INTEGRATED MARKETING COMMUNICATION'S IMPACT ON COMMUNICATION CLIMATE SATISFACTION: ROLE OF MEDIA MARKETING AND OWNERSHIP

Musaddag Elrayah*
Department of Management, School of Business,
King Faisal University, Al-Ahsa, 31982, Saudi Arabia.
Email: melrayah@kfu.edu.sa

Sanjar Mirzaliev
Research and Innovations Department,
Tashkent State University of Economics, Uzbekistan.
Email: s.mirzaliev@tsue.uz

Abstract

This study examines the impact of integrated marketing communication (IMC) on satisfaction with the communication climate, considering the mediating role of marketing in media and the moderating influence of psychological ownership. The research aims to provide empirical evidence on how strategic communication practices enhance internal communication satisfaction within organizations. A quantitative research design was adopted, involving a survey of 249 marketing employees working in different organizations. The study utilized validated scales from past research to measure IMC, marketing in media, communication climate satisfaction, and psychological ownership. Data was analyzed using structural equation modeling (SEM) via ADANCO to test direct, mediating, and moderating relationships. The results indicate that IMC significantly influences satisfaction with the communication climate. Marketing in media was found to mediate this relationship, highlighting the importance of media-based marketing strategies in shaping communication perceptions. Additionally, psychological ownership moderates the effect of IMC on communication climate satisfaction, suggesting that employees with higher ownership perception respond more positively to integrated communication efforts. This study contributes to the literature by integrating IMC with organizational communication perspectives. The findings offer valuable insights for managers aiming to enhance internal communication effectiveness through strategic marketing communication and employee engagement.

Keywords: Integrated Marketing Communication, Communication Climate, Marketing in Media, Psychological Ownership, Structural Equation Modeling

1. INTRODUCTION

Integrated Marketing Communication (IMC) has generated much interest lately as an absolute strategy for all organizations looking for coherent, powerful, and consumer-centric communication ways. IMC combines several methods of promotion ranging from advertising and public relations through digital marketing up to direct contact to ensure there is a strong brand voice along with a related strategy in communications (De Silva, 2023). With the right IMC strategies in place, organizations can strengthen their brand consistency, stakeholder trust, and internal and external communication clarity (Ajeng & Marsasi, 2023). With the growth of digital media, businesses need to deliver the same message on different touchpoints, hence increasing the need for IMC (Al-Fakeh et al., 2023). One of the important roles of IMC is shaping an organization's communication climate that refers to an overall perception by employees of how open, trusted, transparent, and satisfied with communication they feel (Budi Utomo et al., 2023). Studies reveal that when there is alignment of IMC with corporate communication policies, employees find more message clarity, which then leads to a better job satisfaction and engagement in work (Butkouskaya et al., 2023). Similarly, with digital marketing and the rise of social media platforms, corporate communication has been redressed to where firms are finding opportunities to better utilize these means for internal and external audiences' interaction (Mahdi Hussin et al., 2023). For their part, there is also considerable attention to a more recent dimension: psychological ownership-the degree of employees' ownership of their work organization-as another moderator that either strengthens or mitigates the role of IMC in communication climate satisfaction (Brundin et al., 2023). Trust in internal communication goes hand in hand with psychological ownership, implying that employees who exhibit strong identification with organizational values have a greater sense of the communication processes being both effective and satisfactory (Alghizzawi et al., 2023). Considering the above developments, it is then essential to unravel the intricate relations between IMC, marketing in media, psychological ownership, and communication climate satisfaction to open further insights into new dimensions of change in corporate communications (Chan et al., 2023).

A significant amount of empirical studies has researched the influence of IMC on different organizational outcomes, especially on clarifying internal communication and trust from stakeholders (Chatterjee et al., 2023). Prior research further posits that IMC fosters a unified and consistent brand voice, which distinctly improves communication effectiveness in organizations(Syafa Aziz et al., 2024). It has also been indicated that research points out organizations with an integrated communication tool within the IMC strategy are reporting an advanced level of employee engagement, satisfaction, and trust in leadership (De Silva, 2023). Research studies also point out that IMC is important for creating a supportive communication climate for organizations in which interdepartmental collaboration proves critical (Malthouse & Copulsky, 2023). Such research evidence suggests that an effective IMC framework strengthens external brand positioning but also has an impact on the internal dynamics of an organization through message consistency and strategic alignment (Budi Utomo et al., 2023). The use of media in marketing has been quite well studied within the context of corporate communication strategy, especially related to digital and social media usage (Armutcu et al., 2023). Organizations that use media-based marketing approaches tend to be more interactive with stakeholders, providing opportunities for instant interaction and mutual communication (Chong & Patwa, 2023). Studies indicate that organizations that incorporate digital media into their marketing and communication activities have higher internal communication satisfaction, as employees feel that there is greater access to information and transparency (Zhang et al., 2023). Research shows that media-based promotional practices have a strong positive effect on brand engagement, employees' alignment with corporate values, and responsiveness of stakeholders (Warbung et al., 2023). As more digital platforms

are created to communicate, employees learn more about the message of the corporation, leading to an improved communication climate with decreased uncertainty in the workplace (Husada & Edhy Aruman, 2024). The connection between psychological ownership and communication climate of the workplace has also been relatively well-studied empirically. According to studies, workers with strong psychological ownership possess a higher sense of trust regarding internal communication due to the psychological feeling of being accountable for the corporation's values and decision-making (Malthouse & Copulsky, 2023). In empirical studies, researchers also found out that psychological ownership increased the perceptions of message credibility for employees. It leads to a better appreciation of the process of organizational communication (Tkalac Verčič et al., 2021). Others have also emphasized the contribution of psychological ownership in enhancing the strength of IMC, through the creation of psychological ownership among employees to the corporate message: (Al-Fakeh et al., 2023). Such findings appear to suggest that psychological ownership, IMC, and marketing in media play interlinked roles in information communication climate satisfaction.

Despite the extensive empirical exploration of the impact of IMC on corporate branding, less research has addressed its influence on internal communication climate satisfaction (Ajeng & Marsasi, 2023). While many researchers have focused attention on external stakeholder engagement, fewer have discussed how IMC frameworks shape perceptions of organizational messaging from an insider's perspective (Butkouskaya et al., 2023). There is a research gap that needs to be addressed regarding how IMC builds employee satisfaction with the communication climate, especially in the contemporary digital workplace where marketing strategies increasingly overlap with internal communication efforts (De Silva, 2023). Further, while previous research points to the role of IMC in message consistency, the direct effect of IMC on organizational trust and clarity of communication in the employee community has been relatively underexplored (Haris et al., 2022). Research on the influence of media-based marketing on internal corporate communication is still underexplored. Studies recognize that digital media enhances corporate branding, but the degree to which it fosters a transparent and engaging communication climate internally has not been adequately addressed (Budi Utomo et al., 2023). Besides, although marketing in media has been widely studied in external engagement contexts, few studies have explored its mediating role between IMC and internal communication climate satisfaction (Mahdi Hussin et al., 2023). Another significant gap lies in the moderating role of psychological ownership. While research has established that employees with a high sense of ownership tend to be more engaged and satisfied with workplace communication, its interaction with IMC and media marketing strategies remains largely unexamined (Syafa Aziz et al., 2024). No substantial studies have investigated how psychological ownership influences employees' responsiveness to integrated marketing communication efforts and whether it strengthens or weakens their perception of communication climate satisfaction (Chen et al., 2023). Addressing these gaps will contribute valuable insights to corporate communication and IMC scholarship.

This study is primarily grounded in Communication Climate Theory and Psychological Ownership Theory (Hamrick et al., 2024), both of which offer essential frameworks for understanding corporate communication relationships. Communication Climate Theory emphasizes that clear, consistent, and transparent communication strategies significantly influence employee satisfaction and organizational trust (Kerr et al., 2023). Given that IMC enhances message consistency, it aligns with the theoretical premise that well-integrated communication strategies contribute to a more satisfactory workplace climate (Butkouskaya et al., 2023). Psychological Ownership Theory posits that when employees perceive a sense of ownership over corporate processes, they become more engaged and trust internal communication efforts (Rao & Leonhardt, 2025). This study extends this perspective by examining how psychological ownership moderates the IMC–communication climate satisfaction relationship, contributing to a deeper understanding of employee communication behaviors (Chatterjee et al.,

2023). Given these theoretical foundations, this study aims to: (1) examine the influence of IMC on satisfaction with communication climate, (2) assess the role of marketing in media as a mediator, (3) investigate psychological ownership as a moderator, and (4) address research gaps by exploring IMC's internal communication impact. Through this approach, the study advances IMC scholarship and provides practical insights for corporate communication strategies.

2. LITERATURE REVIEW

2.1 Theoretical Explanation

This paper is developed from Communication Climate Theory and Psychological Ownership Theory. Communication Climate Theory considers that organizational openness, consistency, and message credibility are responsible for the development of job satisfaction (Butkouskaya et al., 2023). Further, according to Psychological Ownership Theory, the employees internalize corporate communication strategies at a greater rate if they perceive themselves to have an attachment or ownership for the firm (Ruiz-Equihua et al., 2022). These theories explain together why IMC, marketing in media, and psychological ownership interact to form communication climate satisfaction. Integrated Marketing Communication has been a widely researched topic in marketing research, which is the approach that brings about consistency, synergy, and efficiency in brand communication. According to researchers, IMC is the strategic integration of various marketing tools: advertising, public relations, personal selling, digital engagement, and direct marketing, into a single, cohesive messaging strategy (Kerr et al., 2023). In doing so, it ensures that all communication channels send a single, unified message to target audiences, thereby strengthening brand perception and consumer trust. The basic purpose of IMC is to eliminate conflicting information through various marketing media and create an integrated experience for stakeholders.

When well-executed, IMC promotes relational communication by making the internal and external environment of an organization clear, open, and engaging. A study revealed that organizations using an integrated communication approach have more employee and customer satisfaction and a greater organizational commitment level (Kliatchko & Uttamchandani, 2024). IMC promotes transparency in internal communications, enhances organizational identity, and fosters a common vision among stakeholders, which helps to create a more harmonious communication climate. Research on workplace satisfaction reveals that the communication climate of an organization is highly impacted by how well marketing and corporate communication strategies align with employee and stakeholder expectations (Tkalac Verčič et al., 2021). A good communication climate is open, supportive, and mutually understanding, and IMC helps a lot in ensuring consistency and transparency in messaging (Mahdi Hussin et al., 2023). Furthermore, using multiple channels of communication within an organization will enable two-way communication, creating a team-oriented environment where people are encouraged to give feedback and problems are solved quickly (Yao et al., 2023). If the employees perceive that communication is clear and well-structured, their level of engagement and job satisfaction will improve because there is reduced uncertainty and trust in leadership decisions. IMC is also a tool for engaging external stakeholders. The brand message has to be coherent and strategically aligned to enhance credibility and loyalty. Organizations tend to foster a stronger sense of belonging among internal teams when marketing efforts harmonize with a participatory communication culture, resulting in a climate that promotes collaboration and innovation (Hamrick et al., 2024). It is along these lines that scholars have started recognizing the internal use of IMC to facilitate improvements in the organization's communication climate that usher in overall satisfaction at various levels.

2.2 Integrated Marketing Communication Impact

Integrated Marketing Communication is a strategic approach that harmonizes diverse marketing and communication efforts to deliver a unified and cohesive brand message (Ajeng & Marsasi, 2023). Empirical research has thoroughly explored how IMC strengthens brand communication, trust, and engagement internally and externally (Syafa Aziz et al., 2024). According to research, organizations that adopt IMC get higher levels of communication efficiency because it reduces duplication and ensures that the same message is communicated to all audiences (Mahdi Hussin et al., 2023). Additionally, previous research has proven that the organization's environment becomes more cohesive, thus reducing potential miscommunication and clarifying messages between departments within the same organization (Chan et al., 2023). Workers of organizations that apply effective communication strategies have a positive perception of the communication climate at work as they perceive consistency, transparency, and coherence in organizational discourse (Chong & Patwa, 2023). Besides that, IMC encourages employee engagement, which enhances employee satisfaction in terms of corporate branding processes (Butkouskaya et al., 2023).

Empirical evidence suggests that IMC is positively related to the level of trust in leadership since employees perceive greater consistency in official messaging (Budi Utomo et al., 2023). When internal communication strategies are integrated with external brand messaging, organizations create a more open and transparent communication culture (Alghizzawi et al., 2023). A consistent communication environment fosters psychological security and decreases uncertainty, thus increasing satisfaction with the workplace communication climate (De Silva, 2023). In addition, research results indicate that IMC models enhance the level of perceived effectiveness of leadership communication and create a positive organizational climate (Chong & Patwa, 2023). The results together demonstrate how IMC contributes to the satisfaction of the communication climate in terms of enhancing consistency, transparency, and message clarity. A good communication climate is characterized by openness, trust, and congruence in messages-all factors that are enhanced through IMC principles (Husada & Edhy Aruman, 2024). With the function of IMC in ensuring uniformity in communication practices, it helps employees to have a meaningful and interesting flow of information that leads to high job satisfaction (Ajeng & Marsasi, 2023). Organisations with a defined IMC approach also reduce internal information gaps and miscommunication, leading to greater alignment and cooperation (Chan et al., 2023). Furthermore, some empirical evidence suggests that IMC promotes participatory communication that fosters workplace cohesion and satisfaction (Malthouse & Copulsky, 2023). With these empirical findings, it is hypothesized that IMC significantly influences the satisfaction with the communication climate.

H1: Integrated marketing communication significantly influences the satisfaction with communication climate.

2.3 Marketing in Media Influence

Now, with marketing in media, it has become easy to facilitate interactions with the organization by stakeholders, as it allows for more direct and participatory communication (Armutcu et al., 2023). The use of digital media, social media, corporate blogs, and online branding efforts as tools allow organizations to communicate transparently to its employees and customers (Joshi et al., 2023). Empirical evidence indicates that the employees of organizations vigorously pursuing media marketing perceive greater communicative openness and involvement (Khanom, 2023). Presence of corporate branding and messaging of messages in digital media mitigates the asymmetries of information within an organization and promotes a stronger sense of belonging to the organization (Liu, 2023). Moreover, marketing in media promotes instant interaction among stakeholders and the organizations. As a result,

information flow becomes better, and the message also becomes clearer. According to Meliawati et al. (2023), research has revealed that organizations whose internal communication systems include digital channels of marketing exhibit higher satisfaction concerning workplace communication as a result of easy access to information.

Empirical studies also show that organizations that implement media-based marketing strategies are more likely to create a culture of transparency (Mishra et al., 2023). Engaged employees are more likely to view marketing in the media as an extension of corporate communication, which enhances their trust in internal information (Rao & Leonhardt, 2025). Further research demonstrates that digital communication channels involve the mechanism of real-time feedback, which facilitates dialogue between management and employees (Rosário & Dias, 2023). As such, the increased uptake of media-based marketing as a channel of communication is an essential indicator of the role of the media in facilitating communication climate satisfaction. Media-based marketing supports a communication environment that is marked by immediate feedback, greater reach of the message, and higher clarity (Salhab et al., 2023). The participatory nature of media-based marketing supports improved engagement, strengthening employee satisfaction with workplace communication (Shamaileh et al., 2023). Organizations leveraging digital platforms for internal branding and messaging create an open and transparent information exchange, reinforcing communication climate satisfaction (Malthouse & Copulsky, 2023). Given the empirical support emphasizing its impact, marketing in media is expected to significantly influence satisfaction with the communication climate.

H2: Marketing in media significantly influences the satisfaction with communication climate.

2.4 Marketing in Media Significantly Mediation

Marketing in media plays a significant middleman between IMC and satisfaction of communication climate by facilitating structured dissemination of strategies of communication (Zhang et al., 2023). Studies have also shown that the use of digital media makes the IMC strategies more effective since it increases the consistency and access of messages (Syafa Aziz et al., 2024). Organizations that combine IMC with marketing in media platforms have better consistency in the message conveyed by the organization both internally and externally (Liu et al., 2022). Researches have shown that messages amplified by digital media on IMC are received and learned more effectively. The organizational trust and communication satisfaction will be enhanced in such an instance (Alghizzawi et al., 2023). Since media-based marketing extends the influence of IMC through the structured delivery of content, it enhances the effectiveness of workplace communication (Mahdi Hussin et al., 2023). While IMC establishes message coherence, media marketing ensures that the information is accessible to employees and stakeholders (Al-Fakeh et al., 2023). As media platforms reinforce IMC messages, they enhance employee perception of organizational clarity and openness, thereby reinforcing satisfaction with workplace communication. As a result, media marketing is suggested to act as a mediator of IMC and communication climate satisfaction (Budi Utomo et al., 2023).

H3: Marketing in media significantly mediates the relationship of integrated marketing communication and satisfaction with communication climate.

2.5 Psychological Ownership Moderation

Psychological ownership is the degree to which individuals feel a sense of possession and responsibility toward an organization. It has been widely studied in workplace satisfaction research (Yao et al., 2023). Research findings indicate that employees who show higher levels of psychological ownership have greater alignment with corporate communication efforts, which increases their satisfaction with the communication climate (Nijs et al., 2024). Previous studies indicate that psychological ownership

enhances trust in organizational messaging, especially in the context of IMC principles (Lyu et al., 2023). Psychological ownership acts as a moderator between IMC and communication climate satisfaction by enhancing message alignment and employee engagement (Khan et al., 2023). Employees with high psychological ownership internalize corporate messaging, perceive communication as more credible, and experience higher satisfaction (Kim et al., 2024). Given its moderating role, psychological ownership is proposed to amplify the effect of IMC on satisfaction with the communication climate (Mishra et al., 2023).

H4: Psychological ownership significantly moderates the relationship of integrated marketing communication and satisfaction with communication climate.

3. METHODOLOGY

The quantitative research design was used in this study to establish the relationships between integrated marketing communication (IMC), marketing in media, satisfaction with communication climate, and psychological ownership (Figure 1). Such relationships are considered complex, requiring a strong statistical framework. As such, the study uses the structural equation modeling approach with the ADANCO software for the analysis. The SEM technique allows for a comprehensive examination of direct, mediating, and moderating effects while accounting for measurement errors, thus enhancing the reliability and validity of the results. In using a deductive approach, this study formulates hypotheses based on existing theories and tests them with empirical data. This study targeted marketing employees working in organizations. A total of 249 marketing employees responded to the questionnaire, which probed their perception of IMC, media-based marketing strategies, communication climate satisfaction, and psychological ownership. A purposive sampling technique was employed to ensure that only those respondents with relevant marketing responsibilities were sampled for the study. The structured online survey distributed via email and professional networks served as the means of data collection. Participants were assured of confidentiality to encourage honest responses.
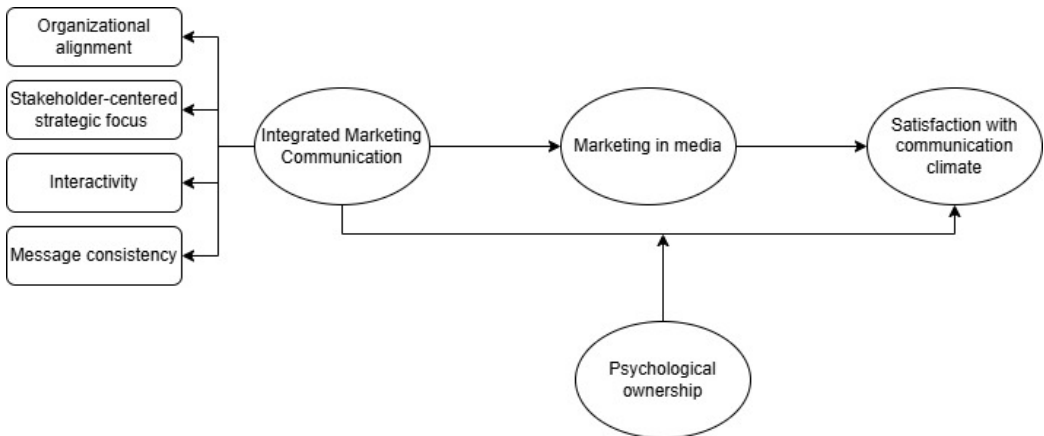

Figure 1: Conceptual Model

Measurement scales (Table 1) for this study were adopted from past research works to ensure validity and reliability. Integrated marketing communication was measured using a multi-dimensional scale covering aspects such as message consistency, interactivity, stakeholder-centered strategic focus, and organizational alignment. Marketing in media was assessed based on employees' perceptions of the effectiveness and engagement of different media channels in the organization's communication strategy. Overall, whether employees perceive openness, transparency, and effectiveness in communication with their organization was captured using items that measured satisfaction with the communication climate. Psychological ownership was captured using a scale measuring the degree to which respondents felt that an organization belonged to them, including all its assets. All the items were on a five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree).

Table 1: Questionnaire Details

Variables	Items No	Sources
Integrated marketing communication	25	(Porcu et al., 2017)
Marketing in media	8	(Hadianti et al., 2023)
Satisfaction with communication climate	4	(Tkalac Verčič et al., 2021)
Psychological ownership	4	(Marks, 2012)

Data analysis was conducted using ADANCO software especially designed for variance-based SEM analysis. Prior to hypothesis testing, the data was scanned for missing values and outliers. The central tendency and dispersion of variables were assessed using descriptive statistics. Finally, Cronbach's alpha, composite reliability (CR), and average variance extracted (AVE) were used in measuring the reliability and validity of the constructs. Discriminant validity was checked by both the Fornell-Larcker criterion and the Heterotrait-Monotrait (HTMT) ratio. Path analysis is used to verify direct, mediating, and moderating effects. Bootstrapping with 5,000 resamples has been used for determining the significance of path coefficients.

4. RESULTS

Table 2 shows the reliability and validity statistics for the study's core constructs -Integrated Marketing Communication, Marketing in Media, Satisfaction with Communication Climate, and Psychological Ownership. Reliability, internal consistency, will be assessed through Cronbach's Alpha and Composite Reliability (CR). All constructs show acceptable reliability, given that Cronbach's Alpha values are greater than 0.8. Marketing in Media has the highest reliability level at $\alpha = 0.914$. The next is Psychological Ownership at $\alpha = 0.870$ followed by Integrated Marketing Communication at $\alpha = 0.842$, and Satisfaction with Communication Climate at $\alpha = 0.846$. In addition, CR is above the recommended value of 0.7, which also confirms the constructs as reliable.

Table 2: Variables reliability and validity

Variables	Cronbach's Alpha	Composite Reliability	Average Variance Extracted
Integrated marketing communication	0.842	0.901	0.614
Marketing in media	0.914	0.924	0.665
Satisfaction with communication climate	0.846	0.873	0.596
Psychological ownership	0.870	0.896	0.630

Convergent validity is assessed through the Average Variance Extracted (AVE), with all constructs achieving an AVE above the acceptable threshold of 0.5, confirming that a significant portion of variance is explained by each construct's respective indicators. The AVE values range between 0.596 (Satisfaction with Communication Climate) to 0.665 (Marketing in Media), suggesting an adequate level of construct validity. Overall, these statistics confirm that the constructs are both reliable and valid for further analysis (Figure 2).
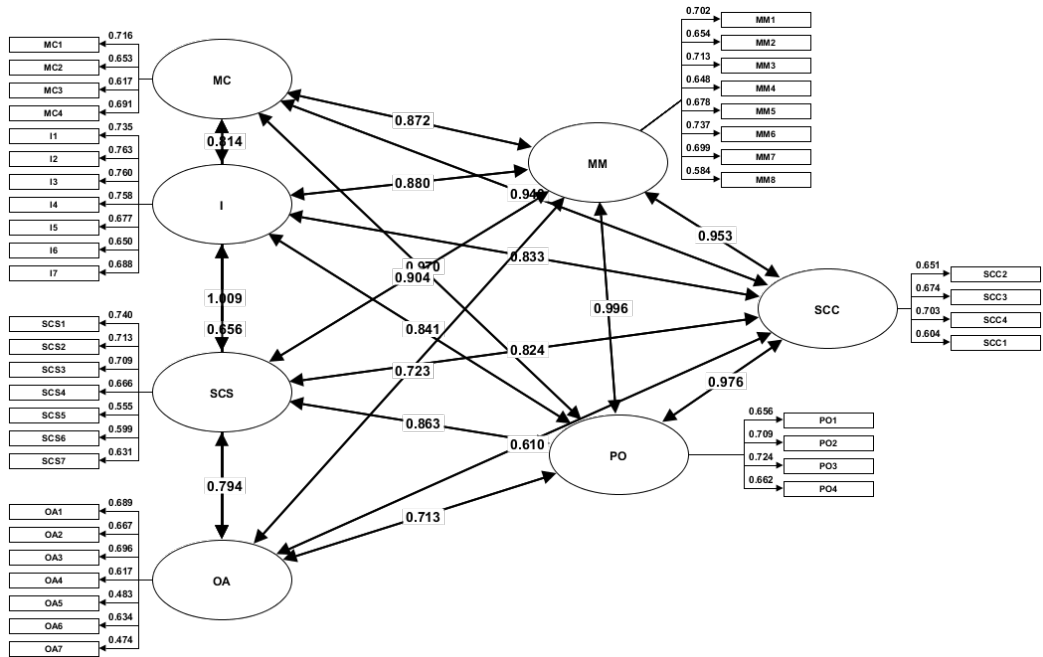

Figure 2: Estimated Model

Table 3 shows the standardized factor loadings and t-statistics for the individual measurement items of different constructs. The factor loadings indicate the contribution of each indicator to its respective construct. Higher values of factor loadings imply stronger relationships. In the case of Marketing in Media, the loadings of indicators vary from 0.584 (MM8) to 0.737 (MM6), and most of the items have a loading above the minimum criterion of 0.6. Satisfaction with Communication Climate has four items, which range from 0.604 (SCC4) to 0.703 (SCC3). This indicates good representation of the construct. The loadings of Psychological Ownership are a bit higher, ranging from 0.656 (PO1) to 0.724 (PO3). Integrated Marketing Communication is measured through four dimensions: Message Consistency, Interactivity, Stakeholder-Centered Strategic Focus, and Organizational Alignment. Most of the indicators are above the threshold of 0.6, but some, like SCS5 (0.555) and OA5 (0.483), are below the expected loadings. However, the t-statistics for all items are above 1.96, which means that these items are statistically significant and indeed measure their respective latent constructs.

Table 3: Measurement Items Fitness Statistics

Variable	Indicator	Loadings	T Statistics
Marketing in media	MM1	0.702	2.020
	MM2	0.654	2.601
	MM3	0.713	2.051
	MM4	0.648	1.864
	MM5	0.678	2.696
	MM6	0.737	2.120
	MM7	0.690	2.744
	MM8	0.584	2.323
Satisfaction with communication climate	SCC1	0.651	2.589
	SCC2	0.674	2.680
	SCC3	0.703	2.796
	SCC4	0.604	2.402
Psychological ownership	PO1	0.656	2.609
	PO2	0.709	2.040
	PO3	0.724	2.083
	PO4	0.662	1.905
Integrated marketing communication	**Message consistency**		
	MC1	0.716	2.132
	MC2	0.653	1.944
	MC3	0.617	2.454
	MC4	0.691	2.057
	Interactivity		
	I1	0.735	2.188
	I2	0.763	2.271
	I3	0.760	2.263
	I4	0.758	2.257
	I5	0.677	2.015
	I6	0.650	1.935
	I7	0.658	1.959
	Stakeholder-centered strategic focus		
	SCS1	0.740	2.203
	SCS2	0.713	2.123
	SCS3	0.709	2.111
	SCS4	0.666	2.649
	SCS5	0.555	2.207
	SCS6	0.599	2.382
	SCS7	0.631	2.509
	Organizational alignment		
	OA1	0.689	2.051
	OA2	0.667	1.986
	OA3	0.696	2.072
	OA4	0.617	1.837
	OA5	0.483	1.438
	OA6	0.634	1.887
	OA7	0.474	1.411

Table 4 uses the Fornell-Larcker Criterion and Heterotrait-Monotrait Ratio (HTMT) to assess discriminant validity. In the Fornell-Larcker criterion, a construct should have more variance with its own indicators than with other constructs. The diagonal values are the square root of AVE, and all values are greater than their corresponding inter-construct correlations, thus satisfying the criterion for discriminant validity. The lowest diagonal value is 0.695 (Psychological Ownership), and it remains larger than the other construct's correlations, thereby avoiding redundancy. Construct distinctiveness may also be gauged with the help of the HTMT ratio, where values less than 0.85 generally satisfy

discriminant validity, but closer to or even higher than 0.85 may raise redundancy concerns. The HTMT results show that most values remain below this threshold, except for the relationship between Marketing in Media and Satisfaction with Communication Climate, which is very close to the limit at 0.848. While the findings largely confirm discriminant validity, some associations suggest potential conceptual similarities, warranting further theoretical consideration.

Table 4: Discriminant Validity

	1	2	3	4
Fornell-Larcker Criterion				
Integrated marketing communication	0.825			
Marketing in media	0.422	0.793		
Satisfaction with communication climate	0.542	0.601	0.803	
Psychological ownership	0.502	0.674	0.703	0.695
Heterotrait-Monotrait Ratio (HTMT)				
Integrated marketing communication				
Marketing in media	0.875			
Satisfaction with communication climate	0.797	0.848		
Psychological ownership	0.632	0.751	0.802	

Table 5 reports the key dependent variables: coefficient of determination (R^2), adjusted R^2, and model fit statistics. R^2 values represent how much independent variables explain the variations in the respective dependent construct(s). Marketing in Media has a value of $R^2 = 0.794$, meaning predictor variables explain roughly 79.4% variation in this construct. The Satisfac Communication Climate has the highest R^2 of 0.850 that shows the potential to predict much with the help of independent variables. The close values of R^2 and the adjusted R^2 show that it is a reliable model. Acceptable predictive relevance of the model is indicated with a Q^2predict value of 0.081. The low values of Root Mean Squared Error (RMSE) and Mean Absolute Error (MAE) indicate that the model is an accurate representation of the data. Overall, these results affirm the robustness of the model, as the high R^2 values confirm the strong explanatory power of the independent variables.

Table 5: R-square statistics Model Goodness of Fit Statistics

Construct	Coefficient of determination (R2)	Adjusted R2	Q²predict	RMSE	MAE
Marketing in media	0.794	0.795	0.081	0.055	0.071
Satisfaction with communication climate	0.850	0.856			

Table 6 presents the path coefficients, sample means, standard deviations, t-statistics, and p-values for key hypotheses. The relationship between Integrated Marketing Communication and Satisfaction with Communication Climate is significant ($\beta = 0.157$, $t = 2.794$, $p < 0.000$), indicating a direct positive influence. Marketing in Media has a stronger impact on Satisfaction with Communication Climate ($\beta = 0.362$, $t = 5.242$, $p < 0.000$), suggesting that marketing presence in media plays a crucial role in shaping communication perceptions (Figure 3).
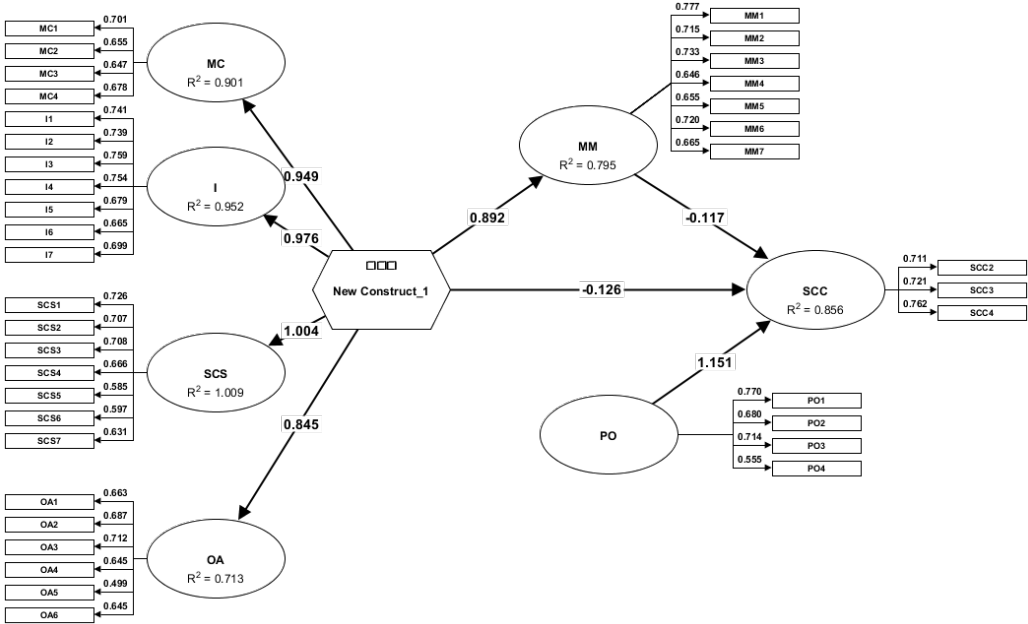
Figure 3: Structural Model for Path Analysis

Additionally, the mediation effect of Marketing in Media in the relationship between Integrated Marketing Communication and Satisfaction with Communication Climate is significant ($\beta = 0.271$, t = 5.068, p < 0.000), confirming its role as a key mechanism in enhancing communication satisfaction. Finally, Psychological Ownership moderates the relationship between Integrated Marketing Communication and Satisfaction with Communication Climate ($\beta = 0.057$, t = 2.359, p < 0.000), though its effect is relatively weaker. These findings support the hypothesized relationships, demonstrating how marketing strategies and psychological ownership influence communication satisfaction.

Table 6: Path Analysis

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/ STDEV|)	P Values
Integrated marketing communication significantly influences the satisfaction with communication climate.	0.157	0.159	0.056	2.794	<0.000
Marketing in media significantly influences the satisfaction withcommunication climate.	0.362	0.364	0.068	5.242	<0.000
Marketing in media significantly mediates the relationship of integrated marketing communication and satisfaction with communication climate.	0.271	0.274	0.053	5.068	<0.000
Psychological ownership significantly moderates the relationship of integrated marketing communication and satisfaction with communication climate.	0.057	0.057	0.024	2.359	<0.000

5. DISCUSSION

Effective communication within organizations is the foundation of operational efficiency, employee satisfaction, and overall strategic success. In a digital and interconnected business environment, the role of integrated marketing communication (IMC) has evolved from external brand messaging to internal communication dynamics that affect employee engagement, workplace harmony, and organizational culture. As organizations start to use media-driven marketing tactics to create an effective communication climate, it's crucial to gain insight into how IMC may be related with media marketing, as well as the perceptions employees have of their communication climate (Kerr et al., 2023). This study continues the discussion with the investigation into how IMC influences satisfaction regarding the communication climate, including looking at the mediatory role played by media-driven marketing and studying the moderatory role of psychological ownership. The findings of this study are a reconfirmation of the relevance of strategic marketing communications in encouraging an engaging work environment while underscoring essential mediating and moderating mechanisms that enhance its effectiveness. It is by blending empirical insights with existing theoretical frameworks that this discussion provides a rich interpretation of findings and their implications for communication strategies in corporate settings.

The results show that IMC significantly influences satisfaction with the communication climate within organizations. IMC as a strategic approach to ensuring consistency and coherence in messaging enhances the perceptions of employees toward transparency, clarity, and organizational alignment. Employees who receive cohesive, well-integrated messages through various channels are more likely to feel informed and engaged in workplace activities. The findings are in line with previous studies that have shown the importance of internal communication in creating organizational trust and collaboration. Consistent communication tends to reinforce a sense of belonging among employees as it reduces ambiguity, increases alignment with organizational goals, and allows for an open exchange of information. Furthermore, organizations that implement marketing communication principles within internal messaging develop a climate where employees view management as responsive and interested in developing a positive workplace culture (Kliatchko & Uttamchandani, 2024). By ensuring message consistency, interactivity, and alignment with stakeholders, IMC promotes an environment where employees feel valued, leading to greater satisfaction with the communication climate. All the above findings do affirm previous studies that indicate an IMC framework implementation benefits the external branding not only but enhances organizational cohesion since it improves employee perceptions of effectiveness in leadership as well as of transparency in work.

The second hypothesis, which says media plays an incredibly significant role in influencing satisfaction with the communication climate of marketing, further reiterates that media-driven marketing strategies are a cornerstone of internal organizational dynamics. Traditional and digital media are crucial for determining whether or not employees believe corporate communication is being effectively done. With organizations increasingly becoming dependent on numerous media formats like corporate intranets, digital newsletters, and social media channels, media-based communication becomes one of the fundamental tools for keeping the workforce abreast and more involved. Its positive effect on communication satisfaction comes from its ability to make message delivery easy, hence ensuring the information reaches employees at the right time and context (Khanom, 2023). Further, engaging, interactive media types like video messages from leadership and internal podcasts combined with AI chatbots contribute toward an ecosystem in which employees better feel connected with the organization. As past literature indicates, similar studies have highlighted that digital channels of communication act not only as a conduit to share information but also as strong participants in promoting a participative communication culture. Through such mechanisms, employees may pro-

vide insights, feedback, or concerns in a real-time format (Rachmad, 2024). It, therefore, emerges that improving communication climate satisfaction calls for organizations to invest in media-based tools, which can respond dynamically according to the desires and working conditions of employees. The acceptance of the third hypothesis, which suggests marketing in media mediates the relationship of integrated marketing communication and satisfaction with the communication climate, underscores that media is playing a nuanced bridging mechanism between structured communication strategies and overall communication satisfaction of employees. Though message coherence and strategic alignment are encouraged by IMC, media can be such a facilitator that intensifies its effectiveness in shaping perceptions of communications. This mediating effect underscores the idea that IMC initiatives take greater traction with interactive and engaging media formats which enhance message reach and internal absorption (De Silva, 2023). More employees are going to perceive efforts of IMC positively when the communication materials provided are well curated, visually appealing, and easy to access from multiple platforms (Syafa Aziz et al., 2024). The findings indicate that organizations can gain more effective outcomes by integrating media-driven marketing approaches using digital storytelling, infographics, video-based content, and real-time updates instead of relying solely on traditional top-down communication. Earlier literature also reflects that organizations using varied digital media to reinforce IMC messages have better employee engagement, reduced misinformation, and internal communication structures uniformity (Chatterjee et al., 2023). These findings further strengthen the argument that media plays an indispensable role in bridging the gap between strategic communication planning and employees' day-to-day communication experiences.

The fourth hypothesis, which was also significant, confirms that psychological ownership significantly moderates the relationship between integrated marketing communication and satisfaction with the communication climate. This means that the employees with higher psychological ownership—because of attachment, responsibility, identification with the organization—have a positive assessment of communication efforts. Employees who feel personally attached to their workplace develop a deeper interest in organizational messaging, thus making them more receptive to IMC initiatives (Tkalac Verčič et al., 2021). The moderating effect that was observed in this study is that when employees have strong psychological ownership, they exhibit greater engagement with internal communication processes, actively seeking out information, participating in discussions, and fostering a more cohesive communication environment. These findings are supported by previous research, which pointed out the significant role of psychological ownership in creating employee engagement, satisfaction, and organizational loyalty. Employees who report a higher degree of belonging to the organization will internalize efforts at strategic messaging, which translates into a proactive and open organizational culture (Joshi et al., 2023). With these results, organizations should focus on enhancing psychological ownership among employees through participative decision-making, transparent leadership practices, and internal branding strategies that reinforce employees' identification with organizational values. By fostering psychological ownership, businesses can amplify the effectiveness of IMC strategies, ensuring that communication efforts resonate deeply with employees and lead to a more positive communication climate.

The findings of this research provide strong empirical evidence for the integration of IMC with media-based marketing efforts that affect the satisfaction of communication climate in organizations. In addition to the moderation of psychological ownership, with the mediation of media in marketing communication, findings of the research demonstrate the strong need for a more integrated communication strategy that supports structured messaging with interactive and engaging media formats. This research finding develops the implication that internal communication should not only be regarded as an operational necessity but also a strategic imperative for the good life of workers,

organizational engagement, and overall workplace cohesion. The moderating role of psychological ownership also suggests that communication strategies should be configured to heighten the level of employees' feelings and cognition attached to the organization. Thus, through implementing strategic IMC, using digital media channels, and creating an identification among employees with the organizational goals, a clear and participative communication climate could be created. The findings of the study have significant implications for the communication managers, HR professionals, and corporate strategists who wish to improve the internal communication of their organizations toward achieving better organizational performance as well as employee job satisfaction.

6. CONCLUSION

In conclusion, this study gives a critical insight into the impact of integrated marketing communication on communication climate satisfaction, taking into account a mediating effect that marketing influences media and a moderating effect of psychological ownership. The results reveal that good-structured IMC strategy greatly increases communication satisfaction, making communication consistent, interactive, and implicating stakeholders in the process. Additional arguments for the reinforcement of this association include the mediation role of media marketing in communicating strategic marketing and the perception that communication effectiveness results from direct outcomes of strategic marketing communication. Further, the current study introduces the psychological ownership phenomenon as a modulator of its effect, pointing out that IMC strategies stimulate better responses if individuals have feelings of attachment with an organization. These results underscore the importance of a holistic approach to organizational communication, where marketing strategies are seamlessly integrated into broader internal engagement efforts. Overall, this research extends theoretical and practical understanding by bridging the domains of marketing, organizational communication, and psychological engagement. The implications suggest that organizations should not view IMC solely as an external branding tool but also as a fundamental element of internal communication strategies. By developing a robust media presence, encouraging message uniformity, and fostering psychological ownership among employees, organizations can build a better communication climate and satisfy their stakeholders. Although the paper makes significant contributions, it opens new avenues for future research: how technological developments and changing media environments influence the relationship between IMC and organizational communication. It is a precursor or foundation of further studies into the interplay between marketing, communication, and employee perceptions. It is an important study for both researchers and practitioners in this domain.

7. IMPLICATIONS OF THE STUDY

This study makes a significant contribution to the theoretical understanding of IMC and its role in shaping communication climate satisfaction, particularly through the mediating influence of marketing in media and the moderating role of psychological ownership. The findings reinforce the relevance of IMC theories that highlight the importance of a consistent, interactive, and stakeholder-focused communication strategy in fostering positive organizational environments. Past literature has highlighted the influence of IMC on brand perception and customer behavior. In this regard, the study stretches its applicability as it shows that internal communication climates are also influenced by IMC. The results were consistent with social exchange theory, which states that when marketing communication is coherent and involving, positive perceptions in an organization can reciprocate

accordingly. The research also supports media richness theory in showing how an organization that uses multiple types of media for marketing and communication can enhance significantly the feelings about the communication climate. This perspective contributes to the theoretical discourse on the intersection between marketing strategies and internal organizational dynamics, highlighting the fact that every internal domain needs to be integrated with external domains in pursuing holistic and integrated communication strategies.

Moreover, it develops the theory of psychological ownership by showing it to be an IMC communication climate moderator. It suggests that high psychological owners are more reactive to IMCs and that these arguments reinforce employees' attachment to an organization while their identification has a role to play in terms of communication perception. This would support the organizational commitment and employee engagement theories, which state that the sense of ownership affects employees' acceptance of managerial and marketing strategies. This study also adds to the uses and gratifications theory, showing that employees and stakeholders are active participants in organizational media strategies, which consequently affect their overall communication satisfaction. These theoretical contributions thus provide new pathways through which one could further investigate IMC in organizational contexts and combine marketing theories with perspectives in communication and psychology. Further, cross-disciplinary approaches from consumer psychology and behavioral economics may help build more elaborate theoretical bases by extending these analyses further into more aspects of IMC's effects on both internal and external stakeholders.

From a managerial and operational point of view, the results of this study would have a number of practical implications for organizations aspiring to improve their communication climate and engagement level of stakeholders. Marketing managers and communication strategists should accept that an integrated and harmonious marketing strategy is not just good for external brand and customer-level outreach but rather is highly instrumental in forming internal communication satisfaction. With a well-structured IMC strategy in terms of consistent messaging, interactive platforms, and stakeholder-centered communication, organizations will be able to create an open and positive communication climate for employees, clients, and other stakeholders. The study underlines the role of marketing in media to be one of the most critical drivers of communication climate satisfaction; therefore, it recommends that organizations optimize their media strategies to enhance engagement. Companies should invest in diverse communication channels such as social media, digital platforms, and traditional media so as to reinforce marketing messages and create a well-balanced communication ecosystem. Further, the results of the study suggest that the psychological ownership of employees should be considered by organizations since it strongly moderates the effect of IMC on communication satisfaction. This means that developing a sense of belonging, participation, and shared ownership in decision-making processes can enhance the effectiveness of communication strategies. Managers should implement co-creation opportunities, employee-driven content in internal communications, and participative decision-making processes to increase their employees' sense of ownership. Additionally, organizations should have cross-functional collaboration between marketing and human resource departments to make sure that internal branding is aligned with that of external communication strategies. By acknowledging the interaction between IMC, marketing in media, and employee perception, organizations can achieve more holistic, effective communication plans that ultimately foster greater overall satisfaction among stakeholders as well as an organizational whole.

8. LIMITATIONS AND FUTURE RESEARCH DIRECTIONS

Despite its significance, this study has some limitations that need to be acknowledged. For instance, the research is contextually bounded to a particular industry and geographical setting, which might limit the generalizability of the findings to other sectors and cultural contexts. The study, while valuable to understand the dynamics of IMC as related to communication climate satisfaction, should extend the investigation to diverse industries like manufacturing, healthcare, and technology to gauge whether these kind of patterns hold in different organizational settings. Further, the cross-sectional data used in this study comprises relationships at a single point in time. A longitudinal design would therefore serve to uncover more insight into the long-term relationship between IMC and psychological ownership with communication satisfaction in a more dynamic portrayal of how these variables interact over time.

Another limitation of the study was using self-reported measures, and therefore social desirability or response consistency bias may be present. Though rigorous statistical techniques were used to validate the constructs, more objective methods like behavioral analytics, sentiment analysis, or experimental methodologies could be used in future research to triangulate the findings. In addition to this, there is a particular focus on the direct and mediating/moderating relationships with future studies on other factors-influencing-variables that potentially affect IMC and communication climate satisfaction, as well as possible organizational culture and leadership styles as well as, for example, digital transformation processes. By detailing these limitations and extending them even further, this will provide new insights into exactly how IMC influences organizational communications environments.

9. ACKNOWLEDGEMENT

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APPENDIX 1

Integrated marketing communication

Message consistency

1. My company carefully coordinates all the messages originated by all departments and functions with the aim of maintaining the consistency of its strategic positioning.

2. My company maintains consistency in all the visual components of communication.

3. My company periodically reviews all its planned messages to determine its level of strategic positioning consistency.

4. In my company it is paramount to maintain the consistency between product messages, that are inferred from, and comprise everything embedded in the organisation's product and service messages, deriving from the experience of dealing with the organisation, its staff, agents and products.

Interactivity

1. My company promotes the creation of special programs to facilitate stakeholders' inquiries and complaints about our brands, products and the company itself.

2. My company gathers stakeholders' information that is collected or generated via different sources from all divisions or departments into a unified database that is configured to be useful and easily accessible to all the organizational levels.

3. In my company it is crucial for the organisation as a whole and for all its human resources to have a responsive attitude towards the messages received from its stakeholders.

4. In my company, strategic use of the ICTs enhances the speed of response of the organisation as a whole.

5. In my company actively listening to stakeholder-generated messages, for instance via word of mouth (WOM and e-WOM) is of vital importance in setting its communication strategies.

6. My company considers that the relationship between the company and its stakeholders must be reciprocal in order to establish a trust-based and on-going dialogue.

7. My company proactively implements social media by listening to the existing conversations to promote a dialogue with its stakeholders.

Stakeholder-centred strategic focus

1. The company's mission is a key consideration in its communications planning and it is promoted among stakeholders.

2. My company develops and implements systematic studies to assess the efficacy and consistency of its corporate communications in order to build and maintain sound relationships with all its stakeholders.

3. In my company, acknowledgement of the main touch-points between the company and its stakeholders is paramount to strengthen for more effective communication.

4. In my company social media are an alternative way for stakeholders to contact the company.

5. In working towards the goal of establishing and maintaining stakeholder relationships, in my company human resources in all organisational areas must collaborate as needed.

6. In my company, human resources in all organisational areas pursue the objective of providing stakeholdercentred solutions.

7. My company establishes and nourishes relationships with external agents/partners in order to achieve high-value solutions for stakeholders.

Organisational alignment

1. My company carefully manages horizontal internal communication by ensuring that all organisational areas acknowledge the goals pursued by the organisation.
2. My company carefully manages vertical internal communication by ensuring that the information flows through all the hierarchical levels of the organisation.
3. My company ensures that its external agents and partners have at least several contacts per month with each other.
4. In my company horizontal and vertical cooperation are crucial because all departments affect the corporate reputation.
5. In my company employees and managers share the corporate values and the main goals of the company that guide them in carrying out their specific tasks and functions.
6. In my company encouraging and promoting a collaborative culture and climate is highly relevant in order to activate cross-functional coordination mechanisms.
7. My company trains all human resources to enable them to develop cooperation and coordination skills.

Marketing in media

1. Marketing through direct visits to organizations and businesses remains an important approach for building awareness.
2. The use of flyers, banners, and billboards continues to be an effective form of marketing.
3. Marketing through social media platforms (such as Instagram, TikTok, Facebook, YouTube, and Twitter) is an effective marketing strategy.
4. Digitalization in marketing media has become more appropriate for marketing purposes.
5. Digital marketing is more informative and has a wider reach compared to traditional methods.
6. Content marketing on digital platforms is an effective method for reaching target audiences.
7. The marketing content should be carefully prepared with key and relevant information.
8. The visual appeal of digital marketing materials is an important factor to consider.

Satisfaction with communication climate

1. How much communication within the organization helps me to feel I am an important part of the organization
2. How much communication within the organization helps me to identify with the organization
3. How much communication within the organization promotes organizational values
4. How much communication within the organization encourages me to accomplish the organization's goals

Psychological ownership

1. I feel personally invested in the success and functioning of this organization.
2. I believe my team shares a collective responsibility and ownership of this organization's success.
3. The entire organization feels a sense of shared ownership over its overall mission and goals.
4. I am highly concerned with the ongoing development and well-being of this organization.