

Title	Enhancing Positive Employee Outcomes through Transparent Internal Communication in Organizational Crisis Management: The Mediating Role of Employee – Organization Relationship
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### **Abstract**

A crisis is an unexpected event that causes disruption. Transparent internal communication (TIC) plays an important role in crisis management. This research investigates the relationship between TIC and positive employee outcomes; namely, employee work engagement (EWE), job embeddedness (JE) and job performance (JP). The mediating effect of the relationship between employee and organisation was highlighted. Data were collected from employees in hotel and airline businesses in Thailand. Structural equation modelling (SEM) was used for data analysis. Results revealed that TIC influences positive employee outcomes during organisational crisis management. The employee – organisation relationship (EOR) plays a partial or 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