IMECONF
International Conference on Research in MANAGEMENT AND ECONOMICS

27 - 29 November 2026 Vienna , Austria

Communication Quality and Employee Social Programme Outcomes: An Integrative Model and Hypotheses for Companies in Kazakhstan

Eleonora Berdibaeva

MNU Business School, Maqsut Narikbayev University, Kazakhstan

Abstract

Purpose. Companies invest in social programmes for employees, but formal availability of a programme does not guarantee that employees understand, trust and use it. This paper proposes an integrative conceptual model of how the perceived quality of internal communication about employee social programmes relates to programme outcomes, formulated for empirical testing in companies of Kazakhstan.

Methodology. The model is derived from a synthesis of internal communication and communication satisfaction research (Downs & Hazen, 1977; Welch & Jackson, 2007; Ruck & Welch, 2012), studies of internal corporate social responsibility and perceived organizational support (Farooq et al., 2014; Mory et al., 2016; Rhoades & Eisenberger, 2002), and project-management competence research (Henderson, 2008; Alvarenga et al., 2020). It is designed for a mixed-methods test: a survey of employees in several Kazakhstan companies and interviews with HR managers, with indirect and conditional effects estimated following Preacher and Hayes (2008) and Hayes (2022).

Findings. Communication quality is operationalized through four dimensions: informing, channels, feedback and information quality. Programme outcomes are perceived usefulness and satisfaction, with organizational commitment treated as a more distal outcome. Three hypotheses are advanced: a direct positive association between communication quality and outcomes (H1); mediation through organizational trust and employee participation (H2); and moderation by the competence of programme administrators and the systematic character of informing (H3).

Implications. The model separates findings established in prior research from propositions to be tested

on Kazakhstan data and offers HR managers a framework for diagnosing the communication of social programmes beyond participation counts.

Keywords: Internal Communication; Employee Social Programmes; Internal Corporate Social Responsibility; Organizational Trust; Kazakhstan