

Enhancing Positive Employee Outcomes through Transparent Internal Communication during Organizational Crisis: The Mediating Role of Employee-organization Relationship

Received: October 12, 2024

Revised: November 5, 2024

Accepted: November 20, 2024

Thamarat Jangsiriwattana^{*}

Krit Witthawassamrankul, Iratrachar Amornpipat and

Supachok Suthichoti

Aviation Personnel Development Institute of Kasem Bundit University

Abstract

A crisis is an unexpected event that causes disruption. Transparent internal communication plays an important role in managing a crisis. This current research investigates the relationship between transparent internal communication and positive employee outcomes; namely employee work engagement, job embeddedness, and job performance. The mediating effect of the relationship between employee and organization was highlighted. The data were collected from employees in hotel and airline businesses in Thailand. Structural equation modeling (SEM) was used for data analysis. The results revealed that transparent internal communication influenced positive employee outcomes during organizational crisis management. The employee-organization relationship played both a partial and full mediating role in the relationship. This result contributes knowledge to human resource management during crises. Implications are also discussed.

Keywords: Human resource management, job embeddedness, job performance, transparent internal communication, work engagement, crisis management

Cite this article as:

Jangsiriwattana, T., Witthawassamrankul, K., Amornpipat, I., & Suthichoti, S. (2025). Enhancing Positive Employee Outcomes through Transparent Internal Communication during Organizational Crisis: The Mediating Role of Employee-organization Relationship. *Journal of Management Science Pibulsongkram Rajabhat University*, 7(2), 1-21.

^{*} Corresponding Author: thamarat.jan@kbu.ac.th

Introduction

A crisis is an unexpected event that causes disruption. An uncertain environment results in ambiguity, uncertainty, and struggles which an organization cannot control (Lee & Li, 2020). In the existing literature, transparent internal communication (TIC) is usually recommended in managing an uncertain environment in an organization (e.g., Lee & Li, 2020; Paraskevas & Quek, 2019). To support this notion, numerous studies confirm that TIC plays a significant role in creating positive outcomes among employees (Lee & Li, 2020; Lee et al., 2018; Walden, Jung, & Westerman 2017). Additionally, TIC has been highlighted as an effective tool for transferring messages from management to all stakeholders in an organization. Uitdewilligen and Waller (2018) confirm that, in organization crisis management, TIC produces information sharing behaviors that benefit all members facing a complex and dynamic crisis situation. It facilitates collective decision-making and the development of team awareness. Furthermore, it builds trust and increases positive relationships between management and employees (Walden et al., 2017).

Employees bring about both personal and organizational success. There are gaining more attention that employee is a valuable key factor of organizational development (Odoardi, Cangialosi, & Battistelli, 2022). Furthermore, employees play significant roles in their given jobs, organizations are required to remain and develop positive relationships among them. Then, the outsiders can view organizations through this type of stakeholders (Swanson, & Holton, 2001; Walden et al., 2017). Therefore, how employees relate to their workplace is one of the factors which create positive employee outcomes (Eisenberger, Rockstuhl, Shoss, Wen, & Dulebohn, 2019). Previous research on employee-organization relationship (EOR) reveals its positive outcomes e.g., employees work engagement, social exchange, job embeddedness, job performance (Hom et al., 2009; Walden et al., 2017). Several research studies reveal that TIC predicts the level of EOR (Lee & Li, 2020; Men & Stack, 2014). A review of the literature shows that there is a connection between TIC in organizations and positive EOR.

Studies on transparent internal communication in the service business during crises have shown its critical role in mitigating negative impacts on both employees and organizational performance. While there has been a growing body of research on communication during organizational crisis e.g. Ndone (2023) and Hayek (2024), particularly in the context of organizations, there remains a significant gap in understanding the nuances of transparent internal communication within service businesses during crises. To fill the gap, this study develops the framework of transparent internal communication and aims to investigate it in the context of service business in Thailand

Research Objectives

1. What is the relationship between TIC and employee work engagement?
2. What is the relationship between TIC and job embeddedness?
3. What is the relationship between TIC and job performance?
4. What mediating role does EOR play in the relationship between TIC and positive employee outcomes?

Scope of research

This research investigates how organizational TIC enhances positive employee outcomes; namely employee work engagement (EWE), job embeddedness (JE), and job performance (JP) as well as the mediating role of EOR. This current study focuses on the service industry by exploring TIC, EOR and positive employee outcomes. The data was compiled from 431 full-time employees in the aviation and hotel industry in Thailand.

Expected benefits from the research

The findings of this study will be of practical value for organizations aiming to effectively address and develop a TIC program which enhances EOR. Furthermore, the mediating role of EOR emphasizes how it influences employee work engagement, job embeddedness, and job performance.

Literature Review

Positive Employee Outcomes

Organizational performance has been widely discussed as it is a central concept of management research (George, Monster, & Walker, 2019). Organizational performance depends on stakeholders and types of data used to measure performance. It has been proposed that there are different dimensions of organizational performance including efficiency, effectiveness, and financial performance. However, it is still unclear which dimensions of organizational performance are impacted by management (George et al., 2019). Previously, Richard, Devinney, Yip, and Johnson (2009) indicated that organizational performance is one indicator of organizational effectiveness. Organizational effectiveness is a broader term than organizational performance. They propose that objective and subjective performance reflect organizational performance. Subjective performance was addressed in order to measure organizational performance according to the perception of employees. It was proposed that a positive employee attitude toward the organization reflects the quality of the organization.

Various positive outcomes are studied in the existing research e.g., positive affect, employee work engagement, job embeddedness, contextual job performance, task identification (Afsar, Shahjehan, & Shah, 2018; Kuvaas, Buch, Weilbe, Dysvik, & Nerstad, 2017;

Schaufeli, Bakker, & Salanova, 2006; Walden et al., 2017; Thakur & Bhatnagar, 2017). An effective organization aims to achieve its goals by measuring its performance periodically with both objective and subjective indicators. During a period of organizational crisis, an organization needs to keep assessing its performance in order to develop the organization. Positive employee outcomes in the service industry are crucial, as they directly impact customer satisfaction and overall business success. Several positive employee outcomes have been studied but their linkage with transparent internal communication (TIC) is limited (Sani, Adisa, Adekoya, & Oruh, 2023). This current study addresses three positive employee outcomes: employee work engagement, job embeddedness, and job performance. Its linkage with TIC will be further reviewed.

Transparent Internal Communication (TIC) and Employee Work Engagement (EWE)

TIC has been defined as transferred messages through social interaction with its outcomes showing how effective management is. Quirke (2008) proposes that TIC enhances the connections between each layer in the organization. Effective TIC provides employees with all necessary information. Mishra, Boynton, and Mishra (2014) propose that TIC plays a key role in building a relationship among all levels within an organization. Thus, effective TIC must connect management and employees (Mishra et al., 2014). Lee and Li (2020) define TIC as “an organization’s communication to make available all legally releasable information to employees whether positive or negative in nature” (p. 2). Research in public relations demonstrates that TIC influences employee outcomes e.g., trust (Rawlin, 2009), engagement (Linhart, 2011), and the employee-organization relationship (Men & Stacks, 2014).

According to Schaufeli et al., 2006 and Walden et al., 2017, EWE can be categorized into dedication, vigor, and absorption at work. It refers to a positive and fulfilling state of mind becoming occupied and energized by works at hands (Schaufeli et al., 2006). Mishra et al. (2014) reveal that TIC enhances management’s reputation which develops trust among the parties. This process fosters EWE; especially when an organization is in crisis (Van der Voet & Vermeeren, 2017). Lee and Li (2020) recommend that an increased level of TIC will positively affect employee work engagement. Therefore, hypothesis 1 is set.

Hypothesis 1: Transparent internal communication is significantly and positively related to employee work engagement.

Transparent Internal Communication (TIC) and Job Embeddedness (JE)

Job embeddedness (JE) is defined as on-the-job and off-the-job factors that connect employees to commit to the organization (Singh, 2016). JE explains why an employee stays on the job and keeps connecting with the organization and related communities (Mitchell et al., 2001). Lee et al. (2004) state that JE reflects an employee’s decision to remain in the organization. Based on JE theory (Mitchell, Holtom, Lee, Sablinski, & Erez, 2001), three criteria

measure JE: (a) How does the employee fit with the organization?; (b) How does the employee link with the organization?; and (c) What level of sacrifice is made for the organization? The existing literature reveals that JE predicts turnover and absences, organizational citizenship behavior, and job performance (e.g., Afsar et al., 2018; Lee et al., 2004). Additionally, it is found that several other factors may predict the level of JE such as trust in supervisor and organizational work-life balance (Afsar et al., 2018; Thakur & Bhatnagar, 2017)

Technology plays a role in internal communication in an organization (Charlier, Guay, & Zimmerman, 2016; Orlikowski, & Iacono, 2001). Socio-Technical System theory (STS) views technology as a process related to the use of equipment, user (people), and the context of the relationship. It is defined as a process that people use to communicate, connect, and share information within the network. STS describes how the increasing role of TIC in the workplace influences how employees view their job (Charlier et al., 2016). It was found that an employee's perception of an organization has an impact on the employee's job attitude and influences JE (Nguyen, Taylor, & Bergiel, 2017). However, the existing literature reveals outcomes in a normal organizational environment. To shed more light on crisis management, the role of TIC on JE will be connected. Thus, hypothesis 2 is formulated.

Hypothesis 2: Transparent internal communication is significantly and positively related to job embeddedness.

Borman and Motowidlo (1993) describes employee job performance (JP) as behaviors an employee exhibits at the workplace. JP can be classified into two domains, namely (a) task performance, and (b) contextual performance. Task performance refers to performance that employees directly dedicated to organizations for both technical core and their own duties. Meanwhile, contextual performance means broader perspectives on social interaction at workplace (Coleman & Borman 2000). There are many studies on factors affecting employee job performance in different contexts e.g., organizational citizenship behaviors of Indian workers in the healthcare industry (Basu, 2017) and emotional intelligence of participants in the Netherlands (Pekaar, Van der Linden, Bakker, & Born, 2017)

Relationship theory (Ledingham, 2003) explains that the dynamic results of interaction between internal stakeholders depend on the quality of relationship. The information exchange process with TIC fosters a positive internal climate and generates cooperation with employees and is likely to establish affective employee quality. Furthermore, transparent communication is required when an organization is in a crisis which exhibits high levels of uncertainty, complexity, and dynamism (Uitdewilligen, & Waller, 2018). In relation to TIC, it is found that there is a relationship between organizational TIC and employee commitment, employee sense-making and sense-giving (Kang & Sung, 2017; Walden et al., 2017). Hypothesis 3 is developed to connect TIC and employee job performance.

Hypothesis 3: Transparent internal communication is significantly and positively related to job performance.

The Mediating Role of Employee-Organization Relationship (EOR)

Social Exchange Theory states that organizations and their employees interact according to certain rules of mutual exchange. The quality of the relationship depends on how positively an employee perceives the organization. Therefore, employee-organization relationship (EOR) is defined as “the degree to which an organization and its employees trust one another, agree on who has the rightful power to influence, experience satisfaction with each other, and commit oneself to the other” (Men & Stacks, 2014). Research demonstrates that EOR increases employee engagement in the workplace which contribute positive outcomes to an organization (Kang & Sung, 2017). Furthermore, enhancing information seeking and sharing (Lee et al., 2018) and positive behaviors (Kang & Sung, 2017) are also consequences of EOR. Ultimately, these performances increase organizational effectiveness and corporate reputation (Hon & Grunig, 1999).

Many studies claim that EOR plays a role as mediator (e.g., Kang & Sung, 2017; Hom et al., 2009). EOR has demonstrated the quality of the reciprocation process between employer and employee; however, there are few studies that explore such a relationship in crisis management. Lee and Li (2020) suggest that information sharing which is a core objective of communication is critical to the avoidance of confusion and unclear messages. Certainly, this requirement is even higher when an organization is in crisis. Men and Yue (2019) reveal that disclosing information during a crisis benefits employee and prevents them from misinterpreting organizational intention. It also decreases employee anxiety concerning the uncertain situation and rumors. To emphasize the mediating role of EOR, hypothesis 4 is formulated.

Hypothesis 4: Employee-organization relations mediates the relationship between transparent internal communication and employee work engagement (H4a), job embeddedness (H4b), and job performance (H4c).

Research framework

Research Conceptual Framework

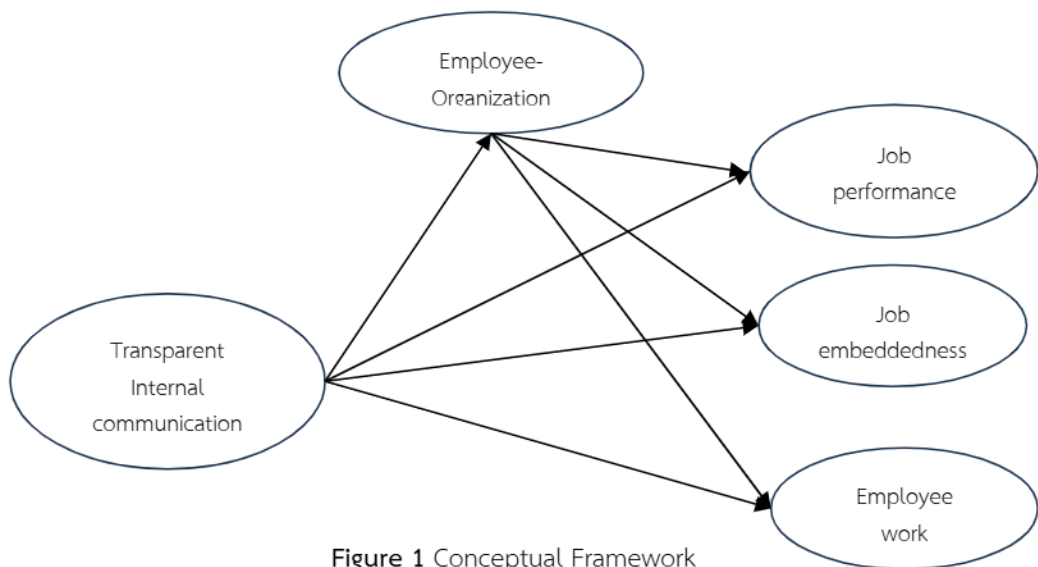


Figure 1 Conceptual Framework

Research method

Participants and procedure

Data was collected using a questionnaire. Emphasize how previous crisis of COVID19 heavily affected the service sector in Thailand, especially hotels and airlines. Full-time employees in service industries in Thailand are the target population. Service business is specified as the hotels registered with the hotel association of Thailand, and airlines which registered with the Civil Aviation Authority of Thailand. The researcher sent the questionnaires to each organization through the human resource management department, along with a stamped return envelope. The original questionnaire was in English. Following the recommendation of Rovinelli and Hambleton (1976), and Turner and Carlson (2003), the questionnaire was translated into Thai by a committee of four Thai professors who are expert in English. An index of item-objective congruence (IOC) was evaluated by three Thai professors who have expertise in organization development (OD). The final data was compiled from 431 full-time employees in the aviation and hotel industry in Thailand. Of this number, 53.6 % were male (n=231) and 46.4% female (n=200). A total of 58.24% (n=251) have been working in the industry for between 1- 4 years and 40.83% (n=176) for between 5-14 years. And 0.93% (n=4) have been in the industry over 15 years. 348 of respondents were 21-30 years of age. 82.8% of them were single (n=357) and most of them had completed a university degree (98.1%, n=423).

All research involving human participants needs to be reviewed by the Institutional Review Board (IRB). The IRB has several consultants who advise and periodically involved in protocol review. The IRB is in charge with the responsibility of reviewing in order to protect the welfare, rights, and privacy of participants. After modification according to the comments of the IRB of Kasem Bundit University

Measures

Transparent internal communication is measured using 8 items adopted from Lee and Li (2020). Sample statements are “During organizational crisis management, my company asks for feedback from employees like me about the quality of its information”, “During organizational crisis management, my company provides information that is relevant to people like me”, and “During organizational crisis management, my company presents more than one side of controversial issues.”

Employee-organization relationship is measured using 12 items adopted from Hon and Grunig (1999). Sample statements are “During organizational crisis management, this company treats people like me fairly and justly”, “During organizational crisis management, this company and people like me are attentive to what each other say”, and “During organizational crisis management, I feel that this company is trying to maintain a long-term commitment to people like me.”

Employee work engagement is measured using 9 items of UWES work engagement (Schaufeli et al., 2006). Sample statements are “During organizational crisis management, at my work, I feel bursting with energy”, “During organizational crisis management, I am proud of the work that I do”, and “During organizational crisis management, I get carried away when I'm working”.

Job embeddedness is measured using 11 items adopted from Lee et al (2004). Sample statements are “During organizational crisis management, my job utilizes my skills and talents well, “During organizational crisis management, the benefits are good on this job.”

Job performance is measured using 5 items of contextual job performance adopted from Carlos and Rodrigues (2016). Sample statements are “During organizational crisis management, in the event the organization did not provide the training that I consider necessary to perform my duties effectively, I would seek information from other sources”, and “During organizational crisis management, I’m still able to perform my duties effectively when I’m working under pressure.”

Research

Preliminary analysis

Data were analyzed using partial least square equation modeling (PLS-SEM) which is often used to test theoretically supported linear and additive causal models (Wong, 2019). There are two sub-models in PLS-SEM (a) outer model – specifies the relationship between latent variables and their observed indicators, and (b) inner model – specifies the relationship between independent variables and dependents variables. The loadings of indicators indicate that all values are higher than 0.40 (Wong, 2019). The rho_A coefficient should be 0.70 or higher to demonstrate composite reliability. The AVE, which indicates convergent validity, should be 0.50 or higher. Additionally, the VIF value, which indicates the collinearity of the measurement model, must be less than 0.50 (Hair, Howard, & Nitzl, 2020; Wong, 2019). (See the item statements and assessment indicators displayed in Annex A.)

Common method bias testing

The common method bias - CMB regularly occurred when data collected from a single source of respondent such as survey or questionnaire as in this study. Therefore, Harman's One-factor Test is one of the post hoc techniques that can detect CMV (Bozionelos & Simmering, 2021). To perform Harman's One-Factor Test, all items in the survey are conducted with exploratory factor analysis – EFA by loading all items in one factor with the unrotated condition. More than 50% of the variance extracted value shows CMB detected (Bozionelos & Simmering, 2021). The result of this study shows that there is no CMB detected as there is 41.63% of the variance extracted of this data set.

Hypothesis testing

Table 1. indicates the path coefficient of the direct effects. It shows that TIC is significantly related to EWE ($\beta=0.51$; $p < 0.01$), JE ($\beta=0.70$; $p < 0.01$), and JP ($\beta=0.41$; $p < 0.01$). Inner model path coefficients indicate the relationship between independent variables and dependent variables as shown in the structural model (Figure 2).

Table 1. Path coefficient of the direct effect and summary of hypothesis testing

	β	t-statistics	p-value	Results
H1: TIC $\rightarrow$ EWE	.51	11.27	.00	Supported
H1: TIC $\rightarrow$ JE	.70	20.02	.00	Supported
H1: TIC $\rightarrow$ JP	.41	9.05	.00	Supported

Table 2 presents the mediating analysis (H4). The results show the significance of the relationship between TIC and all outcomes. The strength of the mediator can be examined through the use of VAF. According to Wong (2019), VAF is the value of indirect effect/total effect. Partial mediator is demonstrated when VAF value exceeds the cutoff level of 0.20, and full mediator is demonstrated when VAF value exceeds 0.80. Thus, EOR plays both partial

mediator (TIC $\rightarrow$ JE; VAF = 0.69), and full mediator (TIC $\rightarrow$ EWE; VAF = 0.96, TIC $\rightarrow$ JP; VAF = 0.88) (Hair et al., 2020). The path coefficient of the variables has been displayed in Figure 2.

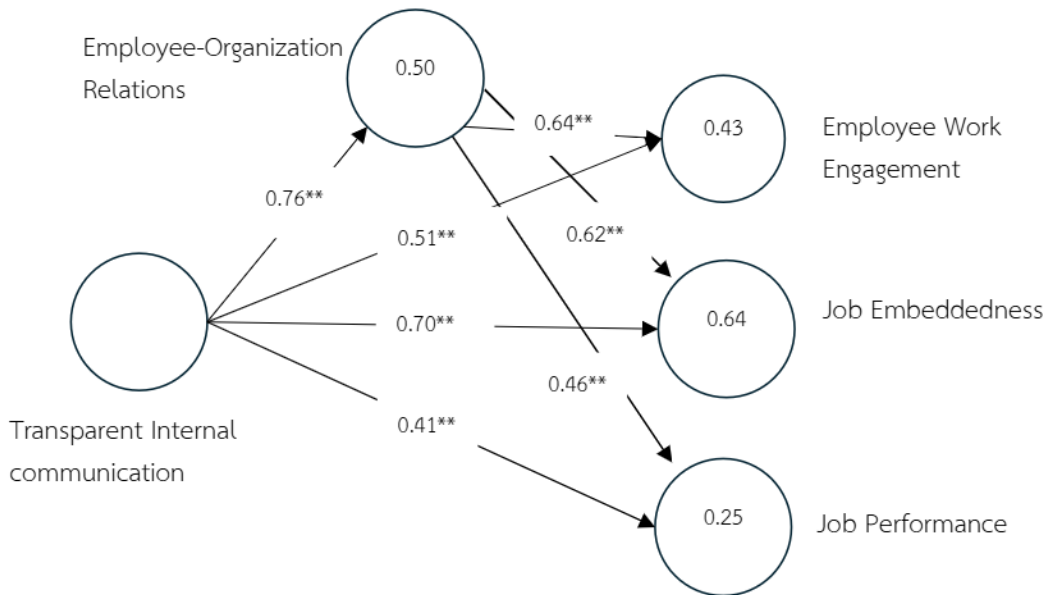


Figure 2 Structural Model

Note: n = 431; ** p < 0.001; Value presented in each variable represents its R²

Table 2. Mediating analysis

	Procedure	Total Effect	VAF	t - value	p - value	Result
H4a	Step1: direct effect (without mediator)			11.27	0.00	Supported
	Step2: indirect effect (with mediator)	0.51	0.96	10.9	0.00	Supported
H4b	Step1: direct effect (without mediator)			20.02	0.00	Supported
	Step2: indirect effect (with mediator)	0.72	0.69	19.23	0.00	Supported
H4c	Step1: direct effect (without mediator)			9.05	0.00	Supported
	Step2: indirect effect (with mediator)	0.40	0.88	8.21	0.00	Supported

Note: TIC = transparent internal communication; EWE=employee work engagement; EOR=employee-organization relationship; JE=job embeddedness; JP=job performance

Discussion

Transparent internal communication is a process that helps an organization to achieve agreed objectives and encourage all employees to work together. It connects management and employees and enhances the positive employee outcomes of employee work engagement, job embeddedness, and job performance. This study supports the finding of Yeomans and FitzPatrick (2017) and Mishra et al. (2014) that transparent internal communication is vital to developing a clear understanding of all employees' needs. Transparent internal communication develops and maintains internal conversations that encourage employees to debate among themselves and hold discussions with management, especially during times of organizational crisis when communication among teams is the core issue (Paraskevas & Quek, 2019). Employees need information during crisis management concerning emergency management plans and decision-making processes. Thus, Christensen, Danielsen, Laegreid, and Rykkja (2016) found that transparent internal communication was critical to the solving of problems regarding organizational regulations and analysis.

During crisis management, transparent internal communication supports an organization's need to effectively communicate information about organizational transformation (Men & Yue, 2019). Its encourages employees to act and work harder. The results of this current study indicate that transparent internal communication influences job embeddedness, work engagement, and job performance because these are a mix of attitudes (feeling positive), behaviors (intend to work harder), and outcomes (intend to perform better). The results confirm the findings of the previous studies of Lee and Li (2020), Nguyen et al. (2017), and Walden et al. (2017) that organizational factors support positive employee outcomes. However, results indicate that the level of support may differ depending on the type of positive outcome.

During organizational crisis management, all functions in the organization are affected by uncertainty which in turn affects decision-making by management and employees. However, the relationship between employee and organization can be maintained and developed by internal communication. Employees perceive how important sincere organization management is, especially during crisis management. The findings in this study support those of a previous study by Eisenberger et al. (2019) which found that employees appreciate and value the organization more for providing required information. The role of employee-organization relationship has been explored to extend understanding in the field. It shows that employee-organization relationship plays a mediating role between transparent internal communication and positive outcomes. However, the extent of this mediating role depends on what type of positive outcomes are required. The result shows that employee-organization relationship partially mediates the relationship between transparent internal

communication and job embeddedness and that it fully mediates the relationship between employee work engagement and job performance.

This study confirms that during an organizational crisis, there are factors related to personal performance in the organization. The three examples of work performance at the individual level in the organization were drawn from the existing studies, namely job performance, work engagement, and job embeddedness. These variables are measured from an employee's point of view, which is commonly used in organizational behavior studies. They have indicated how well the organization has a good performance. The study results not only confirm the relationship of the variables. but also predicted the influence of the independent variable (transparent internal communication) on the dependent variable, namely organizational performance from three perspectives: job performance, job embeddedness, and employee work engagement. However, the relationship between employees and organization is a factor that reinforces the relationship between transparent internal communication and organizational performance. The result confirms that employee-organization relations plays the role of mediator as proposed in the literature review. It is fully influencing the relationship between transparent internal communication, job performance and employee work engagement. However, it is partially influencing the relationship between transparent internal communication and job embeddedness.

Benefits and Implications

Theoretical Implications

Even though this study reveal that the role of transparent communication on organizational performance does exist, no transparent communication and employee-organization relationship literature studies deal with employee work engagement (EWE), employee job embeddedness (JE), and employee job performance (JP) in an uncertain circumstance of organization during crisis situation for example, COVID-19 pandemic. Therefore, the theoretical implication of this study is on transparent communication in the service industry during a crisis or in a disrupted work environment; especially, in the private sector. First, this research reveals that TIC and EOR are crucial in supporting service employees in a time of crisis. Second, building on the social exchange theory, this study investigates the mediating role of EOR during crisis management in service firms. The result confirms that TIC and EOR influence EWE, JE, and JP during unexpected disruptions such as during the Covid pandemic.

Practical Implications

Our research findings can benefit HRM practices in service firms. Our framework confirms that TIC can enhance EOR. HRM practices that encourage TIC will enhance employee

performance. Thus, service firms should focus on fostering better relationships between management and employees such as the previous COVID-19 crisis, or plan for future crises by creating communication systems to enhance good relationships among organization members. In fact, good communication within an organization is beneficial in all situations. As EOR is somewhat influenced by employee job performance; especially subjective performance as presented in this study, service firms might consider including EOR as an effective process to the organization. Our findings also suggest that service firms should implement effective strategies to build transparent communication. No matter how negative or positive the information is, transparent communication is a significant factor in building a relationship with employees. Furthermore, transparent internal communication is indeed a significant benefit for management, especially in the service industry. When management practices open and honest communication, it helps establish trust, improve organizational alignment, and increase overall effectiveness

Conclusion and limitations for future research

This research emphasizes the role of employee-organization relationship. To increase levels of positive employee outcomes in an organization during crisis management, an organization needs to develop effective transparent internal communication. The better the communication system, the better the relationship between management and employees is likely to be. During a crisis, all necessary information should be shared in a top-down and bottom to top direction.

Some limitations should be noted for future research. First, this current study is a quantitative study, more in-depth information might be gained by collecting qualitative data. Second, a longitudinal approach may be implemented as this cross-sectional research design reveals the relationship of these variables with the underlying limitation of time and place. The limitation of generalization of the findings needs to be noted as this study was conducted in service businesses in Thailand. Third, the measurement tools used in this study needs to be cross-cultural validated in other Thai contexts since they were originally developed in the western context. Finally, studying the impact of TIC in various crisis contexts in organizations, such as financial crises, and comparing the results with this study will benefit the TIC study.

Reference

Afsar, B., Shahjehan, A., & Shah, S. I. (2018). Frontline employees' high-performance work practices, trust in supervisor, job-embeddedness and turnover intentions in hospitality industry. *International Journal of Contemporary Hospitality Management*, 30(3), 1436-1452. Doi: 10.1108/IJCHM-11-2016-0633

- Basu, E. (2017). Impact of organizational citizenship behavior on job performance in Indian healthcare industries: The mediating role of social capital. *International Journal of Productivity and Performance Management*, 66(6), 780-796. Doi: 10.1108/IJPPM-02-2016-0048
- Borman W. C. & Motowidlo S. J. (1993). *Expanding the criterion domain to include elements of contextual performance*. Florida: University of South Florida
- Bozionelos, N., & Simmering, M. J. (2022). Methodological threat or myth? Evaluating the current state of evidence on common method variance in human resource management research. *Human Resource Management Journal*, 32(1), 194–215. <https://doi.org/10.1111/1748-8583.12398>
- Carlos, V. S & Rodrigues, R. G. (2016). Development and validation of a self-reported measure of job performance. *Social Indicator Research*, 126(1), 279-307. Doi: 10.1007/s11205-015-0883-z
- Charlier, S. D., Guay, R. P., & Zimmerman, R. D. (2016). Plugged in or disconnected? A model of the effects of technological factors on employee job embeddedness. *Human Resource Management*, 55(1), 109-126. Doi: 10.1002/hrm.21716
- Christensen, T., Danielsen, O. A., Laegreid, P., & Rykkja, L. H. (2016). Comparing coordination structures for crisis management in six countries. *Public Administration*, 94(2), 316-332. Doi: 10.1111/padm.12186
- Coleman V. I. & Borman W. C. (2000) Investigating the underlying structure of the citizenship performance domain. *Human Resource Management Review* 10(1), 25–44. Doi: 10.1016/S1053-4822(99)00037-6
- Eisenberger, R., Rockstuhl, T., Shoss, M. K., Wen, X., & Dulebohn, J. (2019). Is the employee-organization relationship dying or thriving? A temporal meta-analysis. *Journal of Applied Psychology*, 104(8), 1036-1057. Doi: 10.1037/ap1000390
- George, B., Monster, J., & Walker, R. M. (2019). Does strategic planning improve organizational performance? A meta-analysis. *Public Administration Review*, 79(6), 810-819. Doi: 10.1111/puac13104.
- Hair Jr., J. F., Howard, M. C., & Nitzl, C. (2020). Assessing measurement model quality in PLS-SEM using confirmatory composite analysis. *Journal of Business Research*, 109, 101-110. Doi: 10.1016/j.jbusres.2019.11.069
- Hayek, L. (2024). Media framing of government crisis communication during Covid-19. *Media and Communication*, 12, 1-17. <https://doi.org/10.17645/mac.7774>
- Hom, P. W., Tsui, A. S., Wu, J. B., Lee, T. W., Zhang, A. Y., Fu, P. P., & Li, L. (2009). Explaining employment relationships with social exchange and job embeddedness. *Journal of Applied Psychology*, 94(2), 277-297. Doi: 10.1037/a0013453
-

-
- Hon, L. C., & Grunig, J. E. (1999). *Guidelines for measuring relationships in public relations*. Gainesville. Retrieved September 6, 2024, from https://instituteforpr.org/wp-content/uploads/Guidelines_Measuring_Relationships.pdf
- Kang, M., & Sung, M. (2017). How symmetrical employee communication leads to employee engagement and positive employee communication behaviors: The mediation of employee-organization relationship. *Journal of Communication Management*, 21(1), 82-102. Doi: 10.1108/JCOM-0402016-0026
- Kuvaas, B., Buch, R., Weilbe, A., Dysvik, A., & Nerstad, C. G. L. (2017). Do intrinsic and extrinsic motivation relate differently to employee outcomes?. *Journal of Economic Psychology*, 61(1), 244-256. Doi: 10.1016/j.joep.2017.05.004
- Ledingham, J. A. (2003). Explicating relationship management as a general theory of public relations. *Journal of Public Relations Research*, 15(2), 181–198. Doi:10.1207/S1532754XJPRR1502_4
- Lee, T. W., Mitchell, T. R., Sablinski, C. J., Burton, J. P., & Holtom, B. C. (2004). The Effects of Job Embeddedness on Organizational Citizenship, Job Performance, Volitional Absences, and Voluntary Turnover. *Academy of Management Journal*, 47(5), 711–722. Doi: 10.2307/20159613
- Lee, Y. & Li, J. Q. (2020). The value of internal communication in enhancing employees' health information disclosure intentions in the workplace. *Public Relations Review*, 46(1), 1-9. Doi: 10.1016/j.pubrev.2019.101872
- Lee, Y., Mazzei, A., & Kim, J. (2018). Looking for motivational routes for employee-generated innovation: Employees' scouting behavior. *Journal of Business Research*, 91(1), 286-294. Doi: 10.1016/j.jbusres.2018.06.022
- Linhart, S. (2011). *Job one: Keeping employees happy and engaged*. Retrieved September 26, 2024, from PRWeek <http://www.prweekus.com/job-one-keeping-employees-happy-and-engaged/article/207660/>.
- Men, L. R., & Stacks, D. (2014). The effects of authentic leadership on strategic internal communication and employee-organization relationship. *Journal of Public Relations Research*, 26(4), 301-324. Doi: 10.1080/1062726X.2014.908720
- Men, L. R., & Yue, C. A. (2019). Creating a positive emotional culture: Effect of internal communication and impact on employee supportive behaviors. *Public Relations Review*, 45(3), 1-12. Doi: 10.1016/j.pubrev.2019.03.001
- Mishra, K., Boynton, L., & Mishra, A. (2014). Driving employee engagement: The expanded role of internal communication. *International Journal of Business Communication*, 5(2), 183-202. Doi: 10.1177/2329488414525399
- Mitchell, T. R., Holtom, B. C., Lee, T. W., Sablinski, C. J., & Erez, M. (2001). Why people stay: Using job embeddedness to predict voluntary turnover. *Academy of*
-

Management Journal, 44(1), 1102–1121. Doi: 10.2307/3069391

- Ndone, J. (2023). Internal crisis communication: The effects of negative employee-organization relationships on internal reputation and employees' unsupportive behavior. *Public Relations Review*, 49(4), 102357. <https://doi.org/10.1016/j.pubrev.2023.102357>
- Nguyen, V. Q., Taylor, G. S., & Bergiel, E. (2017). Organizational antecedents of job embeddedness. *Management Research Review*, 40(11), 1216-1235. Doi: 10.1108/MRR-11-2016-0255
- Odoardi, C., Cangialosi, N., & Battistelli, A. (2022). HR training practices and innovative work behaviour: A moderated mediation model. *International Journal of Human Resource Development and Management*, 22(1-2), 1-18.
- Orlikowski, W. J., & Iacono, C. S. (2001). Research commentary: Desperately seeking the “IT” in IT research – a call to theorizing the IT artifact. *Information System Research*, 12(1), 121-134. Doi: 10.1287/isre.12.2.121.9700
- Paraskevas, A., & Quek, M. (2019). When Castro seized the Hilton: Risk and crisis management lessons from the past. *Tourism Management*, 70(1), 419-429. Doi: 10.1016/j.tourman.2018.09.007
- Pekaar, K. A., Van der Linden, D., Bakker, A. B., & Born, M. Ph. (2017). Emotional intelligence and job performance: The role of enactment and focus on other's emotion. *Human Performance*, 30(2-3), 135-153. Doi: 10.1080/08959285.2017.1332630
- Quirke, B. (2008). *Making the connections: Using internal communication to turn strategy into action* (2nd.). London: Routledge.
- Richard, P. J., Devinney, T. M., Yip, G. S., & Johnson, G. (2009). Measuring organizational performance: Towards methodological best practice. *Journal of Management*, 35(3), 718-804. Doi: 10.1177/0149206308330560
- Rovinelli, R. J., & Hambleton, R. K. (1976). *On the use of content specialists in the assessment of criterion-referenced test item validity*. Paper presented at the 60th Annual Meeting of the American Educational Research Association. Retrieved September 6, 2024, from <https://eric.ed.gov/?id=ED121845>
- Sani, K. F., Adisa, T. A., Adekoya, O. D., & Oruh, E. S. (2023). Digital onboarding and employee outcomes: Empirical evidence from the UK. *Management Decision*, 61(3), 637-654. <https://doi.org/10.1108/MD-11-2021-1528>
- Schaufeli, W. B., Bakker, A. B., & Salanova, M. (2006). The measurement of work engagement with a short questionnaire. *Educational and Psychological Measurement*, 66(4), 701-716. Doi: 10.1177/0013164405282471
-

- Singh, R. (2016). Predicting organisational embeddedness through employee personality and their community embeddedness. *International Journal of Human Resources Development and Management*, 16(3), 176–195.
- Swanson, R. A. & Holton III, E. F. (2001). *Foundations of human resource development*. San Francisco: Berrett-Koehler Publishing.
- Thakur, S. J., & Bhatnagar, J. (2017). Mediator analysis of job embeddedness: Relationship between work-life balance practices and turnover intentions. *Employee Relations*, 39(5), 718-731. Doi: 10.1108/ER-11-2016-0223
- Turner, R. C., & Carlson, L. (2003). Indexes of item-objective congruence for multidimensional Items. *International Journal of Testing*, 3(2), 163-171. doi: 10.1207/S15327574IJT0302_5
- Uitdewilligen, S., & Waller, M. J. (2018). Information sharing and decision-making in multidisciplinary crisis management teams, *Journal of Organizational Behavior*, 39(1), 731-749. Doi: 10.1002/job.2301
- Van der Voet, J., & Vermeeren, B. (2017). Change management in hard times: Can change management mitigate the negative relationship between cutbacks and the organizational commitment and work engagement of public sector employees?. *American Review of Public Administration*, 47(2), 230-252. Doi: 10.1177/0275074015625828
- Walden, J., Jung, E. H., & Westerman, C. Y. K. (2017). Employee communication, job engagement, and organizational commitment: A study of members of the Millennial Generation. *Journal of Public Relations Research*, 29(2-3), 73-89. Doi: 10.1018/10627726X.2017.132973
- Wong, K. W. (2019). *Mastering partial lest squares structural equation modeling (PLS-SEM) with SmartPLS in 38 hours*. Bloomington: iUniverse
- Yeomans, L. & FitzPatrick, L. (2017). *Internal communication in exploring public relations*. London: Pearson Education.

Annex A

Latent Variables	Indicators	Loadings	VIF	rho_A	AVE
Transparent internal communication	tic1 My company asks for feedback from employees like me about the quality of its information.	.77	2.08	.91	.61
	tic2 My company involves employees like me to help	.76	1.95		

Latent Variables	Indicators	Loadings	VIF	rho_A	AVE
	identify the information I need.				
	tic3 My company takes the time with employees like me to understand who we are and what we need.	.79	2.29		
	tic4 My company provides information that is relevant to people like me.	.84	2.55		
	tic5 My company provides information that is complete.	.83	2.68		
	tic6 My company provides accurate information to employees.	.82	2.40		
	tic7 My company is open to criticism by people like me.	.74	2.05		
	tic8 My company freely admits when it has made mistakes.	.73	1.92		
Employee-organization relations	eor1 This organization treats people like me fairly and justly.	.85	3.41	.96	.69
	eor2 Whenever this organization makes an important decision, I know it will be concerned about people like me.	.84	3.19		
	eor3 This organization can be relied on to keep its promises.	.86	3.66		
	eor4 This organization and people like me are attentive to what each other say.	.79	2.41		
	eor5 This organization believes the opinions of	.85	3.74		

Latent Variables	Indicators	Loadings	VIF	rho_A	AVE
	people like me are legitimate.				
	eor6 This organization really listens to what people like me have to say.	.84	3.25		
	eor7 I feel that this organization is trying to maintain a long-term commitment to people like me.	.82	3.03		
	eor8 I can see that this organization wants to maintain a relationship with people like me.	.84	3.22		
	eor9 There is a long-lasting bond between this organization and people like me.	.85	3.29		
	eor10 I am happy with my company.	.74	2.19		
	eor11 Both my company and employee like me benefit from the relationship.	.84	3.07		
	eor12 Most employees like me are happy in their interaction with my company.	.81	2.71		
Employee work engagement	ewe1. At my work, I feel bursting with energy.	.76	1.91	.92	.60
	ewe2. At my work, I feel strong and vigorous.	.76	2.13		
	ewe3. I am enthusiastic about my work.	.71	2.04		
	ewe4. My work inspires me.	.74	1.85		
	ewe5. When I get up in the morning, I feel like going to work.	.81	2.54		

Latent Variables	Indicators	Loadings	VIF	rho_A	AVE
	ewe6. I feel happy when I am working intensely.	.84	2.85		
	ewe7. I am proud of the work that I do.	.81	2.42		
	ewe8. I am immersed in my work.	.78	2.45		
	ewe9. I get carried away when I am working.	.76	2.40		
Job embeddedness	je1. My job utilizes my skills and talents well.	.73	2.11	.94	.60
	je2. I feel like I am a good match for this organization.	.79	2.50		
	je3. I feel personally valued by (name of the organization).	.84	3.02		
	je4. I like my work schedule (e.g., flexitime, shift).	.77	2.16		
	je5. I fit with this organization's culture.	.74	2.16		
	je6. I like the authority and responsibility I have at this company.	.79	2.50		
	je7. I have a lot of freedom on this job to decide how to pursue my goals.	.75	2.04		
	je8. The perks on this job are outstanding.	.84	3.42		
	je9. My promotional opportunities are excellent here.	.76	2.43		
	je10. The benefits are good on this job.	.77	2.31		
	je11. I believe the prospects for continuing employment	.74	1.99		

Latent Variables	Indicators	Loadings	VIF	rho_A	AVE
	with this company are excellent.				
Job performance	jp1. In the event the organization did not provide the training that I consider necessary to perform my duties effectively, I would seek information from other sources.	.77	1.45	.88	.60
	jp2 I'm still able to perform my duties effectively when I'm working under pressure	.75	1.73		
	jp3 I am always willing to assist other workers from the organization, even when I don't have much time available	.77	1.82		
	jp4 My communication skills are so good that I'm always able to capture everyone's attention	.75	1.63		
	jp5 Communication inside organizations, even in workgroups, is fundamental so that people can perform their tasks effectively	.80	1.85		