	Société par actions (SPA)
Registered office	Dar El Beida, Algiers, Algeria
Sector	Telecommunications
Ownership	100% Algerian state (via Fonds National d'Investissement)
Website	www.djazzy.dz

Source: Developed by personal efforts based on Djazzy documents

2.1. Mission

Djazzy's mission is to offer its private and enterprise customers a unique experience through innovative, customized solutions, while contributing to the development of Algeria's digital ecosystem.

2.2. Vision

Djezzy's vision is to become the favorite telecommunications operator among Algerians, a market leader that consistently delivers value to all its partners. The firm strives to be a source of its customer orientation and working environment quality.

2.3. Values

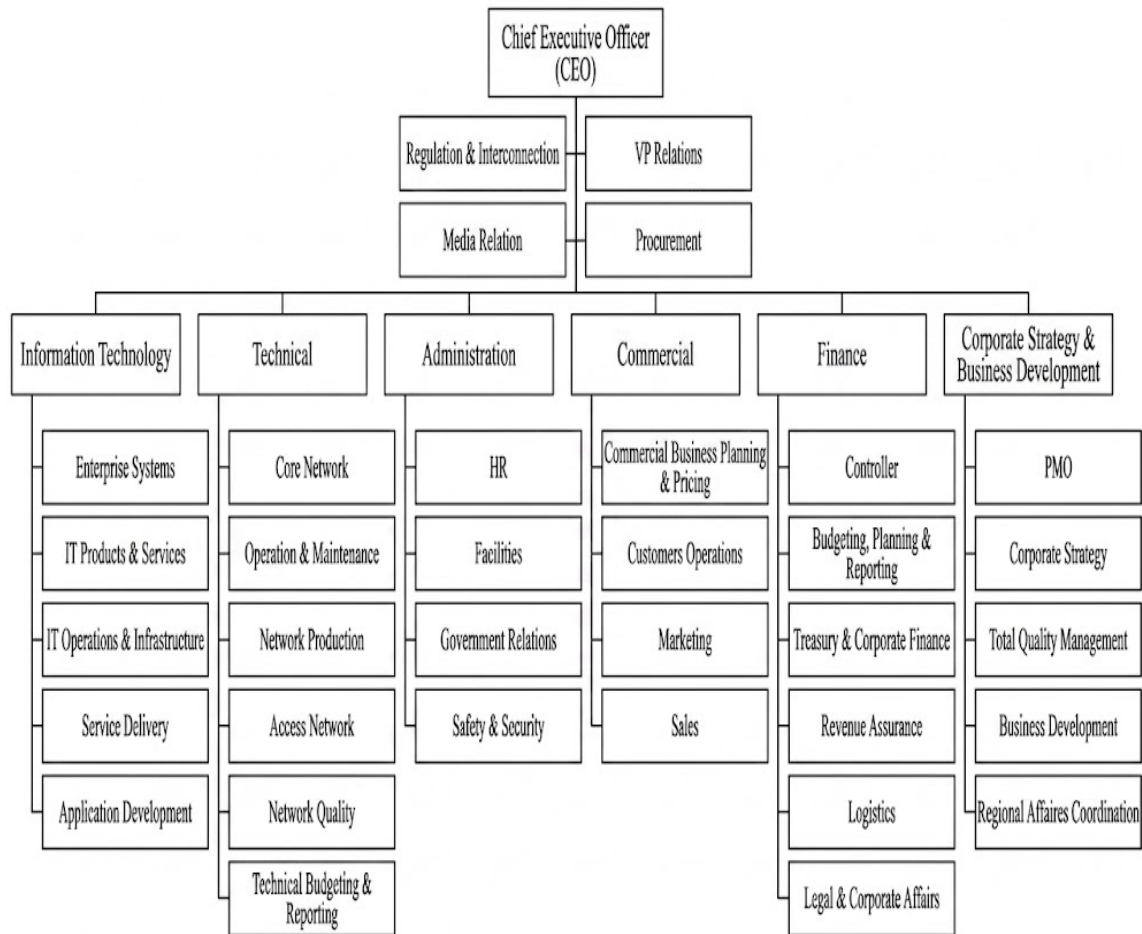
Djezzy has a set of core values which inform its organisational culture and determine its actions and strategic orientation.

- ✓ **Benevolence** will demonstrate the willingness of the company to work in a respectful, supportive, and inclusive environment, where employees are valued and encouraged to work together positively.
- ✓ **Transparency** will focus on the value of open, honest, and transparent communication, both among employees and to the stakeholders.
- ✓ **Engagement** informs the customers and other stakeholders about the great form of commitment that the company has towards its customers and other stakeholders, and that it is ready to provide value and long-term relationships.
- ✓ **Innovation** highlights how Djezzy has concentrated on continuous improvement and its adaptability and ability to change and evolve in a fast-evolving digital world.

3. The Structure of Djezzy

The chart below shows Djezzy's structure with its different directorates and their corresponding departments.

Figure 7: General Organisational Chart of Djazzy



Source: Internal Document Djazzy

4. Presentation of Djazzy's Directorates

Djazzy is like any company seeking to ensure its sustainability; it has a well-structured organisation that allows it to adapt to the accelerated changes within the business world.

- **The Administration Directorate**

With a vision strategic plan, this directorate plays a central role in the smooth functioning of all sections of the company. Its responsibilities include the management and administration of human resources, which includes hiring, promotions, transfers, training, and payroll, with a target to balance both the profitability of the company and employee well-being. It also deals with human relations, regulates internal communication via seminars and informational notes, and defends the interests of the organisation in case of conflicts, and writes constructive texts and internal regulations of the company. This directorate has four

departments that are operated on an ongoing basis: Human Resources, Facilities, Government Relations, and Safety and Security.

- **The Commercial Directorate**

Closely related to sales, it represents the link between the company's products and services and its consumers. It manages three operational departments serving the general public market, Sales and Distribution, Marketing, and Customer Relations, and oversees the Enterprise Market division. It is responsible for directing and developing the company's commercial activity, building sales forces, developing company-managed retail outlets, and implementing a high-quality customer service policy. Given its direct contact with clients, this directorate plays a significant role in the company's revenue and profitability.

- **The Finance Directorate**

The Finance Directorate deals with all financial decisions and operations. It establishes budget prediction, manages financial tools and balances, defines the company's financial, budgetary, fiscal, and accounting policies, and oversees their implementation. It also ensures the execution and recording of all financial operations.

- **The Information Technology Directorate**

Always at the cutting edge of progress, this directorate plans, implements, and manages the core components of the information system, servers, and databases. It maintains internally developed applications, develops new IT solutions, establishes internal and external communication networks, and manages client-related systems.

- **The Corporate Strategy and Business Development Directorate**

This directorate guides the other departments in achieving the company's assigned objectives, both quantitative, in terms of market share and revenue, and qualitative, in terms of quality management and project performance. It is responsible for preparing, evaluating, and revising Djazzy's long and medium-term strategic plan, based on the vision and mission set by top management regarding the company's future development.

- **The Technical Directorate**

The Technical Directorate provides the technical support without which the other departments cannot fulfil their missions. It also assumes the growth of the network by launching new services, managing billing platforms for prepaid and postpaid customers, ensuring the functionality of call centres and supplementary customer tools such as IVR (

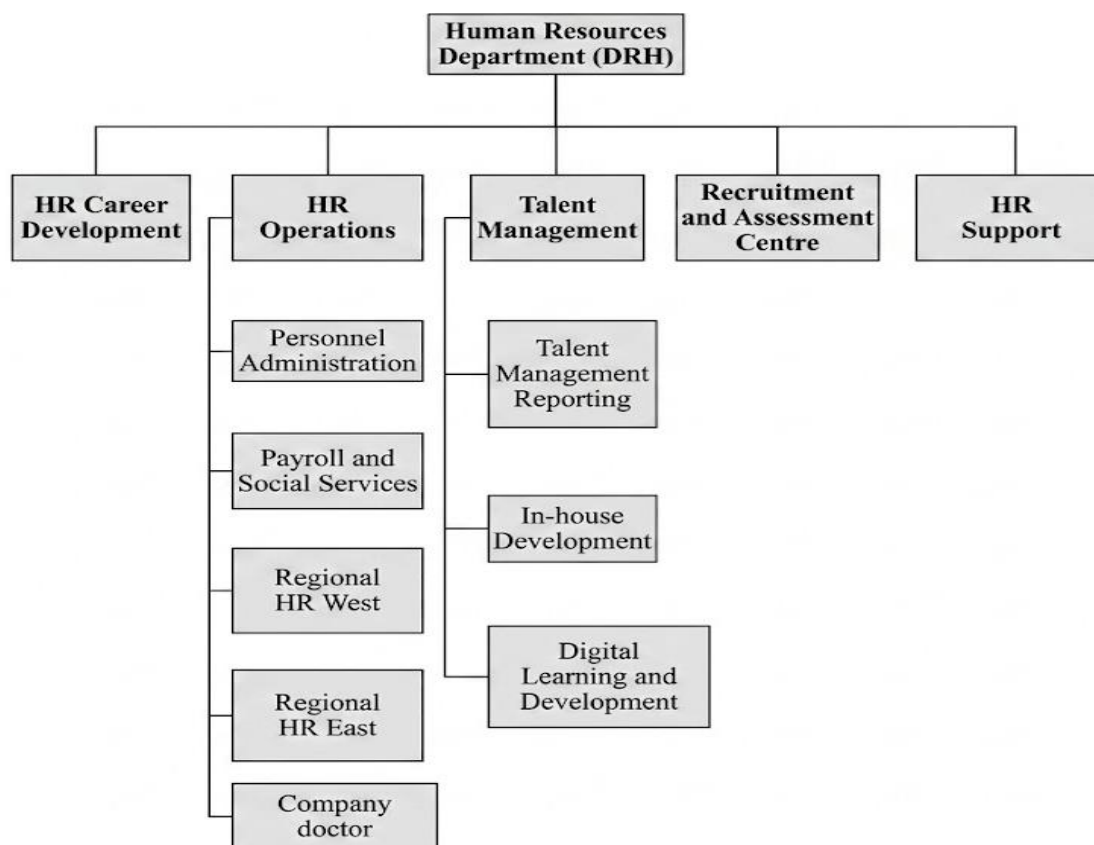
Interactive Voice Response) systems, and monitoring the equipment supporting the entire technical infrastructure.

5. The Human Resources Department

The Human Resources Department is located under the Administration Directorate, and it is divided into five sub-departments. HR Career Development deals with performance evaluation, career strategy, and talent succession. HR Operations covers personnel administration, payroll, social services, and regional HR coordination. Talent Management has control over the Djazzy Academy, e-learning programmes, digital learning, and external academic partnerships. The Recruitment and Assessment Centre is in charge of the process of hiring and identifying internal talent. HR Support is the support of the department in general.

The chart below shows Djazzy's HR department structure .

Figure 8: Structure of Djazzy's Human Resources Department



Source: Internal Document Djazzy

Regarding the investment in human capital, Djazzy has reported for the year 2022: 2,135 employees trained, 3,493 training opportunities, 38,394 training hours, 148 training themes,

and 77 internal promotions, which represents the current investment the company has made in its human capital (Djezzy, 2026).

Section 02: Research Methodology

This section presents the methodological decisions adopted for the empirical investigation. It explains the epistemological positioning adopted, justifies the qualitative approach, details the study population and sampling strategy, presents the data collection instruments and their structure, and outlines the analytical process for data analysis in NVivo.

1. Epistemological Positioning

Every research design rests on an epistemological foundation, a set of assumptions about the nature of social reality and how knowledge of it can be produced. Three paradigms structure the methodological landscape of management research: positivism, interpretivism, and constructivism.

Positivism holds that social reality exists independently of the researcher, can be observed objectively, and should be explained through hypothesis testing and statistical verification. It treats knowledge as cumulative and universal; the same laws govern behavior regardless of context or the individuals involved. Interpretivism holds that social reality is constructed through the meanings individuals give to their experiences: understanding a human phenomenon requires accessing the subjective interpretations through which people make sense of their world. Knowledge, in this paradigm, is contextual and particular. Constructivism goes further, arguing that reality is actively constructed through the interaction between researcher and participants and cannot be separated from the social and relational context in which it is produced.

This research adopted an **interpretivist** epistemological stance. The central question, how do Djezzy employees interpret internal communication in ways that contribute to brand ambassador behaviors, was a question about meaning, not measurement. How employees made sense of what they received, whether that experience connected to their sense of identification with the organisation, and whether that connection found expression in voluntary external behavior were subjective and relational phenomena that could not be reduced to scores on a scale or explained by statistical correlation. Interpretivism was not a

methodological preference in this research. It was the only epistemological stance consistent with the question being asked (Nassou & Bennani, 2024).

2. Research Approach and Design

A **qualitative approach** was adopted because the research question asked how and why, not how much or how often. Brand ambassadorship and the experience of internal communication are phenomena that live in the narratives employees construct about their organisational life: in how they describe what a company message made them feel, in whether they reached for 'we' or 'they' when talking about Djezzy, and in the conditions under which they chose to speak about their employer to people outside the company. These phenomena required instruments capable of accessing narrative, not instruments designed to count responses (Georgescu & Anastasiu, 2021).

The research design was a single qualitative case study, with Djezzy as the bounded analytical unit, and the investigation was conducted across several of its departments. The case study was appropriate for three reasons. First, the research question required depth within a specific organisational context rather than breadth across organisations. Second, the internship at Djezzy is a critical component of the data collection strategy that case study methodology demands: it allowed direct organisational presence, relational knowledge of the environment, and the ability to observe internal communication as it happened and not just as it was reported (Hollweck, 2015). Third, Djezzy was an analytically rich case: a company in national repositioning following the VEON transition, holding a Top Employer Africa certification, and operating a strategically designed digital internal communication structure, conditions that made the relationship between communication experience and employee brand representation both visible and worth studying.

This research did not seek to establish causal relationships between internal communication practices and brand ambassadorship behaviors. It aimed to understand the interpretive processes through which employees made sense of organisational communication, and the conditions under which that sense-making was (or was not) associated with voluntary brand representation.

3. Study Population and Sampling

The study involved two analytically distinct subpopulations, each selected to address a different dimension of the research question.

3.1. Population Categories

Sub-population 1: Operational Employees

The first sub-population consisted of four operational employees drawn from three departments: Technical (two participants), Information Technology (one participant), and Commercial (B2B division, one participant). These employees were selected because their relationship to internal communication was that of receivers, not designers. They experienced Workplace by Meta posts, cascade messages, Morning Talk sessions, and HRBP conversations without having written, approved, or managed any of them. Their interpretations of IC were unfiltered by institutional responsibility and represented the primary data source for exploring brand ambassadorship as a lived, voluntary phenomenon.

The cross-departmental configuration was purposeful. Employees from Technical, IT, and B2B Commercial functions receive the same institutional communications but may experience and interpret them differently depending on their managerial environment, their proximity to the brand, and the nature of their daily work. That variation in interpretation and the conditions that explained it were analytically productive for a study of sense-making and ambassadorship. The selection of profiles from non-brand, non-marketing functions was equally intentional: for these participants, external brand representation was not a professional obligation. Any ambassadorship behaviors they described were therefore genuinely voluntary, not role-embedded, which is exactly the quality that the central phenomenon requires ([Yuan et al., 2022](#)).

Sub-population 2: HR Specialists

The second sub-population consisted of two HR specialists: the Employee Engagement Manager and the Internal Communication Responsible. Both operated within Djezzy's Human Resources Department and held direct responsibility for the conception, implementation, and evaluation of internal communication practices. They provided the institutional perspective, the designed side of Djezzy's IC architecture. Their expertise in how communication practices were designed, what they were expected to achieve in employees, and what difficulties they faced in ensuring their consistency and credibility enabled a systematic comparison between institutional intention and employee experience. The alignments and gaps between these two perspectives constituted one of the most analytically significant dimensions of this investigation.

It is important to note that this two-guide structure does not create a conflict of interest or a contamination of perspectives. HR specialists were interviewed about what they designed and observed institutionally. Operational employees were interviewed about what they lived and interpreted personally. These are analytically distinct roles, and treating them through separate instruments is both methodologically sound.

3.2. Sampling strategy

The Sampling process was purposive. Participants were selected based on their capacity to shed light on the research question, either through their lived experience of IC as operational employees, or through their institutional knowledge as HR specialists, rather than on statistical representativity (Patton, 2015). The selection criteria for sub-population 1 was a minimum of six months of employment at Djezzy, ensuring that participants had accumulated sufficient organisational experience to form genuine and considered interpretations of internal communication practices, and of course, they are recipients of IC. For sub-population 2, the criterion was a functional role with direct responsibility for Djezzy's IC design and implementation.

The sample size was determined by two converging considerations. First, the principle of theoretical saturation (Royer & Zarlowski, 2014; Patton, 2015), which holds that data collection continues until no substantially new themes emerge across successive interviews. This point was reached after four Guide 1 interviews, as the dominant themes of IC coherence, identification, engagement, and ambassadorship had appeared in comparable forms across all four narratives by the final interview. Second, the cross-departmental design required representation across at least three distinct functional areas (Technical, Information Technology, and Commercial B2B) to capture variation in IC experience. A minimum of two participants from the Technical department was retained to allow for within-function comparison. These two constraints together produced a sample of four, consistent with the depth-oriented logic of single qualitative case study methodology (Patton, 2015). For Guide 2, two HR specialists with direct and complementary responsibility for IC design and implementation provided sufficient institutional depth: one covering the communication architecture and one covering the engagement outcomes, together representing the two dimensions of the institutional perspective this research sought to access.

Table 4: Participant profiles and selection justification

Code	Profile	Department	Gender	Seniority	Justification for selection	Date and Duration
Sub-population 1: Operational Employees (Guide 1)						
E1	Traffic Manager	Technical	M	Since 2006	Selected from a non-brand function with no external representation responsibility. Daily role is technical infrastructure management; any ambassadorship described is clearly voluntary and identity-driven rather than role-embedded.	45 min 20/04/2026
E2	Access Network Supervisor	Technical	M	Since 2007	The second technical participant provides cross-validation within the department. Supervisory role adds insight into managerial relay experience, both as receiver of institutional communication and as relay point for team members.	50 min 20/04/2026
E3	IT Manager (Cyber Security)	Information Technology	M	Since 2011	IT functions receive IC through the same channels as other departments, but operate in a technical environment with a strong professional identity. Selected to test whether IC-driven ambassadorship emerges in a profile with high market mobility and external professional presence.	40 min 20/04/2026
E4	Base Management Professional	Commercial (B2B)	F	Since 2004	External-facing role in client relations, not brand promotion. Selected to explore whether voluntary ambassadorship coexists with professional client representation, and to capture narratives on IC coherence from an employee who observes the gap between internal discourse and external market realities.	35 min 14/04/2026

Code	Profile	Department	Gender	Seniority	Justification for selection	Date and Duration
Sub-population 2: HR Specialists (Guide 2)						
HR1	Employee Engagement Manager	Human Resources	F	Since 2020	Holds responsibility for employee engagement strategy. Selected to provide the institutional perspective on how IC is designed to produce identification and ambassadorship, and to offer insight into what engagement levels are observed across the organisation.	38 min 23/04/2026
HR2	Internal Communication Responsible	Human Resources	F	Since 2020	Directly responsible for the conception and implementation of Djezzy's internal communication tools (Workplace by Meta content, cascade communication, Morning Talk). Selected as the primary institutional informant on IC architecture and intended effects.	42 min 23/04/2026

Source: Elaborated by the author

4. Data Collection Instruments

Two instruments were used to collect data in this research: semi-structured interviews as the primary method, and direct observation as a complementary method.

4.1. Semi-Structured Interviews

Qualitative research practice distinguishes three types of interview instruments. Structured interviews are based on a fixed, predetermined order of closed questions, producing comparable but descriptive data; they are ideal for large-scale surveys where standardisation is required. Non-structured interviews are entirely open; the researcher has no protocol (the researcher does not even have a list of key topics to cover), which maximises participant freedom but makes cross-case comparison difficult. Semi-structured interviews, the format adopted in this research, occupy the methodologically productive middle ground: they are guided by a thematic protocol that ensures all analytically relevant axes are explored, while leaving the researcher free to adapt to what each participant brings spontaneously, follow unexpected threads, and probe where a response opens a significant line of inquiry (Georgescu & Anastasiu, 2021; Ruslin et al., 2022).

The semi-structured format was chosen because it created the conditions for a genuine narrative. Participants were not constrained by predefined response categories: they were invited to describe their experience of internal communication and their relationship to Djezzy in their own words, at their own pace. This is the only format that allows us to access the subjective, relational phenomena at the heart of this research: sense-making, identification, and voluntary ambassadorship, which could be accessed with sufficient depth and authenticity.

Two distinct interview guides were developed, reflecting the two sub-populations and their fundamentally different relationships to internal communication. This two-guide architecture, one guide for institutional designers, one for employee receivers, was validated as a methodological approach by (Georgescu & Anastasiu, 2021; Ruslin et al., 2022). The thematic content of each guide was, however, constructed specifically for this investigation.

Guide 1 addressed operational employees (E1 to E4) across five thematic axes (see Appendix A for the complete interview guide). Guide 2 addressed HR specialists (HR1 and HR2) across five parallel axes designed to capture the institutional perspective on the same phenomena (see Appendix B for the complete interview guide).

Table 5: Guide 1 structure, Operational employees (E1–E4)

Axis	Thematic focus	Research objective	What this illuminates
1	Experience of internal communication	To understand how employees describe the IC tools, messages, and channels they receive, and how they assess their clarity, credibility, and coherence with daily reality.	NVivo Node 1: Employee perception of IC quality, channels used, and coherence between discourse and lived experience.
2	Value understanding and organisational identification	To explore whether employees perceive Djezzy as a place where they see themselves, not just as an employer, but as an organization with values they share and internalize.	NVivo Node 2: Narratives of organisational identification and belonging: use of 'we', expressions of pride, personal-company alignment.

Axis	Thematic focus	Research objective	What this illuminates
3	Sense of belonging and engagement	To examine whether employees feel they genuinely belong to Djazzy and whether that belonging produces discretionary effort beyond their formal job description.	NVivo Nodes 2 and 3 : Belonging narratives and engagement descriptions: spontaneous initiative, actions taken without being asked.
4	Brand ambassadorship behaviors (central phenomenon)	To explore whether and how employees voluntarily represent Djazzy in their personal and professional networks, and under what circumstances they choose not to. Negative case relevance is obligatory.	NVivo Nodes 4 and 6: Ambassadorship behaviors described and negative cases: reluctance, avoidance, indifference.
5	Facilitating and limiting conditions	To identify the conditions employees associate with speaking positively about Djazzy, or avoiding from doing so: IC credibility, managerial relay, culture, personal experience.	NVivo Node 5: Conditions attributed to ambassadorship or its absence. Feeds directly into Chapter 3 discussion.

Source: Elaborated by the author

Table 6: Guide 2 structure, HR specialists (HR1–HR2)

Axis	Thematic focus	Research objective	What this illuminates
1	IC architecture and design objectives	To understand how Djazzy's internal communication is structured, which tools are used, how they articulate, and what effects they are designed to produce in employees.	Provides the institutional baseline against which employee narratives are compared. Feeds NVivo Node 1 for Guide 2.

Axis	Thematic focus	Research objective	What this illuminates
2	Coherence, credibility, and deployment challenges	To explore the challenges HR specialists encounter in ensuring that messages reach employees in a credible and coherent form, and whether they observe gaps between institutional intention and employee reception.	Institutional perspective on the credibility and coherence conditions. Enables gap analysis between Axes 1–2 of Guide 2 and Axes 1 and 5 of Guide 1.
3	Identification, belonging, engagement as perceived institutionally	To gather HR specialists' observation of whether employees identify with Djezzy and engage beyond their formal role, and which practices are designed to support this.	NVivo Nodes 2 and 3 from the institutional vantage point. Compared against employee self-reports in Guide 1 Axes 2 and 3.
4	Observed brand ambassadorship behaviors	To document whether HR specialists observe spontaneous ambassadorship in employees, its forms, contexts, and profiles and whether they distinguish it from formal institutional advocacy.	NVivo Nodes 4 and 6 from the institutional perspective. Comparison between what HR observes and what employees report in Guide 1 Axis 4 constitutes a central analytical finding.
5	Conditions and improvement perspectives	To identify the factors HR specialists believe explain why some employees become ambassadors and	NVivo Node 5 from the institutional side. Feeds directly into Chapter 3 Section 3, managerial recommendations.

Axis	Thematic focus	Research objective	What this illuminates
		others do not , and to gather strategic orientations for strengthening the IC ambassadorship relationship.	

Source: Elaborated by the author

Interviews were conducted in French, the working language of Djazzy, in a confidential setting within the organisation. Each interview lasted between 35 and 50 minutes and was audio-recorded with the explicit permission of each participant. Recordings were transcribed in full in English before importation into NVivo software for analysis. The complete interview guides are presented in appendices A and B.

4.2. Observation

Observation was used as a complementary instrument to document Djazzy's internal communication practices as they occurred in the organisational environment during the internship period at the HR Department in Dar El Beida. Its purpose was not to produce an independent layer of analysis but to situate participant interview narratives within the concrete communication context they described, to establish what the IC environment actually looked like so that employee interpretations could be read against an empirical backdrop ([Chauhan et al., 2024](#)).

Observation was organised around the six dimensions of internal communication identified in Chapter One. For each dimension, a specific observation indicator was defined, a concrete question or observable sign that guided what was recorded in the field. The observations produced for each dimension are factual and descriptive: they record what was directly seen, heard, and experienced during the internship period, without assigning a performance rating or evaluative grade.

This approach is consistent with structured qualitative observation methodology, in which the observer defines in advance what to look for (the indicator) and then records what is actually present in the field (the facts and behaviors), leaving interpretation to the subsequent

analytical sections (Chauhan et al., 2024). The observation grid is presented in Table 8 in Chapter Three.

It should be noted that field observation was conducted primarily within the HR Department environment. The internal communication experience of operational employees in Technical, IT, and Commercial B2B departments was accessed through semi-structured interviews rather than through direct observation. The observation data therefore captures IC as it was designed, managed, and deployed institutionally, the employee experience of that system is addressed through the interview data.

5. Data Analysis Procedure via NVivo

Thematic analysis was conducted using NVivo qualitative data analysis software. NVivo did not interpret the data. It organised and visualised the coding structure, making the analysis traceable, systematic, and reproducible. The analytical procedure followed four steps consistent with established qualitative analysis practice (Miles, Huberman and Saldaña, 2014).

Step 1: Data preparation

All six transcripts were read in full before coding began, allowing the development of initial familiarity with each participant's narrative logic and to identify repeated themes prior to formal coding.

Step 2: Organisation

Transcripts were imported as separate sources into NVivo, each labelled with the participant's anonymisation code. Guide 1 and Guide 2 transcripts were stored in separate NVivo folders and treated independently throughout the analysis, ensuring that employee narratives and HR specialist perspectives were not conflated during coding.

Step 3: Thematic coding

Six nodes were developed, corresponding to the five research axes and the negative case dimension added to ensure that the absence of ambassadorship was analyzed with equal analytical rigor as its presence. Nodes were refined iteratively as coding progressed, remaining open to themes emerging directly from the data. The same node structure was applied to both guides, enabling systematic cross-guide comparison between operational employee narratives and HR specialist observations.

Step 4: Output generation

Four categories of outputs were produced separately for each guide: lexical analysis (word clouds and frequency tables), linguistic analysis (word proximity and similarity mapping), thematic coverage charts showing the proportion of each transcript coded to each node, and matrix coding queries comparing thematic coverage across participants and across the two guides.

Table 7: NVivo coding nodes

	Node name	What is coded here
1	Experience of internal communication	Passages describing IC tools, channels, message quality, frequency, credibility, and the perceived coherence between what was communicated and what was lived. Applied to both guides.
2	Narratives of organisational identification and belonging	Passages expressing identification with Djezzy, use of 'we', pride, linking personal success to company success, or conversely, describing distance, detachment, or absence of belonging.
3	Narratives of engagement	Passages describing voluntary effort, actions taken spontaneously for Djezzy beyond the formal job description, without instruction or incentive.
4	Brand ambassadorship behaviors	Passages describing voluntary recommendation of Djezzy, spontaneous positive word-of-mouth, spontaneous content sharing, image defense, or value relay in external personal or professional interactions.
5	Facilitating and limiting conditions	Passages attributing ambassadorship behaviors ,or their absence to specific conditions: IC credibility, discourse-reality coherence, managerial relay quality, organisational culture, personal experience.

	Node name	What is coded here
6	Negative cases absence of ambassadorship	Passages describing hesitation, indifference, or active refusal to represent Djezzy externally. Applied with equal rigour to both guides and treated as analytically valuable as positive ambassadorship narratives.

Source: Elaborated by the author

Conclusion of Chapter II

This Chapter established the empirical and methodological basis of the research. The organisational context showed that Djezzy is a relevant case for examining the relationship between internal communication experience and voluntary brand representation. Its size, national importance, structured communication architecture, and Human Resources practices provide a field where internal messages, managerial relay, feedback mechanisms, and employee interpretation can be observed in a meaningful way.

The methodological design was coherent with the nature of the research question. Since the study seeks to understand meanings, perceptions, and narratives, an interpretivist stance and qualitative single-case design were appropriate. The use of six semi-structured interviews allowed the research to compare two perspectives: the lived experience of operational employees and the institutional perspective of HR specialists. Direct observation complemented the interviews by situating participant narratives within Djezzy's actual internal communication environment.

The NVivo analysis process provided a structured way to organise the empirical material through lexical analysis, linguistic similarity analysis, and thematic coding. The coding nodes were aligned with the conceptual framework developed in Chapter One and made it possible to explore both the presence and absence of brand ambassadorship. Chapter Two therefore prepared the ground for Chapter Three, where the collected data are presented, interpreted, and discussed in relation to the research questions.

CHAPTER III

RESULTS AND DISCUSSION

Chapter Three presents and interprets the empirical results of the qualitative investigation conducted at Djezzy. The analysis is based on six semi-structured interviews, four with operational employees and two with HR specialists, and on direct observation of the internal communication environment during the internship period. The purpose of the chapter is not to measure the effect of internal communication, but to understand how employees and HR specialists describe, interpret, and give meaning to it.

The chapter is organised into two complementary parts. The first part presents the results of the study through observation data, lexical analysis, linguistic similarity analysis, and thematic coding. The second part discusses the findings in relation to the conceptual framework developed in Chapter One as well as the previous studies, and the methodological design presented in Chapter Two.

The chapter gives particular attention to both positive and negative cases. When employees describe trust, belonging, engagement, or voluntary recommendation, these elements are examined as possible expressions of a meaningful communication experience. When employees describe hesitation, distance, or limited external representation, these narratives are also treated as important findings. This approach keeps the analysis consistent with the qualitative logic of the thesis and avoids assuming that internal communication automatically creates brand ambassadors.

Section 01: Results of the study

This section presents the observation results and the analysis of the two interview guides for each category, presenting the findings from the qualitative study conducted through semi-structured interviews. These results offer a comprehensive understanding of the experience of employees with internal communication and their spontaneous behaviors of brand ambassadorship, where they occur, as well as the perspective of the HR aspect of this matter, and all of this was analyzed using NVIVO program, focusing on conducting three approaches, each approach has the outcomes of the two categories at a time.

1. Observation Results

The observation grid below presents what was directly observed at Djezzy during the internship period at the HR Department. It is organised around the six IC dimensions identified in Chapter One. For each dimension, the observation indicator specifies what was looked for in the field; the third column records the facts and behaviors that were directly observed.

Table 8: Observation grid

IC Dimension	Observation Indicator	Observation (Facts and Behaviors)
Communication of organizational identity & values	Are Djazzy's stated values visibly present across internal communication channels and the physical workspace? Do internal messages reflect the organization's identity and employer promise?	Djazzy's values and strategic positioning were communicated through the intranet platform, internal emails, and newsletters. Employees were informed about new products before external announcements, reinforcing their position as internal ambassadors. Brand values were visible in the physical workspace through digital screens and signage. The depth at which values messaging resonated at the team level was not uniformly observable from the HR Department vantage point.
Communication of objectives & strategic direction	Do employees receive structured, regular communication about the organization's strategic priorities and how their individual work connects to those priorities?	A top-down cascade model structured the flow of strategic information from the CEO to executive committee, then to directors, managers, and operational teams. Annual objectives were translated into departmental goals at each level. Townhall sessions and regional management visits were held as direct interactions. The communication of strategic direction was observable as structured and consistently applied across hierarchical levels.
Managerial communication	Do managers actively relay institutional messages to their teams? Is the quality of that relay consistent across departments and managerial profiles?	Managers functioned as communication intermediaries in the cascade process. HR Business Partners (HRBPs) were present to support communication flows between management and employees. The quality of message relay varied depending on the individual manager's engagement and communication approach. Some teams received institutional messages with evident discussion and depth; in others, the relay appeared more transmissive and less interactive.
HR listening mechanisms (upward communication)	Are there visible, accessible channels for employees to express opinions and concerns? Is feedback visibly acted upon in ways employees can observe?	Several upward communication channels were structurally present: employee satisfaction surveys, direct exchanges during Townhall sessions, and HR proximity initiatives including regional visits. These mechanisms allowed employees to raise concerns and provide feedback to the organisation. The follow-up visibility on feedback outcomes was uneven, in some cases, organisational responses were communicated; in others, the response was not clearly visible to employees.
Information accessibility & flow regulation	Can employees easily access organisational information? Is the flow of mass communication regulated to prevent overload and maintain message coherence?	Internal communication operated through a multi-channel system: intranet, emails, newsletters, bulk SMS, digital screens, and physical signage. A gatekeeping mechanism regulated mass communication, only the Internal Communication, HR Communication, and Legal/Data Privacy departments were authorised to send organisation-wide messages. This regulation prevented information overload and ensured message coherence across channels.

IC Dimension	Observation Indicator	Observation (Facts and Behaviors)
Perceived coherence between discourse & practice	Is there observable alignment between what is communicated institutionally and what is practiced in daily organisational life? Do observable workplace behaviors reflect communicated values ?	Across the internship period, no major contradictions between communicated values and observable management behaviors were identified. Employees appeared to operate within a communication environment that was broadly consistent with what the organisation communicated about its culture and priorities. Variation in this coherence across departments could not be fully assessed from the HR Department observation point alone; this dimension was explored further through employee interviews.

Source: Elaborated by the author based on direct internship observation at Djezzy, HR Department, DEB

Several patterns emerged from the observation data that are relevant to situating the interview findings.

The cascade communication model was clearly structured and consistently applied at the strategic level. The flow of information from senior leadership through Townhall sessions and management visits was observable as a deliberate and organized institutional practice. Information flow was also regulated through a gatekeeping mechanism that restricted mass communication rights to specific departments, which prevented overload while maintaining broad reach. These two dimensions (strategic communication and information accessibility) were the most consistently observable across the internship period.

Two dimensions showed visible variation rather than uniform application. The communication of organizational values was present across formal channels but its resonance at the team level was not uniformly observable from the HR Department vantage point. Some teams appeared to engage actively with values-related messages; in others, this engagement was less visible. Managerial communication also varied: some managers engaged with institutional messages in a way that appeared interactive and personally invested, while others appeared to relay messages more mechanically without substantive discussion.

HR listening mechanisms were structurally present (surveys, Townhalls, and HRBP proximity visits all existed as formal channels), but their credibility depended on whether follow-up responses were visible to employees, which was not consistent across cases observed during the internship.

On coherence between discourse and practice, no major contradictions were observed during the internship period between what the organisation communicated and what was observable

in daily workplace behaviors and management practices. This did not mean coherence was perfect; variation across departments meant that what was observable from the HR Department may not fully represent what employees in other departments experienced. This limitation is acknowledged and explains why the coherence dimension was explored explicitly in the interviews rather than assessed through observation alone.

These observations do not constitute an independent analytical layer. They situate the IC environment within which participant narratives were collected through interviews, providing empirical grounding for the interpretations developed in Section Two.

2. Lexical Analysis

The lexical analysis was produced separately for each guide using NVivo's word frequency query. It identifies the most repeated terms in participant transcripts and provides a first layer of reading of how each population framed the research subject.

2.1. Operational Employees (Guide One)

Figure 09 presents the word cloud generated from the four operational employee interviews. The most prominent terms, communication, company, work, feel, family, environment, values, internal, give an immediate sense of how these employees described their organisational experience: it was relational, affective, and structured around daily work. Each word's size is a result of its repetition during the interview.

Figure 9: Word cloud of Operational Employees



Source: NVivo Analysis

Table 09 presents the fifteen most frequent words extracted from Guide one, with counts, weighted percentages, and a note on their relevance to the research.

Table 9: Word frequency table of Operational Employees (Guide one)

N°	Word	Count	Weighted %	Relevance to research
01	communication	22	2.01%	Dominant term alongside 'company'. Confirms IC as the central organisational frame for all four participants.
02	company	22	2.01%	Co-dominant with 'communication'. Employees described the organisation through what it communicated; the two concepts were inseparable in their narratives.
03	work	21	1.91%	Anchors the IC experience in the daily operational reality.
04	feel	12	1.09%	High frequency of an affective verb confirms that IC was experienced subjectively, not only functionally.
05	environment	10	0.91%	Referred to both the physical workplace and the relational atmosphere, a repeating condition for belonging.
06	internal	9	0.82%	Consistently paired with 'communication', confirming that participants treated IC as a recognised and distinct organisational practice.
07	family	9	0.82%	Analytically, the most distinctive term in Guide One. Used as a direct metaphor for organisational belonging by E1 and E2.
08	values	7	0.64%	Present across all participants, describing both the company's stated values and the personal alignment employees found in them.
09	experience	7	0.64%	Used both to describe years of service at Djezzy and the subjective quality of working there.
10	trust	6	0.55%	Named explicitly by E2 as the foundation of IC credibility and managerial relay effectiveness.
11	beyond	6	0.55%	Appeared in engagement descriptions, doing things beyond the job description spontaneously.

12	people	6	0.55%	Reflects the relational dimension of organisational life, colleagues, networks, and teams.
13	belonging	5	0.46%	One of the three sensitising concepts of the study. Its explicit appearance confirms it as a consciously experienced dimension, not just an analytical construct.
14	recommend	5	0.46%	Direct ambassadorship vocabulary appeared in contexts of spontaneous employer recommendation.
15	professional	8	0.73%	Used to describe how employees positioned their relationship to Djezzy as a professional identity, not only an employment relationship.

Source: Developed by personal efforts, depending on NVIVO software outputs

2.2. HR Specialists (Guide Two)

Figure 10 presents the word cloud from the two HR specialist interviews. The vocabulary is noticeably different from Guide one 'communication', 'employees', 'internal', 'engagement', 'organizational', 'ambassadorship', 'perception', 'messages'. Where employee discourse was relational and affective, HR discourse was systemic and strategic.

Figure 10: Word cloud of HR Specialists



Source: NVivo Analysis

Table 10 presents the ten most frequent terms from Guide Two, the one of HR Specialists.

Table 10: Word frequency table of HR Specialists

N°	Word	Count	Weighted %	Relevance to research
01	communication	37	5.37%	Dominant by a large margin. HR specialists described IC as a managed system; 'communication' was both the subject and the object of their discourse.
02	employees	24	3.48%	The target of IC design. Both specialists framed communication in terms of what it was intended to produce in employees.
03	employee	19	2.76%	Singular form, used in analytical distinctions about how individual employees interpret and respond to messages.
04	internal	19	2.76%	Always paired with 'communication', confirming IC as a bounded, deliberately designed system.
05	engagement	16	2.32%	Far more frequent in Guide two than in Guide one, where it appeared only indirectly. Engagement is primarily an institutional measurement concern.
06	ambassadorship	10	1.45%	Explicitly present in HR discourse, confirming that spontaneous employee brand representation is recognized and named at the institutional level.
07	messages	10	1.45%	Reveals a transmissive framing of IC, communication as content designed, sent, and received.
08	perception	7	1.02%	Confirms that HR specialists were attentive to how employees interpret and experience IC, not only whether they receive it.
09	alignment	5	0.73%	The stated goal of IC design is to align employees with strategic priorities and values.
10	reality	5	0.73%	Appeared in the context of coherence, whether IC corresponds to what employees actually live.

Source: Developed by personal efforts, depending on NVIVO software outputs

3. Linguistic Analysis

The linguistic analysis used Pearson correlation coefficients to measure the degree of lexical similarity between participants within each guide, and produced clustering diagrams that visualized those similarities.

3.1. Operational Employees (Guide one)

Table 11 presents the Pearson correlation coefficients for all six participant pairs within Guide One.

Table 11: Pearson correlation coefficients of Operational Employees

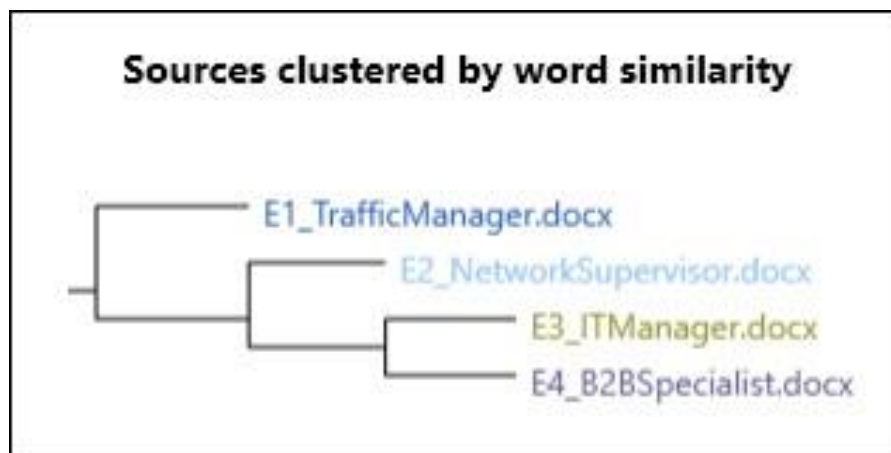
Source A	Source B	Pearson coefficient
E4 : B2B Specialist	E3 : IT Manager	0.273
E4 : B2B Specialist	E2 : Network Supervisor	0.264
E3 : IT Manager	E2 : Network Supervisor	0.230
E4 : B2B Specialist	E1 : Traffic Manager	0.221
E2 : Network Supervisor	E1 : Traffic Manager	0.184
E3 : IT Manager	E1 : Traffic Manager	0.119

Source : NVIVO software outputs

Coefficients range from 0.119 to 0.273, all low to moderate. The highest similarity is between E4 and E3 (0.273), and between E4 and E2 (0.264). E1 shows the weakest correlation with all other participants, particularly with E3 (0.119). Figure 11 presents the clustering diagram generated by NVivo from these values.

These low to moderate coefficients are analytically consistent with the cross-departmental composition of the sample. Employees from Technical, IT, and Commercial B2B functions approached internal communication through different operational frames and daily work contexts, which produced lexical diversity rather than uniformity. This diversity is not a weakness of the sample, it reflects the purposive design logic of recruiting across departments to capture varied interpretive experiences of the same IC system.

Figure 11: Sources clustered by word similarity of Operational Employees



Source: NVIVO software output

3.2. HR Specialists (Guide Two)

Table 12 presents the Pearson correlation coefficient for the two HR specialist participants.

Table 12: Pearson correlation coefficients of HR Specialists

Source A	Source B	Pearson coefficient
HR2 : Engagement Manager	HR1 : IC Responsible	0.683

Source : NVIVO software outputs

The correlation between HR1 and HR2 is 0.683, noticeably higher than that of any pair in Guide One. Figure 12 presents the clustering diagram for Guide Two.

The substantially higher coefficient between HR1 and H2 (0.683) reflects a shared institutional vocabulary and professional framework for conceptualizing internal communication. Both specialists described IC as a designed system with strategic objectives, which produced lexical convergence absent in Guide One. This coherence in institutional language supports treating the two HR specialists as holding a shared organizational perspective on IC design while remaining analytically distinct in their specific role orientations, HR1 toward communication architecture and HR2 toward engagement outcomes.

Figure 12: Sources clustered by word similarity of HR Specialists



Source: NVIVO software output

Following the lexical and linguistic analyses, a cognitive cartography analysis was performed using NVivo to map the relationships among codes and themes, thereby providing a visual representation of the conceptual organization of the data prior to the thematic analysis (see Appendix C for the full NVivo coding tree).

4. Thematic Analysis

The thematic analysis applied six coding nodes to both guide interviews. Coverage percentage charts and tables are presented guide-by-guide. The coverage percentage indicates what proportion of each participant's transcript was coded under each node.

4.1. Coverage Percentages of Operational Employees (Guide One)

Table 13 summarizes the NVivo coverage percentages for all six nodes across the four Guide One participants.

Table 13: NVivo coverage percentage by node of Operational Employees

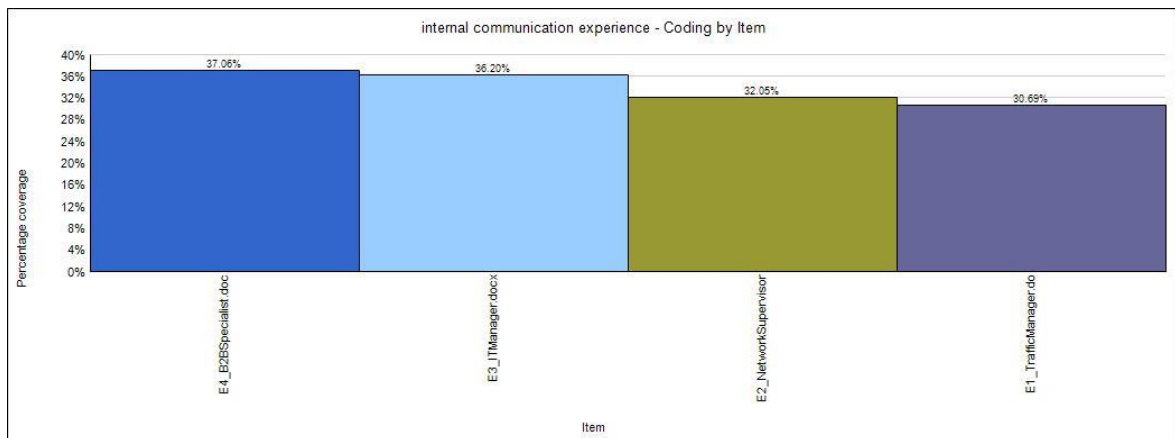
Participant	Node 1 IC Experience	Node 2 Identification	Node 3 Engagement	Node 4 Ambassadorship	Node 5 Conditions	Node 6 Negative cases
E1 (Traffic Manager)	30.69%	17.18%	10.91%	17.98%	6.32%	0%
E2 (Network Supervisor)	32.05%	14.10%	6.94%	8.48%	14.96%	4.50%
E3 (IT Manager)	36.20%	16.60%	5.44%	9.04%	19.51%	5.41%
E4 (B2B Specialist)	37.06%	26.76%	10.68%	6.82%	15.80%	0%

Source: Elaborated by the author based on NVivo thematic coding (Guide One)

Node 1: Internal communication experience

Figure 13 presents the coverage percentages for Node 1 across the four employees.

Figure 13: IC Experience Coverage percentage (Guide 1)



Source: NVIVO software output

Node 1 recorded the highest coverage percentages of all nodes across all four participants. E4 showed the highest coverage (37.06%), followed closely by E3 (36.20%), E2 (32.05%), and E1 (30.69%). The values are relatively balanced, indicating that all four employees devoted a comparable and significant portion of their narrative to describing their IC experience.

E1 described IC as immediate and operationally integrated:

« Internal communication at Djazzy is extraordinarily dynamic. It does not stop, it runs day and night. During the strong wind situation in January, we received clear instructions approximately thirty minutes after the ministerial announcement. »

E2 described IC as the foundation of professional discipline and direction:

« Communication taught me discipline, respect, and how to behave in a professional environment. There are clear guidelines about what to do, how to do it, and how to interact with others. »

E3 emphasized the multi-directional, traceable nature of IC in her department:

« Communication is not only top-down. It happens from top to bottom, from bottom to top, and horizontally between departments. »

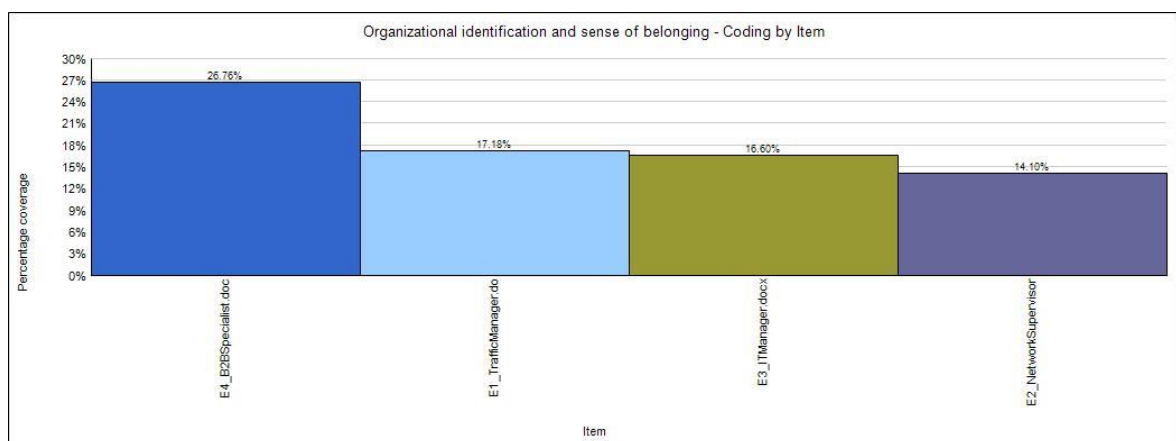
E4 described coherence as the defining quality of IC at Djazzy:

« What is communicated corresponds to what we actually do. There is coherence between the messages and the daily reality of my work. That consistency matters; it means I can trust what I am being told. »

Node 2: Organizational identification and sense of belonging

Figure 14 presents the coverage percentages for Node 2.

Figure 14: Identification and Belonging Coverage percentage (Guide 1)



Source: NVIVO software output

E4 showed the highest coverage for Node 2 (26.76%), followed by E1 (17.18%), E3 (16.60%), and E2 (14.10%). The gap between E4 and the others is the most notable pattern in this node, consistent with E4's 20+ years of tenure and the most tenure-saturated identification narrative in the dataset.

E1 described belonging in terms of personal identity and history:

« Djezzy is more than a workplace; it is a family. I have been here for nearly twenty years, and I grew up here, professionally and in many ways personally. Djezzy is part of my life, not just a place where I work. »

E2 located his identification in values alignment:

« I identify with Djezzy through its values, commitment, respect, transparency, innovation, and the orientation toward digitalization. These are not words printed on a wall. They are values that I can actually relate to as a person. »

E3 described belonging as something expressed through action rather than feeling:

« My belonging is expressed through how I manage my team rather than through external displays. I try to encourage the people around me, to transmit the company's values, and to create alignment within my unit. »

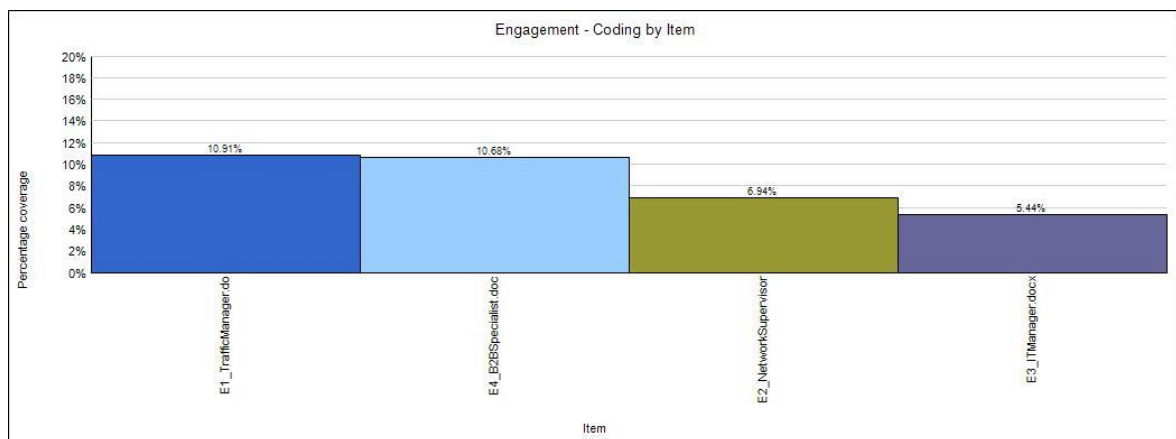
E4 described a state of belonging so established it required no conscious affirmation:

« After more than twenty years, I do not think of this company as simply where I work. It has become part of my life, part of who I am professionally and personally. »

Node 3: Engagement

Figure 15 presents the coverage percentages for Node 3.

Figure 15: Engagement Coverage percentage (Guide 1)



Source: NVIVO software output

E1 and E4 showed the highest engagement coverage (10.91% and 10.68%). E2 was moderate (6.94%), and E3 was the lowest (5.44%). The lower coverage for E3 is consistent

with the more professionally bounded way he described his discretionary effort, through team management rather than through narrative about going beyond the job description.

E1 described engagement as inseparable from the family identification logic:

« When I do things beyond what my role formally requires, I do not experience them as extra effort. In a family, you do not calculate whether something is your responsibility or not. You just do it. »

E2 grounded his engagement in a broader national mission:

« I see that Djezzy is making serious efforts to contribute to the development of Algeria. Because of that, employees are committed and do their best. I believe in that mission, especially its contribution to the country. »

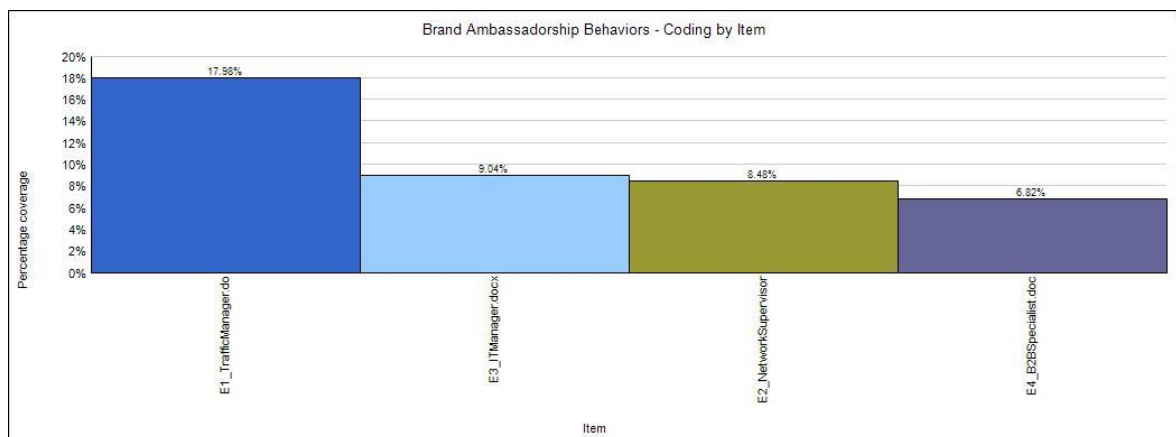
E4 described engagement as felt responsibility rather than role compliance:

« I do things beyond my formal role because I feel responsible for the company, not just for my position. When I see something that can be improved or when a colleague needs support, I contribute. It feels natural after this long. »

Node 4: Brand ambassadorship behaviors.

Figure 16 presents the coverage percentages for Node 4, the central phenomenon of this research.

Figure 16: Brand Ambassadorship Coverage percentage (Guide 1)



Source: NVIVO software output

E1 showed noticeably higher ambassadorship coverage than all others (17.98%). E3 followed at 9.04%, E2 at 8.48%, and E4 at 6.82%. The gap between E1 and the rest reflects the intensity and emotional charge of his ambassadorship narratives, defending Djezzy,

recommending it unconditionally, and describing ambassadorship as something that would continue even after leaving the company.

E1's ambassadorship narrative was the most expansive in the study:

« When someone speaks badly about Djazzy in my presence, I react immediately. It is a personal commitment. It is not because someone asked me to do it. It comes from me. It is like someone criticising my family. »

E2 described recommendation as grounded in honest personal experience:

« The company offers good working conditions, professional development, training, and workshops. Because of all these factors, recommending it feels honest rather than promotional. »

E3 described ambassadorship situated in professional rather than personal social contexts:

« I do speak about Djazzy in professional contexts, during workshops, external meetings, and collaborations with partners. I present the company positively and share my experience honestly. »

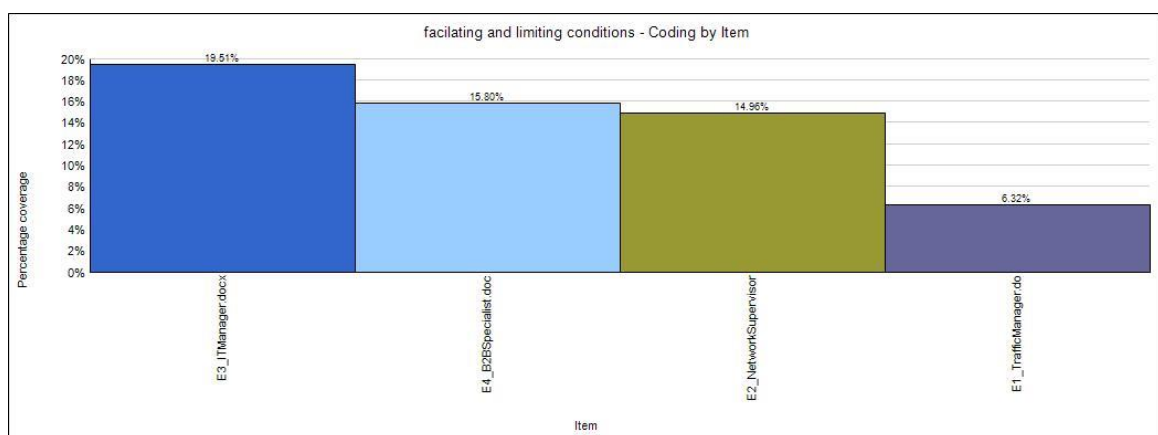
E4 described ambassadorship as something that became effortless over time:

« The attachment built over twenty years makes speaking positively about the company feel natural, not effortful. »

Node 5: Facilitating and limiting conditions.

Figure 17 presents the coverage percentages for Node 5.

Figure 17: Facilitating and Limiting Conditions Coverage percentage (Guide 1)



Source: NVIVO software output

E3 showed the highest conditions coverage (19.51%), followed by E4 (15.80%), E2 (14.96%), and E1 (6.32%). E1's low coverage for Node 5 is analytically meaningful: his ambassadorship was described as unconditional, rooted in identity rather than circumstances, which left little space for conditions discourse. E3's high coverage reflects the precision with which he articulated what enables and limits ambassadorship in her specific professional context.

E2 was the most explicit participant on the managerial condition:

« A manager who inspires confidence changes everything. Without trust between manager and employee, nothing functions properly. »

E3 grounded ambassadorship in the quality of his lived experience at Djazzy:

« What motivates me to represent the company externally is the genuine quality of what I experience here, the values, the environment, and the development opportunities. »

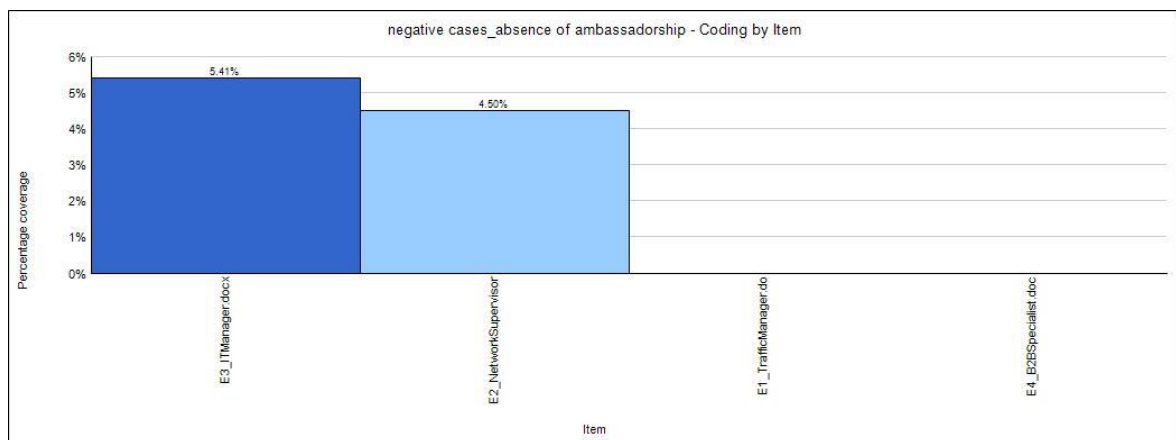
E3 also named the specific constraint that limited the channel rather than the substance of her ambassadorship:

« What I do not do is use social media. This has nothing to do with Djazzy; it is a deliberate professional choice related to my role in cybersecurity. I prefer not to expose myself publicly. »

Node 6: Negative cases (absence of ambassadorship)

Figure 18 presents the coverage percentages for Node 6.

Figure 18: Negative Cases Coverage percentage (Guide 1)



Source: NVIVO software output

Node 6 shows the most uneven distribution of all nodes in Guide 1. E1 and E4 recorded 0% coverage, no negative case content was coded in their transcripts. E3 showed 5.41% and E2 4.50%. The content coded under Node 6 for E3 and E2 related to specific conditions rather than to genuine disidentification: E3's social media avoidance and E2's articulation of what would undermine the trust that enables ambassadorship.

4.2. Coverage Percentages of HR Specialists (Guide Two)

Table 14 presents the NVivo coverage percentages for all six nodes across the two HR specialist participants.

Table 14: NVivo coverage percentage by node of HR Specialists

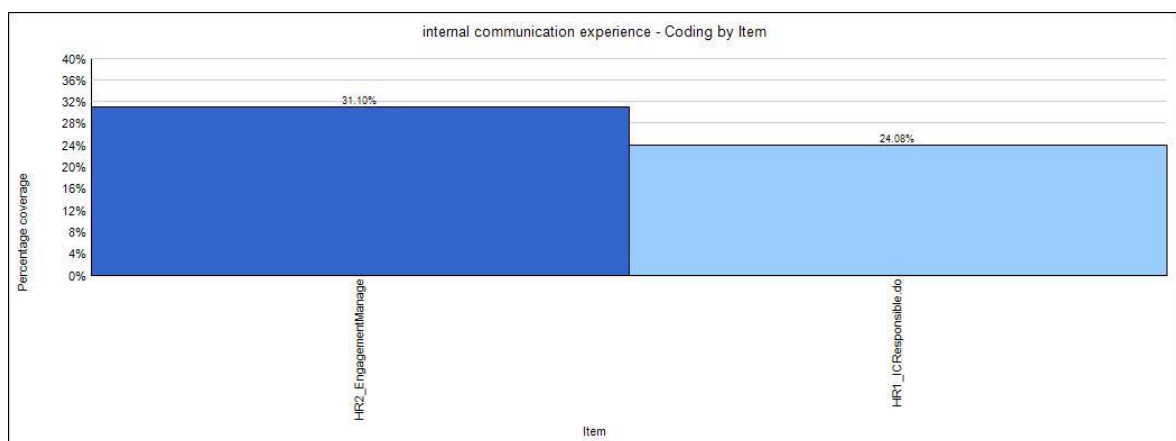
Participant	Node 1 IC Experience	Node 2 Identification	Node 3 Engagement	Node 4 Ambassadorship	Node 5 Conditions	Node 6 Negative cases
HR1: IC Responsible	24.08%	8.65%	9.80%	1.50%	44.34%	10.32%
HR2: Engagement Manager	31.10%	7.74%	12.08%	6.62%	16.75%	3.18%

Source: Elaborated by the author based on NVivo thematic coding (Guide Two)

Node 1: Internal communication experience

Figure 19 presents Node 1 coverage for Guide 2

Figure 19: IC Experience Coverage percentage (Guide 2)



Source: NVIVO software output

HR2 showed higher IC experience coverage (31.10%) than HR1 (24.08%). Both devoted substantial narrative space to describing how IC is organized, what it seeks to achieve, and how its effectiveness is assessed.

HR1 described the IC architecture as a designed multi-channel system:

« Internal communication is designed to influence how employees interpret organisational messages, how they understand strategic priorities, and how they relate to the company's culture and values. »

HR2 positioned IC explicitly as a strategic instrument:

« The objective is not simply to inform. It is designed to create engagement, strengthen adherence to company values, build a sense of belonging, and mobilize employees around strategic objectives. »

Node 2: Organizational identification and sense of belonging

Figure 20: Identification and Belonging Coverage percentage (Guide 2)



Source: NVIVO software output

Node 2 coverage was low and nearly equal between the two specialists (HR1: 8.65%, HR2: 7.74%). Identification was observed and referenced institutionally, but it was not the dominant theme in HR discourse.

HR1 described identification as observable but uneven:

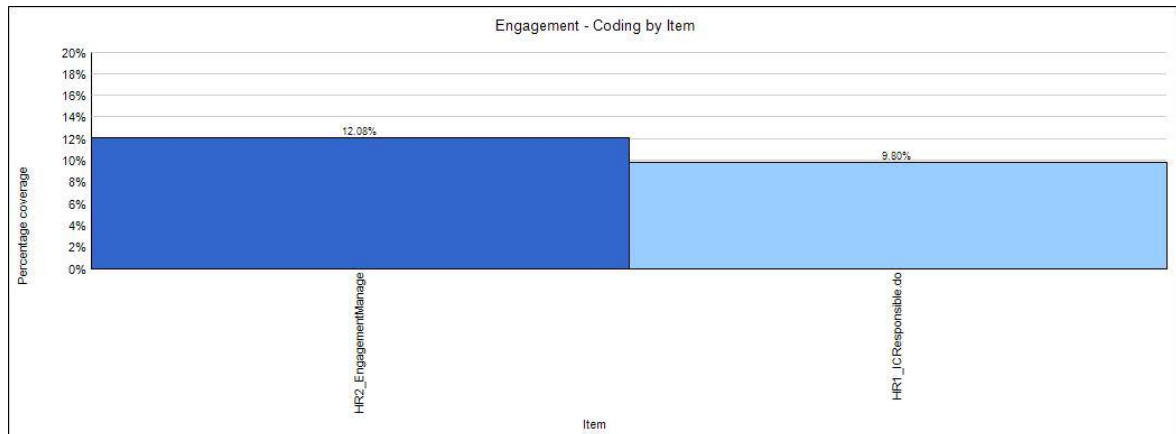
« Identification is not uniform and varies depending on individual experience, organizational context, and how much exposure an employee has had to internal communication over time. »

HR2 referenced the annual engagement survey as institutional evidence:

« Based on our survey results, there is a meaningful level of identification among employees, engagement indicators, sense of belonging, and attachment to the company are all observable. However, this is not uniform. »

Node 3: Engagement

Figure 21: Engagement Coverage percentage (Guide 2)

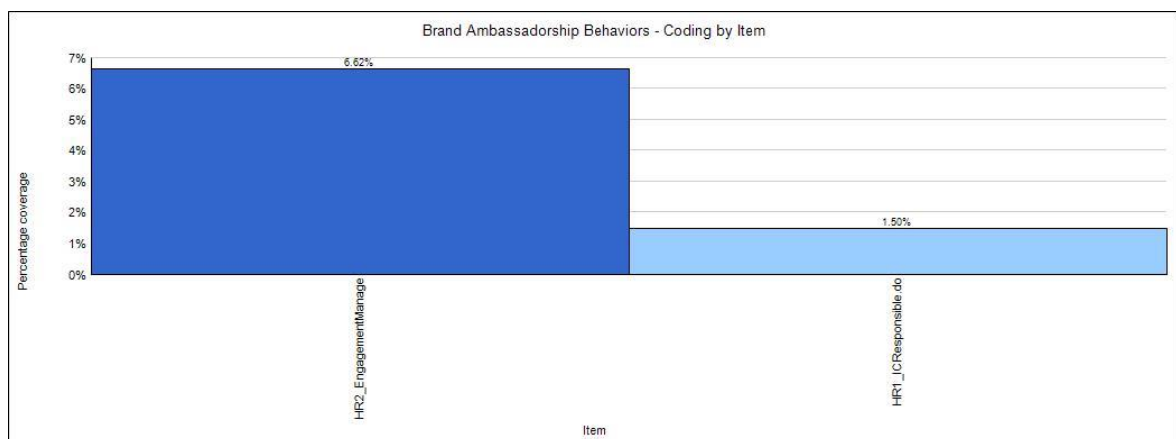


Source: NVIVO software output

HR2 showed higher engagement coverage (12.08%) than HR1 (9.80%), reflecting the Engagement Manager role. HR2 described engagement improvement as an active organizational objective, not only an observable outcome.

Node 4: Brand ambassadorship behaviors

Figure 22: Brand Ambassadorship Coverage percentage (Guide 2)



Source: NVIVO software output

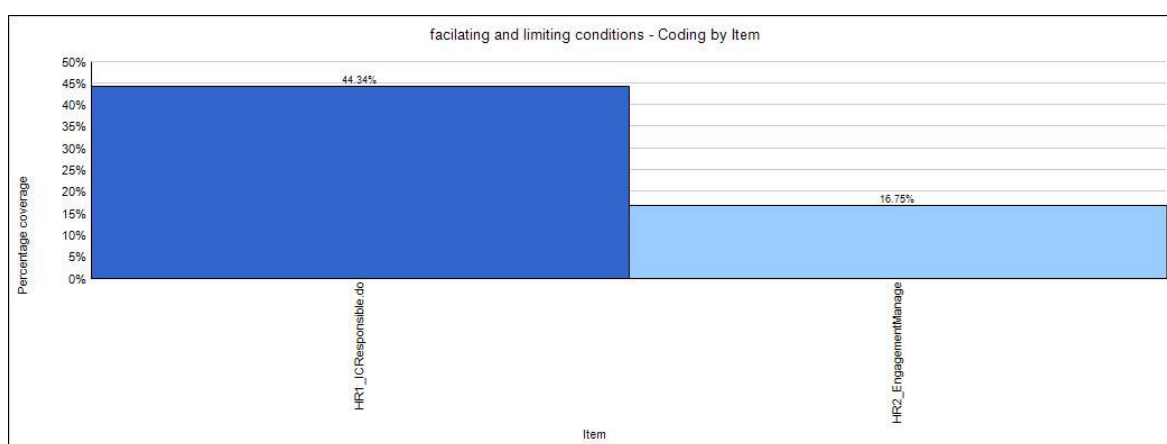
HR2 showed substantially higher ambassadorship coverage (6.62%) than HR1 (1.50%). HR2 engaged explicitly with the distinction between institutional advocacy and genuine spontaneous ambassadorship:

« There is a difference between institutional participation (campaigns) and spontaneous behavior, personal initiative. Yes, there are employees who speak positively about Djezzy and represent the company externally through informal conversations, social media, and personal networks. »

HR1 referenced ambassadorship briefly in the context of the conditions that produce it, without dedicating an extended narrative to observed behaviors.

Node 5: Facilitating and limiting conditions.

Figure 23: Facilitating and Limiting Conditions Coverage percentage (Guide 2)



Source: NVIVO software output

Node 5 produced the most striking finding in Guide 2. HR1's coverage reached 44.34%, the highest single-node coverage in the entire study across both guides. Conditions dominated the IC Responsible's discourse. The discourse-reality gap, cascade inconsistency, and the challenge of maintaining credibility were central throughout. HR2's coverage was lower (16.75%), reflecting a more forward-looking orientation toward what Djezzy is working to improve.

HR1 described the coherence challenge directly:

« The main challenge in ensuring credibility and coherence is exactly what you would expect: the gap between what is communicated and what employees actually experience. When that gap exists, messages are interpreted differently depending on context. »

HR1 also described the cascade inconsistency:

« The managerial cascade is a critical relay mechanism, but it does not function uniformly across the organization. Different managers interpret messages differently, transmit them

with different levels of fidelity, and reach their teams with different degrees of effectiveness.

»

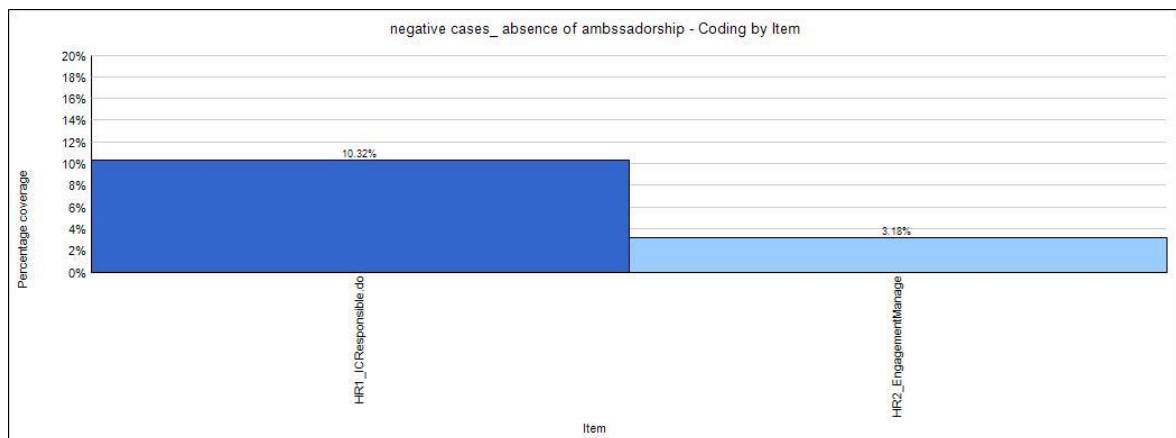
HR2 identified the authenticity dimension as the core of the conditions challenge:

« The gap is not always about what is said. It is often about whether what is said is believed.

»

Node 6: Negative cases (absence of ambassadorship)

Figure 24: Negative Cases Coverage percentage (Guide 2)



Source: NVIVO software output

HR1 showed higher negative case coverage (10.32%) than HR2 (3.18%). This is consistent with HR1's overall conditions focus; the absence of ambassadorship was described as a consequence of the coherence challenge and the discourse-reality gap. HR2 acknowledged negative cases more briefly:

« Even with good communication, not all employees develop ambassadorship. Not all employees respond in the same way to communication efforts. »

Section 02: Discussion of Results

This section interprets the empirical findings in relation to the conceptual framework and the five research sub-questions. The discussion connects what the data showed to what the literature established, without treating the results as a confirmation of theoretical predictions. Cross-guide comparison is presented at the end of the section, followed by a direct response to the central research question.

The six sensitizing concepts established in Chapter One, internal communication, organizational identification, sense of belonging, engagement, brand ambassadorship, and the conditions linking them, served as analytical lenses throughout this discussion rather than as a grid to be confirmed. Where the data aligned with theoretical expectations, that alignment is noted. Where the data exceeded, complicated, or diverged from theoretical predictions, that divergence is treated as the more analytically significant finding.

1. Internal Communication as the Dominant Experiential Frame

The most consistent pattern across the four employee narratives was how central internal communication was to the way participants made sense of their relationship with Djezzy. Node one (IC experience) produced the highest coverage percentages of any node across all four Guide one participants, ranging from 30 to 37 percent. This was not simply a reflection of the interview guide structure; the anchor question on IC experience opened the conversation, but the depth and emotional investment with which employees returned to it throughout their narratives confirmed that IC was genuinely the frame through which they understood their organisational life.

What the four accounts shared was a description of IC as something structurally present rather than surrounding. E2 described it as the source of professional discipline. E4 described IC coherence as the foundation of whatever trust he had built with the organisation over two decades. These were not descriptions of a communication system. They were descriptions of a relationship that communication had either sustained or put at risk.

Tkalac Verčić & Špoljarić (2020) defined IC as operating on two registers simultaneously, the structural, through channels and tools, and the relational, through the meaning employees construct from what they receive. At Djezzy, these two dimensions were not experienced separately. The observation data provides a complementary perspective on the internal communication environment. The distribution of IC dimensions reveals a balanced pattern, with three dimensions assessed at a high level (communication of strategic objectives, information accessibility, and perceived coherence) and three at a moderate level (communication of values, managerial communication, and HR listening mechanisms). The overall coherence between communicated messages and observed workplace practices was however, evaluated as high.

This configuration suggests that the organization has established a strong structural foundation for internal communication, ensuring that information is accessible, regulated,

and aligned with strategic priorities. At the same time, the moderate evaluation of managerial communication and feedback mechanisms suggests variability in how communication is conveyed and experienced at the local level. Within this context, employees across departments appear to operate within a consistently structured communication environment, while differences emerge in the quality of interaction and follow-up practices.

2. The Coherence Condition and Its Role in Identification

Node Two (organizational identification and sense of belonging) produced the widest variation between participants of all six nodes, E4 at 26.76 percent against E2 at 14.10 percent. All four employees were exposed to the same IC system. The difference in identification narrative depth cannot be explained by exposure alone. It reflected the combined influence of IC experience, length of tenure, and the degree to which personal values had found resonance in what the organisation communicated and embodied over time.

E2's account was the most explicit about how identification formed. For him, it was grounded in value resonance, the experience of recognising his own professional and personal values in what Djezzy stood for and communicated. This is consistent with what [Antar \(2024\)](#) described as the foundation of organisational identification: the moment at which the employee no longer distinguishes clearly between what the organisation values and what they value themselves.

E3's identification expressed itself differently, not through declaration but through transmission. He described carrying and relaying Djezzy's values to the people he managed, which was itself a behavioral expression of identification. This form was less visible in Node 2 coverage but reappeared in Node 3 under engagement, suggesting that identification in her case had already moved into the behavioral register.

The IC dimension most consistently associated with identification across all four narratives was perceived coherence. E4's highest identification coverage in the dataset came alongside the clearest coherence statement of any participant her 20-year relationship with Djezzy was built on the sustained experience that what the organisation said was what it delivered. [Bărbulescu et al. \(2024\)](#) identified this alignment as the determining condition for genuine identification. The Djezzy data confirm this through the specificity of participants who described both coherence and deep belonging in the same narrative movement.

3. Engagement: The Behavioral Activation of Identification

The engagement data produced one of the most analytically unexpected patterns in the investigation. E1 and E4 showed the highest engagement coverage, 10.91 and 10.68 percent, respectively, and both also showed high identification coverage. E3 showed the lowest engagement coverage, at 5.44 percent, despite moderate identification coverage of 16.60 percent.

This is not a contradiction. E3's engagement was channelled through his managerial role; he described his optional contribution as the act of forming and developing the people around him. The going-beyond-the-job narratives that drove engagement coding in E1 and E4 were present in her account, but they expressed themselves through professional leadership rather than through the more direct acts of external brand representation that dominated E1's transcript.

E2's engagement introduced a dimension the existing literature does not fully address. His investment was directed not only toward Djezzy as an organisation but toward Algeria's national development, a framing that positioned Djezzy's mission within a social and historical trajectory larger than the company itself. [Rodrigues and Sousa \(2025\)](#) described internal marketing as a mechanism for strategic alignment. What E2's narrative suggests is that alignment with a purpose extending beyond the organisation may activate a form of engagement that standard frameworks do not fully capture. This was not anticipated by the conceptual framework of this research. It emerged from the data as a finding specific to the Algerian organisational context, one worth exploring in future research on employee engagement in emerging market settings.

In Guide Two, both HR specialists described engagement as something IC contributes to indirectly, not produced by communication alone, but associated with it when credibility and coherence are present. This mirrors the employee narratives: identification and engagement appeared as states that developed across years of consistent experience, not responses triggered by individual communication acts.

4. Brand Ambassadorship: Form, Intensity, and the Significance of Variation

E1's Node Four (Brand Ambassadorship Behaviors) coverage of 17.98 percent was more than double that of any other participant. This reflects not only the volume of ambassadorship references in his transcript but their emotional register; he described defending Djezzy when criticised, recommending it unconditionally, and doing so in a way that he connected explicitly to his sense of who he was within the organisation. [Yuan et al.](#)

(2022) defined brand ambassadorship as voluntary, identity-driven, and informal. E1's narrative satisfies this definition in its most complete form.

E3, E2, and E4 showed lower but broadly comparable ambassadorship coverage, between 6 and 9 percent. This relative parity across Technical, IT, and Commercial B2B functions suggests that ambassadorship at Djazzy was not a function of proximity to the brand or of hierarchical seniority. It appeared across different departments at broadly similar levels. What varied was form rather than intensity. E3 described professional representation, advocating for Djazzy in settings related to her expertise. E2 expressed recommendations through honest conversation rather than through enthusiasm. E4 described ambassadorship as something that had become effortless because the alignment between her personal values and Djazzy's had ceased to require deliberate effort.

In Guide Two, the difference in coverage between HR2 at 6.62 percent and HR1 at 1.50 percent reflected a difference in role orientation rather than in institutional knowledge. The Engagement Manager's professional focus placed spontaneous ambassadorship within the frame of her work; she distinguished it explicitly from institutional advocacy and described the conditions under which she observed it. Both HR specialists confirmed its existence, which provides institutional validation for what the employee narratives described.

5. The Conditions That Made the Difference

Node Five (facilitating and limiting conditions) produced the most analytically rich data in the study, and the most important single number was HR1's 44.34 percent, the highest coverage of any node for any participant across either guide. It reflects that nearly half of the IC Responsible's account was occupied by the conditions and challenges that shaped whether IC produced its intended effects.

Three conditions emerged most consistently across both guides as associated with ambassadorship. The first was IC credibility, the employees' assessment of whether what was communicated was believable and consistent with daily reality. E4 named coherence as the foundation of the trust he had built with the organisation. HR1 described the discourse reality gap as the primary structural threat to that credibility. The second condition was managerial relay quality. E2 named it as the single most decisive factor in whether IC reached employees as intended. Both HR specialists confirmed that inconsistency in cascade transmission was a recurring institutional challenge. The third condition was what E3 described as the quality of the organisational experience itself, the accumulated feeling of

being in an organisation that functions with integrity, which he identified as the motivational base from which ambassadorship emerged without needing to be cultivated deliberately.

The negative case data adds an important nuance. E1 and E4 had 0 percent Node Six (negative cases) coverage; their ambassadorship was unconditional, leaving no conceptual room for limitations. E2 and E3 described specific and articulated constraints that were not just a general disengagement: professional caution in E3, honest restraint in E2. From the institutional side, HR1 provided the most depth of why not all employees develop ambassadorship, naming coherence failure, cascade inconsistency, and individual variation in IC exposure as the structural conditions that produced this diversity. HR2's observation that good communication does not guarantee ambassadorship was brief but precise, and constitutes the clearest institutional acknowledgment that IC creates conditions for ambassadorship rather than producing it.

6. Cross-guide comparison

Table 15 presents a systematic comparison of findings across both guides for each analytical dimension.

Table 15: Cross-guide comparison (Guide One and Two)

Dimension	Guide One (Employee narratives)	Guide Two (HR perspective)
IC experience (Node 1)	All four employees described IC as structured, multi-channel, and broadly coherent. Node 1 had the highest coverage percentages across all participants (30 to 37%), confirming IC experience as the foundation of every participant's narrative.	Node 1 coverage was also substantial (24 to 31%). HR specialists described IC as a deliberately designed system (not just a set of tools) intended to produce alignment and engagement.
Identification and belonging (Node 2)	E4 showed the highest coverage (26.76%), consistent with 20+ years of tenure and the strongest identification language in the dataset. Coverage was relatively even across the other three (14 to 17%).	Coverage was low and nearly equal between the two specialists (8.65% and 7.74%), confirming that identification is observed and measured institutionally but is not the dominant frame through which HR specialists described IC.
Engagement (Node 3)	E1 and E4 showed the highest engagement coverage (10.91% and 10.68%). E3 showed the lowest (5.44%), consistent with her more professionally bounded description of discretionary effort.	Both HR specialists showed moderate engagement coverage (9.80% and 12.08%). HR2's higher coverage reflects the Engagement Manager role; engagement improvement was a recurring institutional objective in her transcript.
Ambassadorship (Node 4)	E1 showed markedly higher coverage than all others (17.98%). This confirms that ambassadorship narratives were most	HR2 showed substantially higher coverage than HR1 (6.62% vs 1.50%). The Engagement Manager engaged more

	expansive and emotionally charged in E1's transcript. E3, E2, and E4 showed comparable and lower coverage (6 to 9%).	explicitly with the concept of spontaneous ambassadorship, including the distinction from institutional advocacy. HR1 referenced it only briefly.
Conditions (Node 5)	E3 showed the highest coverage (19.51%), followed by E4 and E2. E1 showed the lowest (6.32%); his ambassadorship was described as unconditional, which left little space for discussing conditions.	HR1's coverage was exceptionally high (44.34%), the highest single-node coverage in the entire study. Conditions dominated the IC Responsible's discourse: the coherence challenge, cascade inconsistency, and the discourse-reality gap were central throughout.
Negative cases (Node 6)	E1 and E4 showed 0% coverage; no negative case content emerged in their transcripts. E3 showed 5.41% and E2 4.50%, reflecting the specific constraints and conditions they articulated as limits on ambassadorship.	Both specialists provided negative case content. HR1 showed higher coverage (10.32%) than HR2 (3.18%), consistent with the conditions focused on in HR1's transcript; the absence of ambassadorship was described as a consequence of the coherence challenge.

Source: Elaborated by the author based on NVivo matrix coding query

The comparison reveals the study's most analytically significant structural finding. The four operational employees described an IC experience that was coherent, trustworthy, and aligned with their personal values, and their identification and ambassadorship were strong. The two HR specialists described a communication system with known coherence challenges, cascade inconsistency, and uneven identification across the organisation. These two pictures are not contradictory. They describe the same system from two different positions within it.

The most likely explanation is that all four Guide 1 participants had been at Djezzy for more than ten years. Long tenure may produce resilience to IC imperfections; employees with 20 years of accumulated positive experience interpret communication through a generous frame that newer employees have not yet developed. The HR specialists, who have visibility across the whole organisation rather than from within a single team, saw the full range of employee responses, including those for whom IC did not produce identification or ambassadorship.

This gap between individual employee experience and institutional system view is not a failure of the IC system. It is a structural feature of any large organisation. What it reveals for this research is that the conditions distinguishing employees who develop ambassadorship from those who do not are precisely those where IC coherence, managerial relay quality, and personal experience alignment are highest, and that these conditions are not uniformly produced by even a well-designed system.

This finding is consistent with the conceptual framework established in Chapter One: internal communication was positioned not as a causal mechanism producing ambassadorship, but as an organizational context within which the conditions for ambassadorship, coherence, credibility, and managerial relay quality may or may not be realized. The cross-guide data confirm this framing empirically: it is not the existence of IC practices that determines ambassadorship, but the quality of the interpretive experience those practices produce in each employee (see Appendix D for the full matrix coding queries for both guides).

7. Response to the central research question

The central research question asked: how do Djazzy employees interpret internal communication in ways that contribute to brand ambassador behaviors?

The data suggest that this interpretive process was not linear and not immediate. Employees who described strong ambassadorship did so through a relationship with Djazzy that had built over years of consistent IC experience, one in which messages were perceived as credible, values as genuinely resonant, and organizational membership as part of personal identity. IC was not the trigger for ambassadorship. It was the context within which a relationship deep enough to produce ambassadorship could form.

The conditions that made this possible, coherence between discourse and reality, quality of managerial relay, and the authenticity of the organisational experience, were identified by employees through their narratives and confirmed by HR specialists through their institutional observations. Where these conditions were absent or weakened, IC circulated without producing the same depth of attachment. The institutional acknowledgment that not all employees develop ambassadorship, even with good communication, confirms that this process is conditional, individual, and shaped by how employees make sense of what they receive, not by what is sent.

8. Limitations of the Investigation

No qualitative study is complete, and this one is no exception. Three limits are worth stating honestly because they shape how the findings should be read.

The first concerns the profile of the operational participants. All four employees from Guide One had been at Djazzy for more than ten years. This means the picture of ambassadorship that emerged from their narratives was drawn from people who had already built a long and

largely positive relationship with the organisation. Their IC experience was not that of employees still forming an impression of Djezzy, it was the experience of people who had decided, years earlier, that this was a place they belonged. What long tenure gives in depth, it takes away in representativeness of the full employee population. The conditions that produced ambassadorship in these four participants may look different (or may not yet be present) in employees who are newer to the organisation.

The second limit concerns departmental scope. The operational sample covered Technical, IT, and Commercial B2B profiles. These are internal-facing or client-facing in a technical and professional sense, but they are not the frontline customer service or retail roles where Djezzy's brand is in direct and daily contact with the public. Ambassadorship in those roles, where the employee is simultaneously a brand representative by function and a potential voluntary ambassador by choice, may operate under different conditions and with different intensity than what the data here captured. A study that included these profiles would provide a more complete picture of how IC conditions shape ambassadorship across the full range of employee positions.

The third limit is natural to the interpretive design itself. The analysis rested on what employees chose to say, in the context of a research interview, at a specific moment in their tenure and career. What people say about their relationship with an organisation is shaped by how they feel at the time of speaking, by what feels socially appropriate to disclose in a professional research setting, and by the retrospective coherence people naturally impose on their own experience when asked to narrate it. This does not make the data unreliable, it makes it exactly what interpretive research is built to handle. But it means the findings describe a lived relationship as employees understood and expressed it, not an objective fact about that relationship.

Conclusion of Chapter III

This chapter presented and interpreted the empirical findings of a qualitative investigation conducted at Djezzy through six semi-structured interviews and direct internship observation. The NVivo Software analysis, applied through lexical, linguistic, and thematic approaches across two independent guide folders, produced a structured and traceable account of how employees experienced internal communication and how that experience appeared connected to brand ambassadorship.

The central finding is straightforward but worth stating clearly. The employees who described the strongest ambassadorship behaviors were those whose IC experience was consistently coherent, whose identification with Djazzy had built over years rather than months, and whose engagement extended beyond their formal role because it felt like a natural expression of who they were within the organisation. Internal communication did not produce this. It created the conditions within which it could develop, or not.

The institutional data confirmed and complicated this picture. Djazzy's IC system is deliberately structured and strategically intentional. It operates, however, within the normal constraints of a large organisation: cascade inconsistency, the discourse-reality gap, and individual variation in identification mean that not every employee reaches the same interpretive destination. The conditions distinguishing those who develop ambassadorship from those who do not, coherence, managerial relay quality, and personal experience alignment, were the conditions that data from both guides converged on as analytically crucial.

Four implications follow directly from these findings for Djazzy's HR and Internal Communications functions. They are not proposals for new communication tools, Djazzy's IC infrastructure is already well-developed and functionally mature. They are proposals for attention to the quality and consistency of what that infrastructure delivers.

The first implication concerns managerial relay. Node Five (facilitating and limiting conditions) coverage was the highest single node in the study for HR1, dominated by the coherence and cascade challenge. E2 named manager trust as the most decisive IC condition in his entire account. The practical direction this points toward is not more training in message transmission but investment in conditions that allow managers to engage authentically with what they relay, because employees distinguish between a manager who believes what they are transmitting and one who is simply passing it along.

The second implication concerns the feedback loop. The observation table noted that visibility of follow-up actions on employee feedback remains uneven. Listening mechanisms exist at Djazzy, satisfaction surveys, Meet the HR sessions, HRBP proximity visits, but their credibility depends on whether employees see their feedback producing visible responses. Systematically communicating what was heard, what changed, and what was not possible to change would do more for IC credibility than expanding the volume of outward communication.

The third implication concerns tenure and onboarding. All four Guide One participants had ten or more years at Djazzy. Their ambassadorship was rooted in accumulated organisational experience that newer employees do not yet have. An onboarding communication approach that goes beyond operational initiation, introducing Djazzy's values, repositioning narrative, and organisational community through direct human contact early in employment, would build this reservoir faster.

The fourth implication concerns the nature of ambassadorship itself. The most credible ambassadorship described in the data was entirely spontaneous, employees who spoke about Djazzy externally did so because they chose to, not because they had been invited or incentivised. HR2 distinguished this explicitly from institutional participation. The implication is not to design a formal ambassador program. It is to prioritise the coherence between what Djazzy communicates and what employees live, because employees who experience that coherence will represent the brand without being asked.

GENERAL CONCLUSION

This research set out to understand how employees at Djezzy interpreted internal communication in ways that contributed to brand ambassador behaviors. It was a question about meaning, about what happened between receiving a message and deciding, consciously or not, to carry the brand outside the organisation.

Chapter One built the theoretical architecture within which this question could be explored. Internal marketing provided the foundational logic: that employees deserve as much strategic attention as external customers, and that how the organisation communicates with its people is not a secondary concern but a first-order strategic one. Internal communication emerged from this framework as the mechanism through which that logic was either enacted or abandoned. The literature on organisational identification, belonging, and engagement showed that when communication was experienced as credible and coherent, employees developed a relationship with the organisation that could extend well beyond their formal role. Brand ambassadorship (voluntary, informal, and identity-driven) was identified as the behavioral expression of a particular quality of that relationship, one that no campaign could produce and no incentive could substitute for.

Chapter Two situated the investigation within Djezzy's specific context and established the methodological design through which the research question was addressed. The interpretive approach, the two-guide structure, and the cross-departmental sampling each followed from the nature of the question being asked. The decision to compare the institutional perspective of HR specialists with the lived experience of operational employees was not merely a structural choice, it turned out to be the source of the investigation's most significant finding.

Chapter Three presented what the field produced. The NVivo analysis of six interviews, conducted across two independent guide folders, offered a structured picture of how Djezzy employees experienced IC and how that experience appeared in the narratives they constructed about their relationship with the brand.

Djezzy employees who described strong brand ambassadorship did so through a relationship with the organisation that had been built over years of consistent communicational experience. It was not any single message, campaign, or event that produced this. It was the cumulative effect of IC perceived as coherent, messages that matched daily reality, managers who relayed institutional content with personal conviction,

and an organisational experience that gave employees a reason to feel the brand was genuinely theirs.

The interpretive process connecting IC experience to ambassadorship was neither automatic nor uniform. What employees did with what they received depended on how credible they found it, how consistently their managers transmitted it, and whether the gap between what was said and what was lived remained narrow enough to sustain trust over time. Where these conditions were present, employees described ambassadorship as something that had become effortless, a natural extension of who they were within the organisation. Where conditions were absent or weakened, IC circulated without settling.

The cross-guide comparison added an important institutional dimension to this picture. The HR specialists who designed and managed Djezzy's IC system saw a wider range of employee responses than any individual employee could describe from their own position. Their accounts of coherence challenges, cascade inconsistency, and uneven identification across the organisation did not contradict the positive employee narratives, they contextualised them. Long-tenure employees, the research suggested, develop a resilience to IC imperfections that newer employees have not yet built. The conditions that produced ambassadorship in the four operational participants were strong, but they were not universal.

This investigation makes three contributions to the existing knowledge.

The first is methodological. It is the first qualitative exploration of the relationship between internal communication experience and brand ambassadorship in an Algerian telecommunications company. Where previous studies documented statistical associations, this research accessed the interpretive layer, the reasoning, the narrative, the accumulated sense-making, that quantitative instruments could not reach.

The second is geographic. Algeria's telecommunications sector had not been studied from this angle. The institutional context of Djezzy, its post-VEON repositioning, its Top Employer Africa certification, its investment in a digitally mature IC infrastructure, offered a case whose specificity enriched the analysis in ways that a generic organisational study could not.

The third is conceptual. The emergent finding that one employee's engagement was directed toward national development rather than purely toward the organisation introduced a dimension of purpose-driven engagement that the existing framework did not

anticipate. In contexts where organisations are positioned as contributors to a broader social or national mission, the relationship between IC and identification may operate through pathways that standard organisational behavior frameworks do not fully capture. This opens a direction for future research.

Two limits deserve honest acknowledgment. The first concerns the sample. All four operational participants had been at Djezzy for more than ten years. The picture of ambassadorship that emerged was therefore drawn from employees who had already built a long relationship with the organisation, one shaped by years of accumulated experience that newer employees could not yet draw on. Future research including recently arrived employees and employees who had chosen to leave Djezzy would provide a fuller account of the conditions under which IC does not produce ambassadorship.

The second limit concerns departmental scope. The sample covered Technical, IT, and Commercial B2B profiles. Customer service, retail, and frontline roles, where the employee-brand interface operates in direct contact with external clients, were not represented. These are precisely the roles where ambassadorship behaviors might look different, and where the conditions identified in this research might operate with different intensity or under different constraints.

Three directions follow naturally from this investigation. The first is a longitudinal study tracking how the relationship between IC experience and ambassadorship develops over the first years of employment, capturing the process of identification formation rather than its outcome. The second is a cross-functional study within Djezzy or a comparable organisation, comparing ambassadorship conditions across departments with different levels of brand exposure and different managerial communication cultures. The third is a comparative study across several Algerian organisations, examining whether the conditions identified here (coherence, managerial relay, experience alignment) hold across different sectors and different organisational cultures.

What this research demonstrated, ultimately, is that brand ambassadorship cannot be produced from outside the employee. It can only be made possible from within, through the consistent, credible, and human quality of the communication through which employees come to understand, over time, what the organisation they work for actually is.

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APPENDICES

APPENDIX A – INTERVIEW GUIDE 1

ENTRETIEN DE RECHERCHE

Communication interne & Ambassadeur de marque (Employées)

SAOUD Aya · Master 2 Management · ENSM Koléa · 2025–2026

Merci de me consacrer de votre temps. Cet entretien porte sur votre expérience personnelle de la communication interne au sein de Djezzy. Il n'y a aucune bonne ou mauvaise réponse, ce qui compte, c'est votre point de vue sincère. L'entretien est strictement confidentiel et vos réponses seront anonymisées. Avec votre accord, j'enregistrerai notre échange uniquement afin de faciliter la transcription.

Quelques informations sur vous

Poste occupé	
Département	
Ancienneté chez Djezzy	
Genre	
Date	

LA COMMUNICATION INTERNE AU QUOTIDIEN

Comment décririez-vous la communication interne chez Djezzy, ce que vous recevez, comment et par quels canaux ?

- *Quels outils utilisez-vous le plus ? (Intranet, e-mails, réunions, Morning Talk...)*
- *Ce qui est communiqué correspond-il à ce que vous vivez réellement ? Un exemple ?*
- *Pouvez-vous exprimer vos opinions ou retours à la direction, et avez-vous l'impression d'être entendu(e) ?*

LES VALEURS ET L'IDENTIFICATION À DJEZZY

Avez-vous le sentiment que Djezzy est une entreprise dans laquelle vous vous reconnaissez, pas seulement où vous travaillez, mais à laquelle vous vous identifiez ?

- *Quelles sont les valeurs de Djezzy telles que vous les avez comprises ? Comment les avez-vous apprises ?*
- *Y a-t-il des aspects de la communication interne qui vous ont rapproché de Djezzy, ou au contraire éloigné ?*

LE SENTIMENT D'APPARTENANCE ET L'ENGAGEMENT

Vous sentez-vous réellement faire partie de Djezzy, pas juste y travailler, mais y appartenir ? Qu'est-ce qui renforce ou affaiblit ce sentiment pour vous ?

- *Y a-t-il des pratiques ou des moments chez Djezzy qui renforcent ce sentiment, Morning Talk, événements internes, communications de la direction ?*
- *Faites-vous des choses pour Djezzy qui ne font pas partie de votre fiche de poste, spontanément, sans qu'on vous le demande ?*

REPRÉSENTER DJEZZY À L'EXTÉRIEUR

Parlez-vous de Djezzy à votre entourage, à votre famille, à vos amis, à vos anciens collègues et à vos réseaux professionnels ? Si oui, que dites-vous généralement et dans quelles circonstances ?

- *Avez-vous déjà recommandé Djezzy comme employeur à quelqu'un, spontanément, sans qu'on vous le demande ?*
- *Partagez-vous du contenu lié à Djezzy sur vos réseaux personnels ? Spontanément ou parce qu'on vous l'a demandé ?*
- *Y a-t-il des situations où vous avez évité de parler de Djezzy, ou été réticent(e) à la recommander ? Pourquoi ?*

CE QUI POUSSE (OU FREINE) À REPRÉSENTER DJEZZY

Selon vous, qu'est-ce qui vous pousse (ou pourrait vous pousser davantage) à parler positivement de Djezzy à l'extérieur ?

- *Est-ce lié à la communication interne ? À votre manager ? À la culture de l'entreprise ? À votre expérience quotidienne ?*
- *Y a-t-il des choses qui vous freinent, un manque de cohérence, un sentiment de ne pas être valorisé(e), un manque de confiance ?*
- *Qu'est-ce que Djezzy pourrait améliorer dans sa communication interne pour renforcer votre attachement à la marque ?*

Pour terminer : y a-t-il quelque chose d'important pour vous que nous n'ayons pas abordé, ou quelque chose que vous souhaiteriez ajouter ?

Merci sincèrement pour votre participation.

Vos réponses contribuent directement à cette recherche académique.

APPENDIX B – INTERVIEW GUIDE 2

ENTRETIEN DE RECHERCHE

Communication interne & Ambassadeur de marque (Perspective institutionnelle)

SAOUD Aya · Master 2 Management · ENSM Koléa · 2025–2026

Merci de me consacrer de votre temps. Je mène une recherche académique sur la communication interne et les comportements d'ambassadeur de marque chez Djazzy. Votre perspective institutionnelle est essentielle : vous avez conçu ou piloté les pratiques que les employés expérimentent au quotidien. Il n'y a pas de réponses attendues ; ce qui m'intéresse, c'est votre lecture sincère de ce qui fonctionne, de ce qui est difficile et de ce que vous observez chez les employés. Avec votre accord, j'enregistrerai notre échange uniquement pour faciliter la transcription. L'enregistrement restera strictement confidentiel.

Quelques informations sur votre profil

Poste / Fonction exacte	
Rôle dans la communication interne chez Djazzy	
Ancienneté chez Djazzy	
Genre	
Date de l'entretien	

ARCHITECTURE ET OBJECTIFS DE LA COMMUNICATION INTERNE

Pouvez-vous décrire comment la communication interne de Djazzy est conçue et organisée, les principaux outils, canaux et dispositifs utilisés, et ce qu'elle cherche à produire chez les employés ?

- *Comment s'articulent l'intranet, la cascade managériale, les Morning Talks, les sessions Meet the HR et les HRBP entre eux ?*
- *S'agit-il principalement d'informer, de créer de l'adhésion aux valeurs, de renforcer l'appartenance, ou de mobiliser vers des objectifs stratégiques ?*
- *Comment mesurez-vous l'efficacité de la communication interne, quels indicateurs utilisez-vous ?*

COHÉRENCE, CRÉDIBILITÉ ET DÉFIS

Quels sont les principaux défis que vous rencontrez pour assurer la cohérence et la crédibilité des messages internes, et avez-vous observé des écarts entre ce que Djazzy cherche à communiquer et ce que les employés reçoivent réellement ?

- *Y a-t-il des situations où les messages institutionnels sont mal relayés par les managers intermédiaires ? Comment gérez-vous ces écarts ?*
- *Comment la communication interne a-t-elle accompagné les employés lors de la transition post-VEON et du repositionnement national de la marque ?*

IDENTIFICATION, APPARTENANCE ET ENGAGEMENT, VOTRE PERCEPTION

Selon vous, dans quelle mesure les employés de Djazzy s'identifient-ils à la marque, au-delà de simplement y travailler, et la communication interne est-elle conçue pour renforcer ce sentiment ?

- *Observez-vous des signes concrets d'identification : fierté, sentiment de propriété de la marque, investissement personnel dans la réputation de l'entreprise ?*
- *Y a-t-il des pratiques ou des dispositifs spécifiquement pensés pour créer un sentiment d'appartenance, au-delà de la simple transmission d'information ?*
- *Observez-vous des différences d'engagement selon les profils, les départements ou les niveaux hiérarchiques ?*

COMPORTEMENTS D'AMBASSADEUR, CE QUE VOUS OBSERVEZ

Observez-vous des comportements d'ambassadeur de marque chez les employés de Djazzy, c'est-à-dire des employés qui parlent spontanément et positivement de l'entreprise à l'extérieur, sans y être invités ?

- *Si oui, sous quelles formes, dans quels contextes, et chez quels types de profils cela se produit-il ?*
- *Quelle différence faites-vous entre un employé qui participe à une campagne institutionnelle et un employé qui représente Djazzy spontanément dans son réseau personnel ?*
- *Avez-vous observé des employés qui, malgré une bonne communication interne, restent distants de la marque ou réticents à la représenter, et qu'est-ce qui explique cela selon vous ?*

CE QUI FAVORISE L'AMBASSADEURSHIP, ET PERSPECTIVES D'AMÉLIORATION

Selon vous, qu'est-ce qui fait qu'un employé devient ambassadeur de Djezzy (ou ne le devient pas), et quelles améliorations envisageriez-vous pour renforcer ce lien entre communication interne et ambassadeurship ?

- *La communication interne joue-t-elle un rôle déterminant dans ce processus, ou d'autres facteurs sont-ils plus influents selon vous ?*
- *La certification Top Employer Africa est-elle communiquée en interne ? Comment les employés y réagissent-ils ?*
- *Y a-t-il des orientations stratégiques en matière de communication interne que vous pouvez partager et qui pourraient éclairer cette recherche ?*

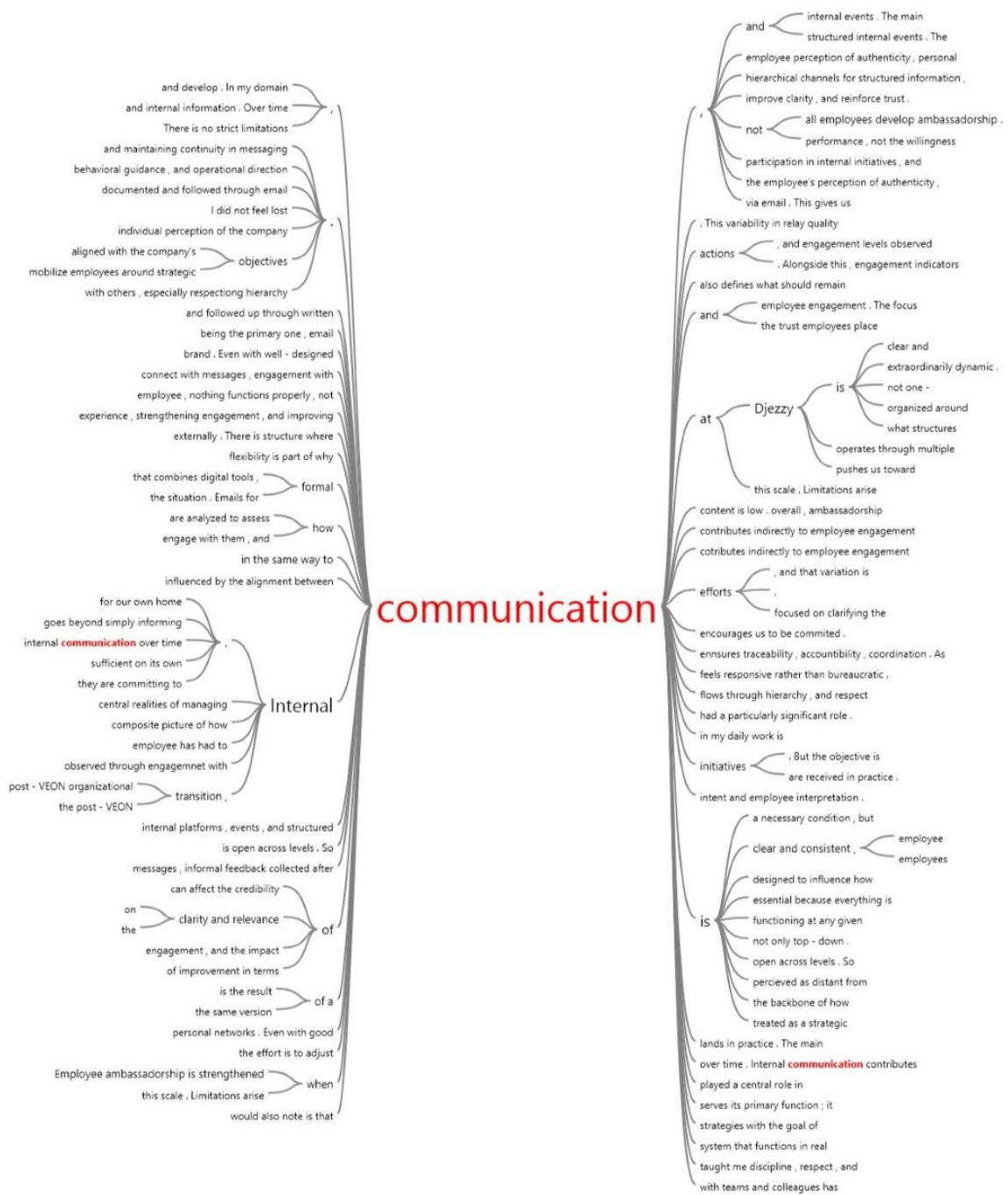
Pour terminer, y a-t-il un aspect important que nous n'aurions pas abordé, ou quelque chose que vous souhaiteriez souligner en lien avec la communication interne ou l'ambassadeurship chez Djezzy ?

Merci sincèrement pour votre disponibilité et la richesse de votre témoignage.

Les résultats de cette recherche pourront vous être communiqués à l'issue du mémoire.

APPENDIX C – NVIVO CODING TREE





**APPENDIX D – MATRIX CODING
QUERY GUIDE 1 & 2**

Matrix Coding Query, Guide 1 (Operational Employees)

Participant	Brand Ambassador Behaviors	Engagement	Facilitating and Limiting Conditions	Internal Communication Experience	Negative Cases	Organizational Identification and Sense of Belonging
E1 Traffic Manager Technical Dept.	You just do it. When someone speaks badly about Djezzy in my presence, I react immediately; it is a personal commitment. It is not because someone asked me to do it. It comes from me. It is like someone criticizing my family. I speak about Djezzy freely to the people around me. When someone is looking for a job, I tell them it is the best place to work and that the environment is safe and stable. I have recommended Djezzy to several people and some of them are now colleagues. I also promote the services, network quality, offers, and advantages.	Because we are like a family, when I do things beyond what my role formally requires, I do not experience them as extra effort. In a family, you do not calculate whether something is your responsibility or not. You just do it. Many practices reinforce this community feeling, Family Day, activities that involve our families, and social initiatives that extend beyond the workplace.	It is a personal commitment , it comes from me. Our well-being inside the company plays a big role. I feel a responsibility toward my country. If what we are doing is genuinely good for Algeria, then I want to give my best.	Internal communication at Djezzy is extraordinarily dynamic. It does not stop; it runs day and night. During the strong wind situation in January, we received clear instructions approximately thirty minutes after the ministerial announcement. The channels adapt to the situation: emails for formal communication, hierarchical channels for structured information, phone calls and SMS for urgent situations, Teams and WhatsApp for more immediate coordination. What is communicated internally corresponds to what I actually live every day. Communication is the		Djezzy is more than a workplace; it is a family. I have been here for nearly twenty years, and I grew up here, professionally and in many ways personally. Djezzy is part of my life, not just a place where I work. My personal values are aligned with what the company stands for. I do not think someone can stay at Djezzy for a long time without identifying with it. When there are disagreements, they are about work, not about the person.

Participant	Brand Ambassador Behaviors	Engagement	Facilitating and Limiting Conditions	Internal Communication Experience	Negative Cases	Organizational Identification and Sense of Belonging
	Even if I leave Djazzy one day, I would continue to recommend it.			backbone of how we work. I feel able to express feedback, and I perceive that it reaches the people who need to hear it.		
E2 Network Supervisor Technical Dept.	I talk about Djazzy and recommend it as the best place to work. The company offers good working conditions, professional development, training, workshops, and technological advancement. The salary is also competitive. Because of all these factors, recommending it feels honest rather than promotional.	I see that Djazzy is making serious efforts to contribute to the development of Algeria. All departments are working toward that goal. Because of that, employees are committed and do their best. My engagement is linked to what the company is trying to achieve. I believe in that mission, especially its contribution to the country.	A manager who inspires confidence changes everything. Without trust between manager and employee, nothing functions properly. There is a structure where communication flows through hierarchy, and respect is important. Trust and transparency are expected from managers. Djazzy also emphasizes continuous development. The work environment and available tools are critical.	Internal communication at Djazzy is what structures how I understand my work and what is expected of me. From the very beginning, I was guided by clear rules and instructions. Communication taught me discipline, respect, and how to behave in a professional environment. We use emails, phone calls, and meetings, with phone calls being the most efficient in urgent situations. Internal communication encourages us to be committed. When we do something, we do it	There is structure where communication flows through hierarchy, and respect is important. Without trust between manager and employee, work cannot function properly.	I identify with Djazzy through its values, commitment, respect, transparency, innovation, and the orientation toward digitalization. These are not words printed on a wall. They are values that I can actually relate to as a person. Djazzy is like a second home. When you join Djazzy, you feel like you are part of a family. People support you and guide you. Belonging is very important. Even more than salary, being trusted and valued by colleagues is essential.

Participant	Brand Ambassador Behaviors	Engagement	Facilitating and Limiting Conditions	Internal Communication Experience	Negative Cases	Organizational Identification and Sense of Belonging
				as if we are doing it for our own home. Internal communication at Djazzy pushes us toward development; it carries the company's direction on digitalization, new technologies, and future trajectories.		
E3 IT Manager Cyber Security IT Dept.	I do speak about Djazzy in professional contexts, during workshops, external meetings, and collaborations with partners. I present the company positively and share my experience honestly. In my personal environment, with family and professional contacts, I talk about Djazzy and communicate positively about it.	I do speak about Djazzy in professional contexts, during workshops, external meetings, and collaborations with partners. I present the company positively and share my experience honestly.	What motivates me to represent the company externally is the genuine quality of what I experience here, the values, the environment, and the development opportunities. The work is demanding, and there is pressure, particularly in IT and cybersecurity. No company is perfect. The positive clearly outweighs the negative. Personal mindset also matters, if you are positive, you grow.	Internal communication in my daily work is primarily handled via email, whether it is a request, an approval, a follow-up, or a coordination exchange. Even when we hold meetings, Teams sessions, and working groups, everything is systematically documented and followed up through written communication. Communication at Djazzy is not one-directional. It happens from top to bottom, from bottom to top, and	What I do not do is use social media. This has nothing to do with Djazzy; it is a deliberate professional choice related to my role in cybersecurity. I prefer not to expose myself publicly.	I do not separate my personal values from my professional ones. After more than fifteen years here, I am still here because what I believe aligns with what this company stands for. I like what I do, and I feel genuinely lucky to work here. My belonging is expressed through how I manage my team rather than through external displays. I try to encourage the people around me, to transmit the company's values,

Participant	Brand Ambassador Behaviors	Engagement	Facilitating and Limiting Conditions	Internal Communication Experience	Negative Cases	Organizational Identification and Sense of Belonging
				horizontally between departments. Communication ensures traceability, accountability, and coordination. There is no significant gap between what is officially communicated and what I actually experience in my work.		and to create alignment within my unit.
E4 B2B Specialist Commercial Dept.	I speak about Djezzy to the people around me. I recommend it as a workplace. I share my experience and highlight what working here actually means.	I do things beyond my formal role because I feel responsible for the company, not just for my position. When I see something that can be improved or when a colleague needs support, I contribute. It feels natural after this long.	My motivation to do this comes directly from that long experience, the attachment built over twenty years makes speaking positively about the company feel natural, not effortful. When employees feel stable and comfortable in their work environment, representing the company externally becomes something they do without thinking about it.	Internal communication at Djezzy is clear and well-structured. We receive information regularly through emails, meetings, and internal platforms, and that regularity helps us understand what is expected. What is communicated corresponds to what we actually do. There is coherence between the messages and the daily reality of my work. That consistency matters; it means I can		After more than twenty years, I do not think of this company as simply where I work. It has become part of my life, part of who I am professionally and personally. My sense of belonging is strong. At twenty-plus years, you stop asking whether you belong. You simply do. It is the accumulated reality of two decades of experiences, relationships, and

Participant	Brand Ambassador Behaviors	Engagement	Facilitating and Limiting Conditions	Internal Communication Experience	Negative Cases	Organizational Identification and Sense of Belonging
				trust what I am being told. When I want to express an opinion or raise a concern, there are channels for that. There is listening.		investment in this organization.

Matrix Coding Query, Guide 2 (HR Specialists)

Participant	Brand Ambassador Behaviors	Engagement	Facilitating and Limiting Conditions	Internal Communication Experience	Negative Cases	Organizational Identification and Sense of Belonging
HR1 IC Responsible HR Dept.	Not all employees respond in the same way to communication efforts.	Internal communication contributes indirectly to employee engagement and ambassadorship by increasing awareness of company values, reinforcing organizational alignment, and encouraging positive employee perception. Ambassadorship behaviors are influenced by multiple factors operating simultaneously: the clarity and relevance of communication, the employee's perception of authenticity, and their personal engagement with the organization.	The main challenge is the gap between what is communicated and what employees actually experience. When that gap exists, messages are interpreted differently depending on context. The managerial cascade is a critical relay mechanism, but it does not function uniformly. Different managers interpret messages differently, transmit them with different levels of fidelity, and reach their teams with different degrees of effectiveness. Employee reactions were mixed during the organizational transition; some showed acceptance, while others required additional clarification. Employee ambassadorship is strengthened when communication is clear and consistent, employees feel concerned by the message, and messages	Internal communication at Djezzy is organized around a multi-channel system combining digital tools, formal communication, and internal events. Workplace is the primary digital channel, alongside email and structured internal events. The architecture is designed to ensure clear transmission of information, alignment of employees with organizational priorities, and consistency of messaging. Internal communication is designed to influence how employees interpret organizational messages, how they understand strategic priorities, and how they relate to the company's culture and values. Effectiveness relies on employee reactions to internal messages,	Employee reactions were mixed during the organizational transition; some showed acceptance and genuine engagement with the new direction, while others required additional clarification and reassurance. Identification is not uniform and varies depending on individual experience, organizational context, and how much exposure an employee has had to internal communication over time.	Employee identification is observed through engagement with internal communication, participation in internal initiatives, and general responsiveness to company messaging. Identification is not uniform and varies depending on individual experience, organizational context, and how much exposure an employee has had to internal communication over time.

Participant	Brand Ambassador Behaviors	Engagement	Facilitating and Limiting Conditions	Internal Communication Experience	Negative Cases	Organizational Identification and Sense of Belonging
			reflect their reality and experience. Limitations arise when communication is perceived as distant from reality, employees do not emotionally connect with messages, or engagement with communication content is low.	informal feedback collected after communication actions, and engagement levels observed on internal platforms.		
HR2 Engagement Manager HR Dept.	There is a difference between institutional participation (campaigns) and spontaneous behavior (personal initiative). Yes, there are employees who speak positively about Djezzy and represent the company externally. This happens through informal conversations, social media, and personal networks.	Internal communication contributes indirectly to employee engagement and ambassadorship by increasing awareness of company values, reinforcing organizational alignment, and encouraging positive employee perception. Djezzy is in a continuous process of improvement in terms of communication and employee engagement. The focus is on enhancing the employee experience, strengthening engagement, and improving communication strategies with the goal of reinforcing belonging and	During the post-VEON transition, internal communication had a particularly significant role. It helped support employees through uncertainty, explained the repositioning of the company, and accompanied the organizational change. Employee ambassadorship is strengthened when communication is clear and consistent, employees feel concerned by the message, and messages reflect their reality and experience. Ambassadorship behaviors depend on clarity and	Internal communication at Djezzy operates through multiple tools and channels, internal platforms, events, and structured communication initiatives. The objective is not simply to inform. It is designed to create engagement, strengthen adherence to company values, build a sense of belonging, and mobilize employees around strategic objectives. Communication is treated as a strategic tool intended to influence employee attitudes and behaviors.	Even with good communication, not all employees develop ambassadorship. Not all employees respond in the same way to communication efforts.	Based on our survey results, there is a meaningful level of identification among employees, engagement indicators, sense of belonging, and attachment to the company are all observable. However, this is not uniform. Identification varies by department, by individual profile, and by the nature of each person's organizational experience.

Participant	Brand Ambassador Behaviors	Engagement	Facilitating and Limiting Conditions	Internal Communication Experience	Negative Cases	Organizational Identification and Sense of Belonging
		encouraging employees to represent the company spontaneously.	relevance of communication, employee perception of authenticity, and personal engagement with the organization.	Effectiveness is measured through both formal and qualitative methods. The primary formal instrument is an annual survey that collects employee feedback on perception, engagement, and the impact of communication actions. The gap is not always about what is said, it is often about whether what is said is believed. The managerial cascade presents a consistent challenge. Messages can be misunderstood or altered in transmission, and the result is that not all employees receive the same version of a communication.		