



An Exploratory Factor Analysis (EFA): Analysis of Message Strategy Instrument Validity

Nan Zakiah Megat Ibrahim^{1*}, Che Su Mustaffa²

¹Kolej University Poly Tech MARA,
Kuala Lumpur, MALAYSIA

²School of Multimedia Technology & Communication (SMMTC),
Department of Communication, Universiti Utara Malaysia, Kedah, MALAYSIA

*Corresponding Author

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Abstract: Message strategy is a collection, compilation and dissemination of ideas, issues and information by taking into consideration the basics of communication skills in the execution process. In the context of development, the dissemination of information by agents of development is unclear and ambiguous which this results in the information being misunderstood by the public, especially when it involves a diversity of the public's backgrounds. The lack of communication strategy arrangements by the development agents has caused the information to be delayed or probably truncated for the public to accept. This paper explains the process included in identifying the items that are related to message strategy in the context of community development. The validation of the items involved two methods; content validity and factor analysis. The analysis of content validity proved that all of the items of message strategy adopted from the previous researchers in the context of development were accepted via Analysis of the Content Validity Index (CVI). In addition, factor analysis also discovered that items were extracted according to the factor as adopted from the previous instrument. Both analyses concluded that the items of message strategy which were adopted for this study in the context of community development were accepted.

Keywords: message strategy, information, development, change agent, validity

1. Introduction

Taylor (1999), in defining 'message strategy', relates this concept to 'how to convey' certain information rather than 'what is being conveyed.' Taylor also explains that the term 'message strategy' is viewed as an approach used by an individual or an organisation in introducing a product, service, or the institution itself as one of the techniques of promotion and communication.

A similar situation occurs in developing society, as a development agent is the main organisation responsible for planning a particular message strategy, especially in disseminating information about developmental activities. Based on the previous studies, it was discovered that developed countries tended to use more message strategies in spreading information about development to the communities (Taylor & Finley, 2010). However, the agents responsible for developing countries' changes have frequently failed to use the appropriate message strategies to encourage the local society to participate in development programs (Unermen & Bennet, 2004). The community's inability to understand the messages conveyed caused the message strategy to be ineffective (Aldous, 2005).

Past researchers such as Kimmerle, Wodzicki, and Cress (2008) concluded that the studies on message strategy mostly focused on a head or leader's role in inspiring employees' involvement in an organisation. However, the study of

message strategy concerning development programs is still within a narrow area and a small scope (Worall, Greenwood & Terry, 2004). As a result of this situation, Accenture (2001) and Worall (2005) recommended that the scope of the study of message strategy should be expanded, especially the one related to the community's involvement, which becomes the justification for conducting this study.

1.1 Previous Studies

Message strategy is the most fundamental indicator in determining the effectiveness of an individual's behaviour in creating a particular reaction desired by a source. Many studies were conducted to prove that messaging strategy was the main element that ensured that the information was effectively transferred to the audience, such as advertising, family communication, demography, and persuasion strategy.

Research on message strategy was conducted on the family system to evaluate the message strategy used in the context of persuasion. The study of deTruck and Miller (1983) focused on adolescents' message strategy, especially in attracting students in their learning process. The research findings indicated that in describing an issue or conveying a message to teenagers, the main aspects that needed to be considered were age and gender. The analysis of the results also showed that female teenagers more easily received the message than the male. In terms of age, 15 was the age discovered when participants most effectively processed the messages conveyed. Refer to Ashley and Tuten (2015), interpersonal communication was the main determinant for an effective message strategy in dealing with adolescents. Through interpersonal communication, fast and effective persuasion was more easily done. The findings' analysis revealed a few things that should be avoided during the persuasion process, such as minimising force on the teenagers. Instead, the demonstration of love was extremely important in interpersonal communication.

In public relations, message strategy was studied about information message, ease, persuasion, threat and menace, negotiation, and problem-solving (Hazleton & Long, 1988; Hazleton, 1993). Hazleton's (1993) study discovered that private companies regarded message strategy practised in the organisation as a visible symbol, communication, and public relation communication process. The message strategy consisted of one or more symbols coded as messages by the organisations to their employees, and the symbols were later translated for comprehension of the messages conveyed. Nevertheless, the employees claimed that to have effective communication, message strategy had to be shared or understood by both the source and the receiver (Berger, 2014; Morsing, 2018).

When planning the message strategy that will be executed with the audience, before a message can be conveyed, a few things such as the frequency of the message, its symbolic form, physical characteristics, and sociological elements should be taken into consideration (Hazleton & Long, 1988; Morsing, 2018).

Anand and Sternthal (1992) researched society's participation in development programs concerning the message strategy employed. Thirty-one respondents were among the local people involved in ICT development programs that participated in this research. The findings indicated an increase in the involvement of the society in the ICT development programs as a result of persuasion communication done by the local society's leader. Besides, at the same time, there were many advertising messages conveyed as one technique of attracting the community to participate in the ICT programs (Perks. et al., 2019).

Wilcox, Ault, and Agee (1997) identified nine factors that should be paid attention to to produce effective communication via the employment of persuasion message strategy. The factors are:

- i) Trust, attitude and worry- the speaker and the audience should have the same knowledge.
- ii) The credibility of a source- the trust that the audience has depends on its reliability.
- iii) Pleading for the benefit of oneself- the audience prefers to pay attention to messages developed as pleas based on psychological elements.
- iv) Clear messages- convincing messages that focus on the main idea without having any diverging ideas.
- v) Time and context- persuasion process will be more effective with the existence of an environment that supports the messages transferred.
- vi) Participation of the audience- it is recommended that the audience fully commits to the messages conveyed.
- vii) Recommendation on behaviour- the audience will welcome a message more when a communicator includes an action plan in it.
- viii) The message's content and structure- the emphasis on the main message comes hand in hand with the need for the message to be sent.
- ix) Persuasion- communication is effective with continuous persuasion.

In the aspect of organisation communication, message strategy is studied in terms of effective information arrangement. The organisation message strategy research centred on utilising message strategy by the superiors with their subordinates (Somech & Drach, 2002). Somech and Drach (2002) attempted to study in-depth the fundamental aspect needed to ensure that the message transferred by the superiors to their subordinates could be done more quickly and effectively. The researchers discovered that the superiors employed a message strategy in their interpersonal communication in conveying any message to their subordinates. The study's findings also revealed that in using a

message strategy in interpersonal communication, the superiors should use a gentle approach and rational strategy (Perks, 2019).

Perloff (2003) claims that in transferring a message by superiors to their subordinates in organisations, an emphasis is put on its structure, content, and language. For the structure of a message, any unclear message should be avoided for the audience to regard the message conveyed as not containing any implicit meaning that can change one's behaviour.

In the context of websites, attention is also given to the employment of message strategy. Hwang, McMillan, and Lee (2003) studied the characteristics of corporate web sites in terms of their functions and audiences and the message strategy used to attract the audience to surf the websites. This research employed a quantitative method involving content analyses in terms of the characteristics of the messages posted on the websites by applying Taylor's Model (1999). The analyses of the contents conducted revealed that the message strategy that should be there on the websites required two main aspects that could influence the audience: the content of information and the distribution of information. Three segments of information content were rationing, need, and routine. As for information distribution, three segments identified were openness, socialisation, and acceptance sensory toward the ideas conveyed (Frazer, 2017).

Adam and Frost (2006) researched using websites as a medium for a particular group to participate in a program held. This study employed a quantitative method where questionnaires were distributed to 100 companies in Australia, Germany, and the United States of America. The study's findings indicated that conveying messages on websites required a holistic comprehension strategy for understanding the audience's characteristics to avoid any confusing words or issues. To quickly explain a message to the audience, web access needs to be more efficient. Message strategy applied to websites is also considered an element of non-verbal communication that requires the audience to comprehensively understand an issue presented on a website and possess sufficient knowledge about it (Zandpour & Catalano, 2018).

To distributing messages about health, a message strategy was studied about increasing society's awareness about taking care of one's health. The study on health messages aimed to improve the public's awareness about health care using communication as the main channel for disseminating health information. A study was executed by Niederdeppe et al. (2008) using a quantitative method that involved interviewing the public who came to receive health treatment. The results indicated that the difficulty in transferring messages using a two-way communication method to the local society was due to the hospitals' practice of narrative message conveyance strategy. This situation later gave rise to the emergence of a negative stereotype in interpreting the health messages conveyed. In addition to that, this also occurred since the people in the society came from a low-income background. This indirectly made spreading health messages to the local society difficult. This study concluded that the unsuccessful message strategy was the community's problems in decoding and interpreting the messages transferred (Frazer, 2017).

Besides, studies on message strategy were also conducted on non-verbal communication. Dawson, Madera, and Neal (2009) executed research regarding non-verbal communication as a message strategy in stimulating customers' interest in the hospitality field. It was discovered that messaging strategy was practised in non-verbal communication when the hotels faced difficulty understanding foreign tourists' preferences when visiting the hotels.

Corporate image is also related to message strategy. Kim and Rader (2010) conducted a study concerning typology used in corporate communication by analysing the dominant message strategy responsible for promoting corporate image. This study employed a quantitative method by analysing the contents of an organisation's websites where this company used its websites to improve its corporate image. The study results revealed that the organisation applied three communication strategies to attract people to surfing its websites. The three strategies included message strategies about responsibility, corporate social responsibility, and the combination of both. The audience that possessed a higher educational background managed to evaluate the organisation's message strategies either as effective or the opposite. However, the evaluation of corporate image was mostly done based on the messages that represented the organisation's social responsibility that referred to the organisation's consideration of non-profit activities as the performances of its responsibility to the community. This study involved 500 corporate websites of an organisation, *Fortune*.

The differences in culture and language that can affect information dissemination also require an effective message strategy to ensure that the information will be easily accepted by some individuals (Edward & friends, 2007). Chen, Okumus, and Hua (2011) researched the communication message strategy in making communication easier for individuals of different cultures. The study involved a few selected hotels in Spain. Interviews with 12 managers in Orlando revealed that the language used influenced the message strategy in communication. The analysis of the findings indicated that the message strategy practised in communicating with the employees was more virtual due to the different languages used. Also, there were regular meetings where there was the presence of a language and memo analyst. The regular meetings involving a language expert were an effective practice to ensure their subordinates could understand the superiors' messages. The distinction in the use of language gave rise to bilingual communication when a meeting was conducted. This was possible with a language analyst's existence to make sure that both parties could interpret the messages sent could be interpreted (Edward & friends, 2007). Therefore, the researchers concluded that an intermediary's assistance was a form of communication message strategy that was required in distributing a message.

Message strategy is a fundamental element in encouraging the employment of ICT among people in a society (Burns & Ungerleider, 2002). The study of Cairo (2010) conducted based on Planned Behavior Theory involved

research concerning the application of message strategy using a computer as a mediator. This study also formed a few hypotheses: i) there was a difference in terms of confidence level towards the practice of message strategy through a computer, and ii) there was a positive relationship between the amount of information and the effectiveness of the persuasion message.

1.2 Testing the Items of Message Strategy

Since the expansion of the study related to message strategy in 1999, a few researchers have attempted to test the items used in measuring message strategy in various contexts. Even though the implications appeared to be different from each other, the message strategy's overall effectiveness in distinct aspects was obvious.

Hwang, McMillian, and Lee (2003) applied a message strategy in analysing the message strategy among audiences and its function in advertising corporate websites. The study that involved content analyses had gone through 160 corporate websites, and the researchers discovered that routine message strategy was detected to have appeared on the websites studied.

Golan and Zaidner (2008) employed six segments of the message strategy to analyse creative strategy in the advertisements related to the virus. This study that implemented content analyses involving 360 advertisements on the World Wide Web concluded that ego message strategy was the pleading advertisement mostly used in advertisements about viruses.

Two researchers, Vender and Wolburg (2008), employed Taylor's message strategy in comparing advertisement strategies for Ukraine's and America's tobacco in magazines. After analysing the text in every advertisement and comparing the message strategy used by each country, they discovered a significant difference in the context of ego message strategy and acute need message strategy.

Chong, Lee, and Taylor (1999) claimed that the practice of message strategy was highly needed by society to obtain information regarding this issue during the economic crisis. The findings indicated that all message strategies proposed by Taylor were the main elements employed by the government in disseminating information which included ration message strategy, ego message strategy, sensory message strategy, acute need message strategy, and social message strategy.

Table 1 - An example of a table

An example of a column heading	Column A (t)	Column B (t)
And an entry	1	2
And another entry	3	4
And another entry	5	6

2. Methodology

To prove that the items of message strategy proposed by Taylor were suitable for application in the aspect of development, two methods were employed to investigate their validity which was:

- i) Content Validity
- ii) Factor Analysis

i) Content Validity

Content validity is a systematic assessment conducted by a researcher based on the items of a variable. It is one of the behavioural domain indicators of a variable that is measured to represent the entire content of a domain of a variable studied (Anastasi & Urbina, 1997).

Generally, content validity can improve the quality of an item evaluation that emphasises specific test checking by a panel of experts. A panel of experts' role is to check and make some comments about a variable's items; they manage to represent all the contents tested and measure a variable precisely.

According to Lacity and Jensen (1994), content validity is a technique to validate the items used in measuring the variable selected for use. This technique normally does not measure an item in its entirety, but it depends on professionals' views that determine whether the item possesses any strength to be tested. This technique indirectly can contribute to the development of evaluated items by colleagues or experts in building a good questionnaire. Robert (2000) claims that there are advantages of content validity such as:

- i) This measurement can represent the actual principles and views of respondents.
- ii) It can also ensure that the measurement utilised is highly required and more easily understood and can avoid any ambiguity in meaning.

In selecting a panel of experts for reference to investigate content validity, a researcher should observe some criteria that include the panel consisting of professionals who are active in publishing academic materials or having work experience of eight years and above (Davis, 1992).

The assessment of the items in research that applies content validity requires a panel of experts who meet the criteria. According to Lynn (1986), the minimum number of experts recommended is three. In comparison, Gable and Wolf (1993), Rubin, Rubin, and Brennan (2003), believe that the number of experts in a panel should be between two to 20. Davis (1992) claims that the number of experts in a panel should not be a problem as the most important aspect to consider is the experts' backgrounds, where the priority is their knowledge of an issue that demands their views.

In this research, ten experts were chosen who contributed their expertise to invalidating the variable studied items. Five of the experts selected are academics who possess work experience of eight years and above in the academic field and have experience in communication in more than eight years. Besides, five officers from MARA were appointed to produce their validation of whether the questionnaire's items could be understood and were clear. The MARA officers' selection was based on a qualification that included their work experience in entrepreneurship of more than eight years.

The instrument's determination to be employed in this research was based on Content Validity Index (CVI). CVI refers to an item description that explains a variable. According to Davis (1992), the acceptable CVI that can be utilised to validate the items used should have scores between 0.70 to 1.00. However, for an instrument that is newly employed in a certain context of culture, the CVI should have a more than 0.80.

The variable studied, which was message strategy, indicated that ten items showed a CVI score of less than 0.80. This means of all 28 items in the questionnaire, only 18 were qualified for use in the pre-test (Table 1). The experts recommended that a few message strategy items be modified in terms of their sentence structures for clarity.

Table 1 - CVI Scores of Message Strategy

ITEM	ITEM MODIFICATION	CVI SCORE	ACTION TAKEN
1. The message strategy used by MARA suits my dignity.	None	0.6	Eliminated
2. The message strategy used by MARA suits my dream achievements.	None	0.7	Eliminated
3. The message strategy used by MARA meets my emotional need.	The information conveyance by MARA meets my emotional need as a trainee.	1.0	Accepted for pre-test
4. The message strategy used by MARA contains too many pictures compared to facts.	The information conveyed by MARA contains too many pictures compared to facts.	1.0	Accepted for pre-test
5. MARA's message strategy is unstructured and quite unclear to enable interpretation to be done independently by a receiver.	None	0.7	Eliminated
6. MARA uses messages for an individual's confidence enhancement similar to those used by other organisations.	None	0.7	Eliminated
7. MARA considers people's thoughts, views, and evaluation.	MARA considers people's thoughts, views, and evaluations, especially the ones of its programs' participants.	1.0	Accepted for pre-test
8. The message strategy used by MARA is receiver-friendly (easy to understand).	The information conveyance by MARA is receiver-friendly (easy to understand).	1.0	Accepted for pre-test
9. MARA motivates participants by identifying the groups to participate in the training programs.	None	0.7	Eliminated
10. MARA turns participants into important individuals to society.	No modification	0.9	Accepted for pre-test

11. MARA uses messages that can improve people's perception of those who join this program.	MARA uses messages that can improve other people's perception of joining its programs.	1.0	Accepted for pre-test
12. MARA encourages people's participation in any programs organised by it because it has become something regular for them.	None	0.7	Eliminated
13. MARA reminds participants to involve in its training programs.	MARA informs participants to involve in its training programs.	1.0	Accepted for pre-test
14. The message strategy used by MARA is interesting because it is easy and concise.	The information conveyed by MARA is interesting. MARA conveys information that is easy and concise.	1.0	Accepted for pre-test
15. MARA's way of reminding participants about their regular involvement in its training programs is similar to the one used by other organisations.	None	0.7	Eliminated
16. MARA's message strategy emphasises the five main senses (hearing, seeing, feeling, touching, and smelling).	i) MARA always listens to the problems expressed by participants. ii) MARA always supervises the progress of participants. iii) MARA always convinces participants to involve in its training programs continuously. iv) MARA prioritises verbal and non-verbal information conveyance.	1.0	Accepted for pre-test
17. MARA's message strategy can create a sense of satisfaction because the information fulfils the senses' needs.	None	0.7	Eliminated
18. The message strategy used by MARA can make readers happy.	MARA conveys information that can make participants happy.	1.0	Accepted for pre-test
19. MARA's message strategy can meet participants' satisfaction to involve in training programs that are similar to the one used by other companies.	MARA's information focuses on participants' satisfaction compared to one of the other development agents.	1.0	Accepted for pre-test
20. MARA provides limited time for decision making.	None	0.7	Eliminated
21. The message strategy used by MARA becomes a reminder in any desperate situation.	The information conveyed by MARA is useful during desperate situations.	1.0	Accepted for pre-test
22. The message conveyed by MARA requires immediate action.	After information receiving, MARA emphasises immediate actions by participants.	1.0	Accepted for pre-test
23. MARA's message strategy meets the desperate need to	Information conveyance by MARA meets the current needs	1.0	Accepted for pre-test

participate in training programs that this is similar to the one used by other organisations.	of participants.		
24.The message strategy used by MARA seems to assume that readers are rational.	MARA seems to assume that participants are rational readers in receiving information.	1.0	Accepted for pre-test
25.The message strategy used by MARA requires a detailed explanation.	None	0.7	Eliminated
26.MARA provides problem-solving information.	The information conveyed by MARA is helpful in problem-solving.	1.0	Accepted for pre-test
27.MARA focuses on the advantages of its training programs as compared to the training programs of other organisations.	MARA prioritises the advantages of its training programs as compared to the training programs of other organisations.	1.0	Accepted for pre-test
28.The message strategy used by MARA meets participants' rational thinking in deciding on joining its training programs.	The information conveyed by MARA meets participants' level of thinking to join its training programs continuously.	1.0	Accepted for pre-test

ii) Factor Analysis

The discussion involved four main factor analysis methods that included the test value of Kaiser-Meyer-Olkin (KMO) and Bartlett's Test of Sphericity and Bartlett's Test of Sphericity, the method for determining the amount of variance, Scree Plot method, and component matrix criterion.

i) KMO Test and Bartlett's Test of Sphericity

Table 2- KMO value for the variable, message strategy

KMO and Bartlett's Test	
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.768
Bartlett's Test of Sphericity	Approx. Chi-Square
	Df.
	Sig.
	3937.449
	528
	.000

KMO test and Bartlett's Test of Sphericity were conducted to investigate the correlation between items whether they were suitable to be analysed using the factor analysis method. The fixed value of KMO states that it should be more than 0.05, while for Bartlett's test, the value should be $p < 0.05$. Table 2 presents the KMO value of the variable, message strategy, which is .768 and the Bartlett test value, which is $p < 0.05$, which shows that it did not have a serious multicollinearity problem. This finding indicated that the items were suitable for factor analysis.

ii) Variance Percentage Determination Test

Hair and friends (1998) state that the variance percentage is used to determine the factor in a variable, and the items in it should explain the variance at least by 60%. The analysis results showed that there were six factors in the variable, message strategy, and these factors were explained by 71.8% of the variable. This finding also indicated that the six factors extracted were in line with Taylor's original instrument (1999). The full results are presented in Table 3.

Table 3 - Variance Amount Described by the Items of Variable, Message Strategy

Item	Total	Variance %	Total of % collected	Rotation amount	Variance %	Total of % collected
1	15.419	46.725	46.725	7.827	23.720	23.720
2	3.246	9.835	56.560	5.991	18.156	41.875
3	2.433	7.371	63.931	4.717	14.295	56.170
4	1.488	4.510	68.441	2.028	6.146	62.315
5	1.421	4.306	72.747	1.776	5.380	67.696
6	1.368	4.144	76.891	1.373	4.162	71.857
7	1.127	3.416	80.307			
8	.857	2.597	82.904			
9	.768	2.328	85.233			
10	.620	1.878	87.111			
11	.586	1.775	88.886			
12	.476	1.442	90.328			
13	.413	1.251	91.579			
14	.367	1.112	92.692			
15	.303	.919	93.611			
16	.296	.898	94.509			
17	.262	.794	95.303			
18	.232	.702	96.004			
19	.184	.558	96.563			
20	.177	.537	97.100			
21	.153	.463	97.563			
22	.143	.432	97.995			
23	.137	.417	98.412			
24	.102	.308	98.720			
25	.094	.286	99.005			
26	.078	.237	99.242			
27	.071	.214	99.456			
28	.051	.153	99.610			
29	.039	.118	99.728			
30	.032	.098	99.826			
31	.025	.077	99.903			
32	.023	.069	99.972			
33	.009	.028	100.000			

iii) Scree Plot Test

A Scree Plot test was executed to define the optimum factor existing in a particular variable studied. The main criterion to be observed in this test is the curve that appears in the graft developed from the Scree Plot test, and the number of factors extracted is determined after the plot's curvy line becomes horizontal. Figure 1 shows that the plot's curve appears at the sixth and seventh factors. After the line reaches the factors, it can be viewed that the line becomes straight for all other factors, and it is almost parallel to the horizontal line of the graft. Therefore, it was concluded that seven factors were extracted for the variable, message strategy.

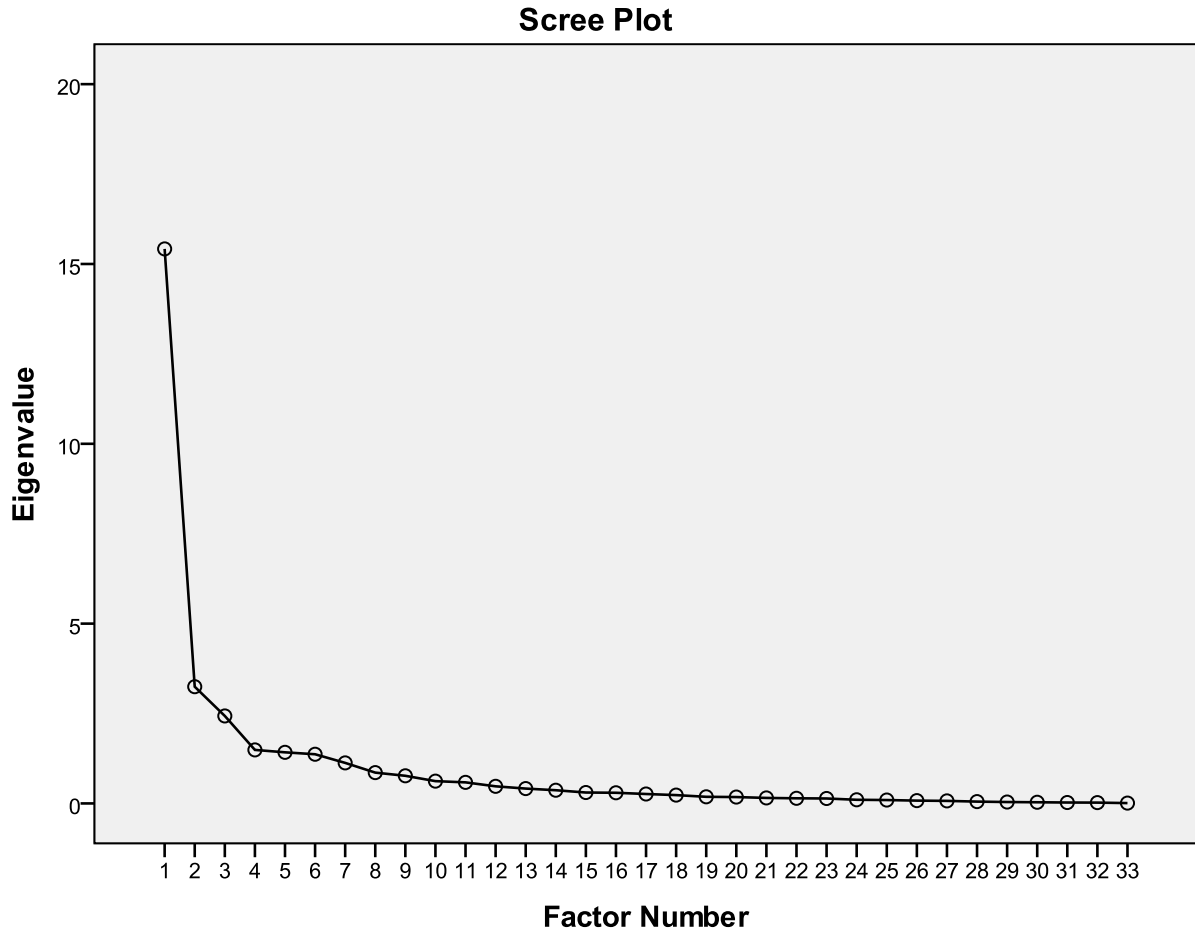


Fig 1 - Scree Plot of variable, message strategy

iv) Component Matrix Criterion

A component matrix criterion test was conducted to discover the correlation between the items and the variable studied. According to Hair and friends (1998), the relationship between some items and a variable is significant when each item's correlation reaches the value of at least 0.30, and the Eigenvalue is more than 1.0. The findings showed that seven items consisted of significant correlational value with the first factor labelled as ego message strategy. The Eigenvalue between the items and this dimension was 7.83. Five items possessed significant correlational values for the second factor categorised as a social message strategy with the Eigenvalue of 5.99 between the items. As for the third factor, five items classified under this factor also emerged to have the correlational values between significant items.

The Eigenvalue between the items for the dimension labelled as routine message strategy dimension was 4.72. There were seven items for the fourth factor, which each had a significant correlational value. This factor which refers to the sensory message strategy dimension, possessed an Eigenvalue, 2.03, between the items. As for the fifth factor, four items came up with significant correlational values. This dimension which was labelled as an acute need message strategy, obtained an Eigenvalue of 1.77. The sixth factor showed that there were five items extracted with significant correlational value for each item. This factor which was named ration message strategy, had an Eigenvalue of 1.37. The complete findings are shown in Table 4.

Table 4 - Loading factor for the items of message strategy

Factor	Item	Loading factor
Factor 1 Ego dimension	1. Information conveyance by MARA meets my emotional need as a trainee.	.81*
	2. Information conveyed by MARA contains too many pictures compared to facts.	.57*
	3. MARA provides information that requires independent interpretations of participants.	.66*
Factor 2 Social Dimension	4. MARA considers the thoughts, views, and evaluation of people, especially its training programs' participants.	.62*
	5. The information conveyance by MARA is receiver-friendly (easy to understand).	.71*
	6. MARA turns participants into important people to society.	.54*
	7. MARA uses messages that can improve people's perception of joining its programs.	.66*
Factor 3 Routine Dimension	8. MARA reminds participants to join its training programs.	.78*
	9. Information conveyed by MARA is interesting.	.66*
	10. MARA conveys information that is easy and concise.	.84*
	11. MARA always reminds participants to join its programs.	.89*
Factor 4 Sensory Dimension	12. MARA always listens to the problems expressed by participants.	.87*
	13. MARA always supervises the progress of participants.	.87*
	14. MARA always convinces participants to join its programs continuously.	.63*
	15. MARA focuses on verbal and non-verbal information conveyance.	.59*
	16. The information conveyance by MARA manages to create satisfaction in participants.	.54*
	17. MARA conveys information that makes participants happy.	.48*
	18. The information conveyed by MARA emphasises the satisfaction of participants compared to one of the other development	.68*

agents.		
Factor 5	19. Information conveyed by MARA is useful during desperate situations.	.57*
Acute Need Dimension	20. After information receiving, MARA emphasises immediate actions by participants	.63*
	21. Information conveyance by MARA meets the current needs of participants.	.52*
Factor 6	22. MARA assumes that participants are rational readers in receiving information.	.73*
Ration Dimension	23. Information conveyed by MARA requires detailed explanations by participants.	.60*
	24. The information conveyed by MARA is helpful in problem-solving.	.51*
	25. MARA prioritises the advantages of its training programs as compared to the training programs of other organisations.	.62*
	26. The information conveyed by MARA meets participants' level of thinking to join its training programs continuously.	.78*

Note: * Significant $p < .001$.

3. Discussion and Conclusion

The research findings indicated that the content validity method managed to facilitate the researchers in identifying the items of message strategy that were strong enough for testing in the context of development. The experts selected proposed a few items that were considered appropriate to be added to the existing instrument. Subsequently, the researchers accepted their suggestions and therefore included the items to be validated through factor analysis. All of the message strategy items went through factor analysis, where the load factor obtained proved that all the items proposed met the validation criteria required as proven by the previous researchers.

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