Explicating Place Identity Attitudes, Place Architecture Attitudes, and Identification Triad Theory

Abstract

Drawing on theories of place identity and social identity, this study explicitly aims to make a theoretical contribution vis-à-vis the internal-stakeholders' cognitions of place identity attitudes, place architecture attitudes, and identification triad. The research was undertaken within a business school at a time when that school had acquired a new business school building with a distinctive internal architecture. The resultant theoretical framework was based on 309 stakeholder responses, while covariance-based structural equation was used for the data analysis. The findings from the stakeholders' perspectives identify the main components of place identity attitudes and place architecture attitudes. The findings also reveal the importance of place identity attitudes in enhancing place architecture attitudes and stakeholders' identification. According to the results, there is a relationship between place identity attitudes and identification; corporate visual identity and physical structure and stimuli; and communication and place architecture attitudes. Moreover, certain key implications for place managers and researchers are highlighted.

Keywords: Place architecture attitudes; place identity attitudes; identification; business schools

Foroudi, M.M., Balmer, M.T., Chen, W., Foroudi, P. and Patsala, P. (2017) Explicating place identity, place architecture and identification triad theory explicating place identity, place architecture and identification triad theory, ***Journal of Business Research***

Introduction

Architecture involves buildings that are designed to express an idea or an emotion about a company's purpose, position in time, and intention of its creators. The aesthetic aspect of architecture is essential for organizations, since it expresses an increase in desire among corporate managers to promote the physical expression of a building as a means of enhancing corporate image and identification (Foroudi et al., 2019). However, corporate place architecture identity represents an under-researched aspect within the place identity canon, while corporate place architecture denotes a distinctive and differentiating corporate architectural design, which assigns identity both to an organization and to a specific, organizational-related, place. Drawing on theories of place identity and social identity, this study explicitly aims to make a theoretical contribution vis-à-vis internal-stakeholders' (such as employees' and students') cognition of place identity attitudes, place architecture attitudes, and identification triad.

Extant scholarship on corporate place architecture identity reveals its significance for users and other stakeholders in connecting an entity to a place (Calantone et al., 1989; Govers et al., 2007; Hoeken and Ruikes, 2005), and it can therefore be associated with place image (Foroudi et al., 2017; 2018; Van den Bosch et al., 2006). More recently, the importance of corporate place architecture design has emerged as an important facet of the nascent corporate heritage literature (Balmer and Chen, 2015; 2016; 2017).

In this context, absence of a universally agreed definition is observed apropos the corporate place architecture design (Unwin, 2009). Thus, whilst architecture can be seen as an art form (Hoeken and Ruikes, 2005; Huppatz, 2005; Van den Bosch et al., 2006), it can also be a component of sensory identity (Balmer, 1998) and, more specifically, of corporate visual identity. Historically, a good deal of emphasis has been placed on the visual factor and on symbolism generally vis-a-vis the identity literature (Baker and Balmer, 1997; Cornellisen et al., 2007; Foroudi et al., 2019; 2017; 2018). However, there is a lack of empirical research attesting to how architecture might be defined (Unwin, 2009).

Whilst, increasingly, there is recognition that corporate identity per se is multidisciplinary in scope (Balmer, 2001; 2008; Balmer and Greyser, 2002) and has broadened beyond a conceptualization in terms of graphic design (Balmer, 1998; 2008; Cornelissen et al., 2006; Melewar et al., 2001), symbolism, design, and, by inference, architecture are still accorded importance. One reason for this is because corporate design and symbolism can encapsulate an organization's mission and strategy (Van Riel and Balmer, 1997), as well as its cultural values and organizational ethos (Balmer, 1998), and it can thus convey ideologies, beliefs and authority (Dormer 1998).

However, the significance of architecture as part of corporate design is not always recognised nor does it receive considerable attention (Baker and Balmer, 1997; Melewar et al., 2001). Yet, Balmer (1998; 2008) noted, making reference to the Catholic Church, how symbolism—and more specifically architecture—underpins, projects and reinforces a corporate ethos and, significantly, inculcates a strong sense of identification to the institution. As such, corporate architecture and buildings can be viewed as a tangible product of corporate identity (Balmer and Greyser, 2002; Cornelissen et al., 2007) that can embody and communicate an organization's essence (Elsbach and Bechky, 2007; Myfanwy and Cornelius, 2006), and, more precisely, a corporate identity which is primarily rooted in an organization's distinctive and differentiating meaningful corporate identity traits (Balmer, 2017). These traits invariably imbue an entity with specificity, stability and coherence (Balmer, 1998; 2008; 2017; Larçon and Reitter, 1979) and, (according to Cornelissen et al. (2006) and adapting the work of Albert and Whetten (1985)), provide institutions with identity anchors that are central (inimitable organizational traits), distinctive (i.e. differentiated from other organizations) and enduring (stable over time). However, there is an absence of research on employees and open offices phenomena in the contemporary office environment (McElroy and Morrow, 2010, p. 615). In addition, little is known about the connections between place and the formation of these identities, or about how place influences responses to organizational change (Rooney, 2010).

Moreover, corporate place architecture identity (i.e. of internal office spaces) can shape staff behaviors and attitudes (Bitner, 1992; Han and Ryu, 2009; Kamarulzamann et al., 2011; Rooney, 2010), have an important communications role (Balmer 1998, 2008; Huppatz, 2005) and burnish employees' identification with an organization (Balmer and Liao, 2007; Balmer et al., 2010; Kioussi and Smyth, 2009; Knight and Haslam, 2010). As such, architecture and the corollary concern with interior design can be significant. There is little research into the different levels of importance among the components of the physical environment in predicting outcome variables (Han and Ryu, 2009).

The aim of the present empirical study is to thoroughly examine the link between place identity attitudes, place architecture attitudes, and identification management. Elsbach's (2003) and Rooney's (2010) assumption that there is a relationship between corporate identity and internal architecture has not yet been tested and validated. Also, the marketing literature includes no systematic study on the relationship between corporate identity, internal architecture and identification. To be more precise, this work (i) explores the concept of the place identity and its dimensions, (ii) analyzes the concept of the internal architecture and its dimensions, (iii) develops and empirically assesses a conceptual framework concerning the relationships between favorable place identity attitudes, place architecture attitudes, and identification, (iv) investigates the impact of place identity attitudes on place architecture, (v) scrutinizes the impact of place architecture on identification, (vi) explores the impact of place identity attitudes on identification, and (vii) deliberates on the impact of the place identity attitude elements on the place architecture elements.

CONCEPTUAL FRAMEWORK

A principal aim of this research is to excogitate the place identity/place architecture/identification triad and the interplay and causal relationships between them as perceived by internal-stakeholders, as no prior studies have explored this.

The conceptual framework incorporates insights from the broader corporate identity canon, as well as the corporate visual identity literature, vis-a-vis place identity attitudes e.g. visual identity, philosophy/mission/value, and communication (Abratt, 1989; Baker and Balmer, 1997; Balmer, 1994; 1996; 2017; Bernstein, 1986; Bhattacharya and Sen, 2003; Melewar et al., 2017; Simoes et al., 2005). It also incorporates corporate place architecture identity dimensions, e.g. internal offices' physical structure/spatial layout and functionality, physical stimuli/ambient conditions, and symbolic artifacts/decor and artifacts and simultaneously enumerates the outcomes of identification (Bitner, 1992; Han and Ryu, 2009; McElroy and Morrow, 2010; Wakefield and Blodgett, 1999). The focus is the meaning it may convey to the observer. Mindful of the breadth and multi-disciplinary nature of this area, the study incorporates insights from the pertinent literature.

Ten constructs underpin the conceptual framework. More particularly, four principal and six secondary constructs are considered along with the relationships that exist between them (see Figure I). To address the hypotheses efficiently, the researchers have reviewed and integrated the literature on place identity, place architecture, corporate identity and corporate identification etc.

In terms of the first hypothesis, this considers the relationship between place identity attitudes and corporate place architecture identity attitudes. Elsbach (2003) and Rooney (2010) rightfully note how the relationship between the above has yet to be tested and validated. In this study, account is also taken of the link between corporate identity and corporate place architecture identity from an internal stakeholder perspective (employees and students). More specifically, to date, scholars have argued that there is a direct relationship between place identity and corporate place identity architecture (Balmer and Chen, 2015; 2016; 2017; Hernandez et al., 2007; Jorgensen and Stedman, 2001; Proshansky et al., 1983). It is therefore hypothesized that:

> ***H1:*** *The more favorable the attitude internal-stakeholders have towards place identity, the more favorable attitude internal-stakeholders will have towards corporate place architecture identity.*

Then, the issue of place identity attitudes and relationship with corporate identification underpins the second hypothesis. More generally, identity in its various forms is of critical importance and is central to human existence (Balmer, 2008). More specifically, place identity attitudes and identification are highly meaningful (Hernandez et al., 2007). Following on from corporate and organizational identity, scholarship identity and identification are root constructs in the social sciences (Balmer, 2008) and, therefore, are important to place identity (Albert et al., 2000; Fleury-Bahi et al., 2008; Zenker and Peterson, 2014). According to social identity/self-characterization theory (Balmer, 2008; Cornelissen et al., 2006), people invariably define themselves by their group membership and their differentiation from other groups (Balmer, 2008; Fleury-Bahi et al., 2008; Zenker and

Peterson, 2014). Just as stakeholders can define themselves in terms of a corporate identity (Balmer, 2017) a similar logic applies to an individual's affinity with a place identity; for example, a person's self-worth can be burnished owing to identification with a place with an enviable identity (Jorgensen and Stedman, 2001; 2006; Massey, 1991; Shamai, 1991). Thus, the uniqueness of a place identity is likely to be determined in part by its perceived identification (Bhattacharya and Sen, 2003). It is therefore hypothesized that:

> ***H2:*** *The more favorable the attitude internal-stakeholders have towards place identity, the more favorably they identify themselves with that place.*

The third hypothesis focusses on the relationship between corporate place architecture identity and identification (Knight and Haslam, 2010; Thatcher and Xhu, 2006). Place identity can be an essential element of architecture and different modes of identification with a place can, therefore, impact on place identification (Rooney et al., 2010). Design of offices can create a sense of place (Stedman, 2002; Twigger-Ross et al., 2003), and also foster identification with a place (Uzzel et al., 2002). Design attractiveness and place branding issues may also be impactful (Kavaratzis, 2004; Kavaratzis and Ashworth, 2005). Design of places can provide the basis for identification (Speller et al., 2002; Stedman, 2002; Twigger-Ross et al., 2003) and, given the above, corporate place architecture design can be meaningful. As a result,

> ***H3:*** *The more favorable the place architecture design is perceived by internal-stakeholders, the more favorably they will identify themselves with that place.*

A company's internal physical structure/spatial layout and their functionality are important elements of corporate visual identity: they influence and foster social interaction (Bitner, 1992). A comprehensive corporate visual identity system in addition to an organization's logo, house style and company uniforms also encompasses, among others, the exterior and interior of corporate buildings, including the architectural design. The principal aim of the afore-mentioned elements is to express a distinctive and differentiated corporate identity which can include an organization's raison d'être and ethos (Balmer, 1995; Baker and Balmer, 1997; Foroudi et al., 2014; 2016; Van Riel and Balmer, 1997). Corporate visual identity provides corporate recognizability (Foroudi et al., 2018) and can evoke an emotional response towards the company from stakeholders (Van Riel and Balmer, 2001). More specifically, workplace design can facilitate and encompass desired work place practices (Davis et al., 2010).and can be instrumental in affecting decision-making processes (Elsbach and Bechky, 2007).

Place visual identity management is a feature a company can exploit to project their quality, prestige and style to stakeholders (Melewar and Saunders, 1999). Place identity is a place's visual statement to the world of who and what that place is—of how the company views itself—and, thus, it is strongly associated with how the world views the place and it may influence internally and externally held perceptions of places (Marguilies, 1977). In addition, place identity also relates to the degree to which it is conceptualized as a function of leadership and by its focus on the visual identity (Hatch and Schultz, 1997). Internally, visual identity can inculcate employees' identification to place via physical stimuli/ambient communications which can shape employee behaviors, attitudes, performance and job satisfaction, as well as performance (Han and Ryu, 2009) toward the company (Han and Ryu, 2009). Based on Foroudi et al. (2019), place visual identity will meaningfully impact on architecture. It is therefore hypothesized that:

> ***H4:*** *The more favorably the visual identity is perceived by internal-stakeholders, the more favorably the spatial layout and functionality is perceived by internal-stakeholders.*

Ambient conditions/physical stimuli, such as visual openness, sound, and light, as well as ventilation and thermal comfort, are similarly essential to employee productivity in many interpersonal service businesses (e.g. banks, hospitals, and hotels); in addition, employee preferences must be balanced against employees' and students' needs. Ambient conditions/physical stimuli generally exert a subconscious effect on customers' satisfaction and loyalty (Han and Ryu, 2009). Furthermore, it affects internal-stakeholders' attitudes and behaviors toward the company and can have an effect on employees' perceptions (Han and Ryu, 2009). The outcome of the ambient conditions/physical stimuli present in the setting may cause comfort or discomfort during the service encounter, which support the user to pursue or to interrupt the service consumption, and which subsequently may have an impact on their attitudes and behaviors toward to the place (Donovan and Rossiter, 1982). Ambient conditions/physical stimuli generally have a subconscious effect on employees' and customers' satisfaction and loyalty (Han and Ryu, 2009, p.487). Furthermore, the effect on customers' attitudes and behaviors toward the company can impact on their perceptions (Han and Ryu, 2009). It is, therefore, hypothesized that:

> ***H5:*** *The more favorably the visual identity is perceived by internal-stakeholders, the more favorably the ambient conditions are perceived by internal-stakeholders.*

The sixth hypothesis takes account of how symbolic artifacts/décor in architecture (physical environment) can be a component of a firm's corporate image and, from the internal-stakeholders' perspective, décor and artifacts can be meaningful for customers' satisfaction and behavior (Han and Ryu, 2009, p.489). For example, a change of symbolic artifacts such as increased natural lighting and the use of bright colors can cultivate a sense of pleasantness in the work environment and, as a consequence, elicits positive reactions (Parish et al., 2008). Artifacts can be appropriated by individuals in order to achieve territorial distinctiveness and this particularly applies to objects which are perceived to have value. For example, possessiveness being accorded to a chair or seat (Brown et al., 2005), where others appropriate the aforementioned from another which can lead to conflict and contention

(Brown et al., 2005). As such, artifacts along with décor in architecture can have an effect on students', as well as employees' behavior. Consequently, it is therefore hypothesized:

> ***H6:*** *The more favorably the visual identity is perceived by internal-stakeholders, the more favorably the symbolic artefacts are perceived by internal-stakeholders.*

Focusing on philosophy, mission, value apropos internal architecture and marshaling the corporate identity literature, it can be conceptualized that the aforementioned can be presented to the outside world through place identity (Balmer and Chen, 2017; Bhattacharya and Sen 2003; He and Mukherjee, 2009; Kottasz et al., 2008; Powell, 2011). Following on from corporate identity literature, it can be asserted that place identity refers to the features, characteristics, traits or attributes of a place that are presumed to be central, distinctive and enduring (Balmer, 2001; 2008; 2017; Bick et al., 2003; He and Balmer, 2007). Also following on from the corporate identity literature, place identity management is concerned with the conception, development, and expression of a place identity (Bhattacharya and Sen, 2003); the management of its traits (Balmer, 2001; 2006; 2008; 2017; Cornelissen et al., 2006) and, in some instances, marshaling the identity literature can encapsulate the corporate its mission and ethos (Kiriakidou and Millward, 2000; Simoes et al., 2005). In the same corporate identity vein, account needs to be taken of employees' and managers' cognitions of place identity (Balmer, 2017; Barnett et al., 2006; Fombrun, 1996; Hatch and Schultz, 1997). In addition, spatial layout/physical structure and their functionality often represent a first impression to stakeholders, particularly for employees and customers (Bernard and Bitner, 1982). For employees, it can act as a signal apropos desired employee behavior and can also communicate an organization's mission, values and philosophy. For instance, employees can form expectations about a firm, including mission vision and philosophy, via tangible cues, such as outside building appearance, lighting, layout, parking facilities, temperature, furnishings, layout, and color (Bernard and Bitner, 1982). The aforementioned may also influence the corporate images held of the firm by stakeholders (Bitner, 1992; Elsbach and Bechky, 2007). As a result, it is therefore hypothesized that:

> ***H7:*** *The more favorably the philosophy, mission and value is perceived by internal-stakeholders, the more favorably the spatial layout and functionality is perceived by internal-stakeholders.*

The next hypothesis considers corporate philosophy, mission and value, as well as ambient conditions, and whether they can impact on corporate design and the associated surrounding conditions/physical stimuli. Moreover, at an individual level, they also represent organizational cues and afford means by which an entity can be recognized and differentiated (Bitner, 1992; Parish et al., 2008). The physical stimuli/ambient conditions include background characteristics of the internal office environment such as color, light, temperature, lighting, noise, music, odour, and scent; yet, sometimes such dimensions may not be obviously discernible but all have an effect on an individual: gases and chemicals are such instances. They can also be meaningful in forming initial employee corporate images of the firm. All of the aforementioned, which are analogous to the notion of sensory identity/identification (Balmer 2001) can have an effect on employees' senses, perceptions and responses, and influence all five senses, not solely the visual, while recognizing its importance as ambient signifiers (Balmer, 2001). This is especially the case for employees who spend extended periods of time in their work environment, which can in turn affect their mental states and physical comfort and productivity (Bitner, 1992). It is therefore hypothesized:

> ***H8:*** *The more favorably the philosophy, mission and values are perceived by internal-stakeholders, the more favorably the ambient conditions are perceived by internal-stakeholders.*

The importance of symbolic artifacts around corporate philosophy, mission and values underpins the next hypothesis. Symbolic artifacts relate in a general sense to office aesthetics and office environment and, more particularly, to the colors of the walls, type of flooring, pictures, furniture, and overall office décor (including items such as flowers) which differentiate a company from its competitors (Han and Ryu, 2009). It has also been described as that aspect of a physical setting which guides the individual, or group, in interpreting a social setting (Davis, 1984), and it may encompass corporate philosophy, mission and values. Artifacts take on an added significance within service industries (Han and Ryu, 2009). In addition décor and artifacts' influences can contribute to internal stakeholder satisfaction and behavior (Han and Ryu, 2009). Internal-stakeholders behave differently in different places due to the role of symbolic artifacts as each company should have distinctive corporate values, mission and philosophy. It is therefore hypothesized that:

> ***H9:*** *The more favorably the philosophy, mission and values are perceived by internal-stakeholders, the more favorably the symbolic artifacts are perceived by internal-stakeholders.*

The next hypothesis focusses on marketing communications of place and the conceived favorability of spatial layout and functionality. Drawing on the corporate identity canon, place communication refers to a place identity (He and Mukherjee, 2009), and can influence strategy and underpin communications (Hatch and Schultz, 1997; He and Mukherjee, 2009). Just as corporate identity is a signature which provides a foundation for organizations (Balmer et al., 2006), the same can be applied to place identity and again, following communications theory, place identity can be assumed to belong to the sender's side of the communication process (Christensen and Askegaard, 2001).

Spatial layout, structure and functionality has an enhanced role in service industries (Han and Ryu, 2009). In particular, architecture can provide spaces that offer different functionality which, ideally, all employees can access according to concrete needs and situations (Davis et al., 2010), with physical space being configured to facilitate the requisites of different work roles (Allen and Henn, 2007); ergonomic design systems and elements are examples of such cases (Davis et al., 2010; McElroy and Morrow, 2010). Research in environmental psychology has shown that the greatest effects on employees are floor arrangements, furniture layouts, height and density of workstation partitions, the availability and convenience of storage space, and furniture style and spatial layout (Vischer, 2007). The importance of the above in fostering social interaction and team work is also significant (Grant and Parker, 2009; Kilduff and Brass, 2010). Melding innovative architectural expression with inspiring internal spaces, coupled with good functionality should be seen as essential requisites McDonald (2006). It is therefore hypothesized:

> ***H10:*** *The more favorably the marketing communication of a place is perceived by internal-stakeholders, the more favorably the spatial layout and functionality is also perceived by internal-stakeholders.*

The next hypotheses focus on marketing communications favorability and favorability of ambient conditions. Senior managers increasingly realize that internal architecture, and ambient conditions/physical stimuli in the workplace environment emit messages about the firm, about what needs to be accomplished and how, and, in addition, it may also counter negative influences (Davis, 1984). All the aforementioned bear a significant communicative quality as information cues interwoven with the company, its ethos and mission etc. and, as such, they can influence staff behavior. Accordingly, managers pay attention to their firm's physical surroundings and design: however, the effect of a specific design change, or mode, has not been adequately detailed in the literature and is not, therefore, completely understood (Bitner, 1992). However, there are often instances where a particular architectural legacy/design (office design) cannot be changed, communicating different or former corporate messages. In other circumstances, it is efficacious for managers to allow a degree of personalization on the part of employees in terms of their workspace environs, in support of conveying corporate messages (Knight and Haslam, 2010). Within this framework, we hypothesize that:

> ***H11:*** *The more favorably the marketing communication of a place is perceived by internal-stakeholders, the more favorably the ambient conditions are perceived by internal-stakeholders.*

The final hypothesis emphasizes how symbolic artifacts can generate positive employee feelings: the utilization of natural lighting and the use of bright colors not only can be conducive to the work atmosphere, but they may also enhance organizational members' positive perceptions of corporate culture (McElroy and Morrow, 2010). This comes with recognition that internal corporate spaces (offices, refreshment areas, etc.) can be important locations for corporate learning and creative interactions and, therefore, they are potentially of high symbolic corporate worth. This can also mold employee behavior, satisfaction and shape their corporate images (Bitner, 1992). Consequently, corporate decisions vis-a-vis the design and décor of offices can be of importance and of high significance for employees

(Elsbach and Bechky, 2007). A caveat to the above is that—while the above can be supportive of the organization, including its mission, strategy and philosophy—symbolic artifacts sometimes can carry negative or contradictory connotations (Davis, 1984). Employees need to be cognizant of this fact and make appropriate changes where required. It is therefore hypothesized:

> ***H12:*** *The more favorably the marketing communication of a place is perceived by internal-stakeholders, the more favorably the symbolic artifacts are perceived by internal-stakeholders.*

<<Insert Figure I about here>>

METHODS

DATA COLLECTION

The main objective of this study is to theoretically investigate place architecture (the focal construct) and its relationship to place identity (as antecedent) and internal identification (as an outcome). The research was conducted at a London-based university business school and focused on perceptions of the new business school building in terms of internal place architecture, physical layout, etc. The business school can be regarded as an institution in that, while it is a research-based school, it does not belong to the elite group of Financial-Times-ranked business schools.

To accomplish the aims of this research, a single case-study approach utilizing a mixed-methods methodology was used (Teddlie and Tashakkori, 2010). Semi-structured interview focus groups and a pilot study (with 54 internal-stakeholders—employees and students, including faculty and doctoral students) not only enabled a more profound understanding of the topic, but they also increased the richness and validity of findings. These also resulted in the refinement of the conceptual model and hypotheses, while results also helped develop and purify measurement scales used in the main quantitative study (Chisnall, 1991; Churchill, 1979; Connel and Lowe, 1997; Saunders et al., 2007). Moreover, the different methods of data collection served to triangulate and validate the data and the resultant empirical insights. Respondents included in the pilot study did not participate in the main research in accordance with well-established research protocols (Haralambos and Holborn, 2000).

In order to ensure content/face validity, the survey questionnaire was thoroughly examined by a number of academics, aiming to provide support for the appropriacy of the questionnaire (DeVellis, 2003) and to ensure the items were representative of each scale's domain (DeVaus, 2002; DeVellis, 2003). Self-administered questionnaires were distributed to 309 internal-stakeholders from various UK universities. The research constructs were measured via means of a seven-point Likert scale.

MEASURES

The initial pool of items was generated through a systematic literature review of relevant empirical studies. The researchers developed the scales by avoiding exceptionally lengthy items, double-barreled items, ambiguous pronoun references and considering the readability level of each item, while utilizing positive and negatively worded items (DeVillis, 2003). A multi-item scale was used for each construct (Churchill, 1979). The initial item generation produced 99 items: 6 items for the corporate identity, 20 items for the corporate identity elements, 73 items for architecture (i.e. physical structure/spatial layout and functionality (29), ambient conditions/physical stimuli (16), and symbolic artifacts/décor and artifacts (28)), and 6 items for identification.

To determine the content validity, the researchers invited seven academic members of the marketing department who were already familiar with the topic to assess the measurement items and designate when the measures appear to be face/logically valid or not (Bearden et al., 1993; Zaichkowsky, 1985). The academics were asked to judge the suitability of the items and check the clarity of wording, identifying also which items should be retained (Lichtenstein et al., 1990). Moreover, seven academics scrutinized the item scales questionnaire to ensure face validity; in order to establish face validity, the researchers requested feedback from academics who filled in the questionnaire and commented on wording, layout, and ease of completion, as well as whether it appeared to measure the intended constructs.

Afterwards, in an effort to purify the measurement scales, a pilot study was conducted (De Vellis, 1991; Malhotra and Birks, 2000) to generate reliable and valid measures. The main purpose of a pilot study is to create an effective questionnaire so that respondents have no difficulty answering (Saunders et al., 2007) and creating a more effective field survey for the study. Based on the content, face validity, and EFA, the questionnaire design was finalized, including 89 items in total.

The questionnaire contained measures based on established scales from prior research. Place identity attitudes (Cole and Bruch, 2006), visual identity (Melewar and Saunders, 1999 and 2000; Simoes et al., 2005), philosophy, mission, value (Simoes et al., 2005), and communication (Simoes et al., 2005) were adopted according to the context. Additionally, the items for physical structure/spatial layout and functionality (Davis et al., 2010; Han and Ryu, 2009; McElroy and Morrow, 2010; Varlander, 2012; Wasserman and Frenkel, 2010) physical stimuli/ambient conditions (Elsbach and Bechky, 2007; Han and Ryu, 2009; McElroy and Morrow, 2010), and symbolic artifacts/décor and artifacts were developed for this study based on the existing measures. In addition, items for identification measurement were developed based on the existing literature (Bhattacharya and Elsbach, 2002; Elsbach and Bhattacharya, 2001; Keh and Xie, 2009). The domain, definitions, and items of construct are illustrated in the Appendix. Four items were excluded as multiple loadings on two factors, low reliability, and item to total correlation were less than 0.50 (Hair et al., 2006).

For the main survey, 450 questionnaires were distributed to faculty and business school students. The data collection process yielded 309 usable questionnaires. Table 1 illustrates the demographic profile of the respondents.

<<Insert Table I about here>>

The initial measures underwent a series of factor and reliability analyses as preliminary tests of their performance within the entire sample. Cronbach's α measured the uni-dimensionality of the multi-item scale's internal constancy (Cronbach, 1951), and construct reliability measured how well that construct was measured by its assigned items (Fornell and Larcker, 1981). Cronbach's α was higher than the required value of 0.6 (Cronbach, 1951) and ranged from 0.692 through 0.964 closely approaching or exceeding the threshold value of 0.70 (Field, 2005) and satisfied the requirements of the psychometric reliability test. Average variance extracted, composite and Cronbach's alpha reliabilities present acceptable levels of reliability and validity (Fornell and Larker 1981; Hair et al., 2006).

Confirmatory factor analysis of all constructs together was employed to assess discriminant validity. Convergent validity signifies that a set of items should represent one and the same underlying construct that can be demonstrated through their uni-dimensionality (Henseler et al., 2009). In other words, convergent validity explains the correlation between responses obtained through different methods representing the same construct. The composite reliability for all constructs is above 0.87, while the average variance extracted for each construct was higher than the required value 0.82. All are good indicators of convergent validity (Fornell and Larckers, 1981). Table II provides descriptive information for the constructs of interest.

<<Insert Table II about here>>

In an effort to examine common method bias, we employed Harman's one-factor as proposed by earlier studies, employing a chi-square difference between the original and fully constrained model (Harman, 1967; Lindell & Whitney, 2001). Based on the results, the two models share a variance and are statistically different and CFA was suggested. All were greater than the suggested threshold of .90 (Hair et al., 2006), and each criterion of fit indicated that the proposed measurement model's fit was acceptable. In addition, the results reveal that CMV was not the major source of the variations in the observed items.

In a series of analyses, the discriminant validity is a complementary concept of convergent validity and refers to the extent to which measures diverge from other operationalization whereby the construct is truly distinct from other constructs (Hair et al., 2006). Table III ensures that each of the measuring items within a construct was higher than all of its cross-loadings in row and column. Further evidence for discriminant validity provided the estimated correlations among factors which were less than the recommended value of 0.92 (Kline, 2005). Furthermore, the diagonal line shows the squared roots of average variance extracted (SRAVE) for each construct, which is higher than any correlation value below it, indicating that the estimated correlations were statistically significant (Fornell and Larckers, 1981; Hair et al., 2006). The results reveal that there is no validity concern.

Quantitative data were analysed by using Amos 18.0. Having recognized a reliable and validated measurement/outer-model, there was a requirement to estimate the assumed causal and covariance linear relationship among the exogenous (i.e. independent) and endogenous (namely dependent) latent variables. The structural model allows evaluation of the inner model or path model. The corporate logo operational model is illustrated in Figure II. The structural model details the causal associations between theoretical concepts. Based on the structural model, the research hypotheses were examined through the standardized estimate and t-value (critical ratio). Figure II presents the final model with structural path coefficients and coefficient of determination (R2). All the hypotheses of the conceptual model were statistically supported ($p<0.05$). The path coefficients represent standardized regression coefficients.

The results of the proposed conceptual model demonstrate a chi-square of 2418.110 (degrees of freedom, df=1650; $p<0.001$), and the root mean square error of approximation (RMSEA) reveals a value of 0.039 (below 0.08) (Hair et al., 2006); comparative fit index (CFI) of 0.962, incremental fit index (IFI) of 0.969, Tucker-Lewis (TLI) of 0.959 (greater than 0.9) (Byrne, 2001; Hair et al., 2006); goodness-of-fit index (GFI) of 0.8, adjusted goodness-of-fit index (AGFI) of 0.778 which shows they are within the acceptable limits and the fit is only marginal (Byrne, 2001; Hair et al., 2006; Tabachnick and Fidell, 2007). A normed fit index (NFI) score of 0.889 and relative fit index (RFI) score of 0.881 confirm that the hypothesized model offers an adequate fit for the research data. The above being noted, there is a lack of agreement among researchers about the best goodness-of fit-index and given that some indices are sensitive to sample size, the best strategy is to adopt several different goodness-of-fit indices.

<<Insert Figure III about here>>

Table VI illustrates the criteria for adequate fit, which indicated that the fit of the proposed structural model was satisfactory. All the fit indices in this study are within acceptable limits (Byrne, 2001; Hair et al., 2006; Tabachnick and Fidell, 2007). A major problem researchers may face with confirmatory factor analysis is that there are no universally accepted criteria for what constitutes a good fit. Therefore, there is room for argument in interpreting the findings of an Amos analysis. Consequently, it can be concluded from the data observed that the proposed model maintains a good fit.

<<Insert Table VI about here>>

In total, twelve hypotheses were tested. The path coefficients represent standardized regression coefficients. The structure equation modeling reflects the assumed linear; causal relationships between the constructs were tested with the data collected from the validated measures. The findings regarding causal paths (standardized path coefficients (β), standard error, p-value and hypotheses result), parameter estimates corresponding to the hypothesized SEM paths and the resulting regression weights are presented in Table 5.30. The standardized regression path between the place identity attitudes (PI) and the place architecture attitudes (ARCH) is statistically significant (PI-->ARCH γ=0.285, t-value=5.942). This means that H1 is fully supported. H2 is fully supported based on the significant relation between place identity attitudes (PI) and place architecture attitudes (PI -->IDN γ=0.139, t-value=2.334). Moreover, the biological paths from place architecture attitudes and identification (H3) were found to be significant in the hypothesized direction (ARCH-->IDN γ=0.96, t-value=7.706).

In addition, they demonstrate that there is significant relation between corporate visual identity physical structure/spatial layout and functionality (PVI--->LAYOUT γ=0.113, t-value=2.575) (H4) (γ=0.347, t-value=3.331). The standardized regression path between the place visual identity (PVI) with physical stimuli/ambient conditions is statistically significant (PVI--->PHY_STMLI γ=0.148, t-value=3.046) which means that H5 is fully supported.

On the contrary, PVI's relationship with symbolic artifacts/décor and artifacts was non-significant and the regression path unexpectedly unveiled a significant negative relationship between these two variables (PVI--->ARTITACTS γ=0.074, t-value=1.445). In other words, the regression weight for PVI in predicting symbolic artifacts/décor and artifacts construct is significantly different from 0 at the 0.05 significance level; therefore, Hypothesis 6 was rejected. The relationships between philosophy, mission, and values construct (PMV) with physical structure/spatial layout and functionality (LAYOUT), physical stimuli /ambient conditions (PHY_STMLI), and symbolic artifacts/décor and artifacts (ARTIFACTS) were found to be insignificant in the hypothesized direction. The results found to be insignificant in the hypothesized direction H7, H8 and H9 are not supported per the significant relation between PMV and LAYOUT, PHY_STMLI, and ARTIFACTS with place architecture (ARCH) (γ=0.017, t-value=0.442; γ=-0.005, t-value=-0.118; γ=0.03, t-value=0.673 respectively). Thus, the hypotheses H7, H8, and H9 were rejected because they were not statistically significant.

Furthermore, the relationships between communication (COM) and structure/spatial layout and functionality (H10: LAYOUT), physical stimuli/ambient conditions (H11: PHY_STMLI), and symbolic artifacts/décor and artifacts (H12: ARTIFACTS) were significant and the regression path showed a significant positive relationship between COM and architecture components' variables (COM--->LAYOUT γ=3.369; COM--->PHY_STMLI γ=0.136, t-value=2.954; COM--->ARTIFACTS γ =0.139, t-value=2.832).

DISCUSSION

The findings of our qualitative and quantitative study provide support for the discussion on the relationship between place identity attitudes, place architecture attitudes, and the identification triad. It was established earlier that internal architecture is a three-dimensional construct which encompasses (i) décor and artifacts/symbolic artifacts, (ii) spatial layout and functionality/physical structure, and (iii) ambient conditions/physical stimuli.

As this study demonstrates, favorable place identity attitudes and place architecture attitude are favorable to internal-stakeholders' identification. Accordingly, it can be argued that place identity attitudes can be capitalized through managing a place's internal architecture. In this respect, place architecture attitudes constitute an important part of place identity attitudes which often shapes a place's visual identity and plays a vital role in the way a place presents itself, both to internal and external stakeholders (Melewar and Saunders, 2000; Melewar et al., 2006). Furthermore, the results support the idea that factors such as physical structure/spatial layout and functionality, ambient conditions/physical stimuli as well as décor and artifacts/symbolic artifacts are the main drivers of place identity attitudes.

In general, it can be argued that place identity and architecture as key elements of place visual identity in the service sector are imperative for user marketing, because: (a) they define the essence of a place (Albert et al., 2000) and accord economic, social and symbolic meanings to a place in the perception of the user; (b) they situate the company at a fundamental level among the social and economic exchange networks of other organizations, e.g. competitors, suppliers, distributors, buyers, governmental agents; (c) they represent the basic subject for evaluation by users, which in turn has cognitive, affective and behavioral consequences for the internal-stakeholders, such as employees' and customers' perceptions, images, identifications and actions for/against the focal company (Cohen 1988; Cohen-Hattab and Kerber 2004; Dutton et al., 1994; Govers et al., 2007); and (d) internal-stakeholders with more positive perceptions of place identity will, through association, have more positive attitudes toward the place's products (He and Mukherjee, 2009).

This study extends the knowledge in a relatively understudied area of place identity and place architecture influence on multi-internal-stakeholders' identification, and it also tests a framework that represents an initial attempt to examine the influence of place identity dimensions on architecture dimensions and stakeholders' identification as the main outcomes.

The statistical support of Hypothesis 1 (i.e. *The more favorable the attitude internal-stakeholders have towards the place's corporate identity, the more favorable the attitude internal-stakeholders have towards the place architecture attitude*) is illustrated in conjunction with the support from the literature review and the information obtained from the exploratory stage, in order to provide insight details into the direct and indirect relationship between corporate identity and architecture. For instance, according to an interview with an academic,

> *"Throughout time, architecture and design have been closely identified with the cultural identity of Brunel. Historically, [the] architecture of our school has tried to place itself at a crucial stance from a company's corporate identity … I think we have [a] different identity as we used to have in EJ. The fundamental*

goal of this place is in designing a space to attract more students, particular[ly] to create a school, which is functional and aesthetically suitable for more uses. We think that the elegantly executed space is enough and [has the] finely calibrated image we [are] trying to communicate. It is an inescapable part of our daily visual lives. The building design can capture the public's attention. I think it has immediate recognition of and can influence and reinforce students' or parents' choices".

Furthermore, a communication expert respondent stated that *"I think the building is made and carefully designed especially for the higher education system and the new building hopefully will improve the ranking of the university."* These observations are consistent with previous studies (see Balmer, 2001, 2005, 2006; Brauer, 2002; Kennedy, 1977; Kirby and Kent, 2010; Melewar, 2003, 2006, 2007; Melewar and Jenkins, 2002; Olins, 1995; Pittard et al., 2007; Van den Bosch et al., 2005) in that they confirm the existence of an interrelation between corporate identity and architecture.

In this research, the direct effect of place identity attitude and identification was statistically significant in the hypothesized direction. In addition to statistical results, participants provided their opinions and impressions of place identity attitude towards identification as follows:

"I always have seen our corporate identity as a collection of visual elements such as logo and slogan, which are used in many applications. Also, it is the core of our organisation's existence, which [I] can say it is consistent with our long history, beliefs, philosophy, our ethical and cultural values and strategies. I think it helps to position our school in terms of the markets and competitors and to support the image of an organisation and influence on our employees work… as a staff [member], my identification towards the school is a particular form of my social identification and sometimes think I belong to X which make[s] me different with higher prestige to my colleagues in different universities… The identity that represents the business of school is visual and is the sensory elements which help the stakeholders make a human/emotional connection. Our unique interpersonal identity is related to our personalised bonds of attachment which is derived from common identification with a social group".

The above statements are in line with the following focus group participants' comments, *"I am happy to be part of X because of all good points and different opportunit[ies] to meet and network [with] high level academic people… Friendly attitude is part of X Business School, is part of our daily goal".*

With reference to Hypothesis 3, the literature recommends that the stronger the place architecture attitudes are, the stronger the potential for customer and employee identification is through the architecture (Han and Ryu, 2009; Kioussi and Smyth, 2009; Knight and

Haslam, 2010). Increasing attention has been paid to understanding and measuring the contribution of architecture and identification and, particularly, of the office building to customer and employee identification (Kioussi and Smyth, 2009; Knight and Haslam, 2010). Social identity in organizational settings has focused on identification with the organization (Marin and de Maya, 2013; Thatcher and Zhu, 2006). A niche market architectural firm has shown a significant yet unarticulated link between design and client identification. Within brand management studies investigating niche market architectural organizations, significant yet previously unarticulated links have been demonstrated between the architectural process and stakeholders' identification (Kioussi and Smyth, 2009). Consistent with prior studies, the current study also found that architecture acts as a sign, and the fundamental organizational identity behind the tangible manifestations (Olins, 1989) is the comprehensive visual presentation of the company. This can be decisive in facilitating employee and consumer-company identification (Bhattacharya and Sen, 2003; Knight and Haslam, 2010). It is confirmed that there is a positive relationship between place architecture attitudes and identification. For instance, one participant stated that,

> *"Actually, what or who we are and how we feel about BBS is the major influence on the construction of place identification. I like the new building and I feel more attached [to it] than the old one. I feel more confident to invite colleagues from other places here than before. In fact, I feel stronger and [this] gave me the feeling that I am a part of the BBS's brand. The new building is more prestigious and I think it can communicate through the communication tools better and it can influence people's perception even better and better. I think this is how the communications influence our behavior".*

With regard to the relationships between corporate visual identity and place architecture attitudes dimensions (H4, H5, and H6), the findings of the qualitative research (follow-up interviews and focus groups) supported and validated the corporate visual identity scale. Consistent with the theoretical expectations, the hypothesis testing in this study demonstrated the impact of corporate visual identity on physical structure/spatial layout and functionality and ambient conditions/physical stimuli are statistically significant. The regression path illustrates that Hypotheses 4 and 5 were supported. In general, justification could be based on some of the study participants' comments:

> *"I think our school identity is the whole of the impressions that a school makes and all architectural design; color is significant in the recognition of our identity... the new architectural design and functionality of the place is [an] influence on [the] school's corporate image. In addition, the appearance of our school and the materials used in the place such as concrete, lighting, and the general visual image influence on students' and our' behavior even without our awareness".*

> *"Welcoming space; I love [the] outside material and design of the school, because it shows a high quality school, [e]special[ly] from Kingston Lane, it*

looks [as if] we are entering a nice place… I assume designers can promote the culture in design and the interaction of the school by investing in the right kind of spaces…[The] layout of our office [is] concerned with visual identity which affect[s] our choices either [we] work here or at home".

"I like my table quality, color, length and weight. I am glad to have space on my table where I can have my laptop, books, papers and computer; also, I have my coffee cup on my table all the time. The colour of the table partition is grey and grey color means [a] natural color".

The findings provide no support for the hypothesized effect (H6) of corporate visual identity on symbolic artifacts/décor and artifacts construct. The results demonstrate that corporate visual identity may not be particularly effective in relation to interior design such as plants, flowers, paintings, pictures, wall, floor, color, technology and the overall design of the school building from an internal-stakeholders' perception. This is a rather surprising finding, particularly in the light of previous studies (Amarulzaman et al., 2011; Davis et al., 2010; Elsbach and Bechky, 2007; Elsbach and Pratt, 2007; Foroudi et al., 2019; Han and Ryu, 2009; McElroy and Morrow, 2010). In other words, the regression weight for corporate visual identity in predicting the symbolic artifacts/décor and artifacts construct is significantly different from 0 at the 0.05 significance level, and it may not be predominantly efficient from the internal-stakeholders' perspective. Additionally, the scales of measurement from the related literature possibly generated the unexpected unimportant association between corporate visual identity and symbolic artifacts/décor and artifacts. Thus, the data collected from the qualitative study and prior literature were reconsidered. The discriminant validity of the constructs in the structural model assessment confirmed that the measures of both of the constructs are actually distinctive and the estimated correlations of discriminant validity were statistically significant ($p < 0.05$) (Hair et al., 2006) and the estimated correlations between factors were less than the recommended value of 0.9 (Kline, 2005).

With regard to the relationships between philosophy, mission and values and place architecture attitudes dimensions (H7, H8, and H9), the findings of the qualitative research (follow-up interviews and focus groups) supported and validated the philosophy, mission, values and architecture dimensions' scales. As the results of this research potently highlighted, there is no effect between the philosophy, mission and value as main elements of corporate identity and the physical structure/spatial layout and functionality, ambient conditions/physical stimuli, and symbolic artifacts/décor and artifacts (architecture dimensions).

In the service industry, architecture is a major concern of marketing managers because the ultimate goal of the businesses is to increase recognition, and managers invest money and effort in improving internal-stakeholders' perceptions. However, this assumption has not been tested yet. This study is the first to empirically assess the relationship between a company's philosophy, mission, values and architecture. Although the direct relationship between philosophy, mission, value and internal architecture dimensions were reported, the statistical analysis showed that internal-stakeholders believe that in this context the internal architecture of the building does not communicate the philosophy, mission, and values of the school (H7, H8, and H9 not supported). One interviewee observed,

> *"… I think it is related to the company's goals and missions … [it] is inspirational, how you want your company to be perceived by internal and external [people]; it must [be] perceived clearly and accurately in order to achieve the organization's goals, mission and objectives. Corporate identity should communicate a company's unique attributes and values very clearly to stakeholders. Every organization, regardless of size, already has a corporate identity, planned or unplanned which should manage its identity in a purposeful manner" (OFM).*

These statements are also in line with the following focus group participants' comments,

> *"I think all organizations require focusing on their value which influences its consumers and employees [to] behave in a certain way and can influence their behavior. In my opinion, it is about the soul and heart of [an] organization; [the] soul and heart of [an] organization is [the] company's identity".*

With respect to the relationships between communication and place architecture attitude components (H10, H11, and H12), the findings of the qualitative research (namely follow-up interviews and focus groups) supported and validated the communication scale. The participants stated their opinions about the impact of communication on corporate identity in a manner similar to what follows,

> *"I believe, the reason [for] improving the ranking of the university is related to the management of corporate identity of BBS which is used as a tool to systematically and consistently communicate a company's unique attributes and values. As the evidence recently shows, management tried to ensure that all corporate communications reflect and reinforce the company's attributes and values in a consistent and positive manner through internal and external consumers".*

POLICY AND MANAGERIAL IMPLICATIONS

This study provides actionable guidelines for managers. The research confirms, expands but also challenges the existing understanding of: place identity attitudes – place architecture attitudes interplay, and the architecture attitudes - identification interplay. The development of a coherent policy for managing corporate identity/place architecture/identification can influence a place's image, which in turn should be based on the identity and the authenticity of place (Cohen, 1988; Cohen-Hattab and Kerber, 2004; Govers et al., 2007; Maccannell, 1973).

More specifically, it is argued that: i) internal place identity should be managed strategically, and should be in alignment with the identity elements (i.e. place visual identity, communication, and philosophy, mission and value); ii) a place's internal architecture should be managed strategically, and should be in alignment with the identity elements (namely, the décor and artifacts/symbolic artifacts, spatial layout and functionality/physical structure, and ambient conditions/physical stimuli); iii) place identity/architecture gap should be constantly carefully managed; and iv) the architecture/identification (emotional attachment) gap should be regularly monitored. Moreover, the present paper not only provides policy recommendations for higher education in UK, but its findings may support and shape business policy as well.

The results of this study are consistent with the study conducted by Han and Ryu (2009) based on which décor and artifacts, spatial layout, and ambient conditions had an important independent role in forming students' and employees' identification. Predominantly, the elements of décor and artifacts—such as ceiling, wall décor, furniture, floor, plants, flowers, painting, and pictures—are likely to distinguish a specific service industry from its competitors. Decision makers should carefully consider the ambience and spatial layout as a marketing and operational tool to control the physical elements representing ambience (e.g. light, temperature) and spatial layout (e.g. seating arrangement). Internal-stakeholders should have some control and be able to change slightly the table and seating based on their preferences, which facilitates positive reactions, and to improve internal-stakeholders' identification with places. The physical environment of a place as an internal communication can influence employee attitudes and behaviors towards organizational/place change. From a practical, pragmatic basis, managers and policy makers should consider the implications of the office and work place environment on workers' well-being in the design and redesign of offices.

RESEARCH LIMITATIONS AND FUTURE RESEARCH

The current research represents a preliminary foray into the conceptualization of *corporate identity, internal architecture* and *internal-stakeholders' identification* as the main consequences. Notwithstanding the support that it lends to the research theoretical framework, it is clearly the case that there are a number of limitations to the present research. More precisely, the study is limited in terms of its exclusive focus on a multi-internal-stakeholders' perspective, sole focus on a single distinctive sector, and its methodology of case studies. Nonetheless, it remains true that there is certainly a need for future research to scrutinize the variables that have been investigated in the current study. The two key limitations are, firstly, the method of sampling and analysis, and secondly, the measurement level.

The method of sampling and analysis

This study has several limitations that should be considered while interpreting the results and planning future research. Due to the distribution of population, the sampling method selected in order to collect the data was the probability method (Sekaran, 2000) as a sample that has been selected using random selection so that each unit in the population has a known chance of being selected. It is generally assumed that a representative sample is more likely to be the outcome when this method of selection from the population is employed: “the aim of probability sampling is to keep sampling error to a minimum” (Bryman and Bell, 2007, p. 182). The obtained response rate met the requirements of the data analysis techniques (namely structural equation modeling, SEM) and illustrates an insignificant difference in non-response bias examination (i.e. using the Mann-Whitney-U-test); however, random selections of the participants and the response rate require caution while attempting to understand or interpret the research results. According to the proportion of survey questionnaires which were returned, the first 50 observations were taken as early respondents and the last 50 were taken as late respondents. The findings unveil that significance value in any variable is not less than or equal to 0.5 probability value (i.e. insignificant), and thus, there is no statistically significant difference between early and late respondents. Consequently, non-response bias does not constitute a concern in the present study. Future research possibilities in this area seem plentiful and future studies should target a large sample as a means of increasing statistical power and establishing more conclusively the robustness of the findings explored in the current study.

A limitation of the research refers to the fact that due to the size of the survey, the empirical study was conducted entirely within a single industry. This inevitably limits the generalizability of the research findings. Nevertheless, input from a variety of practitioners was obtained during the exploratory phase of the study, which offered further insights into the corporate identity, the internal architecture, and identification arena, and also confirmed the generic constructs’ scale. Another research stream can replicate this study in an additional sector or country in an attempt to examine the generalizability of the findings.

In terms of research setting, the current study was carried out in a single setting, which was limited to the UK context. Although conducting the study in a single setting presents the researchers with better control over market and environmental differences (Conant et al., 1990), it does limit the external validity of the study (generalizability of the findings). The business school setting enabled the authors to clearly detect the effects of corporate identity factors and architecture factors on the internal-stakeholders’ identification, as the nature of the institution is more likely to generate active involvement. In addition, business schools are not exactly identical to other schools; for example, business schools might be more market-oriented than other schools. According to Walford (1996), the new public management and quasi market policies employed by governments around the world encourage educational institutions to be altogether more market-orientated. Furthermore, higher education institutions are being gradually transformed into corporate enterprises (Henkel, 1997). This implies that the generalizability of the research results should be adequate. Nevertheless, since the research was conducted in the UK, the findings of this study might not be easily generalized to the higher education institutions of other countries. Therefore, we recommend that a future study should repeat this research in other countries in order to test the generalizability of the outcome (external validity). In addition, as the survey was launched when the employees and students moved into a new building, future research should include conducting research before and after moving to a new building so as to better understand internal-stakeholders' feelings about the place.

Measurement level

This study investigates the relationship between *corporate identity, internal architecture* and *internal-stakeholders' identification* constructs, as perceived by multi-internal-stakeholders within a single setting, a business school in this case; several measurement level limitations existed which must be kept in mind when viewing the results of this study. All of the measures resulted from existing scales used in the literature. Furthermore, during the analysis, the validity and reliability of the measurements were assessed. However, some of the items, such as aroma and sound, were removed prior to the pilot study. Additional tests, potentially applying these scales to other samples, could enhance its validity.

The current study depicted a one-sided view, i.e. the multi-internal-stakeholders-based perspective. The actual consideration of the audiences, namely managers' perspectives, would probably yield different results in terms of constructs/scales and results. The results enhanced the understanding of the realm of corporate identity/architecture/identification interplay.

As a result, the findings provided in this study may improve the understanding of the relationships between the constructs of interest, but only from the perspective of multi-internal-stakeholders in contemporary business schools. Nevertheless, the selected group of respondents was desirable for the specific study because of their general knowledge, understanding and experience within the institution. Another stream of research that would represent an important future direction would be to examine and analyze the role of managers' and employees' perspective in contemporary business schools.

Some of the findings of this study, for example the relationship that holds between corporate visual identity and symbolic artifacts, as well as the relationships between philosophy, mission and value and architecture (spatial layout and functionality, ambient conditions/physical stimuli, and symbolic artifacts/decor and artifacts) were not anticipated and could be related to the type of business that the utilized institution belongs to; thus, future studies might usefully repeat this study in another sector or country in order to further explore the generalizability of the findings presented.

REFERENCES

Albert, A., Ashforth, B.E. and Dutton, J.E. (2000). Organizational identity and identification: Charting new waters and building new bridges, Academy of Management Review, 25(1), 13-17.

Alessandrini, S.W. (2001). Modeling corporate identity: A concept explication and theoretical explanation, Corporate Communications, 6(4), 173-183.

Allen, T.J. and Henn, G.W. (2007). The Organization and Architecture of Innovation: Managing the Flow of Technology, Butterworth-Heinemann, Oxford.

Ayoko, O.B and Hartel, C.E.J. (2003). The role of space as both a conflict trigger and a conflict control mechanism in culturally heterogeneous workgroups, Applied Psychology, 52(3), 383-412.

Ayoubi, R.M., and Massoud, H.K. (2007). The strategy of internationalisation in universities–a quantitative evaluation of the intent and implementation in UK universities, International Journal of Educational Management, 21(4), 329-349.

Baker, M.J. and Balmer, J.M.T. (1997). Visual identity: trappings or substance? European Journal of Marketing, 31(5/6), 366-382.

Balmer, J.M.T and Chen, W.F. (2017) Corporate heritage brands, augmented role identity and customer satisfaction, European Journal of Marketing, 51 (9/10), 1510-1521.

Balmer, J.M.T. (1995). Corporate branding and connoisseurship, Journal of General Management 21(1), 24-46.

Balmer, J.M.T. (1996). The nature of corporate identity: an explanatory study undertaken within BBC Scotland, unpublished PhD thesis, University of Strathclyde, Glasgow, UK.

Balmer, J.M.T. (1997). Corporate Identity: Past, Present and Future, Department of Marketing, Working Paper Series, University of Strathclyde, England.

Balmer, J.M.T. (1998). Corporate identity and the advent of corporate marketing. Journal

Balmer, J.M.T. (2001). Corporate identity, corporate branding and corporate marketing seeing through the fog, European Journal of Marketing, 35(3/4)248-291.

Balmer, J.M.T. (2006). Comprehending corporate marketing and the corporate marketing mix, working paper, Bradford School of Management, Bradford, UK.

Balmer, J.M.T. (2008). Identity based views of the corporation: Insights from corporate identity, organizational identity, social identity, visual identity, corporate brand identity and corporate image, European Journal of Marketing, 42(9/10), 879-906.

Balmer, J.M.T. (2017). The corporate identity, total corporate communications, stakeholders' attributed identities, identifications and behaviours continuum", European Journal of Marketing, 51(9/10), 1472-1502.

Balmer, J. M., & Chen, W. (2015). Corporate heritage brands in China. User engagement with China's most celebrated corporate heritage brand–Tong Ren Tang: 同仁堂. *Journal of Brand Management*, *22*(3), 194-210.

Balmer, J.M.T. and Chen, W.F. (2016) Corporate heritage tourism brand attractiveness and national identity, Journal of Product & Brand Management, 25(3), 223-238

Balmer, J.M.T. and Gray, E.R. (2003). Corporate Brands: What are they? What of them?, European Journal of Marketing, 37(7/8), 972-997.

Balmer, J.M.T. and Greyser, S.A. (2002). Managing the multiple identities of the corporation, California Management Review, 44(3), 72-86.

Balmer, J.M.T., Greyser, S.A., and Urde, M. (2006). The Crown as a corporate brand: Insights from monarchies, Brand Management, 14(1/2), 137-161.

Barnett, M.L.L., Jermier, J.M., and Lafferty, B.A. (2006). Corporate Reputation: The Definitional Landscape, Corporate Reputation Review, 9(1), 26-38.
Bernard, H. B. and Bitner, M. J. (1982). Marketing Services by Managing the Environment, Cornell Hotel and Restaurant Administration Quarterly, 23(May), 23-35.
Bhattacharya, C.B. and Elsbach, K.M. (2002). Us versus Them: The Role of Organizational Identification and Disidentification in Social Marketing Initiatives, Journal of Public Policy and Marketing, 21(1), 26-36.
Bhattacharya, C.B. and Sen, S. (2003). User-company identification: a framework for understanding users' relationships with companies, Journal of Marketing, 67(2), 76-88.
Bick, G., Jacobson, M.C., and Abratt, R. (2003). The Corporate Identity Management Process Revisited, Journal of Marketing Management, 19(7/8), 835-855.
Bitner, M. J. (1992). The impact of physical surroundings on customers and employees, Journal of Marketing, 56(2), 57-71.
Bolsmann, C. and Miller, H. (2008). International student recruitment to universities in England: discourse, rationales and lobalisation, Globalisation, Societies and Education, 6(1), 75-88.
Borgerson, J.L., Schroeder, J.E., Magnusson, M.E. and Magnussonn, F. (2009). Corporate communication, ethics, and operational identity: A case study of Benetton, Business Ethics: A European Review, 18(3), 209-223.
Brown, G., Lawrence, T.B., and Robinson, S.L. (2005). Territoriality in Organizations, Academy of Management Review, 30(3), 577-594.
Byrne, B.M. (2001). Structural Equation Modeling with Amos, Lawrence Erlbaum Associates, New Jersey, US.
Calantone, R. J., Di Benedetto, C. A., Hakam, A., and Bojanic, D. C. (1989). Multiple multinational tourism positioning using correspondence analysis. Journal of travel research, 28(2), 25-32.
Chisnall, P.M. (1991). The essence of marketing research, Prentice-Hall, London.
Christensen, L.T. and Askegaard, S. (2001). Corporate identity and corporate image revisited: A semiotic perspective, European Journal of Marketing, 35(3/4), 292-315.
Churchill, G.A. (1979). A paradigm for developing better measures of marketing constructs, Journal of Marketing Research, 16(1), 64-74.
Cohen, E. (1988). Traditions in the qualitative sociology of tourism. Annals of tourism Research, 15(1), 29-46.
Cohen-Hattab, K., and Kerber, J. (2004). Literature, cultural identity and the limits of authenticity: a composite approach. International Journal of Tourism Research, 6(2), 57-73.
Cole, M.S. and Bruch, H. (2006). Organizational identity strength, identification, and commitment and their relationships to turnover intention: does organizational hierarchy matter? Journal of Organizational Behavior, 25(5), 585-605.
Connell, J. and Lowe, A. (1997). Generating grounded theory from qualitative data: The application of inductive methods in tourism and hospitality management research:, Progress in Tourism and Hospitality Research, 3(2), 165-173.
Cornelissen, J. P., Haslam, S. A. and Balmer, J. M. T. (2007), Social Identity, Organizational Identity and Corporate Identity: Towards an Integrated Understanding of Processes, Patternings and Products. British Journal of Management, 18(1-16).
Cronbach, L.J. (1951). Coefficient alpha and the internal structure of tests, Psychometrika, 16(3), 297-334.
Dacin, P. and Brown, T. (2002). Corporate Identity and Corporate Associations: A Framework for Future Research, Corporate Reputation Review, 5(2/3), 254-253.

Davis, M.C., Leach, D.J., and Clegg, C.W. (2010). The physical environment of the office: contemporary and emerging issues, International Review of Industrial and Organizational Psychology, 26(29), 193-237

Davis, T. R. V. (1984). The influence of the physical environment in offices, Academy of Management Journal, 9(2), 271-283.

DeVaus, D. (2002). Surveys in social research, Routledge, London.

DeVellis, R.F. (2003). Scale Development: Theory and Application, Second Edition. Sage Publications, CA.

Donovan, R. J. and Rossiter, J. R. (1982). Store atmosphere: An environmental psychology approach, Journal of Retailing, 58(1), 34–57.

Dormer, P. (1998), *Design since 1945*, Thames and Hudson, London

Dowling, G.R. (2001). Creating Corporate Reputations ± Identity Image, and Performance, Oxford University Press, Oxford.

Dutton, J.E. and Dukerich, J.M. (1991). Keeping an eye on the mirror: image and identity in organizational adaptation, The Academy of Management Journal, 34(3), 517-554.

Dutton, J.E. Dukerich, J.M. and Harquail, C.V. (1994). Organizational image and member identification', Administrative Science Quarterly, 39(2), 239-263.

Elsbach, K. and Bechky, B. (2007). It's More than a Desk: Working Smarter Through Leveraged Office Design, California Management Review, 49(2), 80-101.

Elsbach, K.D. (2003). Relating physical environment to self- categorizations: identity threat and affirmation in a non- territorial office space, Administrative Science Quarterly, 48(4), 622-654.

Elsbach, K.D. (2004). Interpreting Workplace Identities: The Role of Office Décor, Journal of Organizational Behavior, 25(1), 99-128.

Elsbach, K.D. and Bhattacharya, C.B. (2001). Defining who you are by what you're not: Organizational disidentification and the National Rifle Association, Organization Science, 12(4), 393-413.

Field, A.P. (2005). Discovering statistics using SPSS for Windows: and sex, drugs and rock 'n' roll). Sage, London.

Fischer, G.N., Tarquinio, C., Vischer, J.C. (2004). Effects of the self-schema on perception of space at work, Journal of Environmental Psychology, 24(1), 131-140.

Fleury-Bahi, G., Félonneau, M. L., and Marchand, D. (2008). Processes of place identification and residential satisfaction. Environment and Behavior, 40(5), 669-682.

Fombrun, C. J. (1996). Reputation: Realizing value from the corporate image, Harvard Business School Press, Boston.

Fornell, C. and Larcker, D.F. (1981). Evaluating structural equation models with unobservable variables and measurement error, Journal of Marketing Research, 18(1), 39-50.

Foroudi, M.M., Balmer, M.T., Chen, W., and Foroudi, P. (2019) Corporate identity, place architecture, and identification: an exploratory case study, Qualitative Market Research: An International Journal

Foroudi, P., Akarsu, T.N., Ageeva, E., Foroudi, M.M., Dennis, C., and Melewar, T.C. (2018). Promising the Dream: The Changing Destination Image of London through the Effect of Website Place, Journal of Business Research, 83(Feb), 97-110.

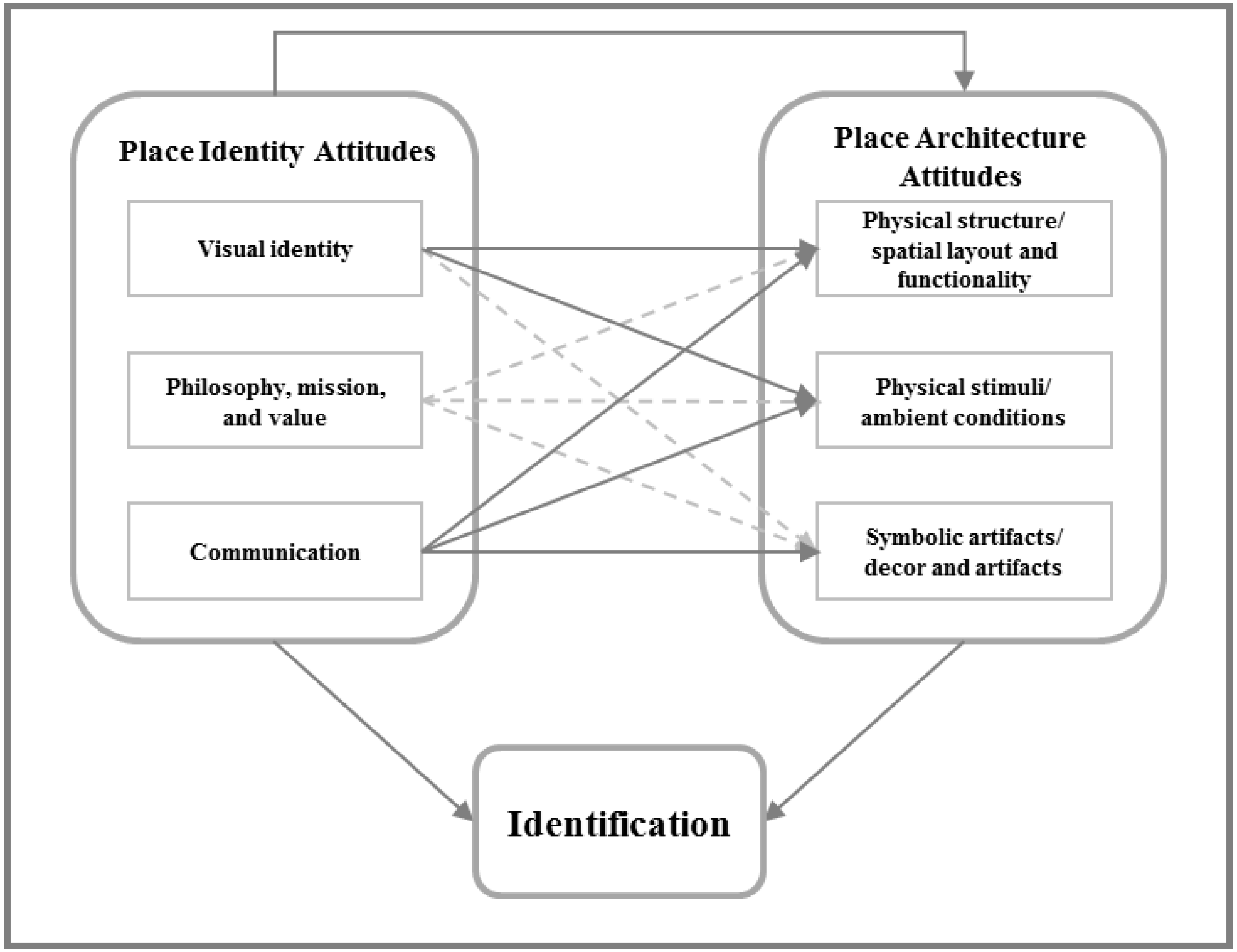
Foroudi, P., Dinnie, K., Kitchen, P. J., Melewar, T. C., and Foroudi, M.M. (2017). IMC antecedents and the consequences of planned brand identity in higher education, European Journal of Marketing, 51(3), 528-550.
Foroudi, P., Gupta, S., Kitchen, P., Foroudi, M.M., and Nguyen, B. (2016). A framework of place branding, place image, and place reputation: antecedents and moderators. Qualitative Market Research: An International Journal, 19(2), 241-264.
Foroudi, P., Hafeez, K., and Foroudi, M.M. (2016). Evaluating the impact of corporate logos towards corporate reputation: a case of Persia and Mexico, Qualitative Market Research: An International Journal, 20(2), 158-180.
Foroudi, P., Jin, Z., Gupta, S., Melewar, T. C., and Foroudi, M.M. (2016). Influence of innovation capability and customer experience on reputation and loyalty. Journal of Business Research, 69(11), 4882-4889.
Foroudi, P., Melewar, T.C., and Gupta, S. (2014). Linking corporate logo, corporate image, and reputation: An examination of user perceptions in the financial setting, Journal of Business Research, 67(11), 2269-2281.
Govers, R., Go, F. M., and Kumar, K. (2007). Virtual destination image a new measurement approach. Annals of Tourism Research, 34(4), 977-997.
Grant, A. M., and Parker, S. K. (2009). Re-designing work design theories: The rise of relational and proactive perspectives, Academy of Management Annals, 3(1), 317-375.
Gruber, P. (2011). Biomimetics in architecture: architecture of life and buildings, Springer Wien, NY.
Hair, J.F., William C.B., Barry B., Rolph, J., Anderson, E., and Tatham, R.L. (2006). Multivariate Data Analysis, Pearson, New Jersey.
Han, H. and Ryu, K. (2009). The Roles of the Physical Environment, Price Perception, and Customer Satisfaction in Determining Customer Loyalty in the Restaurant Industry, Journal of Hospitality and Tourism Research, 33(4), 487-510.
Haralambos, M. and Holborn, M. (2000). Sociology: Themes and Perspectives, Collins, London.
Hatch, M.J. and Schultz, M. (1997). Relations between organizational culture, identity and image, European Journal of Marketing, 31(5/6), 356-365.
Hatch, M.J. and Schultz, M. (2001). Are the strategic stars aligned for your corporate brand, Harvard Business Review, 69(February), 128-34.
He, H. W. and Balmer, J. M. T. (2007). Identity studies: multiple perspectives and implications for corporate-level marketing, European Journal of Marketing, 41(7/8), 765-85.
He, H.W. and Mukherjee, A. (2009). Corporate Identity and User Marketing: A Process Model and Research Agenda, Journal of Marketing Communications, 15(1), 1-16.
Henseler, J., Ringle, C.M., and Sinkovics, R.R. (2009). The use of partial least squares path modeling in international marketing, New Challenges to International Marketing Advances in International Marketing, 20, 277-319.
Hernández, B., Hidalgo, M. C., Salazar-Laplace, M. E., and Hess, S. (2007). Place attachment and place identity in natives and non-natives. Journal of environmental psychology, 27(4), 310-319.
Hoeken, H. and Ruikes, L. (2005). Art for Art's Sake?: An Exploratory Study of the Possibility to Align Works of Art With an Organization's Identity, Journal of Business Communication, 42(3), 233-246.
Hoeken, H., and Ruikes, L. (2005). Art for art's sake? An exploratory study of the possibility to align works of art with an organization's identity. The Journal of Business Communication, 42(3), 233-246.

Huppatz, D.J. (2005). Globalising Corporate Identity in Hong Kong: Rebranding Two Banks, Journal of Design History, 18(4), 357-369.
Jorgensen, B. S., and Stedman, R. C. (2001). Sense of place as an attitude: Lakeshore owners' attitudes toward their properties. Journal of environmental psychology, 21(3), 233-248.
Jorgensen, B. S., and Stedman, R. C. (2006). A comparative analysis of predictors of sense of place dimensions: Attachment to, dependence on, and identification with lakeshore properties. Journal of environmental management, 79(3), 316-327.
Kavaratzis, M. (2004). From city marketing to city branding: Towards a theoretical framework for developing city brands. Place Branding and Public Diplomacy, 1(1), 58-73.
Kavaratzis, M., and Ashworth, G. J. (2005). City branding: an effective assertion of identity or a transitory marketing trick?. Tijdschrift voor economische en sociale geografie, 96(5), 506-514.
Keh, H.T. and Xie, Y. (2009). Corporate reputation and customer behavioral intentions: The roles of trust, identification and commitment. Industrial Marketing Management, 38(7), 732-742.
Kilduff, M. and Brass, D. J. (2010). Job design: A social network perspective, Journal of Organisational Behaviour, 31(2/3), 309-318.
Kioussi, S. (2008). Quality Design, Construction and Development Enterprises: exploring the model and marketing strategies for integration, Report, UCL, London.
Kioussi, S. and Smyth, H. (2009). Client identification with design and the architecture firm: scoping identification through design-led visualisation, In: (Proceedings) Proceedings of International Conference Changing Roles: new roles; new challenges, 5-9 October, Delft University of Technology, Rotterdam.
Kiriakidou, O. and Millward, L.J. (2000). Corporate identity: external reality or internal fit, Corporate Communications: An International Journal, 5(1), 49-58.
Kline, R.B. (2005). Principles and practice of structural equation modeling, Guildwood, NY.
Knight, C. and Haslam, S.A. (2010). Your Place or Mine? Organizational Identification and Comfort as Mediators of Relationships between the Managerial Control of Workspace and Employees' Satisfaction and Well-being, British Journal of Management, 21(3), 717-735.
Kornberger, M. and Clegg, S.R. (2004). Bringing space back in: Organising the generative building, Organization Studies, 25(7), 1095-1114.
Kottasz, R., Bennett, R., Savani, S., and Ali-Choudhury, A. (2008). The role of corporate art in the management of corporate identity, Corporate Communications: An International Journal, 13(3), 235-254.
Larsen, K. and Vincent-Lancrin, S. (2002). International trade in educational services: good or bad? Higher Education Management and Policy, 14(3), 9-45.
MacCannell, D. (1973). Staged authenticity: Arrangements of social space in tourist settings. American journal of Sociology, 79(3), 589-603.
Massey, D. (1991). A Global Sence of Place. Marxism Today, 9(1), 31-58.
McElroy, J.C. and Morrow, P.C. (2010). Employee reactions to office re-design: A naturally occurring quasi-field experiment in a multi-generational setting, Human Relations, 63(5), 609-636.
Melewar, T.C. and Karaosmanoglu, E. (2006). Seven dimensions of corporate identity: a categorization from the practitioners' perspectives, European Journal of Marketing, 40 (7/8), 846-869.

Melewar, T.C. and Saunders, J. (1998). Global corporate visual identity systems: Standardization, control and benefits, International Marketing Review, 15(4), 291-308.
Melewar, T.C. and Saunders, J. (1999). International corporate visual identity: standardisation or localisation? Journal of International Business Studies, 30,(3), 583-98.
Melewar, T.C. and Saunders, J. (2000). Global corporate visual identity systems: using an extended marketing mix, European Journal of Marketing, 34(5), 538-50.
Melewar, T.C., Bassett, K., and Simoes, C. (2006). The Role of Communication and Visual Identity in Modern Organizations, Corporate Communications: An International Journal, 11(2), 138-147.
Melewar, T.C., Foroudi, P., Kitchen, P., Gupta, S., and Foroudi, M.M. (2017). Integrating Identity, Strategy and Communications for Trust, Loyalty and Commitment, European Journal of Marketing, 51(3), 572-604.
Melewar, T.C., Hussey, G., and Srivoravilai, N. (2005). Corporate Visual Identity: The Rebranding of France Telecom, Journal of Brand Management, 12(5), 379-394.
Melewar, T.C., Saunders, J. and Balmer, J.M.T. (2001). Cause, effect and benefits of a
Nguyen, N. (2006). The Perceived Image of Service Cooperatives: An Investigation in Canada and Mexico, Corporate Reputation Review, 9(1), 62-78.
of Marketing Management, 14(8), 963-996.
Parish, J. T., Berry, L. L., and Lam, S. Y. (2008). The effect of the servicescape on service workers, Journal of Service Research, 10(2), 220-238.
Powell, S.M. (2011). The nexus between ethical corporate marketing, ethical corporate identity and corporate social responsibility: An internal organizational perspective, European Journal of Marketing, 45(9/10), 1365-1379.
Proshansky, H. M., Fabian, A. K., and Kaminoff, R. (1983). Place-identity: Physical world socialization of the self. Journal of environmental psychology, 3, (1), 57-83.
Rooney, D., Paulsen, N., Callan, V.J., Brabant, M., Gallois, C., and Jones, E. (2010) A New Role for Place Identity in Managing Organizational Change, Management Communication Quarterly, 24,(1), 44-73.
Saunders, M., Lewis, P., and Thornhill, A. (2007). Research methods for business students, Prentice Hall, London.
Schmitt, B. H., Simonson, A., and Marcus, J. (1995). Managing Corporate Image and Identity, Long Range Planning, 28(5), 82-92.
Shamai, S. (1991). Sense of place: An empirical measurement. Geoforum, 22(3), 347-358.
Simoes, C., Dibb, S., and Fisk, R. (2005). Managing corporate identity: An internal perspective, Journal of the Academy of Marketing Science, 33(2), 153-168.
Stedman, R. C. (2002). Toward a social psychology of place: Predicting behavior from place-based cognitions, attitude, and identity. Environment and behavior, 34(5), 561-581.
Tabachnick, B.G. and Fidell, L.S. (2007). Using Multivariate Statistics (5th ed.) Allyn and Bacon, NY.
Teddlie, C., and Tashakkori, A. (2010). Overview of contemporary issues in mixed methods research. Handbook of mixed methods in social and behavioral research, 1-41.
Thatcher, S. M., and Zhu, X. (2006). Changing identities in a changing workplace: Identification, identity enactment, self-verification, and telecommuting. Academy of Management Review, 31(4), 1076-1088.
Trueman, M. and Cornelius, N. (2006). Hanging Baskets or Basket Cases? Managing the Complexity of City Brands and Regeneration, Working Paper Series, Bradford University School of Management.
Tuan, Y. F. (1980). Rootedness and sense of place. Landscape, 24, 3-8.

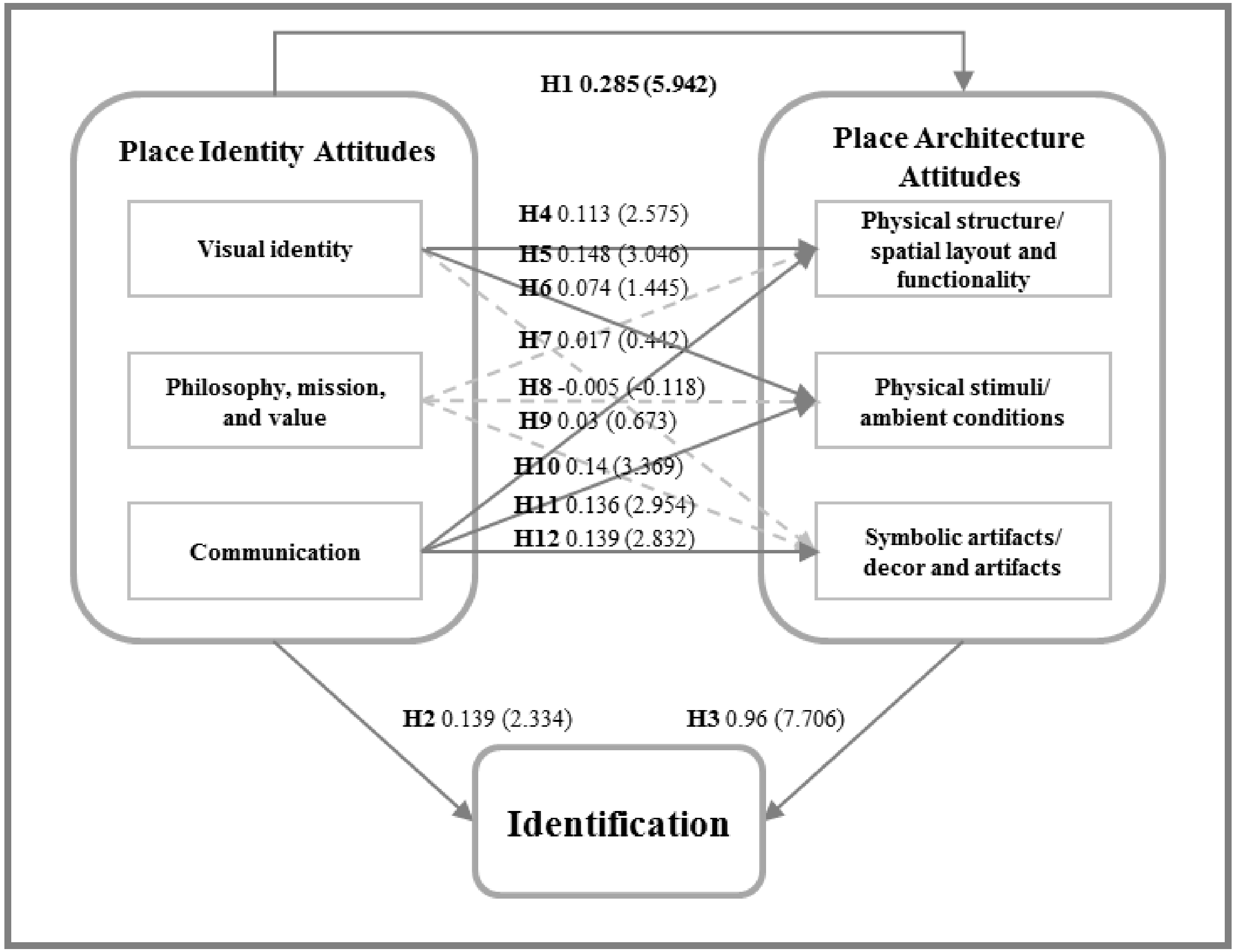
Twigger-Ross, C.L., Bonaiuto, M., and Breakwell, G.M. (2003). Identity theories and environmental psychology, In M. Bonnes, T. Lee, and M. Bonaiuto (Eds.), Psychological theories for environmental issues (pp.203-234), Ashgate, Aldershot, UK.
Unwin, S. (2009). Analysing architecture, Taylor and Francis, London.
Uzzell, D., Pol, E., and Badenas, D. (2002). Place identification, social cohesion, and enviornmental sustainability. Environment and behavior, 34(1), 26-53.
Van den Bosch, A. L., De Jong, M. D., and Elving, W. J. (2005). How corporate visual identity supports reputation. Corporate Communications: An International Journal, 10(2), 108-116.
Van den Bosch, A. L., Elving, W. J., and de Jong, M. D. (2006). The impact of organisational characteristics on corporate visual identity. European Journal of Marketing, 40(7/8), 870-885.
Van Riel, C. B., and Van den Ban, A. (2001). The added value of corporate logos-An empirical study. European Journal of Marketing, 35(3/4), 428-440.
Van Riel, C.B.M. and Balmer, J.M.T. (1997). Corporate identity, concept, its measurement and management, European Journal of Marketing, 31(5/6), 340-355.
Värlander, S. (2012). Individual flexibility in the workplace: A spatial perspective. The Journal of Applied Behavioral Science, 48(1), 33-61.
Vischer, J. C. (2007). The effects of the physical environment on job performance: Towards a theoretical model of workplace stress, Stress and Health, 23, 175-84.
Wasserman, V., and Frenkel, M. (2011). Organizational aesthetics: Caught between identity regulation and culture jamming. Organization Science, 22(2), 503-521.
Weggeman, M., Lammers, I., and Akkermans, H. (2007). Aesthetics from a design perspective. Journal of Organizational Change Management, 20(3), 346-358.
Zenker, S., and Petersen, S. (2014). An integrative theoretical model for improving resident-city identification. Environment and Planning A, 46(3), 715-729.
Zenker, S., and Rütter, N. (2014). Is satisfaction the key? The role of citizen satisfaction, place attachment and place brand attitude on positive citizenship behavior. Cities, 38(June), 11-17.

Figure I: The Research Conceptual Framework



Source: Developed by the researchers

Figure II: The structural model, standardized coefficients, t-value and variance explained



Source: Developed by the researchers

Table I: Demographic profile of the Business School students, users, and employees compared with the main population figures (N=309)

Gender	**No. of respondents**	**%**
Female	196	63.4
Male	113	36.6
No answer		
Age		
18-23	33	10.7
24-30	190	61.5
31-39	76	24.6
40-59	8	2.6
60-above	2	0.6
No answer		
Visit the School		
A few times year	38	12.3
A few times a month	93	30.1
A few times a week	96	31.1
Five times a week	70	22.7
No answer	12	3.9
Level of education		
Postgraduate	232	75.1
PhD student	59	19.1
Doctorate	12	3.9
Professor	2	.6
No answer	4	1.3
Are you		
Lecturer	14	4.5
Student	285	92.2
Admin	10	3.2
No answer		

Source: developed by the researchers for the current research

Table II: Factor loadings and reliabilities

Constructs	Items	Factor loading	SMC	CR	AVE
PLACE IDENTITY @ 0.692				**0.98**	**0.91**
	CI1	0.899	0.821		
	CI2	0.889	0.898		
	CI4	0.822	0.730		
	CI5	0.904	0.894		
	CI6	0.887	0.851		
Philosophy, Mission, Value @ 0.932				**0.96**	**0.84**
	PMV1	0.863	0.734		
	PMV6	0.881	0.633		
	PMV7	0.890	0.684		
	PMV8	0.856	0.676		
	PMV9	0.913	0.823		
Communication @ 0.935				**0.97**	**0.86**
	COM1	0.845	0.785		
	COM2	0.870	0.795		
	COM4	0.865	0.776		
	COM5	0.885	0.807		
	COM7	0.788	0.623		
Place visual identity @ 0.950				**0.97**	**0.92**
	CVI1	0.877	0.788		
	CVI2	0.895	0.874		
	CVI3	0.871	0.762		
	CVI4	0.911	0.823		
PLACE ARCHITECTURE					
Physical Structure/Spatial Layout and Functionality					
Layout @ 0.960				**0.97**	**0.90**
	LAYOT2	0.802	0.795		
	LAYOT3	0.793	0.868		
	LAYOT4	0.812	0.816		
	LAYOT6	0.787	0.790		
	LAYOT7	0.799	0.856		
Location (Outdoor) @ 0.954				0.97	0.88
	OUTLAY1	0.786	0.906		
	OUTLAY2	0.819	0.813		
	OUTLAY3	0.774	0.680		
	OUTLAY7	0.839	0.821		

Constructs	Items	Factor loading	SMC	CR	AVE
Location (Entrance) @ 0.934				**0.95**	**.91**
	LOCLAY1	0.807	.725		
	LOCLAY2	0.783	.941		
	LOCLAY4	0.731	.826		
Spatial Comfort @ 0.907				**0.94**	**0.85**
	COMLAY2	0.813	0.679		
	COMLAY3	0.933	0.881		
	COMLAY4	0.858	0.631		
Ambient Conditions/Physical Stimuli					
Privacy/Security @ 0.945				**0.97**	**0.87**
	PHSPRCY1	0.832	0.650		
	PHSPRCY3	0.906	0.850		
	PHSPRCY6	0.908	0.793		
	PHSPRCY7	0.913	0.806		
	PHSPRCY8	0.880	0.743		
Light/Music/noise/Temperature @ 0.857				**0.92**	**0.82**
	PHS2	0.868	0.517		
	PHS4	0.887	0.738		
	PHS5	0.762	0.785		
Symbolic Artifacts/Decor and Artifacts					
ART @ 0.933				**0.96**	**0.85**
	ART2	0.768	0.740		
	ART3	0.792	0.790		
	ART5	0.853	0.679		
	ART6	0.865	0.780		
	ART7	0.837	0.644		
Interior Design @ 0.964				**0.87**	**0.90**
	INART3	0.870	0.847		
	INART5	0.842	0.766		
	INART6	0.834	0.783		
	INART7	0.866	0.887		
	INART8	0.859	0.852		
	INART9	0.852	0.749		
Identification @ 0.957				**0.97**	**0.90**
	IDN1	0.815	0.793		
	IDN2	0.830	0.818		
	IDN3	0.821	0.867		

	OUTLAY8	0.821	0.817			IDN4	0.838	0.790
	OUTLAY9	0.814	0.653					

Table III: Constructs correlation matrix

	Identification	Place identity attitudes	Philosophy, mission, and value	Communication	visual identity	Place architecture attitudes
Identification	0.904					
Place identity attitudes	0.389	0.916				
Communication	0.330	0.261	0.871			
visual identity	0.303	0.323	0.326	0.901		
Philosophy, mission, and value	-0.040	0.062	-0.037	0.012	0.843	
Place architecture attitudes	Architecture	0.479	0.439	0.414	0.011	0.988

Note: Average variance was extracted from the square roots of average variance extracted.

Table VI: Results of hypothesis testing

Standardised regression paths				Estimate	S.E	C.R	p	Hypothesis
H1	**Place identity attitudes**	**--->**	**Place architecture attitudes**	0.285	0.048	5.942	***	Supported
H2	**Place identity attitudes**	**--->**	**Identification**	0.139	0.06	2.334	0.02	Supported
H3	**Place architecture attitudes**	**--->**	**Identification**	0.96	0.125	7.706	***	Supported
H4	**Corporate visual identity**	**--->**	**Physical structure/spatial layout and functionality**	0.113	0.044	2.575	0.01	Supported
H5	**Corporate visual identity**	**--->**	**Physical stimuli /ambient conditions**	0.148	0.049	3.046	0.002	Supported
H6	**Corporate visual identity**	**--->**	**Symbolic artifacts/decor and artifacts**	0.074	0.051	1.445	0.148	Not-Supported
H7	**Philosophy, mission, and value**	**--->**	**Physical structure/spatial layout and functionality**	0.017	0.038	0.442	0.658	Not-Supported
H8	**Philosophy, mission, and value**	**--->**	**Physical stimuli /ambient conditions**	-0.005	0.043	-0.118	0.906	Not-Supported
H9	**Philosophy, mission, and value**	**--->**	**Symbolic artifacts/decor and artifacts**	0.03	0.045	0.673	0.501	Not-Supported
H10	**Communication**	**--->**	**Physical structure/spatial layout and functionality**	0.14	0.042	3.369	***	Supported
H11	**Communication**	**--->**	**Physical stimuli /ambient conditions**	0.136	0.046	2.954	0.003	Supported
H12	**Communication**	**--->**	**Symbolic artifacts/decor and artifacts**	0.139	0.049	2.832	0.005	Supported

*** $p < 0.001$

Notes: Path = Relationship between independent variable on dependent variable; β = Standardised regression coefficient; S.E. = Standard error; p = Level of significance.

APPENDIX: The domain, definitions, and items of construct in extent literature

Constructs	Items		Codes
PLACE IDENTITY ATTITUDE			
	Definition: Place identity is the features, characteristics, traits or attributes of a place/company that are presumed to be central, distinctive and enduring (Albert and Whetten, 1985; Balmer, 2001, 2007, 2008; Bick et al., 2003; Balmer and Stotvig, 1997; Barnett et al., 2006; Gray and Balmer, 1998; He and Balmer, 2007; He and Mukherjee, 2009; Fombrun and Van Riel, 2004; Van Riel and Balmer, 1997) and serves as a vehicle for expression of the company's philosophy (Abratt, 1989; Balmer 1994; Bernstein, 1986; Bhattacharya and Sen 2003), values, and mission (Ashforth and Mael, 1989; Balmer 1996; Gray and Balmer 1997; Simoes et al., 2005), communications (Balmer, 1996; Van Riel, 1995); and place/corporate visual identity (Dowling, 2001; Melewar and Saunders, 1998, 1999, 2000; Olins, 1991; Pilditch, 1970) to all its audience (Van Riel, 1995).		
	To what extent do Business School's administrators have a sense of pride in the school's goals and missions.	Cole and Bruch (2006); Gioia and Thomas (1996); and also enhanced by the qualitative study	CI1
	To what extent do top administrators feel that Business School has carved out a significant place in the higher education community.		CI2
	To what extent does Business School have administrators, faculty, and students who identify strongly with the school.		CI3
	To what extent the Business School administrators are knowledgeable about the institution's history and traditions.		CI4
	To what extent do the top management team members not have a well-defined set of goals or objectives for the Business School.		CI5
	To what extent do the top management team members of Business School have a strong sense of the school's history.		CI6
VISUAL IDENTITY			
	Definition: Visual identity is an assembly of visual cues to make an expression of the organisation (Cornelissen and Elving, 2003) by which an audience can recognise the company and distinguish it from others (Bernstein, 1984) in serving to remind the corporate real purpose (Abratt, 1989) in serving to remind the corporate real purpose (Abratt, 1989).		
	A visual audit of our facilities is undertaken periodically.	Melewar and Saunders, 1999 and 2000; Simoes et al., 2005; Stuart, 1998; Zeithaml et al., 1985; and also enhanced by the qualitative study	CVI1
	Business School has formal guidelines for brand/visual elements		CVI2
	Business School transmits a consistent visual presentation though facilities, equipment, personnel, and communication material.		CVI3
	Business School stationery are designed to match the overall visual elements/image of our Business School unit		CVI4
PHILOSOPHY, MISSION, AND VALUE			
	Definition: Philosophy is the core values and assumptions that constitute the corporate culture, business mission and values espoused by the management board or founder of the company (Abratt, 1989; Collins and Porras, 1991; Ledford et al., 1995; Simoes et al., 2005; Wright, 1984). **Definition:** Mission is the company purpose, the reason for which a company exists or objectives (De Witt and Meyer, 1998).		

Definition: Value is the dominant system of beliefs and moral principles that lie within the organisation that comprise everyday language, ideologies, rituals and beliefs of personnel (Balmer, 1995; Campbell and Yeung, 1991; Kono, 1990).		
Business School’s values and mission are regularly communicated to employees.	Baker and Sinkula, 1999; Simoes et al., 2005; Sinkula et al., 1997; and also enhanced by the qualitative study	PMV1
All employee/students s are aware of the relevant values (norms about what is important, how to behave, and appropriate attitudes).		PMV2
Employees/students view themselves as partners in charting the direction of the Business School.		PMV3
There is a clear concept of who we are and where we are going.		PMV4
Managers periodically discuss Business School’s mission and values		PMV5
Senior management shares the corporate mission with employees/students.		PMV6
Business School has a well-defined mission.		PMV7
There is total agreement on our mission across all levels and Business School areas.		PMV8
All employees are committed to achieving the Business School’s goals.		PMV9
COMMUNICATION		
Definition: Communication is the aggregate of messages from both official and informal sources, through a variety of media, by which a company conveys its identity to its multiple audiences or stakeholders (Gray and Balmer, 1998).		
Much of our marketing is geared to projecting a specific image.	Burnett, 1993; Rossiter and Percy, 1997; Simoes et al., 2005; Zeithaml et al., 1985; and also enhanced by the qualitative study	COM1
Employees are dressed in a manner to project the Business School image.		COM2
Our employees and staff understand symbols (or visual branding) of our school.		COM3
Business School name is part of school image.		COM4
Business School corporate symbols (logo, slogan, colours/visual style, signage) are constituents of school image.		COM5
Business School facilities are designed to portray a specific image.		COM6
Merchandising and brochures are an important part of Business School marketing.		COM7
PLACE ARCHITECTURE ATTITUDE		
Definition: Architecture is a visual presentation of a company (Jun and Lee, 2007) encapsulate company’s purpose and identity (Elsbach and Bechky, 2007; Myfanwy and Cornelius, 2006), set of elements (physical structure/spatial layout and functionality, ambient conditions/physical stimuli of an environment, and symbolic artifacts/decor and artifacts) (Bitner, 1992; Elsbach an Bechky, 2007; Han and Ryu, 2009; Kamarulzaman *et al.*, 2011; McElroy and Morrow, 2010), which influence on internal-stakeholders’ attitude, and behaviour (Alessandri, 2001; Bitner, 1992; Han and Ryu, 2009; Kamarulzaman et al., 2011; Rooney, 2010). It can be decisive in facilitating employee, internal-stakeholders’ identification (Bhattacharya and Sen, 2003; Knight and Haslam, 2010; Rooney et al., 2010).		
PHYSICAL STRUCTURE/SPATIAL LAYOUT AND FUNCTIONALITY		
Physical structure/spatial layout and functionality is the architectural design and physical placement of furnishings in a building, the arrangement of objects (e.g. arrangement of buildings, machinery, furniture and equipment), the spatial relationships among them, physical location and physical layout of the workplace which particularly pertinent to the service industry (Bitner, 1992; Elsbach an Bechky, 2007; Han and Ryu, 2009; McElroy and Morrow, 2010) and can be symbolise something (Saleh, 1998).		

Layout			
	My department's physical layout supports collaborative work/study.	Bitner, 1992; Davis et al., 2010; Elsbach and Bechky, 2007; Fischer et al., 2004; Han and Ryu, 2009; Kamarulzaman et al., 2011; McElroy and Morrow, 2010; Meenaghan, 1995; Parish et al., 2008; Simoes et al., 2005; Varlander 2012; Vischer, 2007; Wasserman, 2010; and also enhanced by the qualitative study	LAYOT1
	Table/seating arrangement gives me enough space.	Nguyen, 2006; and also enhanced by the qualitative study	LAYOT2
	My work/study area is located close to people I need to talk to with my job/study.	Bitner, 1992; Brennan et al., 2002; Brown et al., 2005; Davis et al., 2010; Elsbach and Bechky, 2007; Elsbach and Pratt, 2007; Elsbach, 2004, 2003; Han and Ryu, 2009; Kirby and Kent, 2010; McElroy and Morrow, 2010; Melewar et al., 2006; Moultrie et al., 2007; Rooney et al., 2010; Thatcher and Xhu, 2006; Varlander, 2012; Vischer, 2007; Weggeman et al., 2007; and also enhanced by the qualitative study	LAYOT3
	The general office work/study place layout facilitates teamwork.		LAYOT4
	The physical layout of my department helps make this a nice place to come to work/study.		LAYOT5
	Overall, layout makes it easy for me to move around.		LAYOT6
	I like the way my department's offices/rooms are configured.		LAYOT7
	Confidential and/or sensitive information is handled well in the present office layout.		LAYOT8
Location			
Location (Outdoor)			
	Outdoor space is attractive.	Brennan et al., 2002; Brown et al., 2005; Davis et al., 2010; Elsbach and Bechky, 2007; Elsbach and Pratt, 2007; Elsbach, 2004, 2003; Friedman et al., 1978; Han and Ryu, 2009; Kirby and Kent, 2010; McElroy and Morrow, 2010; Melewar et al., 2006; Moultrie et al., 2007; Rooney et al., 2010; Thatcher and Xhu, 2006; Varlander, 2012; Vischer, 2007; Weggeman et al., 2007; and also enhanced by the qualitative study	OUTLAY1
	The school is well-located.		OUTLAY2
	Enough space and easy access to parking.		OUTLAY3
	Building exterior is inviting.		OUTLAY4
	The location of the building is attractive.		OUTLAY5
	Outdoor space is comfortable.		OUTLAY6
	Outdoor space is attractive.		OUTLAY7
	Outdoor space is suitable.		OUTLAY8
Location (Entrance)			
	The entrance of the building is convenient.	Bitner, 1992; Davis, 1984; and also enhanced by the qualitative study	LOCLAY1
	The entrance of the building is safe.		LOCLAY2
	The entrance of the building is attractive.		LOCLAY3
	Attractive interior decor and pleasant atmosphere.	Nguyen, 2006	LOCLAY4
	Personal traffic corridors are well defined.	Friedman et al., 1978 (p.133)	LOCLAY5
Spatial comfort			
	The size of staff office corresponds to their position in the Business School hierarchy.	Bitner, 1992; Brennan et al., 2002; Elsbach and Bechky, 2007; Elsbach and Pratt, 2007; Fischer et al., 2004; Friedman et al., 1978; Han and Ryu, 2009;	COMLAY1
	I have enough storage space at my work/study place.		COMLAY2
	Conditions at work/study is appropriate to my activities.		COMLAY3

	I have enough work surface area at my work/study place.	Kamarulzaman et al., 2011; Knight and Hasam, 2010; Schmitt et al., 1995; Vischer, 2007; and also enhanced by the qualitative study	COMLAY4
PHYSICAL STIMULI/AMBIENT CONDITIONS			
	Physical stimuli /ambient conditions of an environment in service settings encourage stakeholders to pursue the service consumptions (Han and Ryu, 2009) and subsequently effect on employees' behaviours, attitudes, satisfaction, and performance (Brennan et al., 2002; Bitner, 1992; Elsbach and Pratt, 2007; Han and Ryu, 2009; Kamarulzaman et al., 2011; Parish et al., 2008) toward the company (Han and Ryu, 2009; Nguyen, 2006).		
Light/Music/Noise/Temperature			
	The noises (e.g., phones, other people talking) are not bothersome.	Bernard and Bitner, 1982; Bitner, 1992; Davis et al., 2010; Elsbach and Bechky, 2007; Friedman et al., 1978; Han and Ryu, 2009; Knight and Haslam, 2010; McElroy and Morrow, 2010; Parish et al., 2008; Vischer, 2007; and also enhanced by the qualitative study	PHS1
	Temperature is comfortable.		PHS2
	There is enough natural light at our work/study place.		PHS3
	The lighting is appropriate.		PHS4
	Given the option, which light do you prefer for work/study.		PHS5
	Mixture of incandescent/fluorescent		
	Daylight		
	Incandescent		
	Fluorescent		
	Mixture of all three		
Privacy/ Security			
	I find it hard to concentrate on my work.	Davis et al., 2010; Knight and Haslam, 2010; Knight and Haslam, 2010; McElroy and Morrow, 2010; Parish et al., 2008; Vischer, 2007; and also enhanced by the qualitative study	PHSPRCY1
	The noise level makes me irritable and uneasy.		PHSPRCY2
	I can talk privately and not be overheard.		PHSPRCY3
	My area provides the quite I need to do my work.		PHSPRCY4
	I am aware of others passing nearby.		PHSPRCY5
	I feel personally safe and secure coming to and going from Business School.		PHSPRCY6
	I am aware of others working/studying nearby.		PHSPRCY8
SYMBOLIC ARTIFACTS/DECOR AND ARTIFACTS			
	Symbolic artifacts/decor and artifacts is aspects of the physical setting that individually or collectively guide the interpretation of the social setting (Davis, 1984; McElroy and Morrow, 2010), can be related to the aesthetics and attractiveness of the physical of the environment (McElroy and Morrow), develop a complex representation of workplace Identity (Elsbach, 2004, p.99) and mainly relevant to the service industry (Han and Ryu, 2009).		
ART			
	The Business School's size viewed as a symbolic artefact.	Davis, 1984; Kotler, 1974	ART1
	The overall design of the Business School building is interesting.	Baker et al., 1994; Bitner, 1992;Turley and Milliman, 2000; Wakefield and Blodgett, 1999; Wakfield and Baker, 1998; and also enhanced by the qualitative study	ART2
	Appearance of building and ground are attractive.		ART3
	The design of Business School is in scale with rest of campus.	Brown et al. in Friedman et al., 1978	ART4

	I like the material the Business School is made off.	Schmitt et al., 1995; Brown et al. in Friedman et al., 1978	ART5
	The design of Business School is functional.	Brown et al. in Friedman et al., 1978	ART6
	The design of Business School is cold.		ART7
	The design of Business School is dynamic.	Brown et al. in Friedman et al., 1978; and also enhanced by the qualitative study et al. in Friedman et al., 1978	ART8
	The Business School has a symbolic exterior.	Elsbach and Pratt, 2007	ART9
	The design of Business School is attractive.	Brown et al. in Friedman et al., 1978; Zube et al. in Friedman et al., 1978; and also enhanced by the qualitative study	ART10
Interior design: plants/flowers/paintings/pictures/wall/floor/colour/technology			
	Ceiling decor is attractive.	Bitner, 1992; Brennan et al., 2002; Davis et al., 2010; Elsbach and Bechky, 2007; Elsbach and Pratt, 2007; Elsbach, 2003; Elsbach, 2004; Fischer et al., 2004; Han and Ryu, 2009; Knight and Haslam, 2010; McElroy and Morrow, 2010; Nguyen, 2006; Vischer, 2007; Weggeman et al., 2007; and also enhanced by the qualitative study	INART1
	The chair is used in the building is of high quality.		INART2
	Wall decor is visually attractive.		INART3
	Floor is of high quality.		INART4
	Colours used in the wall or ceiling create a warm atmosphere.		INART5
	Colours used in the building create a warm atmosphere.		INART7
	Tables and chairs used in the building is of high quality.		INART8
	The Business School has up-to-date equipment (e.g., computer).		INART9
IDENTIFICATION Identification is the degree to which internal-stakeholders define him/herself by the same attributes that he or she believes define the organization (Dutton et al., 1994, p.239; Knight and Haslam, 2010; Rooney et al., 2010).			
	When I talk about the Business School, I usually say 'we' rather than 'they'.	Bergami and Bagozzi, 2000; Bhattacharya and Elsbach, 2002; Keh and Xie, 2009; Mael and Ashforth, 1992; and also enhanced by the qualitative study	IDN1
	If a story in the media criticised the Business School, my school would feel embarrassed.		IDN2
	When someone praises the Business School it feels like a compliment of my school.		IDN3
	When someone criticises the Business School, it feels like a personal insult.	Bergami and Bagozzi, 2000; Bhattacharya and Elsbach, 2002; Bhattacharya et al., 1995; Elsbach and Bhattacharya, 2001; Mael and Ashforth, 1992; and also enhanced by the qualitative study	IDN4
	1 am very interested in what others think about the Business School.		IDN5
	This Business School's successes are my successes.		IDN6

Source: Developed by the researchers