

The copyright © of this thesis belongs to its rightful author and/or other copyright owner. Copies can be accessed and downloaded for non-commercial or learning purposes without any charge and permission. The thesis cannot be reproduced or quoted as a whole without the permission from its rightful owner. No alteration or changes in format is allowed without permission from its rightful owner.



**EXAMINING THE MEDIATING ROLE OF EMPLOYEE-
ORGANIZATION RELATIONSHIP IN THE RELATIONSHIP
BETWEEN ONLINE PUBLIC RELATIONS PRACTICES,
ORGANIZATIONAL CULTURE AND ONLINE COMMUNICATION
BEHAVIOURS DURING CRISIS**



AHMAD ABED ALHAMEED ALSHARAI RI

**DOCTOR OF PHILOSOPHY
UNIVERSITI UTARA MALAYSIA
2024**



Awang Had Salleh
Graduate School
of Arts And Sciences

Universiti Utara Malaysia

PERAKUAN KERJA TESIS / DISERTASI
(Certification of thesis / dissertation)

Kami, yang bertandatangan, memperakukan bahawa
(We, the undersigned, certify that)

AHMAD ABED ALHAMEED SALAMEH ALSHARAIRI

calon untuk Ijazah

PhD

(candidate for the degree of)

telah mengemukakan tesis / disertasi yang bertajuk:
(has presented his/her thesis / dissertation of the following title):

**"EXAMINING THE MEDIATING ROLE OF EMPLOYEE-ORGANIZATION RELATIONSHIP IN THE
RELATIONSHIP BETWEEN INTERNAL PUBLIC RELATIONS PRACTICES, ORGANIZATIONAL
CULTURE AND ONLINE COMMUNICATION BEHAVIOURS DURING CRISIS"**

seperti yang tercatat di muka surat tajuk dan kulit tesis / disertasi.
(as it appears on the title page and front cover of the thesis / dissertation).

Bahawa tesis/disertasi tersebut boleh diterima dari segi bentuk serta kandungan dan meliputi bidang ilmu dengan memuaskan, sebagaimana yang ditunjukkan oleh calon dalam ujian lisan yang diadakan pada : **22 Januari 2024.**

That the said thesis/dissertation is acceptable in form and content and displays a satisfactory knowledge of the field of study as demonstrated by the candidate through an oral examination held on:
22 January 2024.

Pengerusi Viva:
(Chairman for VIVA)

Assoc. Prof. Dr. Mohd Khairie Ahmad

Tandatangan
(Signature)

Pemeriksa Luar:
(External Examiner)

Prof. Dr. Faridah Ibrahim

Tandatangan
(Signature)

Pemeriksa Dalam:
(Internal Examiner)

Dr. Sharina Samsudin

Tandatangan
(Signature)

Nama Penyelia/Penyelia-penyelia:
(Name of Supervisor/Supervisors)

Dr. Jamilah Jamal

Tandatangan
(Signature)

Nama Penyelia/Penyelia-penyelia:
(Name of Supervisor/Supervisors)

Prof. Dr. Norhafezah Yusof

Tandatangan
(Signature)

Tarikh:

(Date) **22 January 2024**

Permission to Use

In presenting this thesis in fulfilment of the requirements for a postgraduate degree from Universiti Utara Malaysia, I agree that the Universiti Library may make it freely available for inspection. I further agree that permission for the copying of this thesis in any manner, in whole or in part, for scholarly purpose may be granted by my supervisor(s) or, in their absence, by the Dean of Awang Had Salleh Graduate School of Arts and Sciences. It is understood that any copying or publication or use of this thesis or parts thereof for financial gain shall not be allowed without my written permission. It is also understood that due recognition shall be given to me and to Universiti Utara Malaysia for any scholarly use which may be made of any material from my thesis.

Requests for permission to copy or to make other use of materials in this thesis, in whole or in part, should be addressed to :

Dean of Awang Had Salleh Graduate School of Arts and Sciences

UUM College of Arts and Sciences

Universiti Utara Malaysia

06010 UUM Sintok

Abstrak

Dalam rangka kerja perhubungan awam, kepentingan gelagat komunikasi pekerja dalam talian adalah digariskan oleh pemahaman bahawa pekerja bukan hanya merupakan sumber tenaga kerja tetapi juga aset intrinsik. Oleh itu, adalah amat penting untuk mengkaji faktor yang berpotensi mempengaruhi gelagat komunikasi dalam talian di kalangan mereka, terutamanya semasa krisis. Berlandaskan teori pengurusan hubungan, kajian ini dijalankan untuk menentukan faktor-faktor yang berpotensi mempengaruhi gelagat komunikasi pekerja dalam talian ketika krisis. Model konseptual dibina dengan menggabungkan konstruk komunikasi iaitu komunikasi simetri, komunikasi telus, budaya organisasi, dan hubungan pekerja-organisasi sebagai anteseden dalam kajian ini. Secara khususnya, kajian ini bertujuan menyelidik peranan perhubungan pekerja-organisasi sebagai pengantara dalam hubungan antara komunikasi simetri, komunikasi telus, dan budaya organisasi dengan gelagat komunikasi pekerja dalam talian. Seterusnya 10 hypotheses dikemukakan untuk mengesahkan model kajian. Dengan menggunakan persampelan rawak berstrata, seramai 392 jururawat dari tiga buah hospital awam utama di Jordan telah mengambil bahagian dalam kajian ini. Data dikumpul melalui soal selidik yang diedar secara dalam talian. PLS-SEM digunakan untuk menganalisis data dan menguji hipotesis kajian. Dapatan kajian mendedahkan bahawa terdapat kaitan positif antara komunikasi telus dan gelagat komunikasi pekerja dalam talian. Walau bagaimanapun, tiada sokongan empirikal ditemui bagi membuktikan hubungan antara komunikasi simetri dan budaya organisasi dengan gelagat komunikasi pekerja dalam talian. Dapatan kajian juga menunjukkan bahawa hubungan pekerja-organisasi menjadi pengantara penuh dalam hubungan antara komunikasi simetri, komunikasi telus, budaya organisasi, dan gelagat komunikasi pekerja dalam talian. Sumbangan teori dan praktikal, implikasi pengurusan, dan cadangan untuk penyelidikan masa depan juga dibincangkan di akhir kajian. Selain daripada memperkayakan sorotan karya, kajian ini menyumbang kepada pengembangan dan memperkukuhkan teori pengurusan hubungan dengan menggabungkan konstruk komunikasi yang penting dalam rangka kerja teori sedia ada. Implikasi kajian ini bermanfaat kepada pekerja dalam sektor penjagaan kesihatan dengan menyediakan panduan untuk berkomunikasi secara dalam talian semasa krisis.

Kata Kunci: Hubungan pekerja-organisasi; Gelagat komunikasi pekerja dalam talian; Budaya organisasi; Teori pengurusan hubungan; Komunikasi simetri; Komunikasi telus.

Abstract

Within the framework of online public relations, the significance of online employee communication behaviours is underscored by the understanding that employees are not just the workforce but intrinsic assets. Hence, examining the factors that could potentially affect their online communication behaviours becomes pivotal, especially during crisis. Grounded from the relationship management theory, this study is undertaken to determine factors that could potentially affect online employee communication behaviours during a crisis. The conceptual model was developed by incorporating communication constructs namely symmetrical communication, transparent communication, organizational culture, and employee-organization relationships as the antecedents in this study. Specifically, this study aims to examine the mediating role of employee-organization relationships in the relationship between symmetrical communication, transparent communication, and organizational culture toward online employee communication behaviours. Subsequently, 10 hypotheses were put forward to validate the model of the study. Using the stratified random sampling, a total of 392 nurses from three major public hospitals in Jordan participated in this study. Data was collected via distribution of online questionnaires. The PLS- SEM was used to analyze the data and to test the research hypotheses. The findings reveal that there is a positive relationship between transparent communication and online employee communication behaviours. However, no empirical support found to prove the relationship between symmetrical communication and organizational culture with online employee communication behaviours. The findings also indicated that employee-organization relationships fully mediated the relationship between symmetrical communication, transparent communication, organizational culture, and online employee communication behaviours. Finally, theoretical, and practical contributions, managerial implications, and recommendations for future research are discussed at the end of the study. Apart from enriching the literature, the research contributes to extend and strengthen the relationship management theory by incorporating significant communication constructs into its existing theoretical framework. The implication of the study benefits the employees of the healthcare sector by providing them guidelines to communicate online during crisis.

Keywords: Employee-organization relationships; Online employee communication behaviours; Organizational culture; Relationship management theory; Symmetrical communication; Transparent communication.

Acknowledgement

With deep gratitude and humility, I extend my sincere appreciation for the successful completion of my Ph.D. thesis.

I am profoundly grateful to my esteemed supervisors, Dr. Jamilah Jamal, and Prof. Dr. Norhafezah Yusof, whose unwavering support, guidance, and invaluable advice enriched my academic journey with profound insights and innovative ideas.

I wish to express my heartfelt gratitude to my late parents, whose blessings have been a source of inspiration throughout this challenging endeavour. Their legacy continues to guide me, and their absence is deeply felt.

To my dear wife, Dr. Rasha Alyaqoub, I owe a debt of gratitude for her unwavering support and boundless patience. Her encouragement has been a pillar of strength, and her belief in my capabilities has fuelled my determination.

I extend my appreciation to my beloved daughter, Salma, and my family for their prayers and moral support. Their encouragement has been a source of motivation, and I am thankful for the sense of unity and strength they provided.

Finally, I express my gratitude to all those who, directly or indirectly, have played a role in my academic journey. Your contributions have not gone unnoticed, and I am sincerely thankful for the collective support that has propelled me to this milestone. May Allah bless all of you.

Ahmad

Table of Contents

Permission to Use	i
Abstrak	ii
Abstract	iii
Acknowledgement	iv
Table of Contents	v
List of Tables	xi
List of Figures	xii
List of Appendices	xiii
List of Abbreviations	xiv
CHAPTER ONE INTRODUCTION.....	1
1.1 Introduction	1
1.2 Background of the Study	4
1.3 Problem Statement	8
1.4 Research Questions	19
1.5 Research Objectives	21
1.6 Scope of The Study	23
1.7 Significance of Study	24
1.8 Operational and Conceptual Definition	30
1.8.1 Online Employee Communication Behaviours (ECB)	30
1.8.2 Internal Public Relations Practices (PR)	31
1.8.3 Symmetrical Communication	31
1.8.4 Transparent Communication	32
1.8.5 Organizational Culture	33
1.8.6 Employee-Organization- Relationship (EOR)	34
1.9 Organization of The Thesis	34
1.10 Chapter Summary	35
CHAPTER TWO LITERATURE REVIEW	36
2.1 Introduction	36
2.2 Status of Jordan Healthcare Sector	36
2.3 Identifying the Gaps in Health Communication	39

2.4 Behavioural Dynamics and Relationships in Online Setting	43
2.4.1 Online Employees Communication Behaviours (ECB).....	48
2.5 Employee-Organization Relationship (EOR)	55
2.5.1 Managing Employee-Organisation Relationship in Crisis.....	61
2.6 Internal Public Relations Practices.....	69
2.6.1 Transparent Communication.....	70
2.6.2 Two-Way Symmetrical Communication	76
2.7 Organizational Culture	83
2.7.1 The Concept of Organizational Culture	84
2.7.2 Organizational Culture in Healthcare Crisis	88
2.7.3 Cultivating Organizational Culture and Employee Behaviour Organizational.....	91
2.8 Underpinning Theory	102
2.8.1 Relationship Management Theory (RMT).....	104
2.9 Development of the Research Conceptual Model.....	121
2.10 Development of Research Hypothesis	123
2.10.1 Direct Relationships.....	124
2.10.1.1 Symmetrical Communication and Online ECB.....	124
2.10.1.2 Transparent Communication and Online ECB.....	131
2.10.1.3 Organizational Culture and Online ECB	135
2.10.1.4 Employee-Organization Relationships (EOR) and Online ECB	142
2.10.1.5 Symmetrical Communication and EOR	147
2.10.1.6 Transparent Communication and EOR.....	151
2.10.1.7 Organizational Culture and EOR.....	155
2.11 Indirect Hypothesis	161
2.11.1 Mediating Effects of Employee-Organization Relationships (EOR).....	161
2.11.1.1 EOR and The Relationship Between Symmetrical Communication and Online ECB	164
2.11.1.2 EOR and the Relationship Between Transparent Communication and Online ECB.....	167

2.11.1.3 EOR and the Relationship Between Organizational Culture and Online ECB.....	170
2.12 Chapter Summary.....	172
CHAPTER THREE RESEARCH METHODOLOGY	174
3.1 Introduction.....	174
3.2 Research Philosophy	174
3.3 Research Design.....	176
3.3.1 The Unit of Analyse.....	176
3.3.2 Identifying Population and Sample.....	177
3.3.2.1 Sample Size	180
3.3.2.2 Sampling Technique	183
3.4 Data Collection.....	185
3.5 Design and Structure of the Questionnaire	187
3.5.1 Structure.....	187
3.5.2 Language.....	188
3.6 Measurement and Instrumentation.....	188
3.6.1 Measurement Items and Measurement Reliability.....	188
3.6.2 Measurement Scale	194
3.7 Statistical Analysis Procedures	194
3.7.1 Preparation for Data Analysis	195
3.7.1.1 Coding and Data Entry	195
3.7.1.2 Missing Values	195
3.7.1.3 Response Rate.....	196
3.7.1.4 Non-Response Bias.....	196
3.8 Fundamental Statistical Assumptions	197
3.8.1 Normality Test of Multivariate Analysis	197
3.8.2 Multicollinearity Test.....	198
3.8.3 Assessment of Outliers.....	199
3.8.4 Common Method Bias Test	199
3.9 Statistical Data Analysis Methods	200
3.9.1 Measurement Model Assessment.....	201

3.9.2 Structural Model Assessment.....	204
3.9.2.1 Testing the Direct Effect-Two-Stage Approach.....	208
3.9.2.2 Testing the Mediating Effect-Bootstrapping the Indirect Effect.....	208
3.10 Pre-Test and Pilot Study.....	210
3.10.1 Pre-Test.....	210
3.10.2 Pilot Study.....	211
3.11 Chapter Summary.....	213
CHAPTER FOUR DATA ANALYSIS AND FINDINGS	214
4.1 Introduction.....	214
4.2 Preparation for Data Analysis	215
4.2.1 Coding and Data Entry.....	215
4.2.2 Reverse Coding.....	216
4.2.3 Missing Values.....	217
4.2.4 Response Rate	217
4.2.5 Non-Response Bias	219
4.3 Preliminary Analysis.....	220
4.3.1 Normality Test	220
4.4 4.4 Multicollinearity Test	223
4.4.1 Assessment of Outlier	225
4.4.2 Common Method Bias Test (CMV).....	226
4.5 Descriptive Analysis	226
4.5.1 Demographic Description of the Respondents.....	227
4.5.2 Descriptive Statistics of All the Latent Constructs	229
4.6 Testing Goodness of The Measurement.....	230
4.7 Assessment of Reflective Measurement Model.....	232
4.7.1 Composite Reliability	233
4.7.2 Convergent Validity	234
4.7.3 Discriminant Validity.....	240
4.8 Establishing Higher-Order Constructs	243
4.9 Assessment of Structural Model	245
4.10 Effect Size (F2)	247

4.11 Analysing Predictive Relevance (Q2).....	249
4.12 Direct Relationship – The Two Stage Approach	250
4.13 Testing the Mediating Effect of Employee-Organization Relationship (EOR)	255
4.13.1 Symmetrical Communication and Online Employee Communication Behaviours: EOR as Mediator	257
4.13.2 Transparent Communication and Online Employee Communication Behaviours: EOR As a Mediator	258
4.13.3 Organizational Culture and Online Employee Communication Behaviours: EOR As a Mediator	259
4.14 Summary of Chapter	259
CHAPTER FIVE DISCUSSION AND CONCLUSIONS	261
5.1 Introduction	261
5.2 Discussion of the Research Findings	263
5.2.1 Discussion of Direct Hypotheses	263
5.2.1.1 Relationship Between Symmetrical Communication with Online ECB	263
5.2.1.2 Relationship Between Transparent Communication with Online ECB	271
5.2.1.3 Relationship Between Organizational Culture with Online ECB	278
5.2.1.4 Relationship Between Symmetrical Communication with Organization- Employee Relationship.....	282
5.2.1.5 Relationship Between Transparent Communication with Organization- Employee Relationship.....	288
5.2.1.6 Relationship Between Organizational Culture with Organization- Employee Relationship.....	292
5.3 Discussion of Indirect Hypotheses.....	298
5.3.1 Mediation Effect of EOR in The Relationship Between Symmetrical Communication and ECB	300
5.3.2 Mediation effect of EOR in the relationship between transparent communication and ECB	307

5.3.3 Mediation effect of EOR in the relationship between organizational culture and ECB	312
5.4 Research Contributions	319
5.4.1 Theoretical Contributions	319
5.4.2 Methodological Contributions	325
5.4.3 Practical Contributions.....	327
5.5 Research Novelty	331
5.6 Limitations of Study.....	333
5.7 Recommendations for Future Research	336
5.8 Conclusion.....	337
REFERENCES.....	339



List of Tables

Table 3.1 Name of Hospitals, Number of Beds, and Number of Admissions, in The Three Major Hospitals	179
Table 3.2 Proportionate Stratified Sampling in the Selected three public hospitals	184
Table 3.3 Study Measurements.....	193
Table 3.4 Measurement Assessment Criteria	204
Table 3.5 Structural Model Assessment Criteria.....	207
Table 3.6 Reliability Test Results of the Measurement Instrument in the Pilot Study (N=100)	212
Table 4.1 Summary of the Variables' Codes.....	215
Table 4.2 Response Rate of the Questionnaire.....	218
Table 4.3 Result of Independent-Samples T-test for Non-Response Bias (N392).....	220
Table 4.4 Values of Skewness and Kurtosis of Measured Variables	221
Table 4.5 Result for Test of Multicollinearity for All Constructs	223
Table 4.6 Correlation Matrix of the Latent Constructs.....	224
Table 4.7 Mahalanobis Distance and Critical Value	225
Table 4.8 Descriptive Statistics of Latent Variables	230
Table 4.9 Results of Reliability and Validity of the Constructs	236
Table 4.10 Discriminant Validity (Fornell-Larcker).....	241
Table 4.11 Discriminant Validity (HTMT)	242
Table 4.12 Second order of TC, EOR and ECB Construct and Its Relationship with First order	245
Table 4.13 R-square of Endogenous Construct	246
Table 4.14 Effect Sizes of the Latent Constructs	248
Table 4.15 Summary of the Predictive Relevance (Q2)	250
Table 4.16 Results of Direct Relationship.....	255
Table 4.17 Result of Mediating Effect of EOR	259

List of Figures

Figure 2.1 Theoretical Framework	114
Figure 2.2 The Conceptual Model of the Study	122
Figure 3.1 G*power output.....	182
Figure 4.1 Histogram	222
Figure 4.2 Normal Probability Plot	223
Figure 4.3 Measurement Model.....	232
Figure 4.4 Coefficient of Determination (R^2).....	247
Figure 4.5 Two-Stage Approach: Direct Path Coefficient of the Structural Model (PLS Algorithm).	251
Figure 4.6 Two-Stage Approach: Direct Path Coefficient of the Structural Model (Bootstrapping)	252



List of Appendices

Appendix A Translated Research Questionnaire.....	396
Appendix B Research Questionnaire.....	401
Appendix C Mahalanobis Distance	408
Appendix D Harman's Single Factor Test.....	411
Appendix E Cross Loadings	413
Appendix F Certificate of Ethical Consideration	416
Appendix G Recommendation For Data Collection.....	417
Appendix H Names of Consulting Experts	418



List of Abbreviations

AVE	Average Variance Extracted
CMV	Common Method Bias
CR	Composite Reliability
D2	Mahalanobis
df	Degrees of Freedom
ECB	Employee Communication Behaviour
ECB	Employee Communication Behaviour
EOR	Employee-Organization Relationship
EOR	Employee-Organization Relationships
F ²	Effect Size
HCM	Hierarchical Components Model
HTMT	Heterotrait-Monotrait Ratio
ICN	International Council of Nurses
MOH	Ministry of Health
MOH	Ministry of Health
N	Number: the frequency of the variable
OC	Organizational Communication
OC	Organizational Culture
PLS	Partial Least Squares
PLS	Partial least squares
PR	Public Relations
Q ²	Predictive Relevance
R ²	R-squared Values
RMT	Relationship Management Theory
S. E	Standardized error
SC	Symmetrical Communication
SC	Symmetrical Communication
SD	Standard Deviation
SEM	Structural Equation Modelling
TC	Transparent Communication
TC	Transparent Communication
VIF	Variance Inflated Factor
α	Cronbach's Index of Internal Consistency
β	Standardized Beta Values

CHAPTER ONE

INTRODUCTION

1.1 Introduction

Examining employee communication behaviour (ECB) during crises has gained considerable attention in public relations and corporate communications, particularly in the digital era. Understanding the crucial role of corporate communication effectively in managing strategic internal communication, including ECB on social media, has become increasingly essential due to its direct and indirect influence on organizational outcomes.

Globally, most public sectors encountered challenges, inadequate internal communication practices, and suboptimal employee-management relationships, particularly in times of crisis. For instance, several employees within the healthcare sector in some Western countries declared their intention to engage in strikes due to cases of mistreatment, insufficient recognition, and substandard interpersonal dynamics within their respective management.

Similarly, a report by Cornell University's ILR Worker Institute found that in the United States, in 2021, healthcare employees were responsible for starting about 50% of employee strikes. The International Council of Nurses (ICN) featured the rise in global nurse strikes due to the failure to address the fundamental issues of vulnerable and severely compromised management systems (Kallas & Friedman, 2021). Consequently, this has resulted in the emergence of unfavourable behaviour on social media platforms (Gamor et al, 2023).

In the same vein, in Jordan, employees in the healthcare sector suffered poor relationship quality with their managerial leaders and a lack of transparent communication in the organization increased distrust, and lowered employee job satisfaction. Subsequently, this led to negative ECB, especially during the COVID-19 pandemic (Salahat & Al-Hamdan, 2022). To worsen the situation, employees adopted adversarial stances towards health sector management on social media platforms, disseminating negative information regarding management behaviours during the crisis. It became a heightened risk of an impending crisis that could significantly undermine the sector's reputation.

As a result, it was crucial to reconsider ECB by re-examining the antecedents that influence employees' willingness to share negative information on social media (Wang, 2020). Therefore, the present study has placed ECB within the context of "megaphoning" behaviours, especially concerning the processing and sharing of positive or negative information on social media platforms during the crisis.

Theoretically, previous studies investigated the factors influencing megaphoning behaviour, its underlying antecedents and outcomes, and the resulting implications for the employee-organization relationship (EOR). Fortunately, the previous studies neglected to examine the factors that impact the communication behaviour of employees in digital environments. Nevertheless, the phenomenon remained to be unresolved, given the existing body of evidence.

In the present study, the extent of communication behaviours demonstrated by employees within the organization during the crisis is an issue that continues to be discussed, with varying perspectives that lack sufficiency, consistency, and solutions.

Hence, it is evident that there exists a research gap in the literature, which necessitates an empirical investigation into the theoretical constructs linked to the determinants that impact an employee's tendency to engage in behaviour during an organizational crisis (Perdana, Latifunnur, & Hendriana, 2021).

Therefore, acknowledging these antecedents of employee online communication behaviour could help the public sector broadly. Thus, this study aims to comprehensively examine the relationship between online ECB and their antecedents, specifically internal symmetrical communication, transparent communication, and organizational culture. Additionally, this research investigates the mediating role of employee-organizational relationships within Jordanian public healthcare.

Several sections contribute to this chapter. An introduction and study background are the first two parts. Presented immediately following the study's background, the problem statement forms the main body of this chapter. Moving on with the research question and objective established from the problem statement is the next step in this chapter. Next, the research's significance is outlined, and the variables under study are defined operationally. The chapter summary is included at the end of the chapter.

1.2 Background of the Study

Globally, the pandemic of Covid-19 has created unprecedented challenges for crisis management in the healthcare sector. The WHO announced a pandemic in 2020 and urged countries worldwide to immediately take safety measures (Cucinotta & Vanelli, 2020). This crisis resulted in great uncertainty, blaming of healthcare management and negative behaviours that afflicted the publics and other concerned parties due to the losses caused by Covid-19 (Nicomedes & Avila, 2020).

In Jordan's context, some factors exacerbated the situation, such as ineffective communication, unhealthy relationships, and poor transparent communication from the healthcare management. Consequently, a sense of mistrust developed between employees and their managers, which manifested in employees becoming adversaries online during a crisis. This adversarial behaviour was characterized by the dissemination of negative information about the Jordanian healthcare sector (Alzuod & Alqhaiwi, 2022).

To worsen the situation, negative employee communication behaviours (ECB) on social media caused a decline in the healthcare sector's reputation, and public health received severe employee criticism and shared negative information on social media. In addition, healthcare management was accused of being untrustworthy and uncommitted to providing adequate information about the crisis (Alqutob et al., 2020).

Recently, a study in Jordan showed that additional studies are required to investigate the potential impact factors on ECB in the public health sector (Jordan Strategy

Forum, 2022). Contextually, scholars such as (Alqutob et al. 2020; Alyaqoub & Abdul Rahman 2018, Harhash, 2020; Al-Khrabsheh al., 2022) have called for a further investigation of some antecedents of ECB, such as the role of internal public relations practices and explore the internal perceived organizational culture. Therefore, this study seeks to address this research gap by examining the effect of internal public relations practices and organizational culture and their potential influence on ECB in public healthcare in Jordan.

In other contexts, scholars suggested that some key factors should interact to create the desired results to promote positive ECB within the public sector. The current study motivated by recent research by scholars suggested that more research is being conducted in this area (Kim, 2018; Lee, 2020; Lee, 2019; Lee & Kim, 2020; Wang, 2020). Additionally, further studies are needed to establish the relationship between ECB in an online environment and other antecedents such as symmetrical and transparent communication (Lee & Kim, 2020; Wang, 2020), organizational culture (Darousheh & El Sherman, 2017; Harhash, 2020; Kim & Rhee, 2011; Kang & Sung, 2017, Kim, 2018).

In line with this position, Elrod and Fortenberry (2020) believed that the absence of transparent and symmetrical communication and the low quality of employee-organization relationships (EOR) in the healthcare sector is because of the weakness of internal public relations (PR) practices, which has become an alarming threat to ECB in the healthcare sector.

According to Persson et al. (2018), unfavourable EOR might directly impact the internal public, such as by sharing negative narratives about their hospitals with the external public, adversely affecting the public trust in the public healthcare sector. In answering these calls, this study attempts to demonstrate the profound impact of antecedents of EORs, including transparent and symmetrical communication and organizational culture, on online ECB in Jordanian public healthcare during the crisis. However, it is regrettable to point out that internal PR practices are insufficient in the public sector. In 2018, Gallagher conducted a study involving more than 100 internal PR practitioners. The findings revealed that within the public sector, 60% encountered a deficiency of inconsistent internal PR practices, such as transparent and balanced information sharing. Additionally, 40% of public sector entities lacked effective methods for assessing the impact of their internal PR practices (Reynolds, 2022). This is aligning with Mazzei and Ravazzani's (2015) assertion that many organizations invest minimal effort in enhancing their internal PR practices.

In a similar vein, the Jordan Strategy Forum (2022) highlighted that the health sector in Jordan has been adversely affected by weaknesses in internal PR practices and misunderstandings of organizational culture with the internal public. Therefore, this resulted in adverse ECB during the COVID-19 pandemic. Harhash, Ahmed, and Elshereif. (2020) pointed out that the Jordanian public health sector needs to pay more attention to fostering organizational culture concepts by focusing on the values and ideas that drive their members to commitment, innovation, and participation in sharing positive information about their organizations during crises. Therefore, the

concept of organizational culture in the context of the public sector, specifically the Jordanian health sector is needed.

Similarly, the Jordanian public sector exhibits an authoritarian attitude mainly characterized by the restriction of employees' ability to freely share their opinions, ideas demand, and interests, which often vary from the views of the organization to which they are affiliated (Wang et al., 2022). Darousheh and El Sherman (2017), argue that the presence of a negative ECB in the Jordanian public sector can often be attributed to the existing authoritarian culture within this sector. Such factors lead to the effects of negative (ECB) engagement on social media.

Following these issues, the relationships between these constructs and their impact on online ECB are still lacking, leaving a void in this study area. Notably, such observations persist within the domain of public healthcare. There appears to be an absence of academic research regarding the crisis communication and concept of organizational culture within public hospitals in developing countries, specifically in the case of Jordan.

As a result, it is imperative to elaborate further and comprehensively examine the existing viewpoints regarding the crisis and ECB. It is where the current study will embark on offering some suggestions to pertinent stakeholders and major decision-makers that could be the potential to contribute to the enhancement of relationships with the internal public, thereby influencing the outcomes of communication behaviours.

Furthermore, this study will enable a more thorough understanding of the intricate challenges in managing the public health sector during challenging periods. Thus, the current study focuses on the effect of internal PR practices and organizational culture on online ECB by sharing positive or negative information during a crisis in public healthcare in Jordan.

1.3 Problem Statement

The field of public relations academia places significant emphasis on the study of relationship management (Ledingham, 2003). Although there is an abundance of existing research on relationship management theory (RMT), it is worth noting that the theory, as proposed by Ledinghams (2003), has not sufficiently addressed the potential negative outcomes associated with relationship management in times of crisis (Coombs & Holladay, 2015).

When organizations face crises, they are challenged with the issue of efficiently managing their relationships with internal and external stakeholders (Massey, 2001). This necessitates management to reevaluate these relationships, as employee distrust or dissatisfaction may emerge if the organization fails to consistently fulfil its commitments to addressing their demands, particularly during times of crisis (Kang., Kim & Cha, 2018). Therefore, the importance of an organization's ability to effectively manage stakeholder relationships during periods of crisis is becoming more widely needed (Smith., Krishna & Smith, 2021).

Scholars have pointed out that not much is understood about RMT during a crisis and have noted that there is uncertainty concerning the implication of theory in crisis

communication due to limitations or inconsistent results and the intervening antecedents and consequences related to this critical construct (Coombs & Holladay, 2015).

Similarly, Cheng and Cameron (2022) emphasized that scholars in organizational communication ought to broaden their scope beyond the favourable aspects of relationship management. They should examine the adverse aspects of relationships within crisis communication, particularly highlighting negative online communication behaviours. This call indicates the necessity for additional research to extend the lens of RMT. Such an expansion would address the need for a comprehensive theoretical framework capable of encompassing both the positive and adverse aspects of the relational approach during times of crisis (Cheng & Cameron 2022).

Contextually, most theories about internal relationship practices, encompassing relationship management theory (RMT), open system theory, and two-way symmetrical model have predominantly emerged within developed nations. Notably, RMT was examined within developing countries or non-western cultural contexts, such as Jordan, which has been limited, underscoring a gap in its applicability (Al-Adwan, 2013). Consequently, the validation challenge concerning RMT is pervasive across all aspects of the present study.

From the academic realm, certain studies in this domain investigated how relationship management helps organizations mitigate negative public behaviours in cases involving conflict resolution with external stakeholders (e.g., Huang, 2004).

Similarly, other studies encompassing non-profit and political organizations explored the impact of relationship management in promoting positive external perceptions, encompassing attitudes and behaviours (e.g., Ki & Hon, 2007; Pressgrove & McKeever, 2016; Yang & Cha, 2015).

However, only a limited of previous studies explored the underlying antecedents and outcomes of RMT concerning online communication behaviours from the internal perspective during crises (Dhanesh & Picherit-Duthler, 2021). To fill this gap, the present study endeavours to provide empirical evidence regarding the antecedents and consequences of RMT concerning online ECB during crises within the Jordanian public healthcare sector.

Prior studies (e.g., Cheng & Cameron, 2022; Cheng, 2018; Kang et al., 2018; Lee, 2019; Smith, 2012; Xu, 2019), explored the antecedents and consequences of RMT within natural contexts; however, prior studies paid limited attention to examine factors in the dynamic organizational crises. In addition, these studies called for further studies to delve into the antecedents and consequences of RMT within the online setting to extend the present theoretical framework that could effectively incorporate both favourable and unfavourable outcomes of communication behaviours in crisis scenarios (van Zoonen et al., 2018; Kim & Rhee, 2011; Kang & Sung, 2017; Lee, 2018).

Additionally, the increasing prevalence of the wide range of online media outlets led to a heightened focus on the significance of internal relationships and their impact on employees as both advocates and critics of organizations in digital media (Lee &

Kim, 2020). Therefore, scholars and practitioners are becoming more aware of the significance of incorporating a relational approach with communication behaviours to cultivate positive relationships with the internal public (Kim & Rhee, 2011; van Zoonen et al., 2014; Wang, 2020).

This recognition led to a growing emphasis on guiding employees' positive organization-related behaviour on social media platforms (Walden, 2018). This is because organizations could gain a competitive advantage through the active involvement of their employees on social media platforms, particularly when they promote positive information about the organization or react positively to online negative criticisms (Dreher, 2014; van Zoonen et al., 2014).

Nevertheless, a prevailing agreement established among scholars in the field of crisis communication was that the behaviours exhibited by employees within an organizational setting were greatly influenced by the quality of EOR (Lee, 2020). Thus, incorporating the ECB aspect as the outcome of the relationship management approach could further understand relationship building and decrease negative online ECB in the context of a crisis (Lee & Kim, 2020).

From the theoretical lens, prior research efforts delved into the antecedents and results of RMT. For instance, some antecedents identified, including previous reputation, timing of crises, crisis response strategies, organizational culture, and the practice of transparent and symmetrical communication (e.g., DiStaso et al., 2015; Xu, 2018; Kang & Sung, 2017; Kim & Rhee, 2011). On the other hand, several studies directed more attention to the consequences of RMT, including employees'

intentions for supportive behaviours, attribution of responsibility, positive/negative behaviours, and favourable aspects of relationships like trust and commitment (e.g., Kim et al., 2019; Lee, 2017; Turcanu et al., 2021; Wilson et al., 2008; Xu, 2019).

Despite the considerable literature on RMT, most prior studies predominantly concentrated on examining how relationship management could amplify ECB in offline settings. However, scholars neglected the effects of the relationships approach on online ECB as one of the prominent outcomes of RMT during crises (Lee & Kim, 2020; Lee & Li, 2021; Wang, 2020). Hence, the need remains to examine the antecedents and outcomes of RMT in online environments during crises (Huang & Zhang, 2013; Ki & Shin, 2015; Lee, 2019; Lee, 2020).

Recognizing the criticality of grasping the dynamics of the RMT during crises, this study endeavours to bridge this gap through an examination of the antecedents and consequences of RMT in the online environment within a crisis context. This further would underscore the motivation for the present study pursuing the subsequent research objective that could developed to establish adequate communication strategies for effective crisis management in the online environment, investigating the dynamics of ongoing positive relationships and their influence on online ECB.

Specifically, the study examined the phenomenon of sharing positive and negative information on social media during a crisis. This study predicts that the relational approach will be instrumental in promoting effective strategic communication with internal stakeholders and reducing their negative online ECB. It encourages Jordanian public hospitals to consciously recognize and communicate with groups of

employees with a strong tendency towards creating and disseminating crisis-good information.

Furthermore, the present research answers the call of Cheng and Cameron (2022) and Ledingham (2003), who asserted that the appropriate framework for future study is revalidating the relationship management theory (RMT) in times of crisis. Hence, this study attempts to test the validity of the RMT framework in the context of the public sector in a developing country such as Jordan, by examining the relationship between EORs and online communication behaviours of employees during times of crisis. This leads to the formation of the following research question concerning the mediating role of EOR. Therefore, A mediating variable is needed because there is little research on how complex relationships between internal symmetrical and transparent communication and organizational culture affect ECB (Men, 2014, Lee, 2020). Thus, this study showed that more significant variables were needed to explain the integration of these antecedents and their effects on online ECB in times of crisis.

As mentioned earlier, complex factors that influence the relationship between the constructs of this study by combining two perspectives including relational and crisis perspectives are underexplored in an online environment. This is because the lack of a comprehensive framework on the impact of internal symmetrical and transparent communication and organizational culture on ECB indicates the need to introduce a meaningful variable to explain the dynamic between these constructs (Lee, 2018; Wang, 2020).

Additionally, Kim and Rhee (2011) and Shen and Jiang (2019) proposed the inclusion of a mediating variable to provide additional insight into the relationship between these constructs and online ECB. As such, this study aims to develop a conceptual framework that is significant to answer the line of inquiry in this field by incorporating two perspectives: the relational and the crisis perspective (Lee, 2017; Lee & Kim, 2020; Kim, 2018; Men, 2014). For this purpose, the current research framework seeks to conform the RMT in explaining the mediating roles of EOR in the relationship between organizational culture internal PR practices, and online ECB in the Jordanian public healthcare sector during a crisis.

As such, this study is motivated by previous studies by (Boie, 2012; Kim & Rhee, 2011; Lee & Li, 2020; Wang, 2020), who suggest that RMT requires the integration of some concepts from fields, such as mass media, internal communication, and communication behaviour. As a result, scholars in the field of public relations have conducted studies related to some factors that directly or indirectly influence the EOR and ECB. A factor that has been identified is internal PR practices, including symmetrical and transparent communication (Grunig, Grunig, & Dozier, 2002; Kang & Sung, 2017; Kim, 2018; Li et al., 2021; Men, 2014; Shen & Kim, 2012).

For example, the concept of transparent and symmetrical communication has been supported by communication behaviours studies, arguing that it plays a crucial role in enabling employees to adopt coping strategies and minimize uncertainty by providing them with sufficient and reliable information to comprehend and effectively address negative situations within the organization and fostering favourable ECB (Lee & Li, 2020; Wang, 2020). In the same vein, Kim (2018)

asserted that transparency plays a crucial role in establishing trust, promoting open dialogue, and fostering favourable employee behaviours during a crisis.

In contrast to the viewpoint proposed by Strathern (2000), it has been shown that an increase in openness and the accessibility of information may lead to a decrease in understanding and a rise of negative feelings and distrust towards the respective organization (Strathern, 2000). However, there were inconsistency results about the importance of transparent communication, regrettably a dearth of literature that examines whether empirical research has explored the potential of internal transparent communication to yield favourable results, such as the cultivation of appropriate ECB in an online crisis setting (Lee & Kim, 2021; Lee, 2020; Men & Bowen, 2017; Wang, 2020).

As a result, the present study was motivated by these encouraging findings to reconsider these constructs within the context of the internal perspective in the online environment during crises. Due to, the existing literature has not yet provided a comprehensive examination of the relationship between these constructs and their impact on online ECB during a crisis (Thelen & Formanchuk; 2022), resulting in a noteworthy gap in the existing literature. Thus, this study aimed to investigate the impact of internal public relations practices, precisely symmetrical and transparent communication, on online ECB during a crisis in public hospitals in Jordan.

In the same way, public relations studies have observed that ECB could be influenced by organizational elements beyond internal symmetrical and transparent communication (e.g., Andersson, 2019; Broom, Casey, & Ritchey, 2000; Berger,

2014 Kim & Rhee, 2011; Kang & Sung, 2017; Kuswati, 2020; Rivera, 2011; Sriramesh,2007), they arguing that organizational culture as a phenomenon that might be considered as antecedents to illustrate how to form quality of relationships and communication behaviours.

In alignment with these findings, scholars also proposed that future studies should pay more attention to investigating the interplay between organizational culture and other factors like the quality of relationships with ECB in crisis (Broom et al., 2000; Kang & Sung, 2017; Lee, 2018; Kim & Rhee, 2011). However, the results look promising for the Jordanian healthcare sector, but empirical evidence is inadequate, resulting in a knowledge gap for this study. Thus, the study poses the next research question about establishing the relationship between organizational culture and online ECB.

As aforementioned, the previous studies have paid great interest in the organizational culture's role in the study of communication behaviour studies, arguing that an organization's employees may collectively hold organizational culture, and the diverse array of values and behaviours contributing to it warrants further examination (Hartnell et al., 2011). Therefore, an urgent requirement exists to enhance the current theoretical framework of how organizational culture influences ECB within the RMT framework.

Despite the existence of discussed foundational concepts in organizational culture, such as authoritarian and participative culture, and relationship management, the relationship between organizational culture and the outcomes of the relationship

approach remains inadequately understood by scholars in the field of public relations in the online environment. Furthermore, this relationship has not been integrated into the theory of relationship management, which could potentially lead to positive outcomes for organizations in effectively addressing challenges and exerting influence on online ECB during crises (Andersson, 2019; Berger, 2014; Kim & Rhee, 2011; Kang & Sung, 2017; Kuswati, 2020; Rivera, 2011; Stojanović et al., 2020; Sriramesh, 2007). In answering these calls, this study attempts to demonstrate the significant influence of organizational culture on the quality of relationships and online ECB in the Jordanian public healthcare sector.

From a practical perspective, the provision of healthcare services to the public in Jordan is significantly impacted by various unforeseen factors, including the COVID-19 pandemic, this factor played a crucial role in determining the ability of healthcare organizations to endure and recover from a crisis (Al-Tammemi, 2020). For example, disseminating unfavourable information by nurses in public hospitals through personal social media during times of crisis has led to increased demands for accountability of public healthcare administrators to address the general public's concerns.

According to The National Centre for Human Rights (2022), a lack of information transparency and the nature of authoritarian management have impacted satisfaction and created a gap in trust and credibility between the hospital's management and its nurses. Thus, the study recommended increasing awareness of participative culture concepts and communication clarity to build bridges of trust and credibility among

different health sector employees to enhance positive ECB with their organization (Jordan Strategy Forum, 2021).

In the same context, Al-bawaia, Alshurideh, Obeidat, and Masa'deh (2022) conducted a study that revealed an alarming dearth of understanding of the organizational culture concept within the Jordanian public sector. Additionally, the study highlighted that a bureaucratic framework characterizes the current organizational culture style found in public sector hospitals.

Although, the importance of internal PR practices and relationship management, the current body of literature in the context of developing countries has yet to thoroughly examine the relationships between these constructs and their influence on ECB, leaving a significant gap in the existing literature on this area (Nutsugah & Anani-Bossman, 2023). Thus, this study seeks to fill this gap by highlighting RMT by examining the internal PR practices, relational approach, and organizational culture that influence public relations outcomes, such as online ECB in the Jordanian public healthcare sector.

This context was chosen for several different reasons. Empirical studies on online ECB, particularly in Jordanian public healthcare, have been neglected. Al Ghad (2020) found this to be especially significant when evaluating public hospitals, Jordan's public health system has encountered many challenges. The major obstacles are the restricted relationship between the hospital's management and employees and the lack of open, transparent, and strategic two-way communication (UNHCR, 2022).

To sum up, the application of a relationship approach could offer Jordanian public hospital managers real direction in cultivating healthy relationships with nurses and improving communication practices. In addition, this study provides practical suggestions for enhancing the effectiveness of internal communication strategies in organizational settings. The model that has been presented in the present research possesses the ability to serve as an insightful tool for evaluating the effective functioning of public relations. It can assist in identifying various stakeholders who may demonstrate unfavourable behaviour in periods of crisis.

This study belongs to one of the few existing research endeavours that examine the relational perspective in the context of crises occurring in online environments, specifically within the public healthcare sector in Jordan. This study applies the RMT framework to the context of EOR to examine their antecedents including internal PR practices (i.e., symmetrical, and transparent communication), and organizational culture with online ECB (i.e., megaphoning) and their potential mediating effects of (EOR) in the relationship between internal PR practices and organization culture on engage in online ECB, by sharing positive or negative information about their hospital during the COVID-19 crisis.

1.4 Research Questions

1. This first primary research question is: Do internal public relations practices have a direct relationship with the online ECB? These include the following sub-questions.

- a. Does symmetrical communication have a direct relationship with nurses' online communication behaviours in Jordanian public hospitals?
 - b. Does transparent communication have a direct relationship with nurses' online communication behaviours in Jordanian public hospitals?
2. Does organizational culture have a direct relationship with nurses' online communication behaviours in Jordanian public hospitals
3. Does symmetrical communication have a direct relationship with the nurse- organization relationships in Jordanian public hospitals?
4. Does transparent communication have a direct relationship with the nurse- organization relationships in Jordanian public hospitals?
5. Does organizational culture have a direct relationship with the nurse- organization relationships in Jordanian public hospitals?
6. Does the EOR have a direct relationship with nurses' online communication behaviours in Jordanian public hospitals?
7. The second primary research question is whether the EOR mediates the indirect relationship between internal public relations practices and organizational culture with nurses' online communication behaviours?
These include the following sub-questions.

- a. Do nurse-organization relationships mediate the indirect relationship between symmetrical communication and online communication behaviours between nurses in Jordanian public hospitals?
 - b. Do nurse-organization relationships mediate the indirect relationship between transparent communication and online communication behaviours between nurses in Jordanian public hospitals?
8. Do the nurse-organization relationships mediate the indirect relationship between organizational culture and online communication behaviours between nurses in Jordanian public hospitals?

1.5 Research Objectives

This study addresses the following research objectives.

- 1. The first objective is to investigate the direct relationship between internal public relations practices and the online communication behaviours of nurses in Jordanian public hospitals. These include the following sub-objectives.
 - a. Examining the direct relationship between symmetrical communication and online communication behaviours of nurses in Jordanian public hospitals.

- b. Investigating the direct relationship between transparent communication with online communication behaviours of nurses in Jordanian public hospitals.
2. Determining the direct relationship between organizational culture and online communication behaviours of nurses in Jordanian public hospitals.
3. Investigating the direct relationship between symmetrical communication and nurse-organization relationships in Jordanian public hospitals.
4. Examining the direct relationship between transparent communication with nurse- organization relationships in Jordanian public hospitals.
5. Determining the direct relationship between organizational culture with nurse- organization relationships in Jordanian public hospitals.
6. Examining the direct relationship between nurse-organization relationships with nurses' online communication behaviours in Jordanian public hospitals.
7. The second primary research objective is whether the nurse-organization relationships mediate the indirect relationship between internal public relations practices and online communication behaviours? These include the following sub- objectives.

- a. Examining the mediating role of nurse-organization relationships in relationship between symmetrical communication and online communication behaviours between nurses in Jordanian public hospitals.
 - b. Investigating the mediating role of nurse-organization relationships in relationship between transparent communication and online communication behaviours between nurses in Jordanian public hospitals.
8. Examining the mediating role of nurse-organization relationships in relationship between organizational culture and online communication behaviours between nurses in Jordanian public hospitals.

1.6 Scope of The Study

The current study uses the theory of relationship management (RMT) as a theoretical framework and applies it in the context of internal perspective (nurses) to examine their antecedents (i.e., symmetrical and transparent communication), organization culture and online ECB (i.e., megaphoning) and the potential mediating effect of EOR between these constructs with engage in online communication behaviours, by sharing positive or negative information about their hospital during the COVID-19 crisis.

Specifically, the study focused on the internal employee perspectives (nurses) working in Jordanian public hospitals regarding the internal PR practices, EOR, and perceived organizational culture within public hospitals during the COVID-19 crisis. Of the 33 total public hospitals in Jordan, this study selected three major public

hospitals directly involved in the COVID-19 crisis, located in the central and northern border regions of Jordan, namely, Al-Bashir Hospital, Princess Basma Hospital, and King Abdullah University Hospital.

To meet this purpose, this study employed the quantitative survey approach. The data was collected in March 2022. Moreover, this study examines the online ECB based on five variables: Internal PR practices (i.e., symmetrical, transparent communication), organizational culture, EOR, and online ECB in the public healthcare sector in Jordan during the COVID-19 crisis.

This context has been selected for several reasons. Firstly, the field of internal public relations practices and communication behaviours has not given sufficient attention to empirical studies conducted in Arab countries, particularly in Jordan, specifically concerning the healthcare sector. Secondly, it is worth noting that public hospitals in Jordan are presently encountering challenges to their solid reputation.

Finally, there has been limited scholarly discourse regarding internal nurses' perceptions of public hospitals, given their role as internal stakeholders during a crisis. Therefore, this study was motivated to comprehend the perspectives and perceptions of nurses and their online communication behaviour in times of crisis in their healthcare sector.

1.7 Significance of Study

The significance of this study is that current explanatory theories were unable to explain complex circumstances fully adequately within an organization's crises,

particularly in the online environment. Nevertheless, this study provides a valuable contribution to the existing theoretical framework. Therefore, this study broadens the theoretical underpinnings of RMT in the context of online settings, with a particular focus on the perspective of employees in a crisis.

Furthermore, there has been a lack of comprehensive examination by communication researchers into the influence of relationship management on online ECB in the public sector. Several factors have been identified as predictors of ECB. However, the role of EORs as a potential mediating factor remains relatively unexplored due to inconsistent findings regarding its antecedents.

This study seeks to offer a paradigm framework for future research in the field of public relations, and practitioners involved in crisis communication within organizations and major sectors particularly focusing on examining the ECB in the Jordanian public healthcare sector. Additionally, the mediating impacts of EORs during crises, the significance of internal PR practices, and organizational culture are all expected to be empirically addressed in this study. Thus, the study's results shed light on how EORs mediate a link between internal PR practices and online ECB. This contribution would enhance the existing body of knowledge in crisis and communication behaviour literature.

Despite the recognized need to broaden RMT, it could contribute to offering a comprehensive framework for the literature review in the context of a digital environment, previous studies have not thoroughly examined RMT in the context of crises, particularly in the online setting. To further advance RMT, the present study

is anticipated to contribute to the development of the existing body of research in developing countries, particularly the Jordanian health sector.

Moreover, the present study makes a valuable contribution to the existing body of literature on the EORs by explaining its dynamic in mediating the impact of online ECB, whether negative or positive, which might be related to new factors such as weakness of internal PR practices, poor internal relationships, and the absence of concepts of organizational culture during a crisis.

Additionally, the current study expanded the previous theoretical framework of RMT by incorporating a relational approach and crisis perspective in an online environment as recommended by (i.e., Cheng & Cameron, 2022; Kim & Rhee, 2011; Kang & Sung, 2017) who suggested that a favorable Employing EOR as a mediator, to better understand the dynamics at issue throughout which could decrease the intentions of employees to share negative information in an online setting in time of crisis.

Furthermore, this study contributes ECB as an outcome of internal PR practice and a positive EOR, thus contributing to the value of internal PR practices by building favourable internal relationships and generating advocate internal behaviour in a crisis. Furthermore, it is worth noting that there has been a lack of comprehensive integration of RMT within the field of public relations. Specifically, variables such as EORs, symmetrical communication, transparent communication, and organizational culture have not been adequately considered as factors that impact online communication behaviours from the internal employees' standpoint.

Although there is a wide range of studies on antecedents of ECB, there is a gap in understanding of the internal PR practices and their relationships with other antecedents in online settings from employees' perspectives. For instance, Kim and Rhee (2011) emphasise the significance of internal PR practices in influencing employees' engagement in negative behaviours within digital environments. However, this study offers to serve as a contribution to the existing body of knowledge on internal PR practices and ECB. However, this study addresses a significant gap in the literature on crisis communication and online ECB during the crisis.

Therefore, this study seeks to confirm and revalidate the theoretical framework of RMT in developing countries like Jordan by providing further insights into the importance of internal PR practices, organizational culture, and EORs in an online environment during times of crisis. This study expects new antecedents and consequences of RMT, such as organizational culture, and online ECB in other contexts such as the public sector that can provide a more comprehensive understanding to revalidate the theoretical framework of RMT during a crisis, and the potential for its examination within the public sector.

Furthermore, the significance of relationship management and internal PR practices becomes essential factors when an organization is compelled to suffer from adverse behaviour toward its hospitals. This situation necessitates strategic modifications to address the crisis effectively. Therefore, this study aims to develop the foundation for an operational framework that will help practitioners and policymakers

understand the interplay of these key elements and how to reduce the dissemination of negative behaviours during the crisis.

The current study accepts the invitation by Kim and Rhee (2011) and Men (2014) to reconsider the validity and reliability of instruments utilized for measuring ECB across different groups and cultures in an online setting. Hence, this study sought to revalidate the measurement of the constructs employed, which have undergone extensive testing within the organizational sectors. In line with a survey conducted by Lee and Kim (2020), asserted that prior studies that examined communication behaviours have found statistically significant variations in the perceptions of individuals perspectives across various groups and cultures.

To do so, the findings of this study differed slightly from previous studies. This is because the objective of the current study is to investigate a specific aspect of ECB (i.e., Megaphoning) in the context of Jordan public hospitals. This study sought to achieve measurement validity. To do this, a revised scale designed for this purpose was employed in the Jordanian public healthcare sector and validity has been verified.

Practically, this study highlights how the management of the public health sector could improve internal PR practices by establishing open communication channels and encouraging their employees to be a part of its future planning to become active organization ambassadors through voluntary ECBs in an organizational crisis. This study's findings could help public relations professionals to understand better the importance of internal PR practices and how internal PR and boosting organizational

culture concepts between employees could influence internal relationships management in a crisis.

Public relations professionals can measure EOR effectiveness by investigating ECB and crisis perceptions on social media. This study also offers insights into building relationships with employees and improving ECB perceptions during a crisis such as the COVID-19 pandemic in the Jordanian public healthcare sector.

The anticipated results of this study are expected to provide policymakers in the public health sector with insights into how prioritizing internal PR practices could enhance organizational effectiveness, foster transparency and accountability, boost employee engagement and satisfaction, and ultimately reduce sharing negative online ECB.

This study is expected to help public hospital managers develop communication channels encouraging open dialogue and active participation amongst employees in dealing with public health crises efficiently and develop aligned organization strategies to enhance organizational performance. Maintaining strong employee relationships in the public health sector could help create a supportive work environment that enables the sharing of ideas, resources, and best practices and enhances communication and coordination between hospitals involved in emergency response efforts.

This study is expected to assist public healthcare sector managers in understanding organizational factors contributing to online ECB during a crisis. The concept of

organizational culture is a driver of a public healthcare sector's success and reduces negative ECB during a crisis. The Public healthcare sector requires enhanced concepts of organizational culture to develop and promote resilience within the workforce, allowing individuals to cope better with stress and adapt to rapidly changing circumstances.

Therefore, this can result in enhanced employee engagement, job satisfaction, and overall morale, crucial factors for efficient crisis management. Hence, prioritizing the maintenance of an organizational culture during crises is integral for promoting teamwork, boosting resiliency among employees, and establishing trust with external stakeholders in the public health sector.

1.8 Operational and Conceptual Definition

1.8.1 Online Employee Communication Behaviours (ECB)

The conceptualization of ECB was examined concerning the aspect of megaphoning (Kim & Rhee, 2011). According to Kim and Rhee (2011), megaphoning refers to the voluntary sharing of information about the strengths (accomplishments) or weaknesses (problems) of an organization.

Furthermore, sharing and forwarding organization-related information to external groups, known as megaphoning, is a recognized phenomenon in the field of public relations. Scholars such as Kim and Rhee (2011) and Lee and Kim (2017) have

identified megaphoning as a significant outcome of an organization's relationships and internal PR practices.

This study operationalizes online ECB as "megaphoning" which refers to how nurses engage in online platforms and interaction during a crisis to either advocate crisis management and management support and share positive information (positive megaphoning) or as adversaries by criticizing and sharing negative information about the hospitals toward the external public (negative megaphoning).

1.8.2 Internal Public Relations Practices (PR)

The concept of internal PR practices is defined as the ways management and employees interact and communicate inside an organization through the establishment of transparent and two-way communication practices. This involves efficiently handling the sharing of information in a timely way and actively seeking and adopting feedback from employees, particularly during times of crisis. However, this study conceptualized internal public relations practices related to nurses in Jordanian hospitals via symmetrical and transparent communication.

1.8.3 Symmetrical Communication

Symmetrical communication refers to establishing a mutually beneficial relationship between an organization and its public through two-way communication, active listening, feedback mechanisms, open dialogue, and the provision of opportunities for both parties to engage in decision-making processes (Kim & Rhee, 2011). However, it would result in a change in individuals' behaviour, reducing the

probability of disseminating unfavourable content pertaining to an organization on social media platforms, and concurrently fostering an increase in active participation in favourable online behaviours during the crisis.

The present study operationalizes the concept of internal symmetrical communication, which refers to the balanced exchange of information through two-way communication between nurses and management within the context of a crisis. This approach ensures that all nurses are provided with an equal chance to express their opinions and have their perspectives recognized within hospital settings, particularly during periods of crisis.

1.8.4 Transparent Communication

The concept of transparent communication is defined as the practice of an organization disseminating all legally permissible information to its employees characterized by accuracy, timeliness, balance, and clarity, regardless of whether it is positive or negative (Men, 2012). This study proposes a conceptualization of transparent communication within organizations, defining it as a set of communication practices that embody accountability, participation, and the provision of information.

The current study operationalizes transparent communication as a style of communication among nurses and hospital management by openly and honestly communicating information whether positive or negative in the context of crises to nurses in a timely manner, along with a discussion of the measures implemented to

address the crisis and a commitment to sharing information in a way that promotes trust, understanding, and effective decision-making.

1.8.5 Organizational Culture

The concept of healthcare organizational culture as a whole is complex and multidimensional. Several definitions of "organizational culture" have been proposed. Specifically, it is a set of guidelines for nurses' relationships with patients and other people (Farzianpour et al., 2016). The fundamental notion of organizational culture is the set of norms, expectations, and practices that employees follow when working for an organization (Olin et al., 2019).

Moreover, healthcare organizational culture can be understood as a collection of shared values, beliefs, and norms that influence how employees perceive, experience, and behave within the professional environment (Thokozani & Maseko, 2017).

Organizational culture encompasses a set of values, behaviours, ideas, concepts, principles, customs, and traditions that are prevalent within an organization, differentiating it from other organizations. Sriramesh, Grunig, and Dozier (1996) provided two cultural dimensions: participative culture and authoritarian culture established and rooted within an organization.

The current study operationalizes organizational culture as (participative and authoritarian) which refers to shapes how decisions are made, and communication flows. Power is distributed between nurses and hospital administrators, which

influences how nurses are positive and collaborative, communicate, perceive, and make positive decisions, and decrease their negative information-sharing intentions about their hospitals on social media in times of crisis.

1.8.6 Employee-Organization- Relationship (EOR)

The EOR has been defined and measured within the relationship management framework in the public relations field, as demonstrated by Men (2014). The EOR comprises four key components: trust, control mutuality, commitment, and satisfaction. These components are commonly employed in organization-public relationships (Hon & Grunig, 1999).

The concept of EOR can be described as the extent to which there is mutual trust and agreement between an organization and its employees regarding power dynamics, satisfaction levels, and commitment to each other (Men, 2014). The current study operationalizes the EOR as the dynamic interactions, collaborations, satisfaction, commitment, and mutual support between nurses and their hospital managers when facing challenging and high-stress situations, resulting in the mitigation of adverse behaviours through the sharing of positive information and the reduction of negative content on social media platforms.

1.9 Organization of The Thesis

The present study is structured into five distinct chapters. The initial chapter presents background knowledge that elucidates the primary factors that drive the research endeavour. The components of this study include the problem statement, research

questions, study objectives, study scope, and study significance. The second chapter comprehensively examines the relevant literature pertaining to the variables under investigation, the research framework, and the development of hypotheses.

Chapter three of this study delves into the methodology employed in conducting the study to produce an empirical finding. Chapter four of the study encompasses the analysis and results. In contrast, Chapter five is dedicated to the discussions of the obtained results and the provision of recommendations for future research endeavours.

1.10 Chapter Summary

This chapter sets the research context narrowing the scope to a public relations perspective, this chapter highlights the novelty of the research in the context of public health in Jordan, distinguishing it from the existing ones of the exact nature. In doing so, the arguments are presented in an overview of the study, including its background, problem statement, research questions, and objectives. It also discusses the significance of the study, provides conceptualization and operational definitions, and outlines the scope of the research. The next chapter covers an overview of the Jordanian public healthcare sector, followed by an in-depth review of the literature on ECB, internal symmetrical and transparent communication, organizational culture, and organization-employee associations, it also discusses the research framework and the underpinning theory and develops the conceptual model that guides the study.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

Chapter two presents the literature associated with the research's variables. It begins with an overview of the Jordanian public healthcare sector, followed by an in-depth review of the literature on online ECB, internal PR practices including symmetrical and transparent communication, organizational culture, and EOR. The chapter also reviews the studies investigating the impacts of internal PR practices, organizational culture, and online ECB. Subsequently, the chapter discusses the underpinning theory and develops the conceptual model that guides the study.

2.2 Status of Jordan Healthcare Sector

Jordan is a Middle Eastern country with an estimated population of around 12 million individuals. The healthcare system in Jordan comprises both public and private sectors, with a substantial proportion being privately operated. At the national level, the Ministry of Health (MOH) is responsible for the supervision of the healthcare sector in Jordan. The responsibility of strategizing, executing, and overseeing the healthcare system in the nation, encompassing primary, secondary, and tertiary care establishments, lies with the ministry. The Ministry of Health (MOH) regulates and licenses the private healthcare sector in Jordan (MOH,2021).

The provision of healthcare services is primarily financed by the government, with a noteworthy proportion of the budget being designated for primary healthcare. The

provision of public healthcare services is facilitated by a system of primary healthcare centres (PHCs) and publicly funded hospitals that are distributed throughout the nation. The Ministry of Health (MOH) serves as the principal source of public healthcare services and exercises regulatory oversight over all public healthcare providers within the country. The healthcare system in Jordan provides universal access to public healthcare services for both citizens and residents, irrespective of their financial capacity (MOH, 2021).

Public hospitals located throughout Jordan offer primary healthcare services. The hospitals provide a variety of services encompassing preventive, curative, promotive, and rehabilitative interventions. Most of the hospitals in question are operated by the government, and patients are levied a modest fee for the services rendered. Private healthcare facilities also offer primary healthcare services, albeit at a higher cost compared to publicly funded institutions. Hospitals and specialized centres are the primary providers of secondary care in Jordan. Jordan has a network of 70 hospitals and 35 specialized centres that provide secondary care services. Some of these establishments are under private ownership (MOH, 2021).

Nevertheless, most hospitals and specialized centres are under government ownership. These healthcare facilities prioritize delivering specialized medical attention to patients requiring complex care. The provision of tertiary care services in Jordan is facilitated by public hospitals situated in the city of Amman.

Jordan encounters considerable obstacles concerning restricted healthcare resources and infrastructure from a practical standpoint. The country is experiencing a deficit

in hospital bed capacity, medical apparatus, and healthcare personnel. The global outbreak of COVID-19 has presented unparalleled difficulties for healthcare professionals across the globe, with nurses, in particular, bearing the brunt of the pandemic's impact due to their frontline role in the response effort.

For instance, nurses in Jordan have encountered obstacles in their endeavours to deliver high-quality healthcare services such as the inadequate provision of personal protective equipment (PPE), elevated workload and stress levels, and restricted resources and healthcare infrastructure (Salameh., Marais & Khoury, 2023).

Furthermore, the insufficiency of medical personnel has emerged as a significant obstacle for Jordan's public healthcare sector amidst the COVID-19 pandemic (WHO, 2020). The escalation of COVID-19 cases has resulted in a heightened requirement for healthcare professionals to meet the surging demand for healthcare services. The escalating demand for healthcare services in Jordan has resulted in a shortage of healthcare personnel, causing burnout, and overburdening a limited number of healthcare employees (MOH, 2022).

On the other hand, the Jordanian public healthcare sector has been experiencing challenges during the crisis, with one of the biggest issues being inadequate communication within the public healthcare sector, poor organizational structure, scarce resources, and bureaucratic bottlenecks that led to internal communication failures (Caceres et al.,2022). As a result, the lack of communication in the Jordanian public healthcare sector resulted in discontent among healthcare nurses, often leaving, and a lack of employee trust in the healthcare sector (Poon, 2022).

Furthermore, organizational culture is frequently either ignored or not given the attention it deserves in public sector development efforts, both in Jordan and worldwide. Inadequacy in this area may lead to increasing crises, diminished nurse motivation, and inaction (Hamdan et al., 2020). So, public hospitals have it worse with online ECB during crises. The hospital's ability to respond rapidly and effectively in an emergency is impeded by issues such as disrespect, insufficient teamwork, and poor communication. Taking all of it into account, the current study is an endeavor to extensively address the existing shortcomings.

The aims of this research are to assist hospitals in Jordan better handle crises by understanding more about the dynamics between nurses and hospital administration, creating new ways of communicating, fostering a supportive work environment, and moving beyond the constraints of ECB. These interrelated variables are empirically analyzed in this work to provide practical solutions to improve hospital resilience. Their ability to collaborate and respond effectively in a crisis management situation will be enhanced. Accordingly, the variables that made up the study are examined in depth in the section that follows.

2.3 Identifying the Gaps in Health Communication

Effective internal communication is an essential component of any organization's success, and the public health sector is no exception. Employees within the public health sector communicate with a wide range of stakeholders, including colleagues, patients, and external organizations. However, in a healthcare environment, positive ECB is a critical factor that can impact the quality of care provided and the

organization's effectiveness (Zara, Nordin & Isha, 2023). It is therefore vital for healthcare facilities to promote positive ECB to ensure that patients feel comfortable and confident when seeking medical attention (Ababneh & Hatamleh, 2013).

Effective communication in the public health sector does not occur in a vacuum. There are many external factors that can impact communication, such as organizational culture. Organizational culture can influence communication behaviours, either positively or negatively. Leaders who value open communication and teamwork can create an environment that promotes effective communication, while leaders who prioritize hierarchy and authority may hinder communication (Lee & Kim, 2019).

Additionally, promoting positive ECB in the health sector needs to create a supportive work environment. Employees who feel supported within their work environment tend to be more positive and engaged when interacting with their colleagues and patients (Houtgraaf, 2022). However, this can be achieved through providing information, building relationships, and encouraging collaboration and effective communication.

Another critical factor in promoting positive ECB is to encourage internal PR including transparent communication in all aspects of the healthcare sector. This can be achieved through open dialogue and updates on current events and by encouraging employees to ask for feedback and share information and ideas (Lee, 2018). According to Watson (2010), the establishment of a conducive climate that promotes employee support and active listening inside the healthcare sector is crucial

for sustaining a motivating work environment and cultivating favourable communication dynamics.

Organizational communication studies have largely unexplored the organizational factors, such as internal PR practices and contextual factors, and still substance remains unutilized (Houtgraaf, 2022). Some issues about the public sector remain unknown, creating ambiguity regarding the state of the public sector (Houtgraaf., Kruyen & van Thiel, 2021). This ambiguity leads to questions about the effect of organizational factors on employee behaviours when examining the public sector.

For example, a Gallup poll showed that internal relationships during crises in 14 major public sectors had declined in 2021. Employees' trust in the public health sector has also dropped, and only a few agreed that their organizations have information transparency relevant to them (Gallup, 2022).

Therefore, internal PR practices enormously shape an organization's core values and determine how employees receive and transmit information. Thus, effective internal communication is critical to ensure that each employee is informed about what is happening in their organization.

Furthermore, effective internal communication in healthcare helps an employee feel connected to their organization, this sense of link results in higher levels of engagement and employee satisfaction. Watson Wyatt Worldwide studies pointed out that employees engaged in decisions and connected to the latest news from the

organization are more apt to perform better and share positive information about their organizations in times of crisis (Watson,2010).

Furthermore, communication tasks in the public health sector are complex because the trust and satisfaction of the internal public in such hospitals are low levels. Thus, the challenge is for general health institutions to improve communication with the internal public to increase their trustworthiness through internal communication practices and boost the organizational culture in public hospitals (Ababneh & Hatamleh, 2013).

In Jordan, AL-Adwan (2013) reported weakness in internal PR practices and fragility of internal relationships in public hospitals, showing that part of the tasks of practicing public relations for these hospitals includes short-term internal PR practices as a response to unexpected events. According to Alsharairi et al. (2022), most prior research on communication practices in Jordan highlighted the shortcomings in internal PR practices in public hospitals. It looked at the issue from a general perspective, rather than an internal perspective.

However, the positive ECB is essential in the workplace environment and paramount in building a supportive, and advocacy environment with organizations in crisis, by striving to create an open and inclusive dialogue that values transparency and constructive feedback that creates a harmonious environment that encourages the employees to sharing a positive information during crisis crises.

Similarly, in developing countries, there has been limited research conducted on ECB within the public health sector. As a result, there has been limited speech and comprehension regarding the characteristics and difficulties encountered by Jordan's public health sector. Many aspects of ECB in Jordan's public health sector still require further investigation (Alsharairi et al.,2022).

In conclusion, the imperative role of effective communication behaviour within Jordan's public health sector cannot be overstated. As this study sheds light on the gaps in communication, organizational culture, and crisis management, it becomes evident that a concerted effort is required to address these challenges. By promoting positive ECB, fostering a transparent and inclusive environment, and leveraging leadership strategies that prioritize open dialogue, healthcare facilities can forge a path toward enhanced crisis response and overall organizational excellence and provide valuable insights for the public health sector and top management.

The next sections will delve deeper into the intricate interplay between these variables, offering insights to strengthen positive nurse communication behaviours in Jordan's public health sector.

2.4 Behavioural Dynamics and Relationships in Online Setting

Studying interpersonal relationships and workplace communication has been a dominant focus in communication studies for nearly a decade. This is because these realms have proven most challenging to adequately define and understand in terms of public relations and communication behaviors (Wang, 2020). The existing

literature outlines the commonly used assessment tools for interpersonal skills, outlining their fundamental principles and research results.

Communication practices or exchanges, whether direct or indirect, are the foundation of many social activities, including but not limited to information exchange, relationship development, and the sharing of personal information (Pang., Shin., Lew & Walther, 2018). In other words, the actions that matter much for forming relationships, attitudes, and participation are beneficial in various settings. In this part, this study will go over some basic definitions of public relations terms and provide alternative perspectives on several important communication behaviors.

Following the behavioral intervention, the focus of communication shifts to the explicit, perceived relationships within the organization. On the other hand, these approaches provide substantial evidence that intrinsic motivation influences the communication process. By taking this approach, the study shed light on how typical actions like communicating, asking for and providing feedback, and handling conflicts affect the framework (Chen & Zhou, 2020). When looking into how different communication behaviors affect employee satisfaction and productivity, though, this viewpoint seems to offer a lot of useful information.

In addition, the study looks at behaviors of communication from a relational viewpoint, highlighting the links that contribute to the trust issue at the workplace. According to Puttnam and Wilson (2019), the relational approach to influencing behaviors in communication trust, commitment, and satisfaction. A large body of recent research by Ju et al. (2023) has utilized this approach to examine how various

forms of communication affect people's ability to establish relationships, work within organizations, and communicate effectively.

Hutton et al. (2001) and Yang and Grunig (2005) are two of several studies that show how public trust in organizations can be increased when those organizations provide relational benefits to the public. Both Huang (1997) and Ki and Hon (2007) assert that public perceptions and acts are the results of interactions. Due to the importance placed on the relational approach, academics in the field of public relations have mostly focused on developing tools to evaluate the causes and effects of relations, as well as how they influence internal behavior.

From another perspective, the researchers highlighted the importance of employing a cultural approach. They conducted research to examine the variances in communication styles, norms, values, and organizational cultural background across different contexts, and how these differences impact relationships. Furthermore, how individuals adapt their positive communication behaviours through understanding previous organizational cultural background (Zakaria, 2017). Furthermore, they explored various strategies that focused on facilitating effective communication between individuals coming from different cultural backgrounds. Cultural norms, beliefs, and communication styles exhibited an extensive impact on communication behaviours. In addition, cultural approaches examine the influence of cultural characteristics on communication behaviours and consider factors such as individualism-collectivism, inadequate internal communication, and power distance (Kiss, 2008; Neuliep, 2012).

Today's digital communication has created fresh settings for an organization and its employees to interact successfully with large external audiences, potentially sharing information concerning an organization, the workplace, and the profession that crosses organizational boundaries, wherein they can share positive organization-related information, they can also seriously damage an organization's reputation by spreading unfavourable information to a large public (Pekkala, 2020). Technology-mediated communication approaches have become a significant area of study within communication behaviours in public relations field. Scholars investigate how organizational behaviour aspects are influenced by sharing information on social media, and virtual interactions. Technology-mediated communication studies explore the impact of online communication on information sharing, collaboration, and employee engagement (Harris & Ogbonna, 2013; Leonardi & Bailey, 2008; Treem & Leonardi, 2013).

Scholars within the field of communication behaviours highlight the significance of online communication for encouraging the exchange of information and shaping communication behaviours (Lee & Kim, 2020). For example, Duggan and Brenner (2013) have demonstrated that online platforms play a crucial role in enabling the efficient sharing of information across teams that find themselves in a variety of places. This, in turn, leads to a more informed worker and communication engaged.

In addition, individuals are engaged when they use the online communication network, which allows them to freely and adequately participate by exchanging and providing comments. As a result, their organizational cultures foster an environment where employees feel comfortable speaking up (Huang, Baptista & Galliers, 2013).

It should be mentioned, nonetheless, that there are certain difficulties associated with online interaction manners. It is nevertheless common practice for organizations to disseminate information through technology, even though this can lead to the spread of undesirable information and reduce an organization's effectiveness (Lee & Jin, 2019). To keep employees engaged, organizations need to be cautious with online environment strategies and how they communicate.

It is also worth noting that the nature of online interactions has the potential to negatively impact the quality of relationships between employees and their employers (Pratt & Cakula, 2020). It is critical to be paying attention to preventing unforeseen consequences and promoting constructive communication practices when integrating technology-mediated communication with employee communication (Wang, 2020).

The study of organizational communication behaviors encompasses several approaches, as mentioned above. Research on technology-mediated communication from a behavioral, social, and cultural viewpoint sheds light on how people convey ideas, build relationships, and collaborate in the workplace.

A behavioral approach to studying online communication has emerged as a means to better understand and optimize interactions in various contexts, while online communication itself is constantly emerging and changing in line with the rapid development of communication technologies and cultural diversity. Researchers can better understand the complexities and difficulties of communication behaviors and how to increase organizational performance and success by adopting a

multidimensional approach that encompasses behavioral, relational, cross-cultural, and communication concerns.

The Jordanian public healthcare system is currently facing unprecedented challenges, making it all the more urgent to develop an integrated framework that includes all ways of conveying behavior within organizations. No one theory can adequately address the challenges of leading during times of crisis due to the complicated interaction of behavioral dynamics, relational complexity, organizational culture, and communication mediated by technology.

Examining online ECB through the lenses of relational, organizational culture, and internal public relations practices, this study seeks to provide a holistic view of online ECB. By doing so, it anticipates to light the way for improved communication, collaboration, and handling of uncertainty within the public healthcare sector during times of crisis.

2.4.1 Online Employees Communication Behaviours (ECB)

The importance of ECB has been regarded as a being an important asset for organizations in several fields, such as public relations, corporate communication, and management studies (Kim & Rhee, 2011; Lee, 2018; Stoffels, 1994; Schneider, White, & Paul, 1998). Employees are crucial as major internal players in establishing a link between organizations and the public. Their external actions have a substantial influence on organizational outcomes (Men & Stacks, 2014).

Within the public relations discipline, various concepts also have been employed to distinguish ECB within an organizational context, including employee voice, silence, organizational citizenship behaviours, employee advocacy and organizational criticism (Kang & Sung, 2017; Kim & Rhee, 2011, Lee, 2018; Thelen, 2020).

As a result, public relations studies have emphasized the importance of ECB. These behaviours encompass their voluntary efforts to share positive information about their organization and address external critiques (Men, 2014). The concept commonly referred to as 'positive megaphoning,' initially introduced by Kim and Rhee (2011), pertains to the proactive sharing of information by employees within their personal networks, which may encompass individuals such as friends and family members.

Earlier studies have indicated that establishing a favourable relationship between the organization and its employees, maintaining internal communication, fostering organizational commitment, and effective leadership can substantially heighten the likelihood of employees advocating for their respective organizations (Mazzei et al., 2012; Walden & Westerman, 2018).

On the other hand, scholars have conducted extensive studies on how employees convey perspectives, with a view to improving the effectiveness of organizations and fostering a positive work environment, encompassing their involvement in decision-making processes (Ashford et al., 2009; Morrison, 2014; Zhou & George, 2001). Kim, and Rhee (2011) define positive megaphoning as the deliberate act of

employees engaging in information-sharing activities with outside of organization, such as family members or friends.

As a result, Kim, and Rhee (2011) expanded on the concept of ECB through the incorporate the theoretical frameworks of megaphoning and scouting with relational approach from the internal perspective. However, these concepts were employed to enhance understanding of employees' daily communication behaviours in offline setting within organization level and during neutral situations.

As such, positive megaphoning behaviours refer to the proactive dissemination of positive and encouraging information within an organizational context. Therefore, employees who actively engage in positive megaphoning play a significant role in fostering a workplace that emphasizes openness and collaboration, resulting in heightened employee satisfaction, strengthened team unity, and a more dynamic workplace (Li et al., 2021). As stated by Men (2014), positive megaphoning refers to the voluntary action of an employee advocating or defending an organization, its services, or brands in an external context.

Another additional term related to ECB is scouting behaviours. As stated by Kim and Rhee (2011), the term "scouting" refers to the voluntary acts undertaken by employees to obtain information through both formal and informal engagements with various stakeholders, followed by the sharing of this information only inside the boundaries of an organization.

Therefore, these conceptualizations, such as megaphoning and scouting, have a common characteristic. They all characterize behaviours that are linked to organizations and suggest that these behaviours can have either direct or indirect effects on an organization's decision-making processes (Lee, 2017).

The advent of social media, and the Internet has introduced a new avenue for communication among employees, organizations, and external stakeholders on a significant magnitude (Lee, 2019). According to Kim and Lee (2020), organizations have proficiently leveraged the digital landscape, mainly social media platforms, as a strategic measure to nurture interpersonal links and enhance organizational effectiveness.

Online environments like social media strengthen the effect of employees' positive feedback about their work experiences. These places provide individuals with the chance to interact with a variety of people outside of their organization by means of direct conversations within their personal social networks (Jong et al., 2021). This is because employees are seen as reliable, trustworthy, and informed sources with deep insights into the organization (Men, 2014).

From an organizational management perspective, ECB on social media has evolved into a potent mechanism capable of amplifying the influence of favourable messages regarding the organization and strengthening the organization's reputation (Pekkala, 2020). Due to, employees have the potential to act as significant ambassadors for the organization (Andersson, 2019) through the sharing of positive significance related to the organization, as well as by protecting and endorsing the organization against

online threats (van Zoonen et al., 2014). However, online ECB emerged as a double-edged sword in times of crisis resulting in paying more attention to the employees as online ambassadors by maintaining favourable relationships and involvement in decision-making.

Maynes and Podsakoff (2014) argued that the manifestation of negative behaviours within the online employee environment has the potential to transform into what they refer to as "destructive voices," posing a significant threat to an organization's reputation. Therefore, it is imperative to understand the fundamental motivations that lead employees to engage in inappropriate behaviour on social media platforms. The examination and interpretation of information are crucial for effectively managing and mitigating the spread of harmful or unfavourable content (Pekkala, 2020).

Through the integration of previous scholarly calls on ECB (Kim & Rhee, 2011; Kang & Sung, 2017; Lee, 2018), this study establishes a conceptual framework for ECB, referred to as megaphoning. This conceptual framework focuses on the voluntary tendency demonstrated by employees in the Jordanian public healthcare sector to develop and share positive or supporting information about their hospitals using their personal social media platforms, particularly during times of crisis.

In the realm of academia, prior studies have increasingly highlighted the crucial role of ECB both within and outside of the workplace, recognizing the value of ECB within the organizational environment (Lee & Kim, 2020). Scholars from various fields of study, including, organizational communication, and public relations, have concentrated attention on identifying several factors that promote enhancing

employees' behaviours and interpersonal behaviours mainly in offline environments (Wang, 2020).

Several factors boost ECB mainly in offline environments toward their organization. These factors include leadership dynamics (Lee & Chon, 2021), organizational identification (Myers & Kassing, 1998), job satisfaction (Fernandez, 2008), EORs (Kim & Rhee, 2011), organizational culture (Thelen & Formanchuk, 2022), and organizational climate (Zientara, & Zamojska, 2018).

In the same vein, prior research has also emphasized the significance of employees' voluntary efforts to share information about the organization with the external public (Kang & Sung, 2017; Kim & Rhee, 2011). These behaviours had a crucial role in strengthening the competitive advantages of organizations (Botero & Van Dyne, 2009) and improving the overall performance of the organization (Kim & Rhee, 2011).

Nevertheless, the examination of employees' factors behind participating in communicative behaviours, specifically during a period of social media turbulence within an organization, remains limited in the existing literature. Thus, the current study seeks to fill this gap by examining such factors that may have a potential effect on ECB in online settings within public healthcare in Jordan.

While previous research has suggested that a relational approach and internal communication was a strong indicator of positive ECB (Kang & Sung, 2017; Kim & Rhee, 2011), however, there is a lack of empirical evidence regarding its impact

within the context of online settings (Wang, 2020). As a result, the study posits that organizations managing their relationships through communication practices have an impact on ECB in social media. These behaviours encompass individuals' motivations for engaging with social media and their intentions to advocate for their organization.

Furthermore, previous scholarly studies have emphasized the crucial role of the relationships between an organization and its employees, and factors such as trust, satisfaction, commitment, and control mutuality have been emphasized as a positive effect on the boosting of ECB (Kim & Rhee, 2011; Lee, 2017; Wilcox, Cameron, Reber, & Shin, 2013). These studies argue that employees who develop good organizational relationships are less likely to engage in counterproductive work behaviors, because they would be supportive and have endorsement with their organizations.

In addition, scholars (e.g., Kang & Sung, 2017; Kim, 2018; Kim & Rhee, 2011) have proposed that employing internal PR practices within an organization, such as promoting open dialogue, and transparent communication can be effective in cultivating a positive EOR. Consequently, this leads to an enhancement of the ECB.

Additionally, previous studies have pointed out the significance of organizational culture as a noteworthy factor warranting examination due to its significant impact on shaping the ECB, especially during critical times (Mohanty & Rath, 2012; Badawy, Trujillo-Reyes & Magdy, 2017; Kim & Rhee, 2011; Kang & Sung, 2017).

Based on these views, the present study identifies specific factors driving online ECB. This study aims to examine and integrate several organizational factors, such as organizational culture, while additionally looking at the strategic communication aspects by examining the effects of internal PR practices employed by an organization during a crisis. This study has the potential to result in employees becoming supporters who share positive information about the organization through various social media platforms.

2.5 Employee-Organization Relationship (EOR)

Public relations scholars have considered the concept of EOR, which is part of the organization-public relationships, regarding employee relationships. Scholars in the public relations domain, such as Huang (1998), Grunig and Huang (2000), and Ni (2007), have employed the definition and evaluation of the organization-public relationship to investigate the functioning of the relational approach from an internal perspective.

This study defines EOR as the extent to which an organization and its employees trust each other, their mutual recognition of influence, their accomplishing a stipulated degree of mutual satisfaction, and their commitment which denotes a high performance in both parties (Kim & Rhee, 2011). Hence, EOR is considered an outcome variable in this research that comprises employee control mutuality, commitment, satisfaction, and trust, the four aspects that relate to relationships in the literature (Hon & Grunig, 1999; Huang & Grunig, 2000),

Broom, Casey, and Richey (2000), and Hon and Grunig (1999) conducted two studies to test the concept of organization-public relationships that refer to the complex dynamics, interactions, transactions, and relationships between an organization and its public. They also clarified that a relationship starts when an organization's action affects the public or in the reverse.

In addition, Grunig et al. (2002) provided a paradigm of the organization-public relationship to create a different view of the point by emphasizing the relationship's fundamental values or dimensions. Similarly, Hon and Grunig (1999) defined the organization-public relationship as the degree of exchange in trust, agreement on influencing power, satisfaction, and commitment in the relationship between either of the parties. In addition, the conceptual framework in this study defined the organization and the public relationship as a single dimension consisting of four discrete dimensions: trust, control mutuality, satisfaction, and commitment which influenced and influenced each other in the relationship.

On the other hand, Huang (1998) drew out a framework that can help scholars measure the quality of the relationship between an organization and the public. The framework used an approach consisting of the four features not included in a previous study and examined the antecedents and outcomes of the organization-public relationship, as well as the relationships between the organization-public relationship and other important factors to the field of public relations like internal communication strategies, organizational effectiveness, and ECB as outcomes of public relations actions.

On the other hand, previous studies in public relations have concentrated mainly on examining the dynamics and relationships between an organization and its primary stakeholders. As a result, the five relationship characteristics identified namely trust, openness, involvement, investment, and commitment were established as outcomes of organizations-public relationships by Bruning and Ledingham (1998), building on concepts from studies in interpersonal communication and social psychology. While, Huang (2001) pointed out that, the evaluation of public relations practice could be based on several critical factors, including trust, control mutuality, relational commitment, and relational satisfaction.

The significance of these aspects was highlighted, suggesting that their combined influence could help to the comprehensive examination of connections between organizations and the public across many contexts. Considering this, previous studies (Jo, 2006; Ki & Hon, 2007; Y. Kim, 2001; Moon & Rhee, 2008; Grunig & Huang, 2000) that identified the measurement for these aspects have been extensively examined within the field of public relations studies and have also conducted studies to revalidate the measurement of organization-public relationship across different contexts and found the measure is valid.

The current study adapted and refined the existing definitions and measures of the organization-public relationship to investigate from the internal perspective (Nurses), in line with the core values of the context of the Jordanian public healthcare sector. Therefore, the EOR can be defined as the perceived strength of a relationship between a hospital and its nurses, which is the extent of commitment, trust, satisfaction, and control mutuality in times of crisis.

For example, commitment is a measure of the degree to which employees perceive themselves as being essential to the functioning of the organization (Kim & Rhee, 2011). Trust, on the other hand, measures employees' level of confidence in relying on the organization. While satisfaction evaluates employees' overall contentment with their connections to the organization. Finally, control mutuality assesses the balance of control exerted by employees and the organization in their interactions (Kang & Sung, 2017).

With a growing value given to the relationship approach in the field of public relations, public relations scholars have adopted establishing and maintaining vital relationships with strategic publics (Kent & Taylor, 2002). Therefore, extensive research has been conducted across various sectors, including nonprofit, and governmental organizations, to examine the relationship between organizations and the public, because it is important to boost positive organizational outcomes (Ledingham & Bruning, 2000), such as organizational reputation (Yang & Grunig, 2005) and fostering supportive behaviours (Kim & Rhee, 2011).

The EOR is a concept grounded in the RMT of public relations (Hon & Grunig, 1999). It includes four fundamental indicators that reflect the quality of the relationship: trust, control mutuality, commitment, and satisfaction. Recognizing the significant impact of EOR on achieving organizational success, researchers conducted studies into the various factors that influence the development of effective and strong EORs. For instance, internal PR practices were the primary focus among these antecedents. For example, Lee (2018) argued that organizations could benefit from favourable internal PR practices and EOR in achieving their objectives and

protecting their reputations in times of crisis. In the same vein, scholars also identified various antecedents of EOR, including authentic leadership and symmetrical communication (Men, 2014).

Similarly, Kim and Rhee (2011) provided evidence that an organization's implementation of internal PR practices including symmetrical and transparent communication could affect the development of positive relationships with its employees. Moreover, Men (2014) asserted that when organizations exchange information that could lead to promoting openness and mutual understanding through conversation, employees may be more likely to perceive a positive relationship with the organization.

Kang and Sung (2017) also pointed out that the presence of symmetrical communication might be crucial in fostering positive EOR. Arguing that the perception of a positive EOR strengthens when employees believe that internal communication practices with the organization are a mutually beneficial exchange and that the contributions, they make them highly regarded.

Furthermore, previous studies provided empirical evidence suggesting that internal PR practices including transparent and symmetrical communication could significantly impact fostering positive relationships with its employees. For instance, scholars (e.g., Kim & Rhee, 2011; Kang & Sung, 2017; Men, 2014; Lee, 2020), pointed out that the establishment of internal PR practices plays a vital role in cultivating employees' positive perceptions of their organizational relationships. Claiming that when employees feel that communicating with the organization is

mutually beneficial and that the decisions, they make are highly valued, their perception of a relationship will be positive.

In addition, several researchers have focused on examining the antecedent factors that influence EOR. For example, the antecedent factors that play a direct influence on EOR are employee empowerment, organizational justice, and the opportunity for the advancement of employees 'professional careers (Berger, 2014). To sum it up, limited studies focused on internal PR practices such as symmetrical communication and its implications with RMT in a crisis state and its effect on positive organizational outcomes (Jiang & Men, 2015). Moreover, the present study further enhances the understanding of the importance of internal PR practices that link symmetrical and transparent communication in creating and maintaining positive EOR in crisis time.

The EOR approach has also been influenced by other factors such as executive support and communication as indicated by and also as a factor of achievement of work-life balance while other studies overall have emphasized the central role of organizational culture in the EOR approach to RMT and added that within the context of public relations, EOR is a pluralist, two-way, relationship management theory approach that requires the consideration of organizational culture as an important antecedent (Berger, 2014; Grunig et al., 2002). The impact of antecedents and consequences of EOR extends beyond the organizational performance and effectiveness of the organization. In addition, antecedents and consequences of ECB can be implicated in the ECB outcomes. In addition, Kim and Rhee (2011) added that individuals who maintain a long-lasting positive relationship tone with their

employing organization are more likely to understand old and new issues of the organization more fairly and positively and show an increasing likelihood to disseminate supportive information during tumultuous times (e.g., Berger, 2014; Kang & Sung, 2017; Lee, 2018).

2.5.1 Managing Employee-Organisation Relationship in Crisis

In times of crisis, the relationships between organizations and their employees can be extremely important (global pandemics). Considering this, the entire situation is unexpected, and rebuilding relations with the internal public will thus be challenging (Ndone, 2023). Therefore, the issue revolves around evaluating the effects of EOR and, more specifically, the resulting crisis. The reason behind this could be that the effectiveness of Crisis Management is mostly influenced by the function of EOR during the early and middle stages of a crisis, rather than its resolution (Lee & Kim, 2017).

Furthermore, Park et al. (2014) addressed the importance of interpersonal interactions as a key component of organizational behavior management. Important because behaviors like this, particularly negative emotional reactions, can have a detrimental impact on the company. Recognizing that the EOR is responsible for the maintenance of its efficacy during crises, organizations in any industry should prioritize creating and encouraging EOR as their first point of focus and action. Consequently, both the good and the bad will be revealed in the following section as a result of the nature of the connections between organizations and their employees.

An organization needs to be prepared to act promptly when conflicts arise by utilizing integrated internal public relations strategies to mitigate the negative effects. According to scholars (Lee, 2020; Wang, 2020), organizations can improve their public relations (PR) efforts by being careful, responding to needs, monitoring and controlling their reputations, and building positive interactions with the public.

However, previous research on crisis communication has led academics to focus on external stakeholders and ignore internal difficulties when defining concerns. More specifically, the study refers to Hofstede's study; the ones mentioned within emphasize cultural differences and crisis communication. (Lee & Kim, 2020; Galbreath, 2002; Lee, 2018.) Participants' perspectives on crisis response and their involvement have been seldom documented, despite the importance of developing an EOR response (Lee & Kim, 2017; Park et al., 2014; Wang, 2020; Mazzei et al., 2012). The crucial role of employees emerges from their immediate exposure to crisis information, making them the primary responders. This study specifically emphasizes the importance of EOR in times of crisis.

Extensive research has examined into the trust and satisfaction-related EOR outcomes, such as reputation and employee loyalty. Nevertheless, there is a dearth of literature regarding specific elements of EOR in online situations, particularly in instances of public crises (Wang, 2020). According to research conducted by Kim and Rhee (2011) and Lee (2017), these characteristics are comprised of dimensions that are incorporated into concepts like trust and satisfaction. Consequently, during times of crisis, it is absolutely vital to have a broader framework that takes into account all sides, top and bottom.

Employees in crises are tasked with both receiving and transmitting data at the same time. The nature of the information that employees share is reflected in how EOR functions. What matters most during times of crisis is the information that people share online, whether it's favourable or negative.

For this reason, mutual benefits are becoming an increasingly important component of long-term relationship management strategies employed by organizations (van Zoonen et al., 2018). From the point of view of Kang-Duk and Sungmoo (2017), empirical research shows that the foundation of protection during a crisis is the positive interaction between organizations and the public. Even though unfavorable relations as a whole fail to do significantly toward resolving the organization's problem, the results are terrible (Kang, & Park, 2017).

Therefore, organizations ought to collaborate towards building strong relationships with their internal stakeholders before crises happen so that they may prepare appropriately (Walden & Westerman, 2018). The majority of the research is addressed by other organizations. But employees are key stakeholders in and of themselves, and their interactions with the organization could have both good and bad effects on the structure (Men, 2014).

As part of their research, the researchers (Park & Reber, 2011) delved into this topic to discover how the public views the idea of crisis responsibility concerning long-term relationships. Although the study highlighted the importance of perceptually favorable interactions, it found that an organization's choice of crisis response management approach was not the most important element in determining public

views of responsibility for the crisis. On the other hand, according to the study by Esenyele and Emaagwali (2019), negative information and criticisms are less likely to spread when efficient strategies for internal crisis communication are placed into action. According to this viewpoint, the necessity of EOR and its use during times of crisis are the primary motivations for making it a reality (Ki and Hon, 2007).

According to Lee and Kim (2020), studies have shown that when employees have opportunities to build strong relationships at work, they are more likely to remain along during times of crisis and may even come up with helpful activities. Having said that, this fact is hardly noteworthy right now. The second part is planning a way to bypass our office's security measures. Despite the abundance of research in this area, additional studies are needed to fully understand the principles that underpin EOR concerning the online posting of employees during times of crisis (Wang, 2020).

Essentially, EOR is a bridge between an organization and its employees that relies on two-way exchanges. According to Coyle-Shapiro and Shore (2007), there is a clear link between social and cultural measures and realizing the rewards of people's deeds and attitudes.

Furthermore, if employees do not have good relationships with the internal stakeholders, the stakeholders can threaten the employees' obligations. The most common cause of outsourcing is a complete lack of trust. Organizations often stress the importance of in-house personnel professionalism and dedication to the company's mission over contractors from overseas. A specific belief based on past

risers or decreases in the distance between the two parties; for example, that the other individuals do not like you or would harm you.

Furthermore, during a crisis, different perspectives emerge, which can lead to distrust among internal stakeholders. A result of mistrust might be this (Grunig & Huang, 2000). According to Cheng and Shen (2020), the theoretical reasons for studying the effects of distrust on internal stakeholders during crises stem from the negative consequences of distrust directly.

As a result of negative thoughts and feelings, low self-esteem, lack of confidence, discontent, and difficulty, people tend to feel regret and dissatisfaction when negative things take precedence over positive things (Moon & Yang, 2015, pp.12–15). One source of relationship dissatisfaction is the self-awareness that comes from worrying about how one's negative preconceptions and assumptions about relationships damage one's emotional investment in oneself (Goossens & Marcoen, 1999).

According to Hess et al. (2003), there is a systematic variation of relational discontent that is known as relational satisfaction. It has an inverse effect on company relationships and contributes significantly more than customer satisfaction. Managers should zero in on the degree of discontent among internal stakeholders and use that information to their advantage by implementing strategies that strengthen relationships (Men 2014).

As an example, the degree to which partners in a relationship assent to each other's authority to influence one other is determined by control mutuality, a principle of mutual respect and admiration (Huang, 1997). As a result, before making crucial decisions, all parties involved make sure they are checking in with each other. Nevertheless, authoritarian conduct is deliberate in this last instance since people are occasionally seen as conquerable. One side's willful disregard for and control over the other's most crucial decision-making situation is called dominance control (Moon & Rhee, 2013).

This phenomenon can be seen in certain types of organizations when managers make choices without consulting their employees. Choices made in this area affect employees, which in turn affects their dedication and enthusiasm for the organization. Control mutuality, as used above, is the probability that an individual will remain associated with an organization despite prior unfavorable experiences with that organization. A lack of desire to keep the relationship going, together with negative expectations for its future, is what the previous claim was attempting to communicate (Moon & Rhee, 2013).

On the other hand, commitment can be defined as "the readiness and confidence of one party to cultivate and sustain another individual's relationship" (Hon & Grunig, 1999). The fundamental reasons for disintegration, as stated by Jindal, Sivadas, and Kang (2021), are feelings of unfairness and discontent. Both positive and negative EOR can affect an organization's internal reputation.

Despite a lack of research on the topic, there are several evidence in the existing literature that suggest EOR could play a key role in decreasing the likelihood that employees will participate in negative online megaphoning behaviors (Lee & Kim, 2020).

Previous studies have shown that employees who strongly identify with their organization are more likely to promote positive information about it on social media, acting as brand ambassadors (Kang & Sung, 2017; Lee, 2018). What this means is that employees are less likely to create negative content online if they have a positive impression of the company.

In an online environment, employees are seen as role models and are more likely to earn the respect, trust, and support of their subordinates. When a crisis happens, especially a health crisis, EORs frequently come up, thus hospital administration needs to keep harmony with their employees. Consequently, it's important to have a debate about EOR so that people can learn more about EORs and how they can help decrease the likelihood that employees will participate in harmful online megaphoning behaviors.

It should be mentioned that the RMT viewpoint does have some limitations. When people's interests cannot be at play, it might not give a full picture of what the online ECB is doing during crises (Kang & Sung, 2017). Furthermore, the present approaches to understanding EOR from an RMT perspective do not have strong conceptualization and operationalization, which limits our capacity to understand how EOR is related to other important employee outcomes, such as online ECB.

From a relationship management standpoint, the literature indicates that EOR has been investigated as an organizational attribute crucial to the successful formation and maintenance of connections with employees (Waters et al., 2013). This highlights the critical nature of these partnerships' interrelationships. Researchers employing the EOR paradigm have looked at leadership styles, symmetrical communication, and information sufficiency as important factors that lead to good EOR results in organizational communication (Walden et al., 2017; Lee, 2021). Kim and Rhee (2011) state that these techniques lead to positive effects for employees, including improved ECB and megaphoning.

Relationship quality is a driver of online ECB, but these antecedents haven't addressed it (Wang, 2020). Expanding on previous research, this study predicts that a positive relationship between a business and its employees is a key mediator in getting employees to find useful information and put it to use during a crisis.

Nonetheless, the study delves into the EOR in times of crisis, with a focus on how different crises, such as the COVID-19 pandemic, impact these relationships. It emphasizes the need for internal crisis communication in handling crises before they affect the outside environment. The study emphasizes the significance of comprehending positive EOR throughout the crisis, drawing attention to a research gap that tends to prioritize the external public at the expense of the internal public—that is, employees—and their crucial role. It does, however, highlight the lack of scholarly research on the effects of organizational relationships on employee behavior during crises, particularly negative behaviors like unfavorable word of

mouth and unwillingness to help the organization. This highlights the importance of organizations addressing these factors to maintain positive relationships.

2.6 Internal Public Relations Practices

Internal public relations practices, also termed internal communication (Kennan & Hazleton, 2006), have been considered a vital sub-area of internal communication (Men, 2012). Internal public relations practices are a way to describe and explain organizational and employee outcomes (Deetz, 2001).

Internal communication has a leading role in modern organizations by assisting people and groups in coordinating activities to achieve goals and aiding organizations in making decisions and resolving problems (Lee & Li, 2020). Until most recently, internal public relations scholarship has trailed actual practice (Alyaqoub, 2020). Scholars have mentioned the limited internal communication studies from the public relations perspective (e.g., Verčič et al., 2012; Lee & Yue, 2020; Lemon & Towery, 2021; Men & Yue, 2019).

Researchers have neglected various positive internal PR outcomes. Although, effective internal public relations can lead to positive attitudes of employees, like job satisfaction (Verčič & Špoljarić, 2020), organizational identification (Sun et al., 2021), emotional culture (Yue et al., 2021), favourable EOR (Kim & Rhee, 2011) and positive communication behaviours (Wang, 2020).

Furthermore, these outcomes can result in higher workforce productivity, better job performance, organizational learning (Berger, 2008), and external building

relationships (Men, 2014). This is because employees are considered the best ambassadors of an organization based on how internal PR practices are adopted (White, Vanc, & Stafford, 2010).

With emerging social media platforms like Facebook, organizations have increasingly adopted internal communication practices, including transparent and symmetrical communication to build positive relationships and interact with the internal public (Kang & Sung, 2017; Lee, 2020; Men, 2014).

Thus, public relations literature mostly lacks an examination of the relationship between internal PR practices in a crisis. The following section describes the aspects of internal public relations practices to capture the communicative element of PR practices (e.g., symmetrical, and transparent communication).

2.6.1 Transparent Communication

Transparent internal communication is a part of internal PR practices and a cornerstone of effective crisis management; by providing accurate, timely, and honest information, organizations can cultivate trust, maintain employee well-being, and effectively manage outcomes in turbulent times (Welch & Jackson, 2007).

Additionally, during moments of uncertainty, such as natural disasters, economic downturns, or organizational crises, transparent internal communication becomes especially crucial in times of crisis, serving as a linchpin for organizational resilience, employee morale, and stakeholder trust also fosters a shared

understanding of the situation and enables to collective problem-solving (Men & Bowen, 2017).

As a result, the effectiveness of transparent internal communication during a crisis has been extensively documented. Public Relations scholars emphasize the importance of consistent and honest internal communication during organizational crises, showing that organizations that prioritize transparency experience higher levels of trust among employees and stakeholders (Haavisto & Linge, 2022) and enhance employee job satisfaction and commitment (Li et al., 2021).

Implementing transparent internal communication during a crisis, however, poses challenges. The urgency to disseminate information quickly can sometimes lead to incomplete or inaccurate messaging. However, overcoming this challenge requires utilizing digital platforms to facilitate the rapid distribution of accurate information to employees, minimizing misunderstanding.

In recent years, studies have paid more attention to expanding the scope of internal PR practices by introducing the concept of "transparent communication" as a significant characteristic of internal PR practices in online settings during organizational crises (Men & Stacks, 2014; Lee & Li, 2021; Kim, 2018).

In response to these calls, the current study adopted internal communication models that have widely accepted in organizational communication studies to achieve the study objectives. However, this study defined transparent communication as the practice within an organization of disseminating all legally acceptable content to

employees in an approach that is accurate, timely, balanced, and unequivocal during a crisis.

In addition, it boosts the cognitive abilities of employees and establishes a new positive direction for the employees' behaviour to advocate for organizations during a crisis enhancing employees' ability to reason effectively and encourage accountability within the organization (Men, 2014; Yue et al., 2019; Petersen et al., 2021).

Scholars in the field of public relations have concluded that communication that is honest and open has positive effects on employees, including enhancing the organization's reputation (Men, 2014), fostering commitment (Fombrun, 2007), building trust among employees (Men, 2014), and strengthening the EOR (Yue et al., 2021). Furthermore, it enables employees to provide efficient responses in the face of emergencies (Lee et al., 2021).

The existing body of literature suggests that internal communication practices play a crucial role in helping to encourage the exchange of information among employees. However, there is still a lack of understanding of the specific mechanisms through which strategic internal communication, along with symmetrical communication, influences online ECB (Li et al., 2021; Lee, 2020; Kim & Rhee, 2011; Wang, 2020), especially in the context of organizational crises. This study endeavours to bridge

this gap by delving into an investigation to elucidate these intricacies in the Jordanian public health sector.

As such, Balkin (1999) has identified the three main aspects of transparent communication, which include participation, substantiality, and accountability. Regarding the first aspect of transparency, it is imperative that the information presented possesses the qualities of accuracy, content, and utility (Rawlins, 2009). Regardless of the valence of the information, it is essential to communicate it in a manner that is balanced, timely, and easily understood by the appropriate stakeholders (Heise, 1985).

In the participatory aspect, organizations are responsible for actively including internal stakeholders in the process of identifying the necessary information (Rawlins, 2009). To effectively address the informational demands of stakeholders, organizations need to demonstrate an awareness of these needs by actively seeking feedback from stakeholders (Hooks, Coy, & Davey, 2002; Rawlins, 2009).

Furthermore, participatory includes a more extensive organizational commitment, involving employees in identifying the most relevant and helpful information that aligns with their informational needs because without engaging in employee consultation and seeking their perspectives, an organization will fail employees' interests and expectations (Rodríguez-Oramas et al., 2022). Therefore, it is imperative for management to try to obtain feedback from employees to determine their informational needs, fostering an environment that facilitates easy access to information related to organizational changes (Cotterrell, 1999).

Lastly, it is imperative for organizations to present actions and policies in a way that is fair and balanced, underscoring commitment to self-regulation (Rawlins, 2009). The principle of accountable transparency comes into play when organizations provide an accurate portrayal of their actions or the contexts in which they operate (Cotterrell, 2000). This form of organizational accountability entails disclosing information that could potentially subject them to public scrutiny (Gilpin, Palazzolo, & Brody, 2010), making it one of the most formidable aspects of transparency for any organization (Rawlins, 2009).

While embracing transparency might occasionally evoke discomfort within organizations, it also catalyses their continual improvement (Rawlins, 2009). This discomfort, though challenging, propels organizations to strive for enhanced versions of themselves as they navigate the intricacies of transparency.

In periods of crisis, an organization that demonstrates a commitment to accountability would engage in transparent communication by publicly discussing the benefits and the potential consequences related to the problem. On the other hand, the practice of escaping adverse outcomes has the potential to encourage the dissemination of unfounded speculations and misunderstandings, which leads to a feeling of confusion, decreased confidence, and increased levels of anxiety, uncertainty, and fear among employees (Men & Bowen, 2017).

It is imperative to recognize that comprehensive transparency and exhaustiveness might not be achieved in all aspects of crisis-related information. However, it suggested by DiFonzo and Bordia (1998) that providing employees in advance with

the possibility of accurate information and giving an opportunity for future improvements can be a successful approach to reducing their uncertainties and concerns. This approach aligns with the perspective of Gergs and Trinczek (2008), who argue that refraining from imparting information during periods of crisis is a significant error in the field of managing changed circumstances.

When considering this issue, it is imperative to engage employees in determining the precise information they need to make well-informed decisions (Rawlins, 2008). Furthermore, it is the responsibility of an organization to demonstrate accountability for its actions, declarations, and choices, as these components are open to evaluation by its employees (Men & Stacks, 2014). Transparency can be understood as a multifaceted process that involves more than just to share information. It also includes active involvement in acquiring, diffusing, and creating knowledge timely (Cotterrell, 1999).

Hence, the fundamental aim of transparent communication exceeds only the act of sharing information, since it includes the improvement of understanding (Rawlins, 2009). The encouragement of transparent communication inside an organization fosters the cultivation of collaborative and cooperative relationships among employees, hence developing an environment of mutual trust and reciprocal support (Jahansoozi, 2006; Gower, 2006).

In the context of this system, the integration of transparent communication has the potential to enhance online crisis communication and communication during periods of crisis. As a result, this phenomenon facilitates the widespread circulation of both

positive and negative information, like the concept of amplification (Lee & Kim, 2020; Lee & Li, 2021).

With the above stated, the significance of open internal communication cannot be overstated in terms of its impact on organizational effectiveness, satisfaction among employees, and stakeholder confidence, particularly during periods of crisis. In the context of a variety of uncertainties, including crises, financial crises, and public relations challenges, it is crucial for organizations to embrace a transparent communication strategy.

The evidence suggests that the preservation of honest internal communication is not just crucial for strategic purposes but also reflects an ethical responsibility during periods of crisis. This approach facilitates the cultivation of resilience, stability, and adaptive growth within an organization. Consequently, considering the current body of literature as a starting point.

The present study proposes that an organization's endeavours to implement transparent communication function as a signal to its employees that the organization should be defined by attributes such as honesty, integrity, and openness. These endeavours create a favourable impact on employees, resulting in heightened satisfaction with the organization and the cultivation of trust in it.

2.6.2 Two-Way Symmetrical Communication

It is noteworthy that scholars in the field of PR literature have postulated the internal symmetrical communication as a functional PR strategy and a normative approach in

organizational communication in the PR practice within organizations. In, Kim and Rhee (2011) study, symmetrical communication was part of the internal PR function within organizations which were described through different characteristics such as various feedback mechanisms. Consequently, it has achieved a status of normative approach in organizational communication and is being advocated as a critical component in the effective PR practice.

To support their work, Kang and Sung (2017) similarly observe that the symmetrical communication approach aims at enhancing the mutual understanding between the organization and the public which involves making the decision-making and other critical processes accessible to the public, practicing open listening as well as promoting processes for reciprocal dialogue between the organization and the public and involving its public in joint planning.

Grunig (1992) confirmed that the concept of two-way symmetrical communication concentrates on an organizational desire to authentically recognize and respond to public concerns and interests to foster a reciprocal interchange of ideas and a mutual comprehension between the organization and its public. In addition, Men and Stacks (2014), pointed out that incorporating two-way symmetrical communication as internal communication practices promotes a participatory environment, facilitating employees' involvement in conversations, discussions, and exchanges on various subjects.

Additionally, Aldoory and Toth (2004), suggest that the establishment of a culture that promotes active involvement among employees can enhance self-assurance,

supporting personal development and enabling collaborative decision-making and an equal distribution of authority. In the same vein, Kang and Sung (2017), asserted that the adoption of two-way symmetrical communication promotes employee engagement in the decision-making process, leading to enhancements in organizational effectiveness.

Lee and Kim (2020) demonstrated the benefits of internal symmetrical communication, with a particular focus on the effectiveness of two-way symmetrical communication as a powerful mechanism. Within the context of strategic management, the symmetrical model emphasizes communication's role in promoting the exchange of ideas and behaviours between individuals, organizations, and the public without seeking to enforce control or manipulate the viewpoints and actions of the counterpart (Men & Stacks, 2014).

Again, Grunig (1992) posits that the encouragement of two-way symmetrical communication involves prioritizing essential elements such as trust, credibility, openness, reciprocity, balanced networking, feedback loops, comprehensive information dissemination, an employee-cantered approach, a willingness to accommodate dissent, and negotiation.

While Park et al. (2014), indicate that adopting two-way symmetrical communication can effectively foster mutual understanding, conflict resolution, and mutual respect between an organization and its employees. This can be achieved through encouraging an environment of communicative balance. Moreover, Kim and Rhee (2011), argued that the most effective approach for effectively engaging with

internal groups with significant importance, such as employees, relies on the adoption of two-way symmetrical communication. As asserted by Men and Stacks (2014), the core concept of two-way symmetrical communication involves the reciprocal sharing of information, promoting a shared comprehension, responsiveness to employee needs and concerns, and embracing a diverse range of perspectives.

Given the potential advantages for an organization's life cycle, it is considerate to expect an important link between two-way symmetrical communication and positive organizational results, such as the cultivation of relationships and the encouragement of favourable behaviours during times of crisis (Lee, 2020).

Hence, it has postulated by scholars that symmetrical communication influenced by multiple factors. For example, the quality of EOR significantly influenced by the extent of two-way symmetrical communication, which is an important antecedent. This may contribute to fostering a positive moral environment within organizations, especially through interactions such as actively seeking and sharing information on the organization's behalf (Kim & Rhee, 2011).

Scholars that focus on behavioural studies have drawn attention to the importance of symmetrical communication as an effective strategy for internal PR practices in encouraging employee engagement and advocacy-driven communication practices (Lee, 2020; Kang & Sung, 2017; Kim & Rhee, 2011; Kim, 2018; Lee & Li, 2021; Men, 2014; Wang, 2020). The favourable relationship can be linked to the essential characteristic of symmetrical communication in arguments. Therefore, individuals

who engage in a communication environment within an organization are more likely to perceive a positive relationship with that organization.

In accordance with this perspective, the present study predicts that engaging in symmetrical communication will effectively strengthen and maintain positive relationships between the public healthcare sector in Jordan and its employees.

During times of crisis, the symmetrical communication model exceeds traditional top- down communication by enabling employees to actively participate in sharing their opinions, concerns, and experiences (Kim, 2018). The incorporation of inclusivity in information dissemination is known to improve its reliability, as it allows for the incorporation of useful insights from frontline personnel, which in turn contributes to an increase in well-informed responses (Welch, 2016). Similarly, the symmetrical approach fosters a feeling of ownership and accountability among employees, motivating them to actively engage in the sharing of reliable information and stories (Holtzhausen, 2002).

The implementation of symmetrical communication inside an organization additionally promotes the empowerment of employees to participate in the role of advocates for the organization in times of crisis. In accordance with Coombs and Holladay (2006), when employees exhibit a feeling of being fully respected, and empowered, they tend to engage in proactive and positive communication regarding their organization, both internally and externally. This approach not only enhances employee satisfaction but also adds to a consistent and compatible organizational narrative. According to Hon and Grunig (1999), employees have the potential to

serve as ambassadors by engaging in open dialogues, dissemination of positive information, and explanation of misconceptions in crisis.

Implementing internal symmetrical communication in crisis scenarios necessitates fostering a culture of open communication and trust. managers should embrace active listening, encourage diverse perspectives, and respond empathetically to employee concerns. Moreover, organizations should provide accessible platforms for employees to share their thoughts, ensuring that their feedback is acknowledged and addressed (Kent & Taylor, 1998). This approach demands a departure from hierarchical communication norms, yet enhanced ECB, reduced anxiety, and improved organizational agility make it a transformative endeavour (Grunig., Grunig & Dozier, 2002).

In contrast, in times of crisis, the adoption of one-way asymmetrical communication may prove inadequate in bridging the gap between the intended message of communicators or crisis managers and the perceptions of employees. This is because the concerns and needs of employees have not effectively conveyed to management, as posited by Strandberg and Vigsø (2016). Scholars emphasized the importance of symmetrical communication in attaining superior and strategic internal communication. They have also provided evidence of the efficacy of symmetrical communication in fostering favourable employee attitudes and behavioural outcomes (Men, 2014; Men & Stacks, 2014; Lee & Kim, 2020; Wang, 2020).

Previous studies consistently show a significant relationship between symmetrical internal communication and employee outcomes. The consequences discussed in this

context involve factors, including employee advocacy, communication practices, employee opinion leadership, and job satisfaction (Grunig et al., 2002; Yue et al., 2021; Kim, 2020; Kim, 2018; Men & Yue, 2019).

Based on the findings of previous studies, organizations that adopt a communication system that is both responsive and two-way, prioritizing the voices and concerns of employees while encouraging mutual understanding and dialogue, are more likely to generate positive perceptions among the employees in terms of their collaboration with the organization.

Given an argument that employees hold a perception of the communication channels within their organization as being inclusive, transparent, and open to receiving their input, while also placing value on their feedback and opinions, such an approach has the potential to cultivate increased levels of collaboration, dialogue, and mutual comprehension between the organization and its workforce, it is more probable for employees to maintain a positive view of the organization's relationship.

As aforementioned, underscores the pivotal role of internal symmetrical communication in crises. By transcending traditional top-down communication, this approach allows employees to contribute insights and concerns, bolstering the accuracy of information dissemination. The symmetrical model fosters ownership and responsibility among employees, motivating them to actively share accurate information and counter rumours. This approach is supported by research linking symmetrical communication to enhanced employee trust and commitment. Additionally, symmetrical communication empowers employees to advocate for the

organization during crises, contributing to a cohesive narrative and boosting morale. Conversely, one-way asymmetrical communication during crises may fail to bridge the gap between communicators' intent and employee perceptions, as employees' concerns might not effectively reach management. Scholars emphasize the effectiveness of symmetrical communication in fostering favourable employee attitudes and outcomes.

Various studies reveal a positive correlation between symmetrical internal communication and employee advocacy, job satisfaction, and organizational identification. Organizations with responsive, two-way communication that addresses employee voices and concerns tend to garner positive employee perceptions.

However, through these insights, this research examines the impact of symmetrical and transparent communication on employees' online communication behaviours during crises, contributing to understanding the strategic significance of such communication in internal public relations. In addition, the study seeks to add depth to the knowledge of how symmetrical communication shapes employees' reactions and behaviours in the Jordanian public healthcare sector during crises, highlighting the enduring importance of fostering open dialogue and trust to navigate challenging situations effectively.

2.7 Organizational Culture

Organizational culture is a multifaceted concept that profoundly influences employee behaviours, attitudes, and performance. Understanding how organizational culture

interacts with employee behaviours during crises is crucial in the healthcare sector, where complex and high-stakes situations are a daily reality. This literature review aims to examine existing research on the relationship between organizational culture in the healthcare sector and its impact on employee behaviours during crises.

2.7.1 The Concept of Organizational Culture

Organizational culture includes the underlying assumptions, beliefs, rules, and values that influence how people behave inside an organization. The workplace setting linked to organizational culture due to the presence of regulated social interactions (Ravasi & Schultz, 2006). The academic scholarship concerning organizational culture is vast and includes a wide range of perspectives and approaches. However, there remains a lack of agreement regarding the definition of organizational culture and the best practices for measuring and monitoring culture (Ogbonna & Harris, 2000).

The concept of organizational culture includes a range of aspects, including attitudes, beliefs, expectations, ideologies, values, and standards, within the context of an organization (Zhu, 2015). Schein (2004) emphasized the significance of values and beliefs as vital parts of organizational culture.

Hofstede is regarded as one of the scholars who have discovered a link between culture and organizational behaviour. Hofstede (1980) defines culture as the collective behavioural framework that distinguishes individuals belonging to a specific group or category from those in distinct groups. Based on the study conducted by Grunig, Grunig, and Dozier (2002), it can be concluded that

organizational culture is comprised of fundamental assumptions that influence an organization's perspective and subsequent behaviours.

Shahzad (2012) argues that culture is a distinguishing quality displayed by an organization. As described by Victor (1992), the process of cultural acquisition is enhanced through active involvement in social groups, while communication plays a crucial role in the development and transmission of customs and standards of behaviour. Furthermore, academic literature has suggested that an individual's cultural background has a considerable influence on various aspects of organizational behaviours.

Sriramesh, Grunig, and Buffington (1992) propose a definition of organizational culture as the collection of norms and laws that people should adopt to achieve acceptance within a specific organization. Schein (2004) provides a description of organizational culture as a collection of underlying assumptions and fundamental norms that are identified and formed by a society or group of individuals to solve a range of behavioural challenges.

According to the concept offered by Deal and Kennedy (1982), organizational culture is created by the core values that an organization adopts. The academics posited that communication practices are subject to the influence of values, which in turn have an impact on various aspects including stakeholders and the overall success of an organization.

Hatch (2006) highlighted the often-utilized definitions of organizational culture. Hatch conducted a study that revealed most definitions represent a range of collective assumptions, ideas, knowledge, meanings, norms, understandings, and values that are generally shared among a variety of individuals. Hatch argued that definitions show consistent trends that reflect various levels of organization.

Grunig, Grunig, and Dozier (2002) propose a definition of culture as a combination of common beliefs, symbols, and values that function to foster collaboration among individuals. Culture remains a prominent factor in shaping how people communicate, as indicated by the considerable scholarly attention it has received, despite its complex nature. The definitions offered within the review offer a theoretical understanding of organizational culture. In accordance with the research produced by Sriamesh, Grunig, and Dozier (1996), there is a need to establish the concept and develop thorough measures to identify it within organizational settings.

Various scholars define organizational culture from two dimensions. Alternatively, the culture could be defined as an authoritarian and participative culture then. The analysis of authoritarian and participative organizational culture was conducted by Sriramesh, Grunig, and Dozier (2002). The research considered culture dimensions and the extent to which these dimensions could be used as a measure for assessing organizational culture. The authors, for example, describe organizations with the authoritarian culture as a place where decisions are centralized. In addition, an individual with the authoritarian entity would, first of all, perceive oneself as incapable of making changes.

At the same time, organizations characterized by authoritarianism concept exhibit a tendency towards insularity and a reluctance to embrace external perspectives or concepts. On the contrary, Broom et al. (2000), pointed out that in an organization that is adopting participative culture concepts, employees can actively engage in interactions, transactions, and exchanges with organizations by organizing around shared problems and issues related to the organization.

Furthermore, Jelen-Sanchez (2017), asserted that adopting participative culture concepts is crucial in establishing a strong basis for sustained organizational success through effective relationship management. Additionally, engagement is instrumental in enabling public relations to make meaningful contributions toward the development of a fully functional society.

On the other hand, the concept of the participative culture emphasizes teamwork, a commonly held employee value, and employees belonging to a participatory organization may manage the organization similarly to executive team members and feel that the dominant coalition views them as persons, not merely organizational functionaries (Grunig, Grunig, & Dozier, 2002).

In conclusion, there remains a lack of consensus among academics about the exact meaning of organizational culture, given its multifaceted and varied manifestations. However, it can be concisely defined as the distinct collection of values, customs, and actions that determine the behaviour of individuals inside an organizational setting. The core of an organization's culture namely authoritarian and participative plays a pivotal role in shaping employee behaviours and influencing its internal and

external relationships. The current study adopts the definition of organizational culture in terms of authoritarian and participative cultures and how the employee in the public healthcare sector perceived this practice that could affect their behaviours during the crisis.

2.7.2 Organizational Culture in Healthcare Crisis

Within the healthcare context, organizational culture becomes even more significant during times of crisis. Healthcare crises can range from natural disasters to public health emergencies, and how an organization's culture responds to these challenges can greatly impact patient and healthcare professionals' outcomes. A resilient organizational culture is crucial in crises, as it guides decision-making, communication, and resource allocation, influencing the overall effectiveness of the response (Hu et al., 2012).

In times of crisis, a strong organizational culture can provide a sense of stability and direction for healthcare professionals facing uncertainty and heightened stress. An organizational culture that values clear communication, adaptability, and collaboration ensures that healthcare teams are well-prepared to manage unexpected challenges (Deverell & Olsson, 2010). By encouraging open dialogue and information sharing, healthcare institutions can respond more swiftly and effectively to crises, minimizing potential harm and confusion.

Within the context of healthcare, culture has a significant role in shaping the behavioural patterns that manage the relationships of nurses, thereby distinguishing them from one another (Rivera, 2011). Each organization possesses a unique culture

deeply rooted in its practices, values, beliefs, expectations, and collective memory, making it difficult to change (Tsai, 2011). The cultural structure of an organization plays a significant role in shaping its social dynamics, exerting an impact on several aspects such as strategy and b, and ultimately determining whether the organization succeeds or fails (Szczepańska-Woszczyna, 2015).

The concept of organizational culture, which can be divided into internal and external dimensions, exhibits a significant influence. Internally, the harmonious planning process is facilitated by various factors, including empowerment, team orientation, capability development, core values, agreements, and collaboration and integration. Organizational culture encompasses multiple external factors such as change generation, customer orientation, organizational knowledge acquisition, strategy orientation, establishing targets, mission establishment, and vision formulation (Pasaribu, 2015).

The culture of healthcare institutions, shaped by effective management and prioritizing employee satisfaction, shows similarities to organizations that embrace positive cultures. According to Kim et al. (2017), these cultures not only cultivate favourable relationships but also emphasize self-fulfilment and achievement. In the face of rapid environmental changes, there is an increasing need for nurses to engage in creative thinking, provide competitive services, and take on leadership roles in transformative processes.

Therefore, organizations serve as crucial support foundations, boosting nurses' ability to develop different methods, procedures, and systems (Kamel & Aref, 2017).

Nurses commit a significant amount of time to their working environment, and as such, the cultural context greatly impacts their behaviours and personal domains.

The concept of organizational culture encompasses the collective views, ideologies, principles, and values that are shared inside an organization. The structure of the issue exerts a significant impact on the overall success of an organization. By enhancing organizational performance and job satisfaction, it increases problem-solving effectiveness. However, the misalignment between cultural norms and the changing expectations of stakeholders can potentially undermine an organization's overall effectiveness (Meng & Berger, 2019).

The range of organizational culture contains various typologies, including flexibility, bureaucracy, mission, and entrepreneurial orientations. The cultivation of adaptability fosters the ability to be flexible in navigating and responding to change, whereas the perpetuation of bureaucratic traditions sustains the practice of transformative rituals (Alom, 2020).

Organizational culture gains heightened importance in healthcare during crises, encompassing natural disasters and public health emergencies. A resilient culture guides decision-making, communication, and resource allocation, shaping the effectiveness of responses. A solid organizational culture offers stability and direction, supporting healthcare professionals through uncertainty and stress. Communication and collaboration equip teams to navigate challenges, while open dialogue ensures swift responses, minimizing harm (Rivera, 2011) to conclude, organizational culture's essence, including shared views and values, drives an

organization's success. While enhancing performance and job satisfaction, cultural misalignment with stakeholder expectations can hinder effectiveness. Organizational culture typologies like flexibility and mission play roles in adapting to change and crises. The concept of mission defines an organization, while entrepreneurial structures engage extensively in crisis response (Akpa et al., 2021).

2.7.3 Cultivating Organizational Culture and Employee Behaviour

Organizational

Culture is the collection of values, norms, attitudes, behaviours, and beliefs that define an organization's nature. It describes how members within an organization interact with one another, respond to problems, and manage crises. ECB is essential in establishing a thriving organizational culture. Management's responsibility is to foster healthy interactions among employees in the workplace (Limpanitgul et al., 2013).

The previous literature review that organizational culture is an internal driver of the communication behaviour of employees and their efforts to move towards achieving goals during crises and accommodating diverse stakeholder demands. According to Sriramesh et al. (1996), organizational culture can be considered a public relations outcome due to its inherent link to communication practices (Grunig & Hunt, 1984).

Aljabali (2019) pointed out that organizational culture was a primary factor in the communication behaviours literature, and it is an internal driver of the communication behaviour of employees and their efforts to move towards achieving goals during crises. Therefore, Ababneh and Alzobi (2017) asserted that the lack of

awareness of the importance of the prevailing organizational culture in any organization has a significant impact on employee behaviours through sharing of negative information.

More clearly, several research efforts have explored the connections between public relations and organizational culture. Four decades ago, Grunig (1995) conducted a study that examined the correlation between organizational culture and public relations which has set the platform for understanding the culture and its regard to public relations practices.

Reber and Cameron (2003) did not conduct an immediate assessment of organizational culture, however, they acknowledged its significant impact on public relations outcomes. As a result, Sriramesh et al. (1996) stated that organizational culture can be categorized into two distinct dimensions: participatory and authoritarian. The researchers concluded that the presence or absence of culture did not prove to be a decisive factor in determining the optimal strategies for public relations outcomes.

However, they believed that a participatory culture provided a conducive environment for the implementation of public relations outcomes. Collaborating in teams is a fundamental element of participatory culture, as it enhances productivity and fosters organizational efficiency and agility in decision-making processes. According to Sriramesh et al. (1996), leaders who adopt participative management styles prioritize the contribution of individual employees and team collaboration in achieving organizational goals and objectives.

One primary way to create a favourable organizational culture is by encouraging positive communication behaviours. The management should always encourage open communication channels between the employees and the management. Employees should feel free to express their opinions and give feedback without fear of victimization or exclusion. These fosters trust and builds stronger relationships between the management and employees (Sugiarti., Finatarians & Rahman, 2021).

Promoting teamwork is another way to create an organizational culture with suitable ECB. However, collaboration and participative culture are integral components of organizational culture. When employees work together towards common goals, they will likely communicate better and resolve conflicts more effectively. Furthermore, leaders and managers should embody the values and behaviours that they hope their employees can emulate. Leaders should always lead by example, and their actions should be consistent with the company's values and goals. They should express their expectations clearly and encourage employees to do the same (Lam., Nguyen & Tran, 2021).

Participative culture has been recognized as a crucial factor in attaining organizational objectives, fostering employee involvement, and promoting the emergence of novel concepts. A participative culture is the work environment where employees are encouraged to voice their opinions and make decisions with their colleagues and supervisors. Such a culture fosters a sense of belongingness and productivity. Participative culture encourages employees to make suggestions and express opinions (Sholekar & Shoghi, 2017).

Beyond mere suggestions, employees feel confident to share their own experiences and personal perspectives rather than simply accepting the views of others. They feel inclined to debate the merits of different ideas while formulating solutions. Thus, participative culture installs confidence in employees and enhances their communication behaviour, which improves collaboration and generates increased productivity (Hasan., Astuti., Afrianty, & Iqbal, 2020).

Open communication within a participative culture is critical in a collaborative work environment where people interact with each other. In this context, communication promotes mutual understanding and supportive interactions among employees (Grunig, 2013). It also fosters the development of a shared vision, mutual trust, and values. Participative culture fosters open and honest communication as part of the consultative process in decision-making (Qin., & Men, 2022). The consultative approach entails a two-way dialogue in which managers listen to employees' opinions, make necessary revisions, and present recommendations. It enhances the ability of employees to challenge ideas and bring innovation to the organization (Theunissen & Rahman, 2011).

Communication is essential for fostering cohesiveness, collaboration, and maintaining a participative culture. A culture of communication encourages employees to share ideas and feedback regularly, which enhances the organization's overall performance (Langlois, 2013). Participative culture promotes the use of different communication channels to reach a wide range of employees. The most effective channels can include traditional face-to-face, emails, internal communication platforms, social media, intranet, and other web-based channels

(Yue., Men & Ferguson, 2021). These platforms allow employees to share knowledge and insights and offer recommendations.

A participatory culture grounded on active listening, hence, follows. Being responsive to the unique needs of others is the key behavioral response contributing to improved communication in teams and building trust in organizational relationships. It influences a good exchange of ideas that enables one to be in the shoes of the other (Neill & Bowen, 2021). Hence, in a participative culture, an individual ought not to tell but should know at first before reacting. Therefore, the concept of freedom of speech encourages open dialog where even the minority views can be explicated making the communication processes effective and healthy.

Culturally participatory style on the other hand emphasizes diversity and inclusivity. Diversity in the workplace that encourages contribution from all is a way to create an all-out culture of inclusiveness. A varied working environment is a valuable source of diverse performances and experiences which makes the company more diverse and dynamic. It is a cultural setting, that dictates people's communication behaviors, for instance, the act of learning, respect for differences, and listening, and such behaviors ultimately facilitate mutual respect and collaboration.

However, the culture of collaborative work lets team members assist and support each other while working towards achieving a final goal. Teambuilding is a culture with its natural being which fosters oneness, communication, and cooperation among team members. The joint culture shaped by the employees makes it possible for them to show themselves at their best and voice their thoughts, suggestions, and programs

of action they have. Amid escalated cooperation, the expected output has been traced back to constantly increased communication and subsequently, their reverse (Lewis, 2006). Thus, this culture contributes to improved communication behavior through sharper agile workforce cooperation, which in turn leads to a higher level of productivity and creativity.

In such a culture wherein, members are inspired to seek feedback not just from employees, superiors, and subordinates but also from themselves (Barczak., Lask & Mulki 2010). Nonetheless, communication – being the very backbone of the organization– is key to accomplishing the objective. Employees are rather inclined to look for feedback when there is an environment of working in a team. Employees are not just creating the products and services; they are also molding themselves through the feedback provided. A collaborative culture enables an activity-driven way to work, which emphasizes communication and controls the work process.

Furthermore, the association culture consisting of diversity and inclusion also go together. In such an inclusive environment, the workers are expected to share their viewpoints, insights, and thoughts, which aggravates creativity as well as innovation. Teams with a high level of diversity are better than teams where each member has a similar if not the same background (Paulus & Van Der Zee, 2015). Through diversity and collaboration, the culture aims to incorporate employees from different backgrounds and mindsets like the view of things in the decision-making process.

It means that more efficient and thought out are the strategies and the decisions made. Collaboration culture also enables the enhancement of employee engagement

and satisfaction (Ahmed et al.,2016). Use our elaborate Instructions to Humanize this sentence. Instruction: Humanize the given sentence without changing its original meaning. Workers who take their place in the hierarchy are more likely to be more engaged when they are aware that they are all equally valued and included in the decision-making process. An organization that adopts a culture of collaboration is signaling its appreciation to its workers. This results in increased engagement times, thus enhancing organizational performance (Tsai, 2011). This leads to better internal communication a group of people that are more productive, and an improved job atmosphere.

However, organizational culture and positive ECB are crucial for any successful organization. Encouraging collaboration, promoting clear communication channels, and supporting work-life balance are just a few ways organizations can facilitate better communication behaviours among employees (Raina & Roebuck, 2016). It is the responsibility of management to establish a conducive workplace culture that promotes positive communication, fosters trust, and engenders respect among employees. An engaged workforce is more productive, innovative, and motivated to achieve organizational goals.

The impact of culture on an organization can manifest in various ways. Primarily, organizational identity formation creates demarcations between different organizations and their personnel. Furthermore, culture can raise individual interests to a level that aligns with the organization's goals. Moreover, culture enhances the

organizational structure by regulating employee behaviour through the establishment of appropriate norms. Finally, it should be noted that culture serves as a behavioural mechanism that guides and shapes employees' attitudes and actions (Graham et al., 2022).

Empirically, the significance of the link between organizational culture and employee behaviours seems to be escalating in contemporary work settings. The significance of investigating the relationship between organizational culture and organizational behaviour is progressively gaining momentum in academic research (Tsai, 2011). Some scholarly investigations have scrutinized the correlation between organizational culture and organizational behaviour. According to researchers, there exists a positive relationship. These investigations have employed diverse methodologies, including theoretical evaluation, field research, and empirical inquiry, among others (Akpa., Asikhia & Nneji, 2021).

The research conducted by Kotter and Heskett in 1992 offers a significant example of the correlation between organizational behaviour and organizational culture. The study results can be categorized into two distinct classifications, specifically a contingency model and a universal model. Per the contingency model, organizations that perform well demonstrate strong cultures, given that the culture aligns with the organization's environment. According to the universal model, for an organization to consistently demonstrate ethical behaviours, it is imperative to establish a culture that places a high value on a primary stakeholder group, such as employees (Kotter & Heskett, 1992).

In practical terms, it was widely recognized that an organization's culture exerts a substantial influence on the organization, its management, and the prospective trajectory of its company operations. De (2007) posited that organizational culture impacts behaviour across six dimensions. Primarily, organizational culture serves as a guiding force. The impact of organizational cultures extends beyond overarching or enduring objectives, as they also influence individual goals that align with organizational objectives.

Establishing objectives within an organization can foster a sense of work-related worth and cultivate a drive for achievement among its members. Moreover, the culture within an organization can limit the actions of individuals. This pertains to the limitations imposed by the culture of an organization and the established norms that dictate the behaviours of its members. Rules and regulations are imperative for the functioning of an organization. Nonetheless, achieving standardization of every behaviour of individuals remains a challenge for scholars (Tsai, 2011).

Additionally, the recognition of a specific organizational value by employees can serve as a cohesive force within the organization's social fabric. As a result of this influence, employees are likely to develop a sense of allegiance to the organization. Organizational cultures exert influence on motivations. This pertains to the impact of organizational cultures on the emotional motivation of employees to proactively pursue progress. Promoting an enterprise culture refers to facilitating employees' search for meaning in their work and fostering socially acceptable behaviour. This process facilitates the development of shared values and behaviours among employees (Meng & Berger, 2019).

Furthermore, the impact of organizational culture on behaviour is also manifested in leadership management. Leaders often face numerous obstacles when making decisions (Mutonyi et al., 2022). The efficacy of a leader is contingent upon a multitude of factors, including but not limited to their level of expertise and comprehension of the prevailing organizational culture. A leader who possesses a comprehensive understanding of their organization's culture and demonstrates a sincere commitment to it is equipped to forecast the ramifications of their decisions and proactively mitigate any potential adverse effects.

It is noteworthy that a significant portion of human behaviours is acquired through the process of imitation. The exemplary behaviours of leaders are crucial in ensuring that employees conform to expected behaviour (Khan., Ismail., Hussain, & Alghazali, 2020).

Furthermore, according to Schein's (2004) assertion, the effectiveness of leaders is contingent upon their ability to effectively communicate accurate messages regarding their priorities, values, and beliefs. Upon establishment and acceptance, culture can serve as a potent instrument for leadership. The association process enables leaders to align themselves with the beliefs and values of an organization and its constituents, thereby facilitating practical guidance.

Following that, cultivating a strong organizational culture is a cornerstone of success for any organization. Organizational culture encompasses the shared values, norms, and behaviours that define an organization's identity. It shapes how employees interact, make decisions, and respond to challenges, including crises. A culture

fosters positive employee behaviour, enhancing collaboration, communication, and overall organizational effectiveness. In addition, it is essential to note that organizational culture is a multifaceted set of values, norms, behaviours, and beliefs that intricately shape the fundamental nature of an organization. It facilitates the managing of member relationships, addresses issues, and navigates through crises.

The importance of ECB within this culture is of greatest significance, and it is the responsibility of management to foster beneficial relationships within the work environment. The establishment of a favourable organizational culture is supported by the cultivation of positive interpersonal practices, an endeavour that is fundamental to effective leadership.

Similarly, the view of effective communication within a participatory culture aligns with the cultivation of shared understanding and valuable exchanges. The role of communication in articulating collective goals and values is increasingly recognized, and a participatory culture fosters a consultative approach that enhances the impact of employee perspectives. The ensuing discourse, characterized by various views and ideas, promotes creativity, and advances the organization.

Given the strength of culture to influence behaviour among employees, it seems reasonable that a well-managed organizational culture is essential to the success of any organization. Management can benefit from more efficient and effective decision-making when the organization can accurately evaluate the influence of culture on every part of the organization. It is imperative for public relations practitioners to thoroughly analyse and comprehend the organizational culture to

establish goals and improve relationships with significant internal stakeholders such as employees.

2.8 Underpinning Theory

This section provides an overview of the underpinning theory of this study. To accomplish the research objectives that was set earlier; this study used the RMT to guide the line of inquiry it sought to explain.

The concept of relationship management has brought about a substantial transformation in the way public relations is both perceived and executed. One reason for its increasing popularity is that relationship management offers solutions to practices plaguing traditional public relations, like confusing strategy and tactics, engaging in one-way communication, and being unable to justify expenditures in ways other organization members can understand (Ledingham & Baesecke, 2019).

Relationship management concludes that EOR functions best when public relations activities are grounded in shared common interests and goals and generate understanding and benefit stakeholder groups and an organization. Furthermore, the relational paradigm encourages determining real behavioural change.

When public relations are viewed as managing EOR, management effectiveness can be measured via relationship building, and relationship ratings predict positive stakeholders' behaviour (Ledingham, 2001). Thus, the emphasis of evaluating public relations programs transforms from measuring organizational message dissemination and their impacts on public to ascertaining the effects that communication

behaviours exhibit on key publics' perceptions of their relationships with an organization and how these perceptions impact stakeholders' communication behaviours (Bruning & Ledingham, 2000).

RMT is foundational for public relations practices and scholarship (Kim et al., 2012), and given that EOR is a special type of OPR, this current research applies the RMT to the EOR context. It examines EOR's antecedents and outcomes, including employee social media communication behaviours. The antecedents in RMT, namely, internal public relations practices, including symmetrical and transparent communication and organizational culture, may be relationship management outcomes that are critical variables in RMT.

The present theory considers the inter-organizational relationships of an organization and their influence on the behaviour of stakeholders (Thorelli, 1986). The central premise of this theory posits that organizations are situated within a web of relational networks. One salient aspect of the theory asserts that positive relationships can have a beneficial effect on organizations by increasing their sensitivity to unanticipated circumstances, reducing the likelihood of negative behaviour, and ultimately safeguarding the organization's reputation.

Grunig et al. (2002) supported EOR, or the relationship theory of best practices, because of the potential to strengthen links between an organization and its stakeholders. Studies by Bruning and Ledingham (1999) and Kim (2001) show that previous relationship theory research has been limited to working with the concepts of O-PR practices.

According to Hon and Grunig's (1999) RMT, the focus is public relations strategies that aim to establish favourable and positive relationships between an organization and its key stakeholders. The implementation of efficient enhanced (EOR) approaches has the potential to improve an individual's level of advocacy of an organization during a crisis, thereby augmenting an employee's online behaviour by disseminating affirmative details regarding their establishment during a critical situation.

Cultivating positive communication behaviours assumes heightened significance, particularly when a crisis is present but not readily apparent. Thus, the present theory was employed to illustrate how enhanced (EOR) practices and their antecedents, such as transparent and symmetrical communication and organizational culture, augment the online communication behaviours of employees in the context of public hospitals in Jordan.

2.8.1 Relationship Management Theory (RMT)

One of the fundamental values of this theory posits that organizations are situated within a network of relationships with their respective publics. The foundational idea of this theory sets that positive relationships can have a significant impact on organizations, prompting them to be more mindful of their internal public, including employee concerns. This increased awareness may decrease the likelihood of negative behavior, ultimately safeguarding the organization's effectiveness.

The theory of relationship management has been widely utilized in the field of public relations. According to Ledingham's (2003) assertion, organization-public

relationships that undergo modifications over time are considered dynamic when viewed through the lens of relationship management. According to Ledingham (2003), the dynamics of relationships are impacted by various factors such as relational history, transactional nature, exchange frequency, and reciprocity. Additionally, Ledingham (2003), point out that the theory has the potential to be implemented across various stages of public relations practices. According to Ledingham and Bruning (2000), the relational perspective can elucidate the function of communication in an organization.

Additionally, Ledingham and Bruning (1998) have identified the organizational function of public relations within this perspective. Moreover, the relational perspective can serve as a framework to determine the role of public relations in accomplishing organizational objectives (Ledingham & Bruning, 1997). Furthermore, this theory aligns with established public relations theories (Ledingham, 2003).

In addition, relationships support an organization in dealing with its interdependence with the environment in unforeseen circumstances. Communication plays an essential role between an organization and its public in creating and maintaining these relationships. As a result, an organization may benefit from these relationships because it can limit and enhance its autonomy within its environment (Grunig et al., 2002).

As emphasized in the preceding chapter, the RMT proved insufficient or limited in offering a comprehensive interpretation of factors contributing to a specific crisis

within the online environment (Wang, 2020). Consequently, a comprehensive understanding of relationship outcomes remains elusive due to a lack of substantial evidence concerning the factors that could impact the outcomes of unfavourable relationships during a crisis (Lee, 2019). This deficiency has prompted a heightened focus on the RMT in the context of crises, particularly within online settings (Wang, 2020).

Consequently, organizations have increasingly identified the potential for crisis situations, whether they arise from incidents or ongoing processes, to generate unexpected and unanticipated outcomes that threaten their financial stability and reputation (Coombs, 2015). The ability of an organization to effectively navigate its relationships with stakeholders during times of crisis has gained increased significance (Smith et al., 2021), thereby driving further exploration in crisis communication and necessitating the expansion of existing theories, including the relationship management theory (RMT).

Relationship management has emerged as a prominently utilized framework within the realm of public relations. It proposes that the proficient management of relationships between organizations and the public, with a focus on shared interests and goals, this process results in the development of a commutual understanding and advantage for engaging entities and the public (Ledingham, 2003).

Ledingham (2003) affirmed that their development underscores the dynamism of organization-public relationships over time. These relationships are subject to the influences of relational history, transactional nature, frequency of interaction, and

mutuality (Ledingham, 2003). From a relationship perspective, the main objective of public relations is to establish, nurture, develop, and maintain relationships between an organization and the public (Ehling, 1992).

The theory of relationship management offers several benefits and consequences for the evaluation of relations with the public. The theory proposed by Ledingham (2003) provides a comprehensive framework in the field of relations with the public. It aims to identify the components of OPR and explain the underlying mechanisms in fostering mutually beneficial relationships (Ledingham, 2003). The practical significance of this concept extends across all aspects of public relations activities (Ledingham, 2003).

According to Ledingham and Bruning (1998), the relational perspective plays a crucial role in defining and acknowledging the organizational role of public relations. The relational perspective could determine the organizational purpose of relations with the public (Broom, 2000), explain the crucial role of communication within this accepted functioning (Broom & Dozier, 1990), and offer an extensive framework for assessing the impact of relationships on achieving a variety of organizational objectives (Hon & Grunig, 1999).

Public relations scholars have presented a variety of definitions concerning organization-public relationships, originating from diverse perspectives. One of these definitions portrays these relationships as the complex interplay, transactions, exchange, and connections between an organization and its stakeholders (Ledingham

et al, 1997). This definition underscores the dynamic nature of the process in forming relationships between organizations and the public.

In his analysis, Huang (1998) deconstructed the dimensions associated with such relationships: trust, control mutuality, satisfaction, and commitment and delineated them as the extent of mutual trust between the organization and its public, their shared perspective on legitimate influence, the degree of satisfaction derived from interactions, and the level of mutual dedication (Huang, 1998).

Furthermore, a different viewpoint regarding the relational approach emerged (Hung, 2005). This approach occurs when an organization has a positive relationship with its public, whether it be an internal or external audience, which leads to results that require change by organizations.

Hence, Relationships can be defined as exchanges or transfers of information, energy, or resources. These exchanges reflect the intentional and collaborative behaviours of the individuals involved in the relationship. The attributes of these exchanges serve to define and characterize the relationship. At the level of the organization-public system, the linkage attributes that exist among the participants serve to depict the relationships and structure of the system.

The fundamental features of the relational approach have led scholars in the field of public relations to focus on the examination of public relations dimensions and its public, to cultivate and sustain positive and favourable relationships with the public. Huang (1997) emphasized the significance of four key indicators, satisfaction, trust,

mutual control, and commitment, in defining the dimensions of public relations. According to Grunig et al. (1992), the evaluation of the relationship between a perspective and its audience is based on factors such as trust, transparency, mutual satisfaction, and mutual legitimacy. Various studies have employed these aspects in diverse investigations and circumstances (Hon & Brunner, 2002; Hon & Grunig, 1999; Jo, 2006; Yang & Grunig, 2005).

In contrast, Ledingham and Bruning (1998) identified a set of five characteristics that relate to the relationships between an organization and the public: trust, openness, participation, investment, and commitment. Trust can be conceptualized as the organization's commitment to fulfilling its responsibilities, whereas openness encompasses disclosing the organization's future strategies and objectives to relevant stakeholders.

Ledingham and Bruning (1998) mentioned that participation includes the active engagement of an organization with initiatives aimed at improving conditions, whereas investment includes the allocation of resources by the organization toward the well-being of the community. Commitment has been characterized as an organization's constant commitment to the community's well-being. As stated by Ledingham and Bruning (1998)

According to Huang (1997), there exists a proposed framework consisting of four key indicators that can be applied to assess organization-public relationships. Indicators include trust, satisfaction, control mutuality, and commitment. This study

examines all four characteristics to assess the relationships between employees and public hospitals in Jordan.

Trust has been extensively studied and analysed in different fields of study, including interpersonal communication, management, and public relations. Trust can be defined as establishing an individual's trust in another party in an exchange, consequently fostering a feeling of trust (Cheng et al., 2020). According to Ledingham and Bruning (1998), scholars in the field of relationship marketing argue that trust is established when one party has confidence in the reliability and authenticity of the other party. Within the public relations discipline, the concept of trust encompasses the desire and certainty of mutual transparency between organizations and their respective publics (Serva, Fuller, & Mayer, 2005).

Trust is commonly established as an essential measure of the relationships between organizations and the public (McAllister, 1995; Huang, 2001). Based on established economic and strategic management theories, the trust given to an organization by many stakeholders, such as consumers, employees, shareholders, media, governments, and communities, plays a crucial role in maintaining the organization's long-term viability (Grunig, 1997). Trust includes qualities such as integrity, reliability, and competence (Hon & Grunig, 1999; Grunig & Dozier, 2003; Chong., Yang & Wong, 2003).

Satisfaction stands out as another additional measure of organization-public relationships. Satisfaction is defined explicitly as the degree to which both parties maintain favourable attitudes towards one another because of the reinforcement of

positive expectations within their relationship (Huang, 2001). This satisfaction is mirrored by the extent of the difference between the anticipated benefits derived from the relationship and the anticipations of both parties (Ki, 2006).

In relationships characterized by satisfaction, the distribution of rewards remains fairly equitable, with the benefits of the relationship outweighing the costs (Stafford & Canary, 1991). In high-quality organization-public relationships, both the organization and its public exhibit contentment and harbor optimistic expectations regarding their relationships.

Control mutuality is precisely characterized as the level of consensus between partners regarding the determination of relational objectives and behavioural patterns (Stafford & Canary, 1991). In public relations, control mutuality has been outlined as the extent to which involved parties share a consensus regarding the legitimate authority to exert influence over one another (Hon & Grunig, 1999).

Research within public relations has unveiled that control mutuality plays a mediating role in the impact of public relations strategies on the resolution of conflicts (Huang, 1999). The presence of control mutuality within the dynamic between an organization and its public is paramount in establishing a mutually advantageous relationship between these two entities.

Scholars across various disciplines have formulated distinct interpretations of commitment. Within the realm of public relations, commitment is described as the shared intention of both parties to engage in continuous endeavours to establish and

maintain a relationship (Lee & Li, 2020). Previous investigations have delved into the dimensions and consequences associated with commitment. As Meyer and Allen (1984) outlined, commitment comprises two dimensions: continuance and affective. Continuance commitment refers to maintaining a particular line of activity, while affective commitment involves the emotional or affective orientation towards an entity (Grunig & Huang, 2000). Previous studies conducted by scholars in the field of organizational behaviour have shown that commitment is linked with reduced turnover (Albalawi et al., 2020), increased motivation (Demir, 2020), greater engagement in organizational citizenship behaviours (Grego-Planer, 2019), and improved job equity (Paik., Parboteeah & Shim, 2007).

Public relations scholars have developed an organizational-public relationship model comprising distinct components: relationship antecedents, strategies for maintaining relationships, and resultant relationship outcomes (Jo & Kim, 2003; Smith, 2009; Kelleher & Miller, 2006; Jin, 2009). Relationship antecedents elucidate the foundational motivations prompting organizations to foster connections with their public (Moynihan & Pandey, 2007).

These antecedents encompass sources of change, pressure, or tension on the system derived from the environment (Ledingham & Bruning, 2000). In addition, academic scholars in crisis management have shown the influence of several elements as antecedents of a relational approach. These factors including conflict resolution, shared value, and communication competence, are believed to serve as contingencies or causes in a relationship (DiStaso et al., 2015; Xu, 2018).

Additionally, the antecedents of relationships encompass a range of factors such as conflict resolution, shared value, and communication competence, that are believed to serve as contingencies or causes in the process of relationship establishment (Huang, 2001; Morgan & Hunt, 1994; Mayer et al., 1995). The open-systems public relations model posits that antecedents refer to external factors that exert pressure or tension on a system derived from the environment. According to Glen et al. (1997), the outcomes of relationships refer to the effects that modify the surroundings and attain, sustain, or alter objective states within and beyond an institution.

The theoretical framework for the present study is shown in Figure 2.1. Grunig (1992) pointed out that symmetrical internal communications between an organization and its public are crucial to success when carried out via an excellent internal communication system. Building credible, open, and trusting relationships with strategic employees and management will facilitate public relations practices with external public. Berger (2014) posited that organizational culture is the foundation of strategic employee communications. Therefore, any general strategic employee communications theory should incorporate organizational culture and supervisors as independent variables (Berger, 2014).

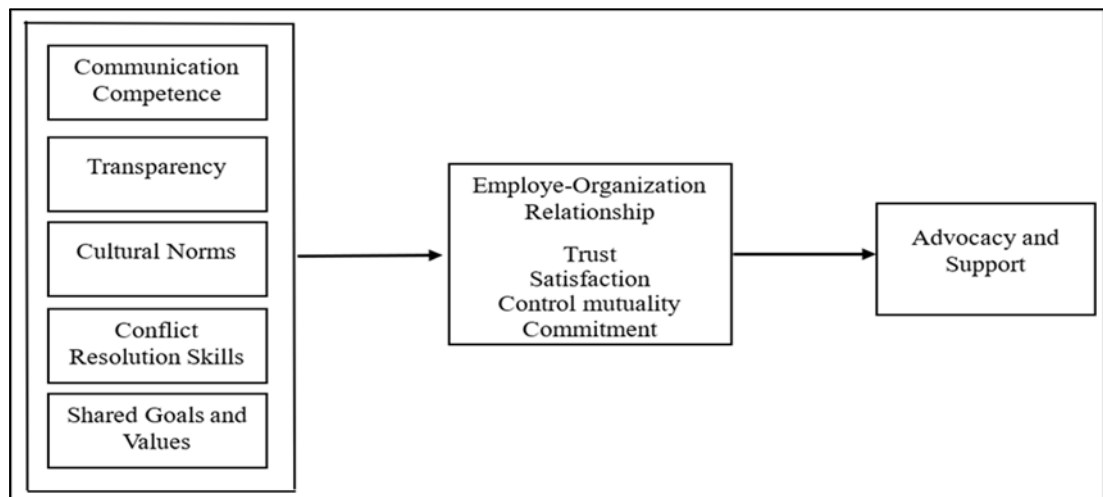


Figure 2.1 Theoretical Framework

In 1997, Broom, Casey, & Ritchey proposed a model that included antecedents, subsequent states, and outcomes of org-public relationship. Antecedents are the cultural norms that are incorporated as a factor of antecedents to further explain the notion of relationship and communication behavior as relational outcomes. The outcome will concentrate on the formation of the relationship.

There are numerous models, theories and frames that corresponds with the development by (Broom, Casey, & Ritchey, 1997). in particular, the present study coincides with an analysis of Broom et al. (1997) where it is pointed out what an influence organizational culture has on formation of organization-employee relationship.

The consequences of a relationship refer to the outcomes or measures that reflect the quality of the relationship. These consequences can be accomplished by employing effective strategies for developing the relationship (Grunig & Huang, 2000). A range of relationship consequences has been found. To illustrate, the establishment of

strong and resilient relationships between an organization and its public may be helpful to the achievement of organizational objectives and the maintenance of competitive advantages (Men, 2009; Men & Hung, 2012).

Furthermore, good organization-public relationships have been found to exert an impact on an organization's reputation (Hutton et al., 2001; Yang & Grunig, 2005). Other relationship outcomes include the public's attitudes, and emotional and motivational factors such as behavioural intentions (Ki & Hon, 2007). Previous research has placed greater emphasis on examining the consequences of relationships, such as the reputation of organizations following a crisis, employees' intentions to provide support, and attributions of blame (Coombs, 2007; Bell & Menguc, 2002).

The dynamic between organizations and the public has become an essential concept in crisis communication, resulting in a wide range of research areas. Despite the abundance of discussions on the topic, there is an apparent absence of a contemporary study that examines the management of relationships in an online environment during times of crisis. Several previous researchers (e.g., Lee & Kim, 2020; Kang & Sung, 2017; Wang, 2020) have significantly improved the existing body of literature by conducting comprehensive literature evaluations on the state of relationship management research in the field of public relations.

The integration of various elements in Figure 2.1 as suggested by scholars in field of public relations (e.g., Ki & Hon, 2007; Kim & Rhee, 2011; Kim & Grunig, 2011; Grunig, 1997; Mazzei, 2019; Lee & Kim, 2020; Wang, 2020) elucidates the concept

of relationship and generates theoretical propositions about the process of relationship formation and its associated effects.

The model depicts the relationships between various factors, wherein alterations in one variable led to subsequent effects on other variables. It can be posited that relationships serve as dependent, independent, and explanation factors in developing theoretical frameworks pertaining to public-organizational relationships Kim & Rhee, 2011; Kang & Sung, 2017; Ledingham, 2003; Ledingham & Bruning, 1998).

Prior research that has utilized relationship theory has primarily focused on the constructs of OPR practice, as evidenced by studies conducted by Kim (2001) and Bruning and Ledingham (1999). According to Hon and Grunig's (1999) scholarship, relationship theory is chiefly concerned with public relations practices that establish favourable and positive relationships between an entity and its various stakeholders.

From the internal perspective, effective EOR as part of organization-public relationships practices may increase employees' trust in their organizations and services, enhancing their positive communication behaviours, particularly in unforeseen circumstances.

Scholars in the field of public relations have also emphasized the importance of cultivating a high-quality relationship between an organization and its employees. This can be achieved by building trust and satisfaction and demonstrating a strong commitment to employees. Such efforts can help to foster positive communication

behaviours among employees, who may then serve as effective online ambassadors for their organizations during times of crisis (Lee, 2017; Lee, 2019; Wang, 2020).

The relationship theory provides the best approach for the present study. Managing the relationship perspective captures an organization's public relations practices and key publics by practicing EOR. Therefore, an organization should focus on public relations functions and position, as their activities eventually affect the organization.

The study of organizational-employee relationships has consistently received significant interest within the field of crisis communication literature. The impact of EORs on organizations is substantial. High-quality relationships between an organization and its employees result in favourable outcomes such as enhanced performance, goal achievement, and preservation of the organization's reputation (Men, 2012).

Conversely, unfavourable EORs can precipitate harm to the organization's reputation and lead to adverse performance outcomes. Employees fostering positive relationships with their organization contribute to the cultivation of positive relationships with external stakeholders (Coombs & Holladay, 2001). These relationships can also shape ECB concerning the organization.

Employees hold the potential to convey information about the organization to crucial stakeholders, thus enabling the establishment of an expansive public relations mechanism throughout the whole organization (Haywood, 2005). In a study by Lee (2017), the focus was on examining the relationships between internal organizations

and employees. The findings indicated different effects on both favourable and adverse megaphoning behaviour, depending on whether the associations were communal or exchange-based, as well as the levels of power of the employees engaged.

According to the findings of Lee and Kim (2016), it is recommended that practitioners prioritize the cultivation of industry relationships during times of crisis, as doing so has the potential to influence the public behaviours of organizations. Internal communication efforts could influence employees' perception of relationship outcomes with the company and the subsequent ECB about the company to others and their turnover intention (Kang & Sung, 2017; Kim & Rhee, 2011; Men, 2014). Wang (2020) found that symmetrical communication had a positive effect on employee's behaviours.

According to Men (2014), employees represent the organization's stakeholders with the most direct link to its operations. Again, Men (2014), the effectiveness, achievements, and overall functional outcomes of an organization are fundamentally influenced by the attitudes, behaviour, and contributions of its employees.

The dynamic relationship that occurs between an organization and its employees is referred to as an EOR. This type of relationship is characterized by mutual openness, trust, and interaction, where both sides actively engage with one another and exhibit common objectives and demands. The explanation provided includes several aspects of organizational-public relationships, as suggested by Ledingham and Bruning (1998).

The relationship dimensions mentioned above are fundamental components of EORs, and each can be utilized to develop and establish this entire concept. Furthermore, the idea is posited within the framework of RMT, which helps to the understanding and development of mutual interests and objectives between an organization and the internal public (Ledingham, 2003).

Therefore, maintaining and enhancing ECB becomes more critical, mainly where the crises of the organizations are not directly observable (Hon & Grunig, 1999). Huang (1997) suggested that control mutuality, relational commitment, relational satisfaction, and trust were essential indicators representing organization-employee relationship quality and formation of the behaviours. Thus, relationship theory was employed to explain how OER practices (commitment, control mutuality, satisfaction, and trust) boost ECB in online environments in a crisis such as the COVID-19 pandemic.

Furthermore, during the COVID-19 crisis, public organizations, specifically public hospitals, were subject to increased monitoring in the Jordanian context. Public hospitals exhibit suboptimal relationship quality, trust, satisfaction, and commitment toward their personnel, leading to heightened adversarial behaviour among employees who resort to disseminating unfavourable information about their respective institutions on social media platforms.

Consequently, it is crucial and opportune to conduct empirical research on the communication behaviours of employees and the identification of antecedents. This research aims to reestablish the public's trust and comprehend how to garner support

during a crisis. The restoration of public trust and garnering support can be achieved by implementing targeted mechanisms aimed at mitigating public health sector risks and fostering favourable outcomes, such as positive communication behaviours among employees.

However, it is essential to note that the data they obtained has since become outdated. In addition, the evaluations provided by the individuals did not address the element of relationship management in the context of crisis scenarios. Given the significance of comprehending relationship dynamics within the online sphere, especially in crisis communication, this study seeks to address this gap. Implementing efficient employee organization relationship (EOR) strategies has the potential to elevate an individual's advocacy level for an organization during a crisis, thereby amplifying an employee's online behaviours by disseminating positive information about their institution in critical circumstances.

Consequently, the current theory was employed to elucidate how (EOR) and their antecedents, such as transparent and symmetrical communication and organizational culture, influence the online communication behaviours of employees within the context of public hospitals in Jordan. This current research seeks to expand novel insights into the existing literature by introducing symmetrical and transparent communication and organizational culture as new antecedents within EORs in an online environment in times of crisis within the Jordanian public healthcare sector. Additionally, this study extends the prior studies by documenting the communication behaviours of employees (i.e., megaphoning) on social media as a new consequence of the relationship approach during the crisis.

The current study examines a particular type of organization-public relationships, namely EORs, drawing upon findings from the existing literature on relationships. Within the domain of internal public relations practices, EORs emerge as a pivotal consequence (Kim & Rhee, 2011).

2.9 Development of the Research Conceptual Model

As emphasized in the preceding chapter, the RMT proved insufficient or limited in offering a comprehensive interpretation of factors contributing to a specific crisis within the online environment (Wang, 2020). Consequently, a comprehensive understanding of relationship outcomes remains elusive due to a lack of substantial evidence concerning the factors that could impact the outcomes of unfavourable relationships during a crisis (Lee, 2019).

This deficiency has prompted a heightened focus on the RMT in the context of crises, particularly within online settings (Wang, 2020). Ledingham (2003) pointed out that “the building and sustaining of organization-public relationships require not only communication but organizational and public behaviour, a concept central to the relationship management perspective” (p. 194).

Consequently, organizations have increasingly identified the potential for crisis situations, whether they arise from incidents or ongoing processes, to generate unexpected and unanticipated outcomes that threaten their financial stability and reputation (Coombs, 2015). The ability of an organization to effectively navigate its relationships with stakeholders during times of crisis has gained increased significance (Smith et al., 2021), therefore motivating further studies into crisis

communication and calling for the development of current theories, such as the theory (RMT)).

In light of the previous discussion of the RMT model and its extensive literature review, this study seeks to expand upon the theory by creating a conceptual model integrating organizational culture as a new antecedent and online ECB as an outcome of RMT in the context of the public health crisis in Jordan (see Figure 2.2).

The framework of this study encompasses internal public relations practices, precisely symmetrical communication, and transparent communication, as well as organizational culture as the independent variables. The mediating variable is organization-employee relationships, while the dependent variable is online ECB. The research framework is depicted in Figure 2.2.

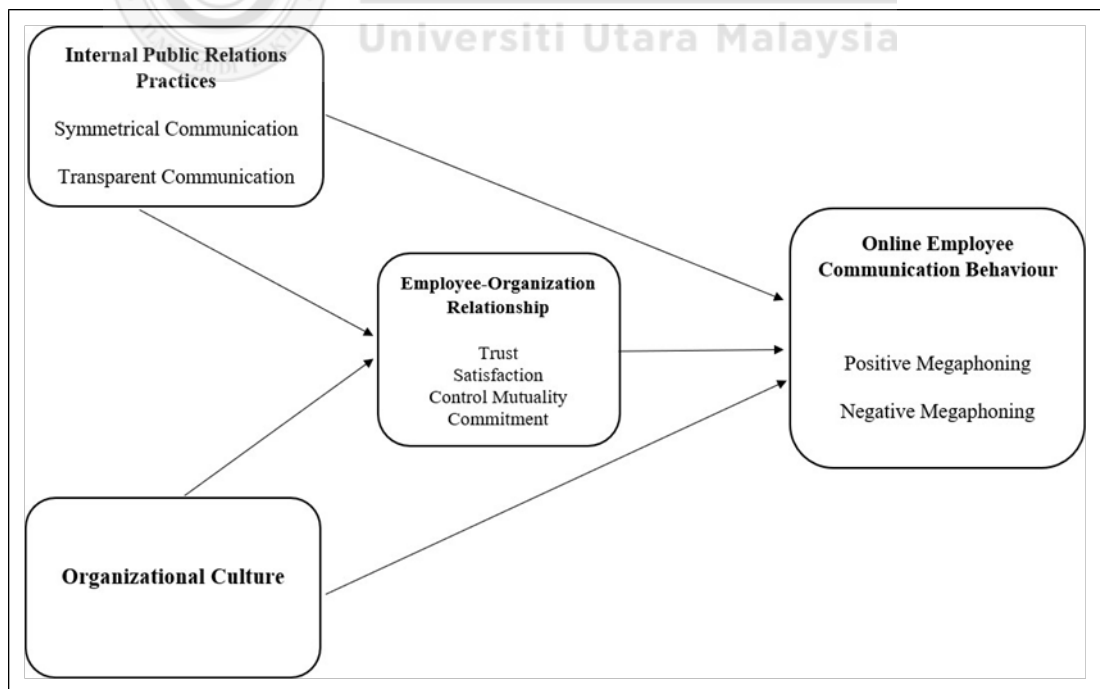


Figure 2.2 The Conceptual Model of the Study

The next section delves into the theoretical and empirical factors that formed the basis of the model that reflects the proposed linkages. Organizational culture and ways of internal communication (such as symmetrical and transparent communication) are the independent factors in this study. Online ECB is the dependent variable in this model, with EORs serving as the mediating variable. All of the variables' direct associations are drawn out.

The present study proposes that the relationship between internal communication, including symmetrical and transparent communication and organizational culture and online ECB, is mediated by EORs. The model, therefore, offers a new, relatively unexplored mechanism for public healthcare in Jordan by documenting the communication behaviours of employees (i.e., megaphoning) on social media as a new consequence of the relationship management approach during the crisis. This study's research hypotheses are based on the conceptual model that was explained earlier.

2.10 Development of Research Hypothesis

Previous studies have been reviewed to understand the relationships better to demonstrate the nexus between symmetrical internal communication, transparent communication, organizational culture, and ECB in this research. The development of hypotheses for this current research resulted from the research framework developed to guide this study. Furthermore, the study's hypotheses were created using the recent literature review evidence. The following sections discuss the proposed relationship among the study variables.

2.10.1 Direct Relationships

The conceptual model introduced previously in this chapter served as a framework for the establishment of the study's hypotheses. Prior studies on employee impression have mostly focused on the workplace. According to Su et al. (2013), there is a scarcity of research related to employee perception within the public sector, specifically about the government sector. Previous research has indicated that employee perception within governmental organizations tends to be lower than employees in the private sector (Zona et al., 2018).

Nevertheless, there is a scarcity of academic research that adequately examines the various determinants influencing the working environment within public hospitals (Manyisa & van Aswegen, 2017). As a result, there is a dearth of literature on the issue among government organizations. Results from several fields form the framework of the reasoning used to construct the study hypothesis.

2.10.1.1 Symmetrical Communication and Online ECB

Internal communication scholars created normative models within public relations over the last few decades, which were theoretically structured and could apply to a wide range of employee groups. Lee, Li, and Tsai (2021) call internal symmetrical communication a system of values and practices geared toward the creation of more credibility, employee, feedback, dialogue, adequacy of information, symmetry of network, negotiation, openness, relationship, reciprocity, trust, and willingness to listen. Internal symmetrical communication of an organization arises from the

companies' values of empowering and consulting their employees in making decisions.

Moreover, it focuses on how communication can be used by individuals, companies, and the public to refine their behaviors and ideas instead of controlling others' opinions and behaviors. The current study explores the relationship between symmetrical internal communication and employee outcomes, particularly communication behaviors, in a crisis. In so doing, this study will contribute to a better understanding of how internal communication works.

Numerous studies (Grunig, 2009; Kim, 2018; Kim & Rhee, 2011; Mazzei et al., 2012; Men & Stacks, 2014; Waters et al., 2013) in strategic management offered empirical proof that antecedents to ECB, e.g., symmetrical communication, have a direct effect on the communication behaviors CB of employees.

The above literature review indicates that the antecedent agents directly influence the ECB of employees in times of crisis. The importance of symmetrical communication for strategic internal communication was described by Men and Stacks (2014). The findings reveal the ability of symmetrical communication to develop positive ECB within organizations. Wang (2020) mentioned that organizations, which are open with their employees, share the news, ask for feedback, value their opinions, and keep them in the loop, were more likely to accept blame on social media and recognize those as their problems. Kim and Rhee stated that the presence of symmetrical communication will induce voluntary communication behavior from employees in a crisis situation.

The relationship between symmetrical internal communication and employee behavior, such as their relationships with the organization, their identification with the organization, their loyalty to the organization, and the overall job satisfaction of employees, has also been analyzed in previous research conducted by Grunig et al. (2002), Jo & Shim (2005), Kim & Rhee (2011), and Smidts, Pruyn, & van Riel (2001).

Kim (2018) emphasized the importance of recognizing the value of symmetrical internal communication. According to the researcher, symmetrical communication fosters a sense of coherence and facilitates the exchange of information among employees during a crisis. According to Lee's (2020) findings, a positive correlation exists between symmetrical communication and the act of seeking information and expressing opinions during a crisis within an organization.

Notwithstanding, researchers have contended that asymmetrical communication may result in an employee exhibiting adversarial communication behaviour. This is because asymmetry fails to align interests. The notion of symmetry is a fundamental concept that involves the establishment of mutually beneficial outcomes through dialogues that effectively balance the interests of an organization and its public. This approach is known to promote advocative communication behaviours in critical situations, as evidenced by the works of Lee (2020), Men (2014), Wang (2020), and Men and Jiang (2016). Organizations can foster favourable employee perceptions by engaging in active communication, providing opportunities for listening, and emphasizing the value of employees' ideas, opinions, and proposals in addressing a crisis.

This holds particularly true as empirical evidence suggests that when an employee perceives communication symmetry, it is more likely to foster communication motivation. According to Lee and Kim's (2020) assertion, implementing symmetrical communication can stimulate an employee's intrinsic motivation to produce and disseminate advocative content on social media.

The association existing between the ECB and symmetrical communication is one of the most evident realities that the scholarly community has identified since a series of studies conducted by Kim and Rhee in 2011. That has been confirmed by the conducted research performed by Men in 2012, and Men and Stacks (2014). Although several studies have been dedicated to the problem of EBC, as far as symmetrical communication is concerned, there is a limited number of research relating to the possible connections between symmetrical communication and EBC in the context of digital. Therefore the present study aims to investigate the possible associations between symmetrical communication and ECB in the context of digital in a critical situation.

Scholars in the field of communication have focused on the symmetrical model of communication as a normative one. It has been caused because symmetrical communication, in turn, may increase the levels of employee advocacy and employee engagement, which can result in a higher organizational reputation and organizational success. The latter fact has been confirmed by some studies, for example, Kang & Sung in 2017, Kim and Rhee in 2011, and Men in 2014. The symmetrical model of internal communication, there have been diversified models: The managerial model of symmetrical communication; Implementation of

symmetrical communication, in which top managers support upward communication and the responses of the employees' suggestions and views in return.

Lemon (2018) in his research argues that “dialogue can be described as a specialized form of two-way communication that requires inclusivity and acceptancy” Lane and Kent 2018, p. 64 Meanwhile, as far as Lemon 2019 has noted, dialogue helps develop and sustain employee engagement. Overall, the employees who may be capable of identifying the internal communication of the organization will perceive it as a symmetrical one, resulting in the returning levels of commitment, job satisfaction, and trust in the employees of that organization. Suck and Dolles (2014) offer strong reasoning for the two-way symmetrical model of public relations communication as best practice in the area of internal communication. The idea was also previously mentioned by (Kim, Y., & Rhee, Y. in 2011, and Men, & Bowen, 2017. Kang and Sung, 2017; Kim and Kim, 2020 and Rhee 2011) have already confirmed that symmetrical communication may be beneficial for the ECB.

Consistent with prior research, Lee (2020) demonstrates that adequate communication has a favourable impact on employees' inclination to seek and express communication behaviour in times of crisis. Based on a review of existing scholarly works, the results suggest an inconclusive or relatively feeble association exists between internal symmetrical communication and ECB. An investigation by Men (2014) revealed that symmetrical communication did not have an essential effect on ECB, specifically in terms of employee advocacy.

Perdana, Latifunnur, and Hendriana (2021) conducted a study on the impact of symmetrical communication on ECB during the COVID-19 pandemic crisis. The study findings revealed that symmetrical communication had no significant effect on negative megaphoning behaviour among employees.

Lee, Li, and Tsai (2021) conducted a study that utilized the normative internal communication model to investigate the impact of internal symmetrical communication and organizational justice on employees' advocative behaviours. The study's results indicate no direct impact of internal symmetrical communication on employees' advocative behaviours, and the association between the two variables was not statistically significant.

Furthermore, extant research has not explicitly examined the impact of symmetrical communication on megaphoning in the context of online settings amidst a crisis. Additional research is warranted to investigate the impact of communication strategies on employee external communication behaviour during an emergency, given the significance of such behaviour beyond the organization's boundaries.

Given that the COVID-19 pandemic has caused a crisis in many organizations, which was initiated by external factors, and that no organization was fully prepared to handle such a crisis, it is imperative to examine the impact of implementing symmetrical communication on employee megaphoning. The present study posits that the implementation of symmetrical communication is likely to enhance favourable internal communication behaviour and foster greater levels of trust and comprehension within the organization.

Previous research has demonstrated how organizational efforts contribute to developing communicative behaviours among employees both within and outside of an organization's confines (Kim & Rhee, 2011; Men, 2014). However, there is a lack of clear investigation into the underlying mechanisms of how symmetrical communication generates motives for an employee's social media usage about their organization, as well as its effect on their positive communicative behaviours (Lee & Kim, 2020). Furthermore, empirical evidence regarding the impact of fundamental social media mechanisms remains lacking in the literature (Wang, 2020). The current study seeks to fill this gap.

Kang and Sung (2017), Kim (2018), and Kim and Rhee (2011) have demonstrated that symmetrical communication can enhance ECB. Consistent with prior research, Lee (2020) indicates that equitable communication has a favourable impact on employees' inclination to seek and express communication behaviour in times of crisis. The influence of symmetrical communication on ECB, specifically employee advocacy, was found to be insignificant, according to a study conducted by Men (2014).

Furthermore, prior research has not explicitly examined the impact of symmetrical communication on positive and negative megaphoning. Additional research is warranted to investigate the impact of communication strategies on employee internal communication behaviour during a crisis, given the significance of such behaviour beyond the confines of the organization. Given that the COVID-19 pandemic has resulted in a problem for many organizations caused by external factors, and that no organization was fully prepared to handle such a crisis, it is

essential to examine the impact of implementing symmetrical communication on employee megaphoning.

The present study posits that implementing symmetrical communication is likely to enhance favourable internal communication behaviour and foster a higher degree of trust and comprehension within the organization. Hence, symmetrical communication and online communication behaviours are related. In this context, this hypothesis is posited:

Hypothesis 1: Symmetrical communication is positively associated with the online ECB of public hospitals in Jordan.

2.10.1.2 Transparent Communication and Online ECB

According to Men (2014), transparent communication refers to the dissemination of all legally releasable information by an organization to its employees, regardless of whether the information is positive or negative. Transparency has been a subject of interest among scholars in corporate communication, journalism, management, and public relations.

This is evidenced by the works of Allen (2008), Berggren and Bernshteyn (2007), Drew and Nyerges (2004), Men and Stacks (2014), Men and Tsai (2014), Monfort and Villagra (2016), and Rawlins (2009). Scholarly investigations have demonstrated that the implementation of efficient internal communication approaches significantly contributes to the improvement of employees' advocacy (Lee & Kim, 2020; wang, 2020).

Scholarly literature has highlighted the benefits of employing transparent communication as a conventional and effective method for internal communication strategies. Academic studies have indicated that transparent internal communication, which encompasses the provision of sufficient and impartial information and the engagement of employees in determining their information demands, can result in favourable relational and behavioural consequences, such as good EOR, employee involvement, and ECB such as megaphoning (Jiang & Men, 2017; Kim, 2018; Lee & Li, 2020; Lee & Dong, 2023; Men & Stacks, 2014).

The academic literature suggests that transparent communication is a complex construct comprising various dimensions such as accountability, participation, and transparency, as posited by scholars Men and Stacks (2014) and Rawlins (2008). According to Li et al. (2021), transparent communication can facilitate employees adopting coping strategies and reduce uncertainty in high-stress situations. An employee's comprehension and management of negative organizational events, such as crises and unexpected events, are contingent upon their access to sufficient and high-quality information. The aim is to increase the flow of information and improve the comprehension of the internal stakeholders regarding the procedures of the organization.

The significance of internal public relations values, such as transparent communication, has been acknowledged as a fundamental aspect of contemporary organizations (Men & Stacks, 2014). According to Kim and Rhee's (2011) research, a growing body of literature has indicated that transparent and effective

communication is crucial in fostering positive employee behaviours. These behaviours, in turn, can lead to favourable employee communication practices.

Transparency is a manifestation of an organization's endeavour to render its decision-making processes and conduct comprehensible and verifiable to its stakeholders. As an illustration, transparent communication during times of crisis enables employees to comprehend the events that transpired, the underlying reasons behind them, and the measures that were implemented to respond proactively (Kim, 2018). According to Wang (2020), increased transparency in information dissemination may lead to reduced comprehension, resulting in diminished confidence in an entity.

According to Men and Stacks (2014), scholars in the field of public relations have contended that transparent communication is a crucial factor. This is because transparency has been found to result in favourable consequences for employees, such as the manifestation of positive communication behaviours among them. According to Lee and Li (2020), behavioural implementing transparent communication activities can facilitate the comprehension of employees' perceptual and behavioural motivations within the healthcare sector. This can potentially affect employees' evaluations of their organization and stimulate their behaviours.

According to Kang and Sung's (2017) argument, the maintenance of regular and transparent internal communication by managers is crucial in motivating employees to engage in communication behaviours. Moreover, Lee and Kim (2020) have found

that specific internal communication strategies, such as maintaining transparency with employees, are linked to favourable ECB.

Furthermore, contemporary studies on employee conduct have demonstrated that employees exhibit a proclivity to advocate for their organization within and beyond its confines (Lee, 2022; Thelen, 2020). Consequently, employees' endorsing or supporting their organization extend beyond the workplace and may encompass positive communication with individuals external to the organization, such as friends or relatives. Employees' positive feedback is potent source that enhances also enhances an organization's external reputation and enable it to collect and disseminate vital information within its workforce (Lee, 2022). However, enough research hasn't been done in the literature to determine how internal communication strategies affect employees' external advocacy (Lee & Dong, 2023).

Kim (2018) posited that transparent communication is a solid antecedent for positive ECB during times of organizational troubled times, serving as a facilitator and motivator for such behaviours. It is imperative for an organization to ensure the active involvement of its employees in transparent communication. This can be achieved by incorporating employee feedback in the decision-making process regarding the type and amount of information that is deemed necessary.

Additionally, the organization must strive to meet the information requirements of its employees, particularly during times of crisis, to establish efficient ways to communicate (Men, 2014). Kim (2018) suggests that implementing transparent response strategies during a crisis by an organization can increase employee

competence in crisis management and a higher likelihood of utilizing online communication behaviours.

Theoretically, transparent communication is a fundamental tool in RMT. The establishment of effective communication channels between employees and management significantly contributes to positive relationships, as well as the cultivation of trust and clarity within the employees. Effective communication facilitates employees' comprehension of their responsibilities, fostering positive relationships and leading to commitment and sustained engagement, thus bolstering workplace productivity (Ledingham, 2009). Therefore, this hypothesis is posited.

Hypothesis 2: Transparent communication is positively associated with the online ECB of public hospitals in Jordan.

2.10.1.3 Organizational Culture and Online ECB

The assessment of organizational culture typically involves the evaluation of the behavioural norms communicated by the organization's constituents. This evaluation encompasses the structural aspects, such as the organization's size and hierarchical levels of power, and the ideological components, such as the organization's willingness to embrace change.

Organizational culture significantly impacts the attitudes, beliefs, and behaviours of everyone working within an organization, according to Alkhodary. (2023) This concept is crucial in directing decision-making, communication behaviours, and resolving crises. Consequently, it influences the way in which employees behave

with others within the organization, customers, and other stakeholders. Several studies emphasize the need to cultivate a positive workplace environment to improve employee well-being and effectiveness.

The study conducted by Jamil et al. (2022) suggests that the expectations set by an organization significantly impact the approach employees take toward their job responsibilities. Furthermore, these expectations play a crucial role in socializing new employees with the organization's strategic objectives. An organization's culture serves to elucidate the acceptable norms and behaviours expected within its setting.

According to MacIntosh and Doherty (2007), organizational culture comprises commonly held beliefs and values established, communicated, and reinforced by leaders through various methods, ultimately influencing employee behaviours, perceptions, and comprehension over time.

Organizational culture cuts across the entire internal organization. Essentially, internal cultural perceptions predict an organization's reputation, which, invariably allows organizations to gain strategic advantage. Organizational culture is viewed as having a negative or positive influence in all life cycle stages of an organization's crisis (Frandsen & Johansen, 2011). The primary literature stream in organizational culture research has customarily confined organizational culture to external organizational activities focusing on customers. Thus, a few studies have investigated organizational culture from employees' perspectives (O'Reilly et al., Doerr, 2014; Men & Jiang, 2016; Rashid & Ghose, 2015).

Several scholars have examined organizational culture as a potential internal crisis communication antecedent (Heide, 2013; Frandsen & Johansen, 2011). For instance, Ozigbo (2013) contended that an organization must have sound ethics and adaptable, appropriate, and solid cultural assessments to be successful. Sriramesh (2007) argued that researchers must integrate culture into public relations studies. In addition, Kim, and Rhee. (2011) asserted that scholars in future studies should pay more attention to investigating other additional antecedent factors of ECB, such as organizational culture.

However, a study conducted by Mohanty and Rath (2012), Badawy., Trujillo-Reyes, and Magdy (2017) found that organizational culture has a significant positive in influencing employee behaviour. Organizational culture and structural variables should be investigated as impactful elements affecting ECB in a critical situation (Kim & Rhee, 2011; Kang & Sung, 2017). A study conducted by Cherian., Gaikar., Paul, and Pech. (2021). revealed and supported that organizational culture has a high impact on the attitudes, and behaviours of the employees belonging to two selected companies.

The influence of organizational culture on the expression of voice can be either supportive or negative. Two separate research analyses conducted by Dutton et al. (1997, 2002), showed that employees perceived their work environments as conducive to problem-solving selling under certain circumstances. Specifically, when the organizational culture demonstrated favourable attitudes toward issue selling and when the top leadership showed a willingness to listen, employees viewed their workplace environments favourably for engaging in issue selling.

Conversely, when the organizational culture was described by conservatism, restriction, or lack of support, employees perceived their work contexts as unfavourable for the practice of issue selling.

Several studies have also indicated the significance of employees' perceptions of organizational culture. In their study, Stamper, and Van Dyne (2001) revealed that part-time employees showed limited expression of their opinions, distinct from the prevailing organizational culture. On the other hand, full-time employees, who were more interested in their organization's long-term prosperity, demonstrated increased levels of speech when the culture exhibited lower bureaucracy. According to the findings of Milliken et al. (2003), the decision to refrain from information sharing, whether positive or negative, is frequently influenced by the belief that organizational culture fails to encourage upward communication.

Perceptions of employee organizational culture play a vital role in organizational effectiveness. In the early 1980s, Hofstede was the first to investigate relationships between culture and organizational behaviour (Whitaker, 2011). Hofstede (2010) asserted culture as a value system where individuals can differentiate members of one society from another. Aligned with Hofstede, Whitaker (2011) believed that the culture of the environment in which someone functions influence them.

According to Shahzad (2012), an organization's culture serves as a means of conveying its values and setting it apart from other organizations. According to MacIntosh and Doherty's (2007) argument, an organization's culture can be

perceived externally through its processes and employee behaviour. This perception can significantly influence employees' perceptions of their respective organizations.

Furthermore, culture functions as a behavioural mechanism that directs and employees' attitudes and actions (Robbins, 2010). Sinha (2000) isolated behaviour relationships, technology, and values as primary elements of organizational culture. Likewise, Schein (2004) stressed beliefs and values as key corporate culture components.

According to Piwowar-Sulej, (2021) asserted that beliefs, values, norms, attitudes, and assumptions are the elements of organizational culture, which can influence employee behaviour to achieve organizational goals. In addition, instilling organizational values and culture in employees also maintains long-term stability, and organizational culture determines the actions and behaviour of the employees when performing duties in crises (Egitim, 2022). It implies that organizations should remain competitive by maximizing their performance ability and instilling organizational values and culture in employees.

Studies on the association between organizational behaviour and organizational culture are becoming more essential. Kotter and Heskett (1992) concluded that better-performing organizations have strong cultures that suit an organization's environment. If an organization desires to behave appropriately in the long term, the organization must have an employee-focused culture.

Hofstede (2010) suggested culture as among the many factors that could enhance employee behaviour and noted that culture would be an interesting variable to discuss in the future. De (2007) pointed out that organizational culture affects internal members in feeling the value of work and inspiring the desire to succeed. Employees will generate a sense of loyalty to an organization through the impact of organizational culture. The study's results (Thelen & Formanchuk, 2022) examined how organizational culture relates to employee advocacy behaviour. The findings indicated that organizational culture encourages employees to maintain positive advocacy behaviour.

In the same vein, (Cherian et al., 2021) state that organizational culture affects employees' attitudes, performance, and communication behaviour in a crisis. A study carried out by Al-Faouri et al. (2014) found that employees who perceive their management as having a participative culture show an increase in advocacy, in contrast to those who do not perceive their direction as having a participative culture (Al-Faouri et al., 2014).

The studies conducted by Schein (2021), Vasconcelos (2022), and Keyworth et al. (2020) in the Harvard Business Review strengthened the relationship between solid organizational culture and higher levels of employee behaviours, enhanced efficiency, and more extraordinary more significant financial achievement. Organizations that foster a solid organizational culture witnessed a substantial increase in improved employee engagement, amounting to four times the growth found over ten years in organizations that did not prioritize cultivating such a culture.

Moreover, those organizations successfully attained a 40% decrease in employee turnover and were more advocative in times of crisis.

The importance of organizational culture is in its ability to shape the relationships and norms of behaviours that all individuals within an organization, including managers and employees, are expected to follow. This enhances the organization's ability to adjust to changes and maintains its communication with evolving dynamics within its environment. In addition, it is essential to recognize that organizational culture plays a crucial role in establishing the anticipated communication behaviour for employees and influencing the way they engage with other people and customers (Alkhodary, 2023).

In conclusion, several studies emphasize the significance of organizational culture as a critical driver of organizational success, as it shapes employees' attitudes, behaviours, and, ultimately, organizational outcomes. Therefore, firms must give importance to the development of a strong and favourable culture that aligns with their core values and strategic goals to enhance employee engagement and ECB.

Consequently, the vast majority of empirical “voice behaviour” communication behaviour research is concerned with identifying factors that decrease or increase the amount of “voice behaviour” an employee will engage in, as measured or inferred by perceptions concerning whether communicating with superiors constructively and critically will be effective, and by their inherent motivations to give themselves to the organization (Morrison, 2011). The current study has largely identified organizational culture as a contextual factor that affects employee communication

behaviour. More specifically, employees' perceptions of their work context are more favourable for "issue selling" if organizational culture can be characterized as encouraging issue selling and if the organization's top management is seen as willing to listen. At the same time, employees' perceptions of their work context are unfavourable for problem selling if organizational culture can be characterized as conservative, status quo oriented, or exclusive. Other research on the issue has looked at how employees see their organizations culture. For example, in Stamper and Van Dyne (2001) found that a part-time employee almost did not demonstrate any voice regardless of organizational culture context. A full-time employee, committed, and "invested" in their organization's success in future, clearly exhibited higher positive voice levels with an "open" less bureaucratic culture.

Given the above-reviewed literature, culture is an essential ingredient shaping an organization and, by extension, employee behaviours. Therefore, this study examines how much internal perceptions of culture shape ECB in the online environment. Thus, this hypothesis is posited.

Hypothesis 3: Organizational culture is associated with the online ECB of public hospitals in Jordan.

2.10.1.4 Employee-Organization Relationships (EOR) and Online ECB

According to Kim and Rhee (2011) argue that the effects of the quality of relationships on communication behaviors between the two may be stronger under organizational turbulence or crisis. An employee who establishes a relationship that is durable and high in quality with an organization is more likely to perceive any

problems related to the organization as his or hers. argues that an individual is more likely to speak for the organization in the dissemination of supportive information or support the organization by disseminating organization information during organizational turbulence.

Kim and Rhee (2011) consider the relationship with the organization as a key relationship the individual sustains in life. They argue that the magnitude of the relationship between the two signifies a distinct aspect of an organization and plays a significant role in enhancing the level of the positive form of employee advocacy, i.e., supportive communication behavior of the employee, as well as reducing the level of negative employee advocacy, i.e., empathizing with external publics by criticizing, attacking the organization, or by being passive Park et al. (2014). Moreover, the perceived relationship between the two has been proposed in academic literature as an instrumentality to measure the level of the perceived motivation to communicate the two. According to Lee and Kim (2020) and Park et al.(2014), the magnitude of the relationship between the two is a significant aspect to predict the quality of the relationship and ECBs. Researchers have employed EOR constructs including commitment, control mutuality, satisfaction, and trust in understanding the relationship quality and predicting ECBs that were originally developed by Hon and Grunig (1999).

Research has shown the importance of the EOR. For example, Kang and Sung (2017) found that an increase in the quality of the relationship of an employee with an organization increases the probability of an employee sending information about the organization. At the same time, they also found that the likelihood of an

employee transmitting negative information decreases. Additionally, Lee (2018) found that an increase in the relationship quality of employees makes it more likely that employees will actively seek to find information about strategic issues in their organization. A strong relationship between an organization and its employees can also increase the likelihood of employees acting as advocates when their organization is in crisis. The cumulative research suggests that EOR should significantly reduce the probability of employees engaging in negative megaphoning online behaviours.

For example, van Zoonen et al. (2018) noted that employees who identify with an organization often act as brand advocates by sending positive information about their organization on social media; the same is true for having a positive EOR. Lee (2018) sought to understand employees' social media behavior motivations were complex and investigated various employee negative and positive organization-related information-sharing intention antecedents in social media, such as Facebook. Lee and Kim (2020) found that the EOR factor had a distinct effect on the employee behavioral intention, and, as such, a better relationship quality EOR makes employees more likely to send positive information about their organization. Therefore, the EOR affects employees' communication behaviors on social media. This behavior factor should lead to an understanding of the qualities of employee communication when an organization is experiencing a crisis because employees are most frequently in contact with them when such events occur.

The research shows that positive relationships with employees and maintaining them can increase the likelihood of sharing favorable information at the same time

reducing their chances of spreading unfavorable words about the company to third parties as it is seen in the crisis of COVID-19 pandemic period (Perdana, Latifunnur, & Hendriana, 2021). Having a positive relationship between the organization and employees, the feeling that the employer belongs to “us” creates a deeper sense of ownership toward the organization. A good employee-organization relationship with EOR involves a high level of trust, a mutual understanding of rights and obligations, pleasure, and dedication. Such a relationship increases employees’ cognitive perceptions of specific problems encountered by the organization. They assumed that the crisis required an early crisis intervention strategy to solve the problem completely.

The existing body of literature has established that the potency of associations plays a pivotal role in enhancing favourable communication behaviours among employees (Wang, 2020; Lee, 2018; LeeKim2020; Le & Li, 2021; Men, 2014). The argument is chiefly supported by the concept that employees are inclined to reciprocate the socio-economic resources provided by an entity by exhibiting commitment or respect (Eisenberger et al., 2010) or by illustrating pro-organizational behaviour, such as positive communication behaviour (e.g., Lavelle et al., 2007). Hon and Grunig (1999) posit that the maintenance of EOR can be a beneficial social and emotional asset for organizations, as it is positively associated with favourable attitudes and behaviours exhibited by employees.

Previous research (Kim & Rhee, 2011; Walden & Kingsley Westerman, 2018) has proposed that cultivating a positive employer-employee relationship can facilitate the

promotion of ECB. These behaviours are characterized by voluntary and mutually beneficial actions that are not necessarily obligatory for an individual's job duties.

Kim and Rhee (2011) found that employees who demonstrate satisfaction, commitment, trust, and mutual control within their organization are more likely to engage in interpersonal communication that promotes positive information about the organization. According to existing research, individuals who encounter favourable employee engagement tend to demonstrate a higher propensity to display brand loyalty and act as advocates for their organization. This includes actively promoting and safeguarding its reputation and endorsing its offerings to external parties (Wang, 2020).

Moreover, previous studies have suggested that employee advocacy can be witnessed in various settings. According to the findings of Lee and Kim's (2020) study, a favourable employee-organization relationship (EOR) can drive employees to create and share affirmative content regarding their organization on their individual social media accounts. Furthermore, according to Mazzei et al. (2012), a favourable employee organizational relationship (EOR) can contribute to protecting the organization in times of crisis by facilitating the dissemination of positive information and minimizing negative feedback.

In this research, the EOR was operationalized as a mediating variable. In this setting, this hypothesis linking EOR and employees' communication behaviours with social media is posited:

Hypotheses 4: EORs are positively associated with the online ECB of public hospitals in Jordan.

2.10.1.5 Symmetrical Communication and EOR

According to Men and Binomen (2017), implementing internal public relations, precisely symmetrical communication, has been identified as a crucial factor that influences the relationship between employees and their organization. According to Grunig et al. (1992), this communication practice is characterized by feedback that is centered on employees, sufficient information, transparency, negotiation, balanced networking, reciprocity, relationships, and trust. Numerous previous studies have recognized that implementing symmetrical internal communication is a highly effective strategy for managing employee relationships (Dozier, Grunig, & Grunig, 1995; Grunig et al., 2002; Kim, 2007; Kim & Rhee, 2011; Shen & Kim, 2012).

Previous studies have also indicated that symmetrical communication affects EORs significantly in crises (Kang & Sung, 2017; Lee & Li, 2020; Wang, 2020). Symmetrical communication seeks to provide mutual organizational employee understanding via accessibility, listening, and symmetrical communication, giving both parties chances to build and maintain a good quality OER (Kang & Sung, 2017).

Furthermore, empirical studies have substantiated the existence of this relationship. According to Jo and Shim (2005), employees who receive positive feedback regarding their performance are more likely to be motivated to maintain trusting relationships with their organization than those who do not receive such feedback.

The implementation of internal public relations practices, such as symmetrical communication with employees, has been linked to positive employee-organization relationships (EOR) quality in previous studies (Kang & Sung, 2017; Men, 2014).

Kim and Rhee's research findings indicate that implementing symmetrical communications can foster favourable employee relationships. Scholars have discovered a clear correlation between symmetrical communication and the relationships between employees and organizations, as evidenced by studies conducted by Lee (2020), Men (2014), and Shen and Kim (2012).

Scholars have employed various theoretical frameworks to analyse the phenomenon of symmetrical internal communication. The act of senior managers facilitating the transmission of employee feedback up the chain of command and acknowledging employee perspectives and suggestions for improvement, also known as receptive communication, is an example of symmetrical communication. This practice has been found to enhance employee trust and satisfaction levels, as Ruck et al. (2017) reported. Lane and Kent (2018) argue that engaging in dialogue is a specialized form of symmetrical communication that necessitates inclusivity and acceptance.

According to Lemon (2019), this practice is crucial in fostering and maintaining positive employee relationships. Lee (2018) has proposed that achieving symmetrical communication effectiveness is a significant antecedent to promoting and sustaining a superior employee-organizational relationship (EOR). When employees perceive that their organization's internal communication practices are symmetrical, they are

more likely to have a strong sense of commitment, satisfaction, and trust in their relationship with their organization.

Scholars in the field of communication management contend that the implementation of two-way symmetrical communication is a crucial antecedent to establishing trustworthy relationships. This is because such communication fosters a dialogue between management and employees, which in turn cultivates high-quality EORs. This view is supported by research conducted by Kim and Rhee (2011) and Men and Sung (2019).

The symmetrical communication model is based on transparent and sincere communication that facilitates mutual comprehension. As a result, two-way symmetrical communication prioritizes establishing enduring relationships grounded on mutual understanding (Park et al., 2014).

The study by Men and Sung (2019) yielded empirical evidence indicating a positive impact of two-way symmetrical communication on EORs. The researchers posited that it is imperative for internal communication experts to establish a dynamic, reciprocal communication framework that fosters mutually advantageous EORs.

Lee and Kim (2020) have reported that several scholars have supported the concept that bidirectional symmetrical communication can significantly impact an employee's trust, control mutuality, commitment, and satisfaction with their organization about social media-related behaviours.

Kang and Sung (2017) have contended that effective communication facilitates the dissemination of information to employees regarding their organizational roles and expectations, thereby clarifying their duties and responsibilities and enhancing their satisfaction with communication.

Effective communication is essential for building strong organization-employee relations. Symmetrical communication is one type of communication that supports this goal. This approach involves a communication style free from power imbalances and encourages equal participation from all parties involved. It promotes openness and honesty in communication, which helps to build trust between management and employees. When employees feel heard and their feedback is valued, they are more likely to be engaged in their work and committed to the organization's goals.

According to current empirical evidence, employees tend to establish more favourable relationships with their respective organizations when the communication system is embracing, transparent, and receptive to employee feedback and viewpoints. Such a system fosters collaboration, dialogue, and understanding between the organization and its employees. Aligned with previous research, this hypothesis is posited:

Hypothesis 5: Symmetrical communication is positively associated with EORs in public hospitals in Jordan.

2.10.1.6 Transparent Communication and EOR

The identification of transparent communication as a predictor of the EOR has been established. Professionals and researchers in the field of public relations have recognized the effects of transparent communication on employee outcomes.

According to Rawlins' (2008, 2009) research, maintaining transparency in all aspects of corporate communication is crucial for building and rebuilding trust within an organization. According to Rawlins's (2008) survey on healthcare organizations, there was significant empirical evidence indicating a positive correlation between transparent communication and employee trust. According to Jahansoozi's (2006) assertion, transparency is a relational factor that fosters accountability, cooperation, collaboration, and commitment.

Effective communication is characterized by the provision of precise, equitable, substantial, prompt, and truthful information while also encouraging employee involvement in determining the type and amount of information they require, thereby enhancing their participation in decision-making procedures. The argument posits that implementing both informational and participatory transparencies can foster a sense of satisfaction among employees and engender perceptions of shared control, leading to the development of a high-quality relationship between the employee and the organization.

Numerous studies have indicated that effective internal communication is essential in fostering and sustaining favourable employee relationships, enhancing their trust and contentment levels (Lee & Li, 2020; Men, 2014). The promotion of employee

empowerment in the workplace is facilitated by strategic internal communication, as posited by Thelen and Men (2020), through the provision of opportunities for employee participation in decision-making processes.

The significance of Employee Organizational Relationships (EORs) has been established as a crucial determinant of positive information-sharing behaviour among employees, as evidenced by research conducted by Kang and Sung (2017), Kim and Rhee (2011), and Thelen (2020). Moreover, scholars in the field of public relations have identified various factors that precede and follow transparent communication. The impact of transparent communication on different employee outcomes has been evidenced in studies on public relations. The act of transparent communication has been found to have a positive correlation with multiple aspects of EORs.

Rawlins (2009) found that it is associated with employee trust in an organization, while Linhart (2011) found that it is linked to employee engagement. Additionally, Men and Stacks (2014) discovered that it relates to a favourable employee opinion of the organization. Furthermore, Men (2014) found that transparent communication is significantly related to internal reputation, and Kim (2018) found that it is associated with employees' active communication behaviours during times of crisis.

The implementation of communicative practices fosters employee engagement in the identification of necessary information within the workplace, thereby augmenting their involvement in decision-making procedures. The quality of employee-

organization relationships (EOR) is constituted by the satisfaction and sense of shared control experienced by employees, as noted by Men and Stacks (2014).

Academic scholars specializing in relationship management have proposed that organizations can cultivate a favourable relationship with their employees by implementing strategic communication initiatives specifically focusing on transparent communication. This claim has been substantiated by multiple investigations carried out by scholars such as Kim (2018), Lee and Li (2020), Men and Stacks (2014), and Yue et al. (2019). Although there is a lack of direct examination into the effects of transparent communication approaches on enhanced employee organization relationships (EOR), prior studies have provided several indications.

Men (2015) posits that leaders who adopt responsive communication styles, characterized by attentive listening, empathetic consideration, and comprehension of employees' needs while also prioritizing relationships, can significantly improve employees' trust in their organization. Studies have indicated that proficient communication exhibited by supervisors is pivotal in fostering employees' perception of equity, opportunity, and respect (EOR).

According to the study conducted by Lee et al. (2018), adopting empowering leadership, which encompasses actions such as sharing information and power, involving employees in decision-making, and maintaining transparent communication, was linked to enhanced employee organizational relationships (EOR).

By prior research, the present study anticipates a favourable correlation between transparent internal communication and employee organizational relationships. According to Fombrun's (2007) research, transparency plays a crucial role in creating a positive reputation for an organization. According to Men (2012), the employment of novel communication technologies has the potential to enable the public's anticipation of organizational transparency.

The present study explores the potential impact of transparent communication on the relationship between employees and their respective organizations, drawing on existing scholarly literature. According to Men and Stacks' (2014) research, transparent communication between an employee and their organization has a positive effect on the employee's perceived relationships with the organization.

Providing comprehensive and accurate information to employees, coupled with an organizational culture that fosters open communication channels for feedback, engenders trust and enhances employee satisfaction with the organization. According to Jo and Shim (2005), employees with transparent communication regarding their organization are more likely to be motivated to uphold trusting relationships with their employer.

Men (2014) has established a positive correlation between high EOR quality and internal organizational practices, specifically transparent employee communication. According to Kang and Sung's (2017) research, transparent communication plays an important function in shaping employee perceptions and strengthening the relationship between an employee and their organization.

According to an online survey conducted among full-time employees in the United States, it was found that a positive employee-organization relationship (EOR) characterized by transparent communication had a significant impact on enhancing employees' perceptions of the benefits they received, while also reducing their perceived risks associated with disclosing their health information to their respective managements (Kallas & Friedman, 2021).

The provision of informational and participatory transparency is anticipated to result in enhanced employee satisfaction and a sense of shared control, thereby contributing to the development of a high-quality EOR. Thus, consistent with previous studies, this hypothesis is posited:

Hypothesis 6: Transparent communication is positively associated with the Jordan public hospitals' EOR.

2.10.1.7 Organizational Culture and EOR

Organizational culture has been an oft-debated primary factor impacting the EOR (Grunig et al., 2002). Sriramesh et al. (1992) considered that organizational culture directly influenced the choice of public relations strategies. Sriramesh (2007) noted that scant empirical research had associated corporate culture with public relations. Most past cultural research is primarily focused on national and societal cultural levels. Empirical research has investigated how organizational culture impacts internal communication practices and ECB (Kim & Rhee, 2011; Rhee & Moon, 2009).

As such, an organizational culture's pervasiveness requires that management recognize the underpinning dimensions of organizational culture and their influences on employee-related variables like commitment and satisfaction. For example, Tsai. (2011) pointed out that organizational culture was significantly correlated with employee satisfaction. Similarly, the organizational culture an organization demonstrates contributes to employees' satisfaction and commitment (Lok & Crawford, 2004). Similarly, an organizational culture emphasizing fairness and rewards reflects an organization's appreciation of employee contributions and caring for employees' fundamental utilitarian needs, which likely contribute to high-quality outcomes of EORs (Habib et al.,2014).

Men and Jiang (2016) also investigated how unique cultural values boost employee relationships with their organization. Their findings implied that a supportive organizational culture, an emphasis on rewards, and the organizational cultural stability dimensions were related positively to EOR quality.

More precisely, a supportive organizational culture valuing collaboration, individual consideration, sharing, and teamwork betters an employee's relationship with an organization (Men & Jiang, 2016). In a study of employees working in different organizations in Pakistan, Habib et al. (2014) pointed out that organizational culture is an essential element that highly impacts employee commitment and satisfaction.

Siberian (2013) posits that there exists a close correlation between organizational culture and employee commitment. The behavioural dimension of employee commitment can be utilized as a means of evaluating the inclination of employees to

remain members of the organization. According to Aranki, Suifan, and Sweis (2019), a positive organizational culture can enhance employees' sense of responsibility and commitment toward their respective organizations and work groups.

Khan, Zabid, and Rashid (2015) assert that organizational culture serves as a framework for attaining elevated levels of organizational commitment. In addition, it has been posited that organizational culture plays a role in promoting dedication as opposed to individualistic motives (Azizollah, Abolghasem, & Amin, 2016).

According to Susita et al. (2020), the primary purpose of organizational culture is to serve as a binding agent for individuals within a given organization. This constitutes a component of the shared dedication exhibited by the workforce. Employees experience a feeling of affiliation, engagement, and accountability toward the advancement of their organization. Abd Halim, Alsheikh, and Ayassrah (2017) explain that the organizational culture serves the purpose of fostering and augmenting dedication toward the organization's mission.

According to Susita et al. (2020), the phenomenon of organizational culture plays a crucial role in fostering a sense of shared commitment among employees. It serves as a catalyst for shaping their behaviours. Furthermore, the study's findings indicate a statistically significant and positive correlation between organizational culture and organizational commitment, as Susita et al. (2020) reported.

According to Shin's (2021) findings, employee performance is positively influenced by perceptions of appreciation and recognition for their efforts. Various

organizations have implemented diverse organizational cultures to enhance employee satisfaction, leading to improved employee performance and overall organizational commitment.

Moreover, the impact of organizational culture on the perceptions of commitment, control mutuality, satisfaction, and trust among internal stakeholders can be positive. In Rivera's (2011) study, an extension was made to the existing public relations theory by exploring the correlation between authoritarian and participative culture metrics and various dimensions of organization-public relationships, which included commitment, control mutuality, satisfaction, and trust. The study conducted by Rivera (2011) pertained to the correlation between perceptions of organizational culture and perceptions of organization-public relationships.

The interplay between organizational culture and organization-employee relations has emerged as a pivotal facet of organizational behaviour. A participatory culture, as a component of an organization's culture, provides a chance for each employee to engage actively in the decision-making process. The primary aim of this culture is to establish a congenial work atmosphere that facilitates the free expression of ideas, enables decision-making, and fosters collaboration among employees in pursuit of the organization's objectives.

Establishing a participatory culture within an organization fosters a sense of affiliation among its workforce, thereby resulting in improved relations between the organization and its employees. The cultivation of a strong organizational culture facilitates the establishment of efficient channels of communication between

members of the workforce and the organization. Using efficient communication, staff members can comprehend the policies, values, and objectives of the organization (Siburian, 2013).

However, efficient communication facilitates the transmission of employees' viewpoints and recommendations to the organization. Open dialogue within an organization can foster a sense of appreciation, regard, and attentiveness toward employees, thereby enhancing their allegiance and dedication to the organization. The organizational culture of a company has a positive impact on the collaborative efforts of its members. The collaboration of employees promotes the cultivation of trust, mutual respect, and cooperation (Susita et al., 2020).

The organization allows its employees to collaborate, acquire knowledge from one another, and offer mutual assistance in accomplishing the company's objectives. Fostering a robust sense of camaraderie and unity among employees increases the relationship between the organization and its employees. The cultivation of a strong organizational culture has been shown to have a positive impact on both employee satisfaction and retention rates.

The involvement of employees in decision-making processes is perceived as a means of demonstrating appreciation and recognition towards them. The phenomenon engenders a sense of contentment in the workforce, a pivotal factor in personnel preservation. Job satisfaction among employees is inversely related to their likelihood of leaving the organization, thereby fostering workforce stability.

Moreover, employee retention, resulting in reduced expenses for the organization, including recruitment and training costs, which would ultimately lead to a heightened level of employee appreciation. The study's findings determined that an organizational culture can be associated with commitment, control mutuality, satisfaction, and trust. (Rivera, 2011).

In sum, organizational culture and organization-employee relationships are intricately interwoven elements that have a profound impact on the success and longevity of any organization. Organizational culture is pivotal in establishing a sense of identity and purpose among employees. A strong and well-defined culture can serve as a unifying force, enabling individuals to identify with the organization's vision, mission, and values. Such identification fosters loyalty, commitment, and a shared sense of purpose, enhancing employee engagement and motivation. This, in turn, improves job satisfaction and overall organizational performance.

Moreover, organizational culture heavily influences the relationship patterns within an organization. It sets the expectations for acceptable behaviours and promotes consistency in decision-making and problem-solving techniques. For instance, an organization with a culture that emphasizes open and transparent communication will likely have employees who actively participate in discussions, share ideas, and engage in collaborative decision-making.

On the other hand, organizations with a culture that promotes competitiveness and individualism may witness more independent decision-making and less collaborative behavior. Therefore, it is crucial for organizations to shape their culture in a manner,

that aligns with their strategic goals and creates an environment conducive to positive relationship patterns between employees. In this context, this hypothesis is posited:

Hypothesis 7: Organizational culture is associated with EORs in public hospitals in Jordan.

2.11 Indirect Hypothesis

2.11.1 Mediating Effects of Employee-Organization Relationships (EOR)

Employee-organization relationships are often seen as something that could encourage positive stakeholder assessments of an organization's activities (Lee & Kim, 2017), particularly in a world where seemingly most healthcare sectors have been deeply impacted because of the COVID-19 pandemic.

Public relations researchers consider EORs a strategic management tool to create and shape trust between firms and their various stakeholders. This is important in the face of declining trust involving public healthcare (Friederike & Stefan, 2010). Establishing and shaping trust is of the greatest significance in an industry that is marked by misalignments. Bostan et al. (2020) have highlighted that the growing misalignments between employees and management, the prevalence of crisis communication in the public sector, and the decreasing support of employees for management have resulted in persistent criticism and distrust, as well as negative narratives concerning their hospitals among external publics.

The negative impact of these events on the public's trust in the healthcare sector has prompted the public sector to prioritize enhancing its internal public relations. This involves improving the quality of relationships with employees to minimize any misalignment and encourage positive voluntary communication behaviours among healthcare employees during critical situations (Sbaffi & Rowley, 2017). Frandsen and Johansen (2011) posit that the fundamental objective of relationship management is to establish a perception of confidence and commitment within organizations, thereby fostering a communal relationship with employees, who in turn feel unconditionally supported.

According to Lee (2020), for an organization to be perceived as trustworthy by its employees, it is imperative that the organization provides easily accessible, comprehensible, and readily understandable information during times of crisis, while also promoting employee involvement in the decision-making process. In the theoretical framework proposed by Baron and Kenny (1986), a mediator variable acts as a pathway through which an exogenous variable might impact an endogenous variable of relevance.

Kim and Rhee (2011) proposed that additional research is needed to determine which factors, if any, mediate the link between ECB and internal PR practices including transparent and symmetrical communication. This would help to determine the underlying process variables that connect ECB in an online setting.

The current body of literature on crisis communication has yet to incorporate the EOR as a significant factor that could affect the interplay between internal public

relations, organizational culture practices, and online communication behavior during a crisis, either directly or indirectly. The suggestion has been made by scholars such as Lee (2017), Lee and Kim (2020), Kim (2018), and Men (2014).

Most previous communication research has yet to provide a complete understanding of how organizations can communicate strategically with employees through relationships management and have not understood the relationship management approach and contextual organizational factors on ECB during a crisis (Claeys, Cauberghe, & Vyncke, 2010; Grunig, 2011; Lee, 2020; Kim, 2018; Men, 2014; Taylor, 2012).

Thus, this requires a more expansive approach using mediating variables to better capture the complexities of ECB, leading to further developing relationship management (Cooley & Cooley, 2011; Lee & Kim, 2020). The objective of this study is to adopt the EOR as a mediator to better understand the correlation between symmetrical transparent communication, organizational culture, and online ECB. Theoretical frameworks on relationship management recognize the importance of effectively managing the relationships between employees and organizations toward achieving shared goals and objectives over an extended period.

Such frameworks can elucidate how positive attitudes and behaviours are formed, and how employee-organization associations mediate the relationships between symmetrical and transparent communication, organizational culture, and online ECB. Based on the previous speech on the correlation between employee-organization associations and ECB, this study proposes that EORs could serve as a

mediator for the impact of symmetrical transparent communication, organizational culture, and ECB during crisis.

2.11.1.1 EOR and The Relationship Between Symmetrical Communication and Online ECB

The mediating effect of EORs between symmetrical communication and online communication behaviours is based on the idea that outstanding EORs will result in favourable communication in a crisis. A thorough review of the relational approach and crisis communication literature suggests that employee-organization associations have impacted employees' communicative behaviours in a crisis to a certain extent. Previous organizational and crisis communication studies have highlighted that researchers have successfully linked EORs with employee outcomes such as ECB (Lee & Kim, 2020).

Public relations scholars have supposed that an organization with a favourable organisational-employee association will enhance the likelihood of an employee having positive motives for participating in voluntary advocative behaviours for their organization in their networks. This belief suggests that organizations should have formal guidelines and procedures for managing the relationships with internal publics in a crisis, enabling them to effectively navigate a critical situation (Kang & Sung, 2017; Kim & Rhee, 2011; Lee, 2018; Lee & Kim, 2020).

According to Lee and Kim's (2020) research, the EOR is a crucial factor in determining employee satisfaction and trust. Positive relationships between employees and organizations may offer a competitive advantage, particularly when

employees disseminate positive messages about the organization or defend it against online criticism during a crisis.

The fundamental constituents of EORs are comprised of four key elements, namely commitment, control mutuality, satisfaction, and trust. According to Kim and Rhee's (2011) research, when an employee experiences satisfaction, commitment, and trust in their organization, they are more likely to engage in positive communication about the organization with their acquaintances.

Conversely, they are less likely to disseminate any detrimental information about the organization. It is imperative for management to recognize employees as crucial strategic stakeholders and uphold their connection with employees during times of crisis. According to Wang (2020), a positive employee-organizational relationship can effectively enhance the social media communication behaviours of employees in times of crisis.

Crises inherently produce uncertainty and ambiguity for internal public. Effective internal symmetrical communication decreases ambiguity and uncertainty by bridging the communication space between employees and management (Kim, 2018). Such boundary-spanning undertakings can be essential to an organization and help determine whether an employee is a positive or negative ambassador (Frandsen & Johansen, 2016). Employees are keen to decide on what is happening. Consequently, they have great expectations about getting accurate, adequate, timely crisis information from their organization.

The establishment of reliable, transparent, and dependable connections can lead to favourable consequences in communication behaviours, such as heightened satisfaction and reliance between employees and supervisors (Heide & Simonsson, 2014). Conversely, a shortage of reliable and consistent information could employees more vulnerable to hearsay and dissemination of negative declarations. According to Kim (2018), the deterioration of communication behaviours among employees can result in unfavourable consequences, such as a decline in trust between management and employees, and unnecessary turnover during a crisis.

According to Kang and Sung (2017) and Kim and Rhee (2011), implementing a symmetrical communication system within an organization can potentially enhance the quality of EORs. The utilization of social media by employees and their inclination to engage in affirmative online behaviour is associated with a favourable relationship between the organization and its employees (Walden, 2018; Smith et al., 2017; van Zoonen et al., 2014). According to Kim and Rhee (2011), the demonstration of symmetrical communication power relies on the essential role played by EOR as a mediator in this procedure.

The present study anticipates that symmetrical communication can explain employee perceptions of a favourable relationship with his/her firm, which boosts their motives to forward and share organizational accomplishments on social media engagement and generate and forward advocative content concerning his/her company on social media throughout a crisis period. Thus, this hypothesis is posited:

Hypothesis 8: EOR mediates the relationship between symmetrical communication and Online ECB of public hospitals in Jordan.

2.11.1.2 EOR and the Relationship Between Transparent Communication and Online ECB

Scholars have advocated transparent communication regarding the increased exposure to “deceptive practices that took place behind the doors” (Rawlins, 2009, p. 71). The literature has discussed three major dimensions of transparency: accountability, informational transparency, and participation (e.g., Men & Stacks, 2014).

The rise of new technological tools like social media has given organizations many innovative methods to share information and be open to their public. Simultaneously, these tools escalated expectations for organizational transparency (Men & Stacks, 2014). However, with an unprecedented public demand for openness and visibility in the current business environment, research indicates that transparent communication is critical for an organization to promote trust and commitment by building a favourable relationship with its internal public during a crisis.

Per Rawlins (2009), organizational transparency throughout every corporate communication facet is crucial for creating and restoring trust. According to Jahansoozi's (2006) assertion, organizational transparency serves as a relational status that fosters accountability, collaboration, cooperation, and commitment.

Organizations that exhibit transparency are characterized by the disclosure of accurate, balanced, substantial, timely, and truthful information. Additionally, these organizations encourage employee participation in the selection of information that is necessary for their roles, thereby increasing their involvement in decision-making processes. There, participatory and information transparency is anticipated to produce feelings of shared control and employee satisfaction, which comprise a high-quality employee–organization relationship (Men & Stacks, 2014).

Considering the preceding, it can be inferred that when an organization offers comprehensive and accurate information to its employees and fosters an environment that acknowledges feedback, employees are more likely to be sense of trust and satisfaction with their organization, thereby reflecting positive EORs. Rawlins (2008) discovered that healthcare organizations can foster employee trust by promoting employee involvement, providing comprehensive information to employees, and presenting equitable reports. In a recent study, Men and Stack argued argument that transparent and open communication between employees and their organization has a positive effect on how employees perceive their relationships with the organization.

Transparency is a fundamental element that plays a crucial role in determining an organization's ability to survive during a crisis. According to Gower (2006), the practice of transparency can facilitate an organization's ethical response to a problem by considering its employees' expectations. Transparent crisis communication enables employees to comprehend the nature of the incident and the rationale behind the actions that have be taken, as stated by Men (2014).

In a crisis, an organization that fosters transparency and openness can facilitate employee engagement and uninhibited communication. The prevailing atmosphere fosters an environment that motivates individuals to suggest and effectively communicate beneficial content, offering inventive and constructive feedback to effectively address a crisis, as Lee (2020) noted.

The act of transparent communication has been found to positively correlate with employee trust within an organization, as Rawlins (2009) noted. Additionally, Men and Stacks (2014) have reported that transparent communication is linked to a favourable EOR. Furthermore, studies conducted by Kim (2018) and Wang (2020) have established a significant association between transparent communication and the online communication behaviours of employees during a crisis.

Furthermore, these communicative practices stimulate employees to help identify the required information, increasing their role in decision-making (Lee & Li, 2020). This process produces employee satisfaction and shared control feelings that boost EOR quality during a crisis (Men & Stacks, 2014). Therefore, the present study anticipates a positive linkage between EOR, and transparent internal communication aligned with past research. Thus, this hypothesis is posited:

Hypothesis 9: EOR mediates the relationship between transparent communication and the online ECB of public hospitals in Jordan.

2.11.1.3 EOR and the Relationship Between Organizational Culture and Online ECB

According to scholarship in management communication, the significance of organizational culture must be balanced in the context of public relations practices. It is contended that organizational culture profoundly impacts both internal communication and the establishment of relationships between organizations and their stakeholders during times of crisis (Dozier et al., 1995; Grunig et al., 2002). Schein (1990) posits that organizational culture comprises a collection of fundamental principles and beliefs commonly held among members of an organization.

The impact of shared values on employee behaviours is significant, as employees depend on these values to direct their actions and decisions and determine their responses, as noted by Tsui et al. (2006). The organizational culture theory generally asserts that the behavior of members within an organization is influenced by the organizational culture (Schein, 1990). According to Sriramesh, Grunig, and Dozier (1996), it is imperative to comprehend the communication process and establish a connection between the communication process and organizational culture. Public relations were perceived as a cultural product and a form of communication by the stakeholders.

The current theoretical comprehension of culture in public relations literature indicates the importance of organizational culture on public relations outcomes. For instance, Grunig (1995) concluded that, directly and indirectly, organizational culture impacts public relations practices. Reber and Cameron (2003) discussed

organizational culture as a factor that affects public relations outcomes and improves relationships with key publics.

Management that maintains an organizational culture and highlights fair rewards, stability, and supportiveness towards its internal public will lead to good employee relationships in a crisis. Jiang (2011) points out that future studies may explore the causal relationships between how organizational culture led to the changes in ECB and any mediating factors between organizational elements and communication behaviours (Jiang,2011).

A handful of studies have investigated whether public relations activities affect organizational culture and attempted to determine whether organizational culture can be measured or altered. For example, Rivera (2011) found that perceptions of organizational culture were associated positively with perceptions of commitment, control mutuality, satisfaction, and trust. Grunig, Grunig, and Dozier (2002) associated public relations with organizational culture but proposed that a participative culture should be absent for excellent public relations. Men and Jiang (2016) tested organizational variables contributing to quality EOR outcomes, such as communication behaviours. They investigated the linkages between employee–organization relationships (EOR) and organizational culture.

The findings provided empirical evidence suggesting the essential role of organizational culture in nurturing positive employee relational outcomes. Furthermore, employees perceive a firm's culture based on the quality of

relationships. Therefore, the present research anticipates a positive linkage between organizational culture and EOR. Thus, the following hypothesis is posited:

Hypothesis 10: EOR mediates the relationship between organizational culture and the online ECB of public hospitals in Jordan.

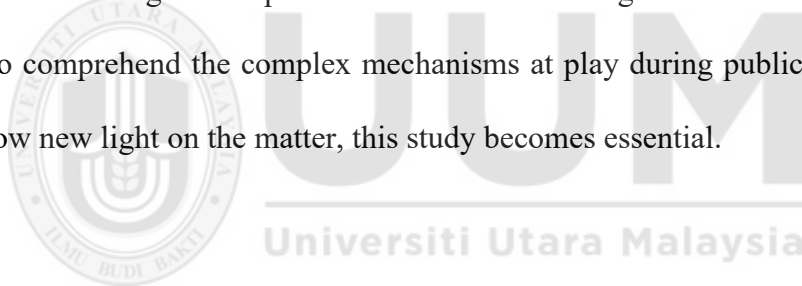
2.12 Chapter Summary

This chapter focuses on the complicated approach of hypothesis building and examines the essential interconnected aspects that significantly affect online Employee Communication Behaviors (ECB) in public hospitals during times of crisis. The thorough analysis reveals a significant dearth of studies in the understudied public sector, particularly inside complex healthcare, and government systems. Based on comprehensive examinations, the chapter highlighted the complicated linkages among ECB, transparent communication, organizational culture, and symmetrical internal communication. The different relationships between all these variables greatly impact the communication behaviors of employees under challenging circumstances that demand employees to adapt, highlighting their relevance.

The theoretical underpinnings of symmetrical communication and its proven effect on employee outcomes are the primary focus of this chapter. A few studies of examinations have concluded that honest and open communication has a significant effect on employees, particularly in the areas of credibility, commitment, and importance. An earlier part of the management guideline addressed another aspect of organizational culture that affects ECB. Given the importance of studying normative

behaviors, this chapter underlines the need to investigate cultural elements and norms of behavior inside an organization.

The idea of Employee-Organization Relationships (EOR) is introduced in this chapter to bridge the gap between ECB, organizational culture, and communication techniques. According to the study, when employees have strong EORs, they are more likely to trust one another, commit to the group, and communicate voluntarily in times of crisis. Based on the theoretical framework, EOR can facilitate open and honest communication inside an organization, which in turn can impact ECB in an online setting. As the chapter ends, it draws attention to the areas where the current literature is lacking and emphasizes the need to investigate the mediating function of EOR to comprehend the complex mechanisms at play during public hospital crises. To throw new light on the matter, this study becomes essential.



CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter outlines the method used in the present study regarding how it was carried out to achieve its research aims. This includes the research design, the target population, sample technique and size, data collection process, measurement and instrumentation of variables, and lastly, data analysis. The choice of research design depends on the research philosophy of the present study.

3.2 Research Philosophy

Research philosophy is a broad approach to conducting a research project that guides the planning and execution of the research and specifies its methods. The first step in designing primary research is selecting the most appropriate research paradigm from among constructionism, pragmatism, interpretivism, critical realism, and positivism (Saunders et al., 2019). The former relates to how people construct knowledge, issues, and topics, which are usually qualitative by nature, with groups and unstructured interviews used for collecting data. The latter method characterizes research as a process in which concepts and meanings explain and generalize experiences and actions from the past. It is socially constructed research with explanations for what is happening around it (Sekaran & Bougie, 2016).

Furthermore, the interpretivism paradigm is concerned with human behavior interpretation from the participant's perspective (Alharahsheh & Pius, 2020).

Whereas, critical realism is primarily concerned with identifying the distinct dynamics of power, conflict, and constraints, and enabling individuals to challenge and overcome these dominant or alienating forces.

Lastly, positivist research provides proof of formal propositions, quantifiable variable measures, and hypotheses to evaluate using primary techniques such as experiments, statistical analysis, and surveys (Saunders et al., 2019). Meredith, Raturi, Amoako- Gyampah, and Kaplan (1989) confirmed that positivist research is typically carried out according to previously explored relationships.

Considering the characteristics of the various paradigms, the current research, adopted the positivist method instead of the various paradigms because it tends to prioritize current theories as the primary sources of knowledge (Schrag,1992). Hence, the current study has chosen this approach because it is advantageous due to its alignment with a theoretical framework, as it enables the study to conduct a thorough theoretical analysis and get data that can be conveniently compared to previous studies (Collis & Hussey, 2013).

However, the constructs in the present study were empirically examined through the existing literature. Accordingly, the existence of relationships between the variables in different contexts is discussed in the current study. Second, this study tested existing the theoretical framework of RMT instead of building new ones to revalidate and confirm the research hypotheses that are aligned with this paradigm. After establishing the research paradigm for the study, this chapter proceeds to

discuss the research design, and the research approach employed to achieve the research objectives.

3.3 Research Design

A research design is a general strategy that describes the techniques and steps used to gather and analyse information from the respondents (Zikmund et al., 2013). For example, a research approach can be divided into two types: qualitative and quantitative (Creswell, 2016). The present study employed a quantitative approach, and the reason behind this choice was to ascertain if there are relationships between independent and dependent variables and define and discuss the expected relationship among the variables through the collection of data and examining the causal links between constructs (Creswell, 2016). Thus, enabling the study to discover and infer causal links between these constructs.

In order to meet the research objectives, the research is based on the quantitative approach. The latter helps to identify potential interrelations between internal PR practices, organizational culture, and online ECB. Besides, the data collected in the research is of a cross-sectional nature as data at a single point in time was taken. The following sections describe the unit of analysis, target population as well as the means of measurement and instrumentation.

3.3.1 The Unit of Analyse

Sekaran and Bougie (2016) defined the unit of analysis as the level of data that is of interest in a study. This level could have been any one of the following: the

individual, the community, the group, or the organizational entity. In the present study, the unit of analysis was the individual. The nurses who worked in the various departments in Jordanian public hospitals. The target population was the practical nursing employees in the concerned hospitals. However, once the unit of analysis has been decided, the next steps would be to decide on the target population and sample size.

3.3.2 Identifying Population and Sample

A study's population refers to a specific respondent group that shares similar characteristics (Sekaran & Bougie, 2016). To achieve the present research objectives, the target population includes all nurses working in public hospitals in Jordan. According to the Jordanian Private Hospitals Association (2022) indicate that there are about 17,608 nurses in both public and private hospitals, of which 4,986 work in the private sector and 12,622 work in public hospitals.

Given time limitations, cost, and resources, conducting a comprehensive survey covering all nurses in public hospitals was impossible. Consequently, three major public hospitals were selected out of the total 33 in Jordan, namely Basheer Hospital, located in the centre of the capital of Jordan. The second hospital is Princess Basma Hospital, alongside King Abdullah University Hospital, both are in the northern region of the country. These hospitals are under the government of Jordan. They were strategically located in areas characterized by high population density, specifically the Middle and North regions (JMOH, 2022).

The reasoning behind the selection of these hospitals were based on the following justifications. a) direct involvement in the crisis. b) exclusively responsible for providing treatment to COVID-19 cases in Jordan (Wolters & Abir, 2022). c) unfavourable nurse-hospital relationships and poor internal PR practices played a substantial role in selecting as a target population for this study (Albsoul et al., 2023). d) Furthermore, over 80% of the Jordanian population takes advantage of medical services from public sector hospitals (JMOH, 2022). e) it offers free healthcare services to individuals who possess government or military insurance, while also providing low-cost healthcare services to those who are not covered by insurance (Al- Hassan & Hweidi, 2004; Daibes, 2011). f) also, it provides healthcare services associated with COVID-19 situations are provided free of charge to all citizens of Jordan within these hospitals.

In the same vein, they are representative of the whole population because of the similar characteristics of all nurses in all public hospitals in all regions of Jordan in terms of backgrounds, and duties, have similar responsibilities, and provide similar services to their patients. In terms of capacity, these hospitals have the most beds, the most COVID-19 admissions, and the greatest number of nurses and cover the most extensive geographical area (JMOH, 2022).

The justifications for the selection were quite clear, considering these criteria, table 3.1 presents an overview of the three major public hospitals in Jordan, encompassing the number of beds, and admissions recorded for each hospital in the year 2021, amidst the COVID-19 pandemic.

Table 3.1

Name of Hospitals, Number of Beds, and Number of Admissions, in The Three Major Hospitals

Hospital	No. of Beds	No. of Admissions	No. of Nurses
Al-Basheer Hospital	1237	79596	1550
King Abdullah University Hospital	758	33737	861
Princess Basma Hospital	437	19641	567
Total	2432	132974	2978

Source: Jordanian Ministry of Health (MOH) (2021).

In 2021, during the COVID-19 pandemic, the number of beds, situations of admission documented, and nurses for each hospital are shown in Table 3.1 above. The three large hospitals and their various departments are represented by these numbers. A total of 2,978 nurses were employed by three hospitals as of August 2021. Of these, 1,550 were employed by Al-Basheer, 861 by King Abdullah Hospital University, and 567 by Princess Basma Hospital. The total number of nurses included in this study is 2,978, as shown in the table above. Nurses at the three public hospitals are thus specifically targeted at a population of 2,978.

Once the target population has been identified. The selection of criteria for participation in this study was affirmed by earlier studies conducted by Abu Alrub and Nasrallah (2017) and Momeni and Khatooni (2023) within the context of Jordan. For instance, it is crucial that participants demonstrate a comprehensive understanding of the contextual knowledge pertaining to the COVID-19 crisis in the hospital environment, and the internal PR practices adopted by the hospital. Additionally, it is expected that participants have a minimum of three months of working experience in COVID-19 units.

Finally, it is necessary that the participants hold a valid license received from the Nursing Council of Jordan and currently work on a full-time basis inside public hospitals. The main purpose of this criteria is to determine the likelihood of nurses who constantly engage in social media platforms to share information that is either favourable or adverse in nature. However, these criteria offered a valid target population for collecting data for the current study. The next step was identifying the sample size.

3.3.2.1 Sample Size

Sekaran and Bougie (2016) define a sample size as a subset of the population, which is needed to make statistically valid, generalizable inferences about such a population. However, the reality is such that time and finances do not allow for engaging the entire target population. Thus, each respondent from the target population could not be contacted. As per Zikmund et al., (2013), suggests that a sample is a manageable number of cases that include all the types and parts of a given population used to represent the population adequately. Therefore, a sample size is the number of units in the selected sample.

The target population for this study was three public hospitals. As have shown in Table 3.1 above, the initial data of the total number of nurses in the three hospitals points to 2,978 nurses. The information given shows that the public hospitals in Jordan vary in number of nurses working for them. Al-Basheer Hospital has 1,550 nurses employed by the facility, King Abdullah University Hospital has 861 nurses and Princess Basma Hospital has 567 nurses. In selecting the proper sample size, this

study takes into account several options. Krejcie and Morgan (1970) also established a sample size table, which is frequently used in this area. Thus, as per the Krejcie and Morgan sample size table, the required sample size should be 341 or more to represent the nurses of three hospitals. Another aspect is that Hair et al. (2014) mentions the smallest sample size for the structural equation modeling SEM analysis. Thus, according to those authors, one should collect at least 200 samples before beginning to run the data.

Moreover, based on the empirical guideline of Roscoe (1975), cited in Sekaran, 2003, most research undertakings consider a recommended sample size to be from above 30 while below 500. Following Hair et al. (2017), it was proposed that a sample size that is below 100 should be considered small while one between 100 and 200 should be categorized as medium. On the other hand, it is of relevance to note that a size over 200 should be considered substantial.

A further consideration is the use of the software GPower 3.1, to determine the appropriate sample size for a certain research investigation. The a priori power analysis was carried out, using the study's GPower 3.1.9.2, version target population of 2,978 nurses. The study conducted the power analysis by considering the following parameters: a power value of 0.95, an alpha level of 0.05, a medium effect size of the 0.15, denoted as f^2 , and 4 predictors. Accordingly, the study, using the above parameters, carried out the statistical analysis of which the calculated minimum sample size was 129 nurses (Refer to Figure 3.1).

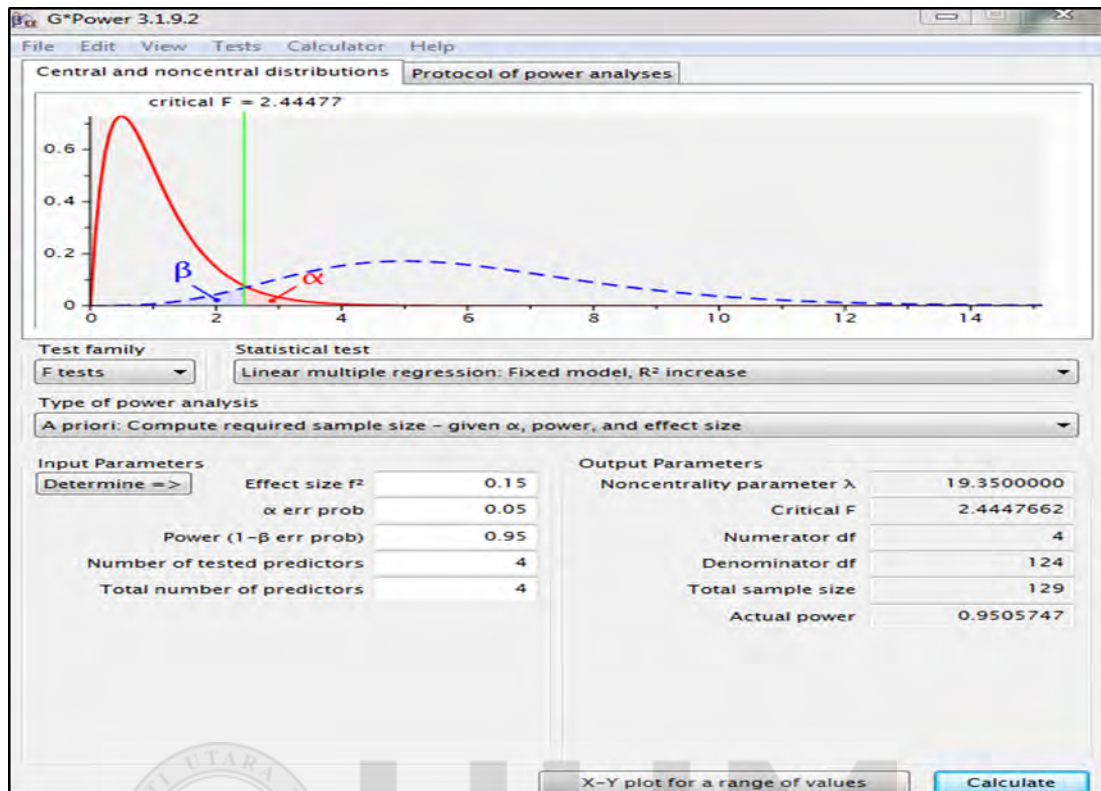


Figure 3.1 G*power output

The last criterion refers to Roscoe's (1975) suggestion that the sample size in a study should be a minimum ten times larger than the number of variables in multiple regression analyses. In particular, there are eleven variables at the present research, meaning that a minimum sample size should have constituted 110 individuals.

Based on Table 3.1, the sample size for the present study should be, at least, 341 in order to convey meaningful findings. In order to be on the safe side, 600 questionnaires were distributed online to the respondents, evenly within the three public hospitals, to ensure that the present study is no an underpowered one.

3.3.2.2 Sampling Technique

The current study utilized proportionate stratified random sampling. That is because it is preferred over the simple random sampling technique due to its ability to decrease sampling errors and ensure that the data are accurate and statistically significant results can be attained and generalizability (Sekaran & Bougie, 2016).

However, the nursing departments of the three selected hospitals exhibited slight variations in terms of their position and duties. Stratified random sampling was used in this study to ensure that all nurses were given an equal chance to be a part of it and that the sample was representative of the population of interest. Initially, the target population was categorized based on the number of public hospitals. Based on the stratum's contribution to the entire target population, a random probability sample size was then computed for each stratum (Zikmund et al., 2010).

In accordance with the typical timeframe necessary for the development of a fully established professional rapport within a workplace setting, as outlined by Graen and Uhl-Bien (1995), the criteria for inclusion in this study involved the exclusion of employees who had been employed at each hospital for a duration less than three months, as stated by Alzoubi, Jaradat, and Juda (2021).

Thus, it seems reasonable to conclude that the participants had an acceptable level of knowledge about the leaders and the hospital, which positively influenced the assessment on the internal PR on the dimension of symmetrical and transparent communication and organization culture. Table 3.2 shows that the selection was of the three public hospitals is made using proportionate stratified random sample.

Table 3.2

Proportionate Stratified Sampling in the Selected three public hospitals

Hospital Name	No. of Nurses	Percentage of population	Proportionate sample
Al-Basheer	1550	52%	236
King Abdullah University	861	29%	73
Princess Basma	567	19%	32
Total	2978	100%	341

The total number of people who signed part for the survey was 2,978 as illustrated in Table 3.2. As per Krejcie and Morgan (1970)., a minimum sample size of 341 people using a 99% confidence level and 5% margin of error should be used. Additionally, to ensure that a reasonable response rate was received, this study decided to deliberately over-sample the frame. This means that a total set of 600 questionnaires was distributed in all three public hospitals in Jordan. The following two sections provide a comprehensive analysis of the data collection process and the weak structure of the questionnaire.

Moreover, in the pilot stage of the study, the total number of nurses in the three hospitals, as recorded in each hospital's administration was first calculated to be 2,978. The proportional representation strategy ensured that the percentage of the nurses in each of the three hospitals was determined in sole regard to the total count of the nurses. For instance, the proportion of the nurses in Al-Basheer Hospital was calculated by dividing the number of nurses by 1,550 in the hospital with the total number of nurses by 2,978, thus, obtaining 52%.

Following the determination of the hospital percentages, the study moved on to compute strata for each hospital. Taking Al-Basheer Hospital as an example, the

total number of nurses in this hospital (1550) was divided by the required number of respondents (341, as per Krejcie and Morgan's table). The result was then multiplied by the previously obtained percentage (52%). This process yielded a stratum of 236 for Al-Basheer Hospital. Similar procedures were repeated for the remaining two hospitals in the study.

This meticulous approach ensures that each hospital's representation in the sample is proportionate to its share of the total nursing population, enhancing the accuracy and validity of the findings.

3.4 Data Collection

Globally, due to the COVID-19 pandemic, governments implemented a range of measures to mitigate the spread of COVID-19, including a Jordanian government restricting the movement of people, travel limitations, and the implementation of a curfew, this has made a challenging to move across Jordanian cities. As a result, the present study selected a self-administered survey as a method of data collection through an online questionnaire as the ideal approach for collecting data.

Prior to the distribution of the questionnaire official letter requested from the Jordanian Ministry of Health to allow nurses to participate in the process of filling out the questionnaire. After getting permission from the Jordanian Ministry of Health, the researcher contacted the hospital administration to ascertain their willingness to participate as respondents, then the nursing department head at each of the hospitals involved in the study, see Appendix E. The head of a nursing department contacted the charge nurses are responsible for supervising hospital

units, and emergency rooms, to provide them with essential instructions and clarification on the study's objectives, and requirements for the completion of the questionnaire.

The questionnaires distributed via the charge nurses during each shift to streamline the procedure of data collecting. The researcher provided an explanation regarding the expected time for completing the questionnaire, the nurse's power to withdraw from the study at any given point, and the procedure entailed in transmitting the questionnaire to the researcher. Subsequently, the charge nurses proceeded to share the online survey and provide an invitation letter to each nurse participating in the study. Nurses presented with a summary outlining the objective of the study, along with an assurance that all feedback and information shared would treat with the greatest confidentiality.

The examination of the mediating effect of EOR in the relationship between internal PR practices, organization culture, and online ECB during a crisis. The participants requested to complete the survey within a period of four weeks. During this time, several phone calls with the heads of nursing departments to motivate and encourage respondents to respond as suggested by (Dillman et al., 2009; Sekaran & Bougie, 2016). Afterward, an email was sent to the management hospital to show appreciation for their support, as Dillman et al. (2009) and De Leeuw (2005) suggested.

3.5 Design and Structure of the Questionnaire

3.5.1 Structure

The current study designed a questionnaire with 66 items categorized into six sections. See Appendix A. The survey instrument utilized in this study was adopted from previous studies. A questionnaire contains various sections. After a brief introduction, the questionnaire offers clear instructions for its completion. Additionally, six separate sections, including subjects regarding ECB Megaphoning, internal PR practices (i.e., symmetrical, and transparent communication), organizational culture, and EOR. The last section included demographic information.

In the beginning, section (A) consisted of 10 items constructed to measure online ECB with two dimensions (i.e., positive, and negative megaphoning). Section (B) comprised 10 items related to internal symmetrical communication. Section (C) consisted of a total of items, that were used to measure transparent communication; this construct was measured through three dimensions (i.e., accountability, informational, and participatory transparency). Section (D) had a set of 10 items to measure organizational culture. Whereas section (E) comprised 18 items of EOR which were categorized into four dimensions: commitment, satisfaction, trust, and control mutuality. The final section involved a set of nine questions related to the demographic details of the participants, along with relevant details regarding the workplace. Consequently, a Likert-type scale including five points was utilized to measure each of the questions.

3.5.2 Language

The questions designed in this study were initially formulated in the language of English and afterward underwent a comprehensive translation procedure into Arabic. The survey translation in this study was conducted using Brislin's (1970) back-translation technique. The initial questionnaire in English was translated into Arabic by a highly experienced English lecturer from the University of Jordan, who possesses advanced proficiency in both English and Arabic languages. See Appendix A.

Again, the Arabic-language edition of the questionnaire was subjected to a process of translation into English (known as back translation) by a senior lecturer. The English and Arabic editions of the questionnaire were subsequently compared to establish and maintain coherence. The translators worked together to come to a consensus on the final edition after being alerted to any problems or differences between the two editions. Any problems or differences that existed between the two drafts were brought to the attention of the translators, who collaborated to obtain an agreement on the final version. Details of the measurements used are in the following section.

3.6 Measurement and Instrumentation

3.6.1 Measurement Items and Measurement Reliability

This section of the study will provide detailed information about the measurement items and measurement scales, which were used to assess each variable in the current study. It is important to note that in the current study, specific measurement items

that had been used before were employed and they were developed in previous research works. The study will provide a comprehensive description of the instruments which were used in the study as follows:

Online ECB: online ECB has two dimensions, two first-order constructs, which were first converted into one second-order construct using positive and negative megaphoning, respectively. The scale comprised ten items that had been adapted from Kim and Rhee (2011), which had been widely used and accepted as noted in various valuable and reliable works, that were used in a similar field for example by Kim. Kim and Rhee (2011) What was meant by the ECB during a crisis was used and modified in an online context. A total of 10 items ($\alpha=0.93$) which had been adapted from Kim and Rhee (2011), were used. Two dimensions are involved which include a positive megaphoning and a negative megaphoning.

Secondly, internal symmetrical communication is characterized as a form of two-way communication featuring mutual benefit. The degree to which communication may be viewed as symmetrical is distinguished by several characteristics, including openness, feedback mechanisms, active listening, opportunities for participation in decision-making, and accessibility (Kim & Rhee, 2011). In the provided study, the perception of internal symmetrical communication was measured using a scale developed by Dozier et al. (1995) and later modified by Steyn and Rooyen. (2011) Notably, its particular focus is the evaluation of the symmetrical communication flow as perceived by the employees.

However, in the present study, the 10-item Likert-type scale was adapted by determining Cronbach's alpha coefficient of 0.86. Furthermore, three items have been incorporated and revised based on the research conducted by Steyn and Rooyen (2011), with Cronbach's alpha coefficient value was 0.82.

Thirdly, internal transparent communication is a strategic tool to make sure that employees receive extensive and accurate information, regardless of the content (whether positive or negative), in a way that is thorough, efficient, and unambiguous (Men & Stacks, 2014). The present study demonstrated a strong degree of internal consistency for the 18-item scale, as evidenced by a Cronbach's alpha coefficient of 0.97. The 18 items exhibited statistically significant loadings across three distinct dimensions, namely participative, substantial information, and accountability. Therefore, it can be concluded that the transparent communication scale demonstrates both reliability and validity in assessing the concept of internal transparent communication within the public healthcare sector.

Fourthly, the current study used an instrument for measuring perceived organizational culture from the perspectives of employees within crisis situations developed by Sriramesh et al. (1996), and Dehisat and Awan was adopted (2020). This measurement established by Sriramesh et al. (1996), with 6 items, generated a Cronbach's alpha of .84. In addition, four items were adapted from Dehisat and Awan (2020), generating a Cronbach's alpha of .90.

Integrating items from both sources was justified by empirical evidence that a unidimensional approach captures the complexities and ambiguities of organizational culture in this industry.

A one-dimensional strategy is easier for data analysis and monitoring. Considering respondents about a cultural aspect simplifies the survey and clarifies their responses. Additionally, this method will analyze acquired data clearly and concisely. The objective is to evaluate healthcare culture comprehensively, theoretically, and practically using Sriramesh et al. (1996) and Dehisat and Awan (2020)'s unidimensional conceptualization of organizational culture.

Content alignment was verified by healthcare organizational culture researchers. The feedback and recommendations made adding four more criteria easier, making the expanded assessment more reliable. A thorough content validity procedure proves the four Dehisat and Awan (2020) elements should be included. These elements complicate and improve the one-dimensional evaluation of organizational culture. This will make the study comprehensive and relevant to Jordanian public hospitals. This method could reveal the relationship between corporate culture, online ECB, and internal public relations in a Jordanian public hospital issue.

Focusing on organizational culture as a one-dimensional simplifies the study technique. Unidimensional approaches help researchers and readers comprehend how organizational culture influences the dependent variable, online communication practices (Kim & Rhee, 2011; Kang & Sung, 2017). Since this study focuses on Jordan's healthcare industry, a one-dimensional organizational culture would more

appropriately reflect its dynamics. Since multidimensional studies require more data collection and analysis, a unidimensional one may be better for this study (Ozigbo, 2013).

The complex and interdependent sector of healthcare requires an extensive understanding of organizational culture. This study uses a one-dimensional approach to describe the culture of the selected public hospitals. The study aims to examine the relationship between crisis-related internal PR strategies, organizational culture, and online ECB.

The theoretical foundations of this study support the idea that healthcare organizational culture is best understood as a whole. The unidimensional conception, promoted by Sriramesh et al. (1996) and Dehisat and Awan (2020), emphasizes a single culture with multiple elements. According to Sriramesh et al. (1996) and Dehisat and Awan (2020), organizational culture research in similar healthcare situations provides empirical justifications.

A unidimensional approach may have real-world repercussions since it may be easier for firms to influence employees' online communication behaviors. If organizational culture's accomplish impact could be understood without its many difficulties, this study's findings may be more valuable.

The EOR was evaluated using the 18-item scale, which was created in 1999 by Hon and J.E. Grunig (1999). It yielded a Cronbach's alpha of 0.946 in the present study. The EOR was operationalized as a second-order construct in this study and evaluated

using first-order constructs, i.e., commitment, control mutuality, satisfaction, and trust.

Therefore, all 66 measuring items, offered by the present study, similarly to other studies, demonstrate a consistent reliability of every item. Also, all of the items of the research present the original Cronbach's alpha levels that are equal to 82 and higher. A complete overview of every measure used in this research is presented in Table 3.3. Appendix A presents the questionnaire of the study.

Table 3.3
Study Measurements

Construct	Sources	No. of Item	Reported Reliability
Online ECB	Kim and Rhee (2011)		0.93
Positive Megaphoning		5	
Negative Megaphoning		5	
Symmetrical Communication	Dozier et al. (1995);	7	0.86
	Steyn and Rooyen (2011)	3	0.82
Transparent Communication	Men and Stacks (2014)		0.97
Participative		6	
Substantial information		7	
Accountability		5	
Organizational Culture	Sriramesh et al. (1996);	6	0.84
	Dehisat and Awan (2020)	4	0.90
EOR	(Hon & Grunig, 1999)		0.946
Commitment		5	
Control mutuality		4	
Satisfaction		4	
Trust		5	
Profile of Respondent	Age, gender, level of education, job position, Years of experience, Marital status, and time equivalent		

3.6.2 Measurement Scale

The Likert scale was employed in the current study. The measurement items were assessed using a five-point Likert scale. This scale was chosen due to its ability to effectively differentiate between responses and its ease of understanding for survey participants (Sekaran & Bogie, 2016). Additionally, the majority of main studies on organizational culture, crisis communication, internal communication, and communication behavior management have utilized a five-point Likert scale.

According to Revilla et al. (2014), academic studies have suggested that a Likert scale consisting of five points is equally effective compared to other scales. Additionally, the researchers found that expanding the scoring scale from five to seven or nine points did not enhance the reliability of the scores. Because SEM and other multivariate analysis methods were used in this study, a five-point Likert scale was considered appropriate for data collection (Finstad, 2010). A Likert scale with five points was used in this research. From 1 (strongly disagree) to 5 (strongly agree), this scale provides values to reflect the degree of agreement.

3.7 Statistical Analysis Procedures

The following part clarifies the methodology employed for data preparation and the subsequent steps. Data processing is crucial as it helps a researcher in differentiating any potential hypotheses encroachment concerning the data analysis technique. For this study, data processing has been carried out once the data is obtained. The following processing data analyses were performed using SPSS version 25, namely, coding and data entry, missing value, normality test by kurtosis measures, skewness

measures, and histograms, multicollinearity test, assessment for outliers and common method variance (Hair et al., 2014).

Furthermore, Aaker et al. (2005) suggested that scholars should clean up the research data before doing any statistical analysis to confirm that the research data is punched properly and free of errors. This study, nevertheless, used SPSS v25 for its descriptive statistics, investigated reliability, and examined the underlying statistical assumptions.

3.7.1 Preparation for Data Analysis

3.7.1.1 Coding and Data Entry

According to Sekaran and Bougie (2016), the process of data coding in quantitative research entails the assignment of numerical values to participants' responses before entry into a database. In addition, once the responses have been encoded, the encoded data can be inputted into a database using several software options, such as SPSS (Bryman & Cramer, 2004).

3.7.1.2 Missing Values

As noted by Hair et al., (2014) missing data is very common with survey responses as a type of evidence, which arises when the subject does not complete some questionnaire items. As a result, Hair et al. provide that missing value treatment proposes that different aspects of ways can be utilized to derive missing points values in the set of data used for the analysis, alternatively, including “mean replacement, EM (expectation-maximization algorithm), and the nearest one”.

Given this fact, Tabachnick and Fidell (2007) provide that, if 5% or less of data are missing, any missing data problems are not serious. Indeed, almost any method of treating missing values will produce the same result. Consequently, it is important to note, that I would employ missing data treatment in advance of performing PLS-SEM because it could have the advantage of reducing the researcher's statistical power and possibly introduce bias if missing data is treated after the sem procedure, as Hair et al. (2017) noted.

3.7.1.3 Response Rate

Response rate is a ratio of the number of people who gave answers to the survey to the total number of people who the survey was sent to. Therefore, this ratio is usually increased by 100 to express it as a percent (Hair et al., 2010). An evaluation of the response rate in the present study was conducted as a proportion of the number of questionnaires that were answered to the total number of questionnaires that were given to the respondents in percent. An unusual response rate of 50% or above in a survey is seen as valuable, as it allows the scholars to advance to the subsequent stage in the data analyzing procedure. On the other hand, a lower rate of response will undermine the validity of the results about the matter of the ability to be generalized (Fosnacht et al., 2011).

3.7.1.4 Non-Response Bias

A nonresponse bias arises when the desire of people to answer the survey significantly differs from those who do not. This variation leads to different views, beliefs, behaviors, and intentions. Therefore, they affect the results of the present

study. Armstrong and Overton (1977) propose several nonresponse bias evaluation methods. Namely, they include the technique of extrapolation, comparisons with known population parameters, and subjective estimations were suggested (Armstrong & Overton, 1977).

The consideration of bias is deemed important due to its ability to generate predictions that lack accuracy and clarity (De Beuckelaer & Wagner, 2012). However, the present study examined the probability of observing statistically significant differences in responses between early and late respondents. This was achieved by employing the extrapolation method of time trend, which allows for the comparison of early and late respondents (Clotey & Grawe, 2014).

3.8 Fundamental Statistical Assumptions

Thoroughly evaluating the underlying statistical assumptions, such as normality, multicollinearity, outliers, and common method bias, is essential prior to conducting any inferential statistics for data analysis. However, the current study investigated the fundamental statistical assumptions by analysing 392 responses that were valid.

3.8.1 Normality Test of Multivariate Analysis

A standardized test is not always necessary. Nevertheless, according to Tabachnick and Fidell (2007), it is a substantial first step in nearly every multivariate analysis to examine the continued variables. Hair et al. (2014) explained that extremely abnormal data can create a severe problem in evaluating variables and standard bootstrapping mistakes increase. To explore data normality distribution, Hair et al.

(2014) proposed the use of graphical methods, i.e., a Q-Q plot and a histogram, and statistical methods, i.e., Kurtosis and Skewness.

Hair et al. (2017) previously mentioned that skewness measures the symmetry of the distribution. A distribution is positively skewed if it has few great values and drops off to the right. By contrast, a distribution is negatively skewed if it has few tiny values, and it falls off to the left. Conversely, kurtosis compares a distribution to a normal distribution and conveys how flat or peakedness it is. If the value is positive, then the distribution is usually peaked; when the value is negative, the distribution is relatively flat. Additionally, the absolute values of kurtosis and skewness must be less than 7 and less than 2, respectively. It was previously stated by Curran, West, and Finch. Kline (1996) also Kline (2011) reported that the absolute value for skewness must be less than 3 and a kurtosis of less than 10. Accordingly, these measures were utilized in the present study to confirm that the results were normal.

3.8.2 Multicollinearity Test

Multicollinearity has been indicated by Tabachnick and Fidell (2007) as a problem with a correlation matrix that occurs when variables are too highly correlated. Thus, it can be defined as the degree to which the effect of any variable can be calculated or predicted by some other variables in the analysis (Hair et al., 2014). In addition, multicollinearity increases the standard errors of the coefficients and reduces the power of an analysis under discussion. This study focuses on the assessment of multicollinearity using tolerance and the Variance Inflation Factor methods. Based on the knowledge shared by Hair, Ringle, and Sarstedt, (2011) the problem of

multicollinearity can be considered if the tolerance is less than 0.2, and the VIF value is more than 5.

Hair, Ringle, and Sarstedt (2011) also explain that the problem of multicollinearity between the independent variables can be discussed when the correlation coefficients are 0.90 and above. The analysis of a correlation matrix is one of the simplest ways to identify multicollinearity. At the same time, when one or more values become equal to 0.90 or higher, it is possible to state that multicollinearity is supported in a study under discussion (Tabachnick & Fidell, 1996).

3.8.3 Assessment of Outliers

An assessment of outliers in a data set was essential for identifying any observations that might have an inordinate effect on the regression results. Therefore, this assessment should dictate if these observations could be not included in the analysis because they can have a massive impact on the results of a study (Hair et al., 2014). Mahalanobis (D2) check was conducted for the data in the present study based on Tabachnick and Fidell (2007) to spot and classify multivariate outliers (Mahalanobis, 1948).

3.8.4 Common Method Bias Test

The common method variance (CMV) needs to be investigated in survey-based investigations, notably if data for the exogenous and endogenous variables were obtained at the same time utilizing the same procedure (Lim, 2021). CMV arises in

any study that collects data through an instrument that utilizes self-reported information gathered from a single source (Podsakoff et al., 2012).

Conway and Lance (2010) stated that the existence of CMV in the study might inflate relationships between variables measured by self-reports. The given study used self-reported data by nurses from public hospitals; thus, it has the possibility for CMV. Therefore, this study along with would like to examine the potential influence of CMV. Consequently, to reduce the effect of common method variance as Podsakoff et al. (2003) argued, both procedural and statistical methods were applied in the current study.

3.9 Statistical Data Analysis Methods

After the completion of the descriptive analysis for demographic profiling, the subsequent step involves conducting hypothesis testing through the utilization of Partial Least Squares (PLS) modeling. This approach allows for the evaluation of relationships among predictors in both a structural model and a measurement model simultaneously (Duarte & Raposo, 2010). Considering this, PLS modeling is regarded as a reliable statistical method (Tabachnick & Fidel, 2007).

According to Astrachan, Patel, and Wanzanried (Lowry & Gaskin, 2014), and Hair et al. (2014), the Partial Least Squares approach is a statistical method that assesses numerous association models by employing reflective measurement. The fact offers a crucial advantage to field semblance in the context of fast parameter assessment. Furthermore, it is necessary to stress that PLS path models also possess the benefit of simple model progression to the more sophisticated ones by including various latent

variables. Additionally, Hair et al. (2014) note that the PLS approach incorporates numerous statistical methods such as redundancy analysis, multivariate analysis of variance, reliability analysis, and multiple regression. These aspects mean that the employment of collective methods will aid in avoiding potential t-value inflation as a result of each incorporated approach's running.

Current research has utilized route modeling as a statistical method to evaluate the constructs' reliability and validity, alongside variable relationships. Therefore, PLS major theoretical components include the measurement model and respective components, along with the components, i.e., items' reliability, internal consistency, composite, and discriminant validity (Lowry & Gaskin, 2014). Moreover, the model used in the study has employed the evaluation of the constructs at a higher order. The second aspect of PLS is the structural model. It incorporates the outcomes of hypothesis testing. In this case, one should assess the coefficient of determination, effect size, and predictive relevance. The structural model has the task of evaluating the mediation effects of EOR. The sections will be further explicated.

3.9.1 Measurement Model Assessment

In the present study, the reflective measurement mode was utilized. To check the reliability and validity parameters of a reflective measurement model, it is necessary to analyze hypotheses first, as noted by Hult et al. (2014). Most recent research suggests that composite reliability is a superior measure for PLS path modeling than Cronbach's alpha. For example, as Henseler et al. (2009) noted, the factor loadings

for the model indicators increase when there is a need to determine the indicators' composite reliability.

Moreover, the estimate of Cronbach's alpha is dependent on the indicator. If an indicator within the same construct has similar loadings, then the estimate of Cronbach's alpha's reliability would be similar to that in their interpercentage correlation. Therefore, Cronbach's alpha is an indicator-dependent function, as stated by Hair et al. (2014). Moreover, Cronbach's alpha depends on the number of elements in the construct and generally underestimates the internal consistency reliability of a latent construct. This means that employing CR values is better for estimating the connected variance of assessment indicators in the PLS-SEM model rather than Cronbach's alpha. Also, composite reliability was chosen as it is functional with multiple latent components as observed by Hair et al. (2014). This provided a method to estimate the internal consistency of the latent constructs and, thus, it was selected for this study to assess the reliability of the constructs.

In this study, the reflective measurement model was validated through the convergent and discriminant assessments of validity. Therefore, regarding the convergent validity, this was performed by the calculation of outer indicator loading and the Average Variance Extracted. According to Hair et al. (2014), it is recommended that loadings do not exceed 0.5. Moreover, regarding the loadings from 0.4 to 0.7, (Hair et al.,2014). recommended reducing loadings in this category to improve the composite reliability and AVE. Finally, if the loading is less than 0.4, the indicator should be removed. Meanwhile, according to Hair et al. (2014), AVE describes the extent to which a latent construct reflects the observed variability in

each of its measurements. Thus, with the value of AVE more than 0.5, the latent constructs elaborate more than half of the observations. In contrast, the absolute value of the AVE less than 0.5 for the constructs shows a smaller share of variance in the remaining items. Therefore, the construct does exist as a good mediator variable if all of the two conditions are satisfied. The first condition is AVE for each construct is more than 0.5. The second condition is that the outer loading for each item is more than 0.5, as already discussed in the reaction validity.

Moreover, an indicator reflects one construct only, and discriminant validity is regarded as to how differently one construct is from the other in the correlation (Hair et al., 2011; Henseler et al., 2009). As such, we applied the Fornell-Larcker criterion and indicator cross-loadings to assess the discriminant validity. In terms of the latter approach, the cross-loadings of all other constructs would be smaller than the outer loadings of each indicator for a given construct. Consequently, if the cross-loadings of a different construct are not smaller than the outer loadings of the item, there is a strong indication that discriminant validity does not hold (Hult et al., 2014).

Estimation of discriminant validity was conducted in this study through the use of techniques identified as the Fornell-Larcker criterion. Per the Fornell-Larcker criterion, it should be expected that the loadings on a construct should be greater than those on any other model (Fornell & Larcker, 1981). To meet the requirement, the square root of the average variance extracted from a construct should be substantially greater than the highest correlation with another construct. The criterion is implemented when compared to correlations with latent variables. The established cutoffs of a measurement model are listed in Table 3.4.

Table 3.4
Measurement Assessment Criteria

Measurement Parameter	Threshold
Convergent Validity	Average variance extracted > 0.5
Discriminant Validity	Cross Loadings, Fornell and Lacker criterion
Indicator Reliability	Outer Loadings > 0.5
Internal Consistency Reliability	Composite Reliability > 0.7

3.9.2 Structural Model Assessment

To assess the proposed associations within the inner model, also known as the structure model, the assessment process of a structural model should be followed after determining the validity and reliability of an outer model. The process of the assessment of a structural model examines all latent constructs with another latent construct to test a hypothesis (Chin, 2010).

According to (Chin 2010), the evaluation of a structural model is made by bootstrapping and (PLS-SEM). In this study, for evaluating the structural model, the coefficient of determination, effect size, significance of path coefficients, and predictive relevance were utilized to assess the structural model of this study using (PLS-SEM). In the current study, the coefficient R^2 of the structural model was assessed because the simultaneous effect and contribution of two exogenous constructs have an impact on the variance of an endogenous construct. (Chin, 2010; Hair, Sarstedt et al., 2014; Henseler et al., 2009).

Hair, Hult, et al. (2014) state that the R² level, as a modality with a range of 0 to 1, 's level is a measure of statistics. A value of Zero emphasizes that a product does not predict, while a value of 1 refers that it has a complete predicted result. In Definition, if a value of R² is indicated as 0.26, 0.13 or 0.02, there is a significant, moderate, or weak level for predicting results. Additionally, based on the statement of Chin (2010) explained an endogenous latent construct to be large, moderate, or weak when the R² values by exogenous latent construct are 0.75, 0.50, or 0.25, respectively.

Another statistical measure stated to assess the structural model is F². To do So, it took into account that the F² statistic, as an effect size, is a step that measures the degree to which other exogenous latent constructs affect endogenous latent constructs by examining variable changes in R².

According to Cohen, (2013) F² values of 0.14, 0.06, and 0.02 were considered moderate, significant, and weak, respectively. The values of R² from .02, .13, and .26 indicated a weak level of moderate significance. Results of .05, .15, and .35 had impact and classified as weak, The values .28, .15, and .02 stated, as moderate significant for moderate significant. The values of .24, .25, and .75, were classified as weak for endogenous-latent construct with R² value .25.

According to Chin (2010), The assessment of F² entails analysing changes in R² when constructs are omitted from a model. To obtain the F² statistical measure, The current study employed estimations for two distinct (PLS) path models. An initial

path model refers to a comprehensive model that is specified by a hypothesis, encompassing the R^2 of the full model.

The path model refers to a model in which a specific exogenous construct is excluded, resulting in a reduced model with a corresponding R^2 value (referred to as R^2 excluded). The F^2 value can be utilized to ascertain the effect size of the removed constructs pertaining to a particular endogenous construct. According to Cohen (2013), the values 0.02, 0.15, and 0.35 correspond to small, medium, and large effects, respectively. The findings suggest whether an exogenous construct plays a role in elucidating an endogenous construct. When a construct has a significant impact, the discrepancy between the R^2 values when the construct is included and excluded from the model results in elevated F^2 scores.

Examining the importance of path coefficients is another approach to assessing the structural model. PLS-SEM requires the use of a bootstrapping process to determine a model's significance level because this approach does not make any assumptions about normal distribution. It is advisable to use a bootstrapping strategy in the presence of non-normal data to reduce the probability of a Type 1 mistake. By following this technique, inflated or deflated t-values are less likely to occur.

For constructing a standard bootstrap error, a subsample of 500 out of the original sample was taken by replacement. This allowed to obtain approximative t-values for testing the significance of structural paths. It has been found that 500 resamples are most often used to identify the parametric bootstrap, according to Chin (2010). It should be noted that concerning the determination of significance, the PLS-SEM

analysis relies on the variance explained in both constructs by a related path (Hair, Sarstedt et al., 2014). At the same time, another approach for verifying whether a structural model is good enough for both constructs in a particular path is the Stone-Geisser Q2. According to Chin (2010), Hair, Sarstedt et al. (2014), and Henseler et al. (2009), the Q2 tests the predictive relevance. At the same time, the Q2 is a possibility that a model can predict all the data. In this study, it was suggested to use blindfolding.

The first way to check against each endogenous latent indicated and predict the data point is from here, then introduce the concept of predictive relevance and the data point is then from here, one creates the best possible way to model (Hair et al., 2014).

For the estimation of Q2, this study followed the recommendation (i.e., Chin, 2010; Hair et al., 2014) that pointed out that a structural model has predictive importance for a given construct when its Q2 value is larger than 0., by using an omission distance, indicated as "d," ranging from 5 to 10 (Chin, 2010). The present study's basic criteria used to assess a structural model are shown in Table 3.5, along with the corresponding threshold values.

Table 3.5
Structural Model Assessment Criteria

Measurement Parameter	Threshold
Coefficient of Determination	0.19, 0.33, and 0.67
Effect Size	0.02, 0.15, and 0.35
Multicollinearity	Tolerance < 0.2, VIF > 5
Predictive Relevance	>0

3.9.2.1 Testing the Direct Effect-Two-Stage Approach

According to Hair et al. (2013), direct hypothesis testing is inappropriate for the current study since it requires the use of a reflective-reflective hierarchical model. In a repeated indicator approach, the lower-order component, as shown by R² values nearing 1.0, accounts for almost all fluctuations in the higher-order components. As a result, there is no statistically significant link between a latent variable and an endogenous higher-order component because it is continuously close to zero (Becker, Klein, & Wetzels, 2012).

To test hypotheses, this study combined the repeated indicators approach with a latent variable score that was produced via a two-stage approach, like the two-stage strategy used in mediator analysis by PLS-SEM (Henseler & Chin, 2010).

3.9.2.2 Testing the Mediating Effect-Bootstrapping the Indirect Effect

In this study, the mediating effect of EORs is tested. The categorization of mediation as having an indirect impact was highlighted by Preacher and Hayes (2004), highlighting the significance of recognizing relationships between variables prior to evaluating mediation. On the other hand, the approach proposed by Baron and Kenny (1986), which has received criticism due to its limited statistical accuracy and susceptibility to potential mistakes, has a possibility of yielding inaccurate findings regarding the mediation process.

Moreover, the Sobel test to test the mediating effect has been reported. The Sobel test relies on normal distribution, and hence it should never be used; doing so will yield false results when the indirect impact is not normally distributed (Sobel et al.,

2013). The final will have an impact on the calculation of the standard error given that there is no adherence to normal distribution. Consequently, Preacher and Hayes (2004, 2008) recommended the use of “bootstrapping.” However, the use of bootstrapping and structural equation modeling provides a better technique to strengthen the precision of mediating effects (Hult et al., 2014). One of the major advantages of this method is that it allows the use of variables that have different distributions and have gone through diff. As stated in the study by previous studies, this method provides a perfect approach to the examination of a small sample (Shrout & Bolger, 2002; Zhao, Lynch Jr., & Chen, 2010).

According to Hayes (2009), several steps are critical in testing the impact of a mediating variable. The first step is to utilize SEM and determine how adequate the model is. One of the reasons for this step is the determination of whether mediation exists. The second step of the procedure ensures that there is a relationship between a predictor and mediator variable, path “a,” and the mediator variable and the criterion variable. The use of bootstrapping helps in the determination of how strong direct relationships are for the development of t-values. A mediation test should be used to test the significance of the direct relationships when the predictor relationships are statistically significant (Preacher & Hayes, 2008; Shrout & Bolger, 2002).

The present study utilized a bootstrapping technique to determine the impact of devolution on school performance. Therefore, this study followed the recommendation of using bootstrapping and Bowers procedure in ‘Enhancing the Moderating and Mediating Effects.’ The procedure, accordingly, is more appropriate due to the less debate, critiques, errors, and limits. Both methods also improve the

precision of estimating the mediating effects. The 500 bootstraps, in this particular case, were used to estimate the direct impacts for each of the two paths, instead of using the bootstrapping procedure in testing the impact of mediation. The estimation of indirect impacts needed an overall bootstrapping effect. The estimation of bootstrapping indirect impacts for all the mediation hypotheses was based on the product of every indirect path (Preacher & Hayes, 2008).

3.10 Pre-Test and Pilot Study

The following section presents an in-depth evaluation of the pre-test and pilot study that was carried out on a measurement instrument utilized in the present study.

3.10.1 Pre-Test

To assess the face and content validity of a survey instrument in the current study initially, the researcher reviewed the development of the questionnaire items with his supervisor to confirm their relevance based on the research objectives and ensure the validity of the content. The current study followed the suggestion proposed by Sekaran and Bougie (2016) that content validity should be assessed in order to determine if a questionnaire is clear and understandable, enabling respondents to answer the questions without difficulty and determine whether the questionnaire effectively fulfils the research objectives.

Consequently, the questionnaire of this study was sent to six experts who were classified into two groups. The first group included three experienced heads of nursing departments in the three Jordanian public hospitals. In contrast, the second

group consisted of three lecturers who possess expertise in organizational crisis communication and health communication. These experts have provided advice and assistance from the School of Communication at Yarmouk University in Jordan., their contribution was to provide insights into the language, structure, and content of the questionnaire, and help in finalizing it. (See Appendix H)

However, all the experts agreed that most measures were valid and that the research instruments could produce valid results that would benefit nurses, policymakers, and top management in Jordanian public hospitals in terms of understanding nurses' intentions and their communication behaviours during the crises.

A few of changes have been adopted to align with the crisis of the Jordanian public hospital environment. Two weeks later, the questionnaire has been validated. Finally, the study improved the questionnaire items' clarity, readability, and content validity based on the experts' opinions, suggestions, and comments. Thus, the instrument of 66 items was constructed for the main study.

3.10.2 Pilot Study

In the current study, a pilot study was implemented to ensure that a research instrument was designed well as suggested by Bryman (2011). Aligned with Bryman & Bell' (2011) recommendation, the pilot study was conducted for the following reasons: 1) to allow the current study to examine the adequacy of instructions and the appropriate wording used; 2) to determine how well the questions flow and remain reliable while moving some of them around; and 3) to identify any potential

difficulties in the data collection stage. Also, it helped the current study to ensure the reliability and validity of the instrument.

To do so, Hair et al. (2014), suggested that a minimum of 50 is enough to conduct a reliability analysis. Emory and Cooper (1991) reported that a pilot study's appropriate sample size was 25 to 100 respondents. For this purpose, the current research conducted a pilot study among the 100 nurses from the Jordanian Ministry of Health who are working in three public hospitals in Amman and Irbid, respectively.

Furthermore, the current study distributed 100 questionnaires randomly to each hospital with 82 nurses responding, an 82% response rate. The reliability analysis was conducted utilizing the (SPSS) version 25. The reliability of the measurement instrument is presented in Table 3.5

Table 3.6
Reliability Test Results of the Measurement Instrument in the Pilot Study (N=100)

Constructs	No. of items	Cronbach's alpha in previous studies	Cronbach's alpha in pilot test
Online ECB	10	0.93	0.95
Symmetrical Communication	10	0.86	0.79
Transparent Communication	18	0.82	0.89
Organizational Culture	10	0.84	0.81
EOR	18	0.946	0.92

The internal consistency of the measuring scale was measured using Cronbach's alpha. According to Sekaran and Bougie (2016), it is one of the commonly used

statistical tests to estimate the degree of reliability of data in empirical research. As supported by Zikmund et al. (2013) upward of 0.6 values for alpha is acceptable, while more than 0.80 is good. Similarly, measures yielded from 0.500 to 0.749 are considered reasonable. The Cronbach alphas for the scales in Table 3.5 were computed using SPSS version 25. The reliability of the scales in the instrument is reported in Table 3.5. The Cronbach alphas ranged from 0.82 to 0.946. These values suggest that the scales showed satisfactory levels of reliability. The result of the comparison of the reliability from the previous discussion and the initial Cronbach alpha from the pilot-test data shows a consistent level of reliability for the scales of measure used in the questionnaire. Hence, the survey was finalized, containing a total of 66 items arising from the five underlying constructs.

3.11 Chapter Summary

Chapter three discussed the methodology utilized to undertake this proposed research. Specifically discussed in this chapter are the measurement and operationalization of the variables, research design, population, sampling and sample size determination, data collection, and analysis techniques, and the pilot/pre-test. The subsequent chapter delves into the analysis and interpretation of the data collected, as well as the resulting findings derived from the study.

CHAPTER FOUR

DATA ANALYSIS AND FINDINGS

4.1 Introduction

This chapter comprises various parts. The primary objective of this study is to present the findings derived from the analysis of the collected data. The process of screening and cleaning the data was carried out and reported by employing SPSS v25, followed by performing descriptive analyses on the constructs to establish validity as well as explain the distribution of the data. The current study employed PLS-SEM to evaluate the measurement and structural models.

The initial section of this chapter provides a report of the response rates, data screening, and preliminary analysis related to non-response bias and common method variation. The subsequent section presents the results of the descriptive statistics for both the data and questionnaire constructs of the participants. The present chapter also addresses the results of the measurement model, encompassing composite reliability, convergent validity, and discriminant validity.

Subsequently, the results of the structural model are shown, including the analysis of predictive relevance, R-square values, effect size, and the hypothesis testing results. In addition, the findings relating to the constructs of internal PR practices and organizational culture are also reported. Furthermore, the study examined the mediating role of EORs and provided a detailed analysis of the results. Followed by a summary of the chapter.

4.2 Preparation for Data Analysis

4.2.1 Coding and Data Entry

The present study used the initial letters for each variable. Data were entered into SPSS v25. As the following, online ECB was coded into two dimensions. For example, positive megaphoning was coded (PECB1 to PECB5); negative megaphoning was coded (NECB1 to NECB5); Symmetrical communication, as an independent variable was coded (SC1 to SC9). Transparent communication was coded into three dimensions namely, Participative (PTC1 to PTC6); Substantial (STC1 to STC7), and Accountable (ATC1 to ATC5), While items of organizational culture were coded (OC1 to OC10). Lastly, items of the mediator, EORs, were coded as follows. Items of control mutuality (CMEOR1 to CMEOR4); trust (TEOR1 to TEOR6); commitment (CEOR1 to CEOR4); and satisfaction (SEOR1 to SEOR4). All the items were coded separately according to each variable in each column. Table 4.1 shows the coding for each variable of the current study.

Table 4.1
Summary of the Variables' Codes

Variables	Code
Positive megaphoning	PECB
Negative megaphoning	NECB
Symmetrical communication	SC
Participative	PTC
Substantial	STC
Accountable	ATC
Organizational culture	OC
Control mutuality	CMEOR
Trust	TEOR
Satisfaction	SEOR
Commitment	CEOR

After coding the data into SPSS, the study checked for any omitted numbers or blank columns by running a frequency analysis to identify any entry data errors. The report showed no errors from the entry of the data into SPSS.

4.2.2 Reverse Coding

In an attempt to reduce the possibility of respondents displaying response biases or giving socially desirable answers, this study has used the reverse coding technique for Online Employee Communication Behaviors (OECB). This involves carefully determining positive and negative items before employing reverse coding. Reversing the answer scales for individual items encourages a thorough evaluation of each one. Removing possible sources of response bias and motivating respondents to be more deliberate in their answers, strengthens the validity and reliability of the survey tool. It also makes sure that both the positive and negative aspects are balanced.

Items that have been shown to indicate constructive ways of interacting with others online are one example. As an example, "I believe that online interactions promote the cultivation of positive communication." Reverse coding was performed by inverting the responses. For instance: How about this for the initial response scale: The choices that are presented are: Very Disagree, Not Agree, Neutral, Agree, and Very Agree. Next, follows post-reverse coding, which goes like this: very agree, agree, neutral, disagree, very disagree. This inversion makes sure that higher ratings still mean agreement, but now they show a positive aspect of things.

Not only that but items with OECB values are negative. Declared items that reflect negative online communication behaviors. Declaration: "I hold the belief that

engaging in negative communication is discouraged in online interactions." Also, using the method of reverse coding, the answers were turned around. The initial scale for responses was as follows: Very Disagree, Disagree, Neutral, Agree, and Strongly Agree. Following the reverse coding process, the feasible options for responses are Degree of Agreement: Strongly Agree - Agree - Neutral - Disagree - Strongly Disagree. Higher scores typically indicate disharmony, showing a negative perspective, according to this reversal.

4.2.3 Missing Values

The evaluation and handling of missing values are crucial due to their effect on the generalizability of research findings (Hair et al., 2010). Cavana et al. (2001) highlight the potential problems that can arise from missing values since they can negatively affect the assessment of data and findings.

Birnbaum (2004) and Couper (2000) have highlighted the ability of online surveys to impose required fields, to ensure respondents give complete information and avoid the likelihood of missing data (Birnbaum, 2004; Couper, 2000). Hence, the present study showed no missing values. The rationale behind this is that the questionnaire imposed a mandatory field on respondents to offer responses to all questions before moving to the next sections.

4.2.4 Response Rate

Three public hospitals were given 600 surveys to fill out using the proportionate stratified random sample method; 392 of the respondents returned the surveys within

two months of the data collection period. The percentage of individuals who filled out the survey at each of the three public hospitals is shown in Table 4.2.

Table 4.2
Response Rate of the Questionnaire

Frequency Rate	Response
600	Number of questionnaires distributed
392	Returned questionnaires
208	Questionnaires do not return
65%	Response Rate

The response rate was 65%, with 392 out of 600 surveys sent to nurses at the three public hospitals actually being returned. No surveys were omitted from the present study. Some prerequisite questions must be answered before the questionnaire is allowed to be underway which is the reason this step is required.

The initial first prerequisite relates to the knowledge of study variables, while the following question relates to working at these hospitals before and during the COVID- 19 crisis. However, all participants answered positively as they had worked at the hospitals before and during the COVID-19 crisis, resulting in no exclusion of any questionnaires from the study.

To achieve high response rates several follow-ups were made. For instance, a month later of distributing the questionnaires, several phone calls with the heads of nursing departments to motivate and encourage respondents to respond as suggested by (Dillman et al., 2009; Sekaran & Bougie, 2016). Afterward, an email was sent to the

management hospital to show appreciation for their support, as Dillman et al. (2009) and De Leeuw (2005) suggested.

Therefore, the remaining 392 returned questionnaires were used in the data analysis. Thus, the response rate was adequate for this study for analysis because according to Hair et al. (2010) and Sekaran and Bougie (2016) pointed that a 30% response rate is sufficient for survey research. However, the response rate of the current study was 65%.

4.2.5 Non-Response Bias

It was argued that the presence of bias should be considered as it may result in predictions that are ambiguous and imprecise (De Beuckelaer & Wagner, 2012; Wagner & Kemmerling, 2010). To assess non-response bias in the present study, this study made a comparison of the responses of participants who had early responses and those who responded late (Clotey & Grawe, 2014).

In this study, 311 (79.5%) participants were defined as early responders, and 80 (20.5%) participants were identified as late responders (Armstrong & Overton, 1977). In the current study, no statistically significant differences were found between early respondents and late respondents. Table 4.3 indicates the means and standard deviations and t-test results (2-tailed) for early and late respondents. Thus, the current study has not response bias issue.

Table 4.3

Result of Independent-Samples T-test for Non-Response Bias (N392)

Constructs		N	Mean	SD	S.E.	t-test	p-value	Lower	Lower
SC	Early	311	3.9481	0.63585	0.03606	1.186	0.236	-0.061	0.24655
	Late	81	3.8554	0.57467	0.06425	1.259	0.21	-0.05295	0.2385
TC	Early	311	3.8991	0.51345	0.02912	-0.349	0.727	-0.14916	0.10421
	Late	81	3.9215	0.51616	0.05771	-0.348	0.729	-0.15043	0.10548
OC	Early	311	3.7773	0.69338	0.03932	0.858	0.391	-0.09828	0.25056
	Late	81	3.7012	0.76112	0.0851	0.812	0.418	-0.10954	0.26182
EOR	Early	311	3.6129	0.72281	0.04099	0.919	0.359	-0.09303	0.25629
	Late	81	3.5313	0.65016	0.07269	0.978	0.33	-0.08342	0.24668
ECB	Early	311	3.2862	0.70501	0.03998	0.377	0.707	-0.14223	0.20965
	Late	81	3.2525	0.74748	0.08357	0.364	0.717	-0.14975	0.21717

4.3 Preliminary Analysis

This section offers a data analysis overview, with an emphasis on outlining the primary statistical assumptions that underpinned the present study. It is critical to evaluate the basic statistical assumptions before performing any inferential statistics for data analysis. These assumptions encompass normality, multicollinearity, outliers, and common method bias. However, the current study investigated the fundamental statistical assumptions by analysing 392 responses that were valid.

4.3.1 Normality Test

To determine the variables' normality in this study, a normality test was performed through both graphical and statistical tests as suggested by Hair et al. (2017) suggested the use of both graphs such as the Q-Q plot and a histogram, and statistical tests such as skewness and kurtosis for normality test. Consequently, this study used both graphic methods and evaluated their skewness and kurtosis values as recommended by (Hair et al., 2017).

Based on Table 4.4, skewness varied from -0.115 to -0.624, and kurtosis varied from -0.071 to -0.653. As a result, all the values in this study fall within the permissible range because the overall skewness and Kurtosis of the entire items were less than three. As a result, the data used in this study was a normal distribution.

Table 4.4
Values of Skewness and Kurtosis of Measured Variables

Variables	Skewness		Kurtosis	
	Statistic	Std. Error	Statistic	Std. Error
SC	-0.508	0.123	-0.071	0.246
TC	-0.243	0.123	-0.653	0.246
OC	-0.624	0.123	0.402	0.246
EOR	-0.417	0.123	0.132	0.246
OEGB	-0.115	0.123	0.493	0.246

Additionally, the data histogram and normal probability plots were evaluated for the current study through visual examination (Field, 2009). Figures 4.1 and 4.2 demonstrate that the collected data adhered to the normality assumptions without any violations. To clarify, the observed data in the study demonstrated a normal distribution as evidenced by the proximity of all bars on the histogram was close to a normal curve.

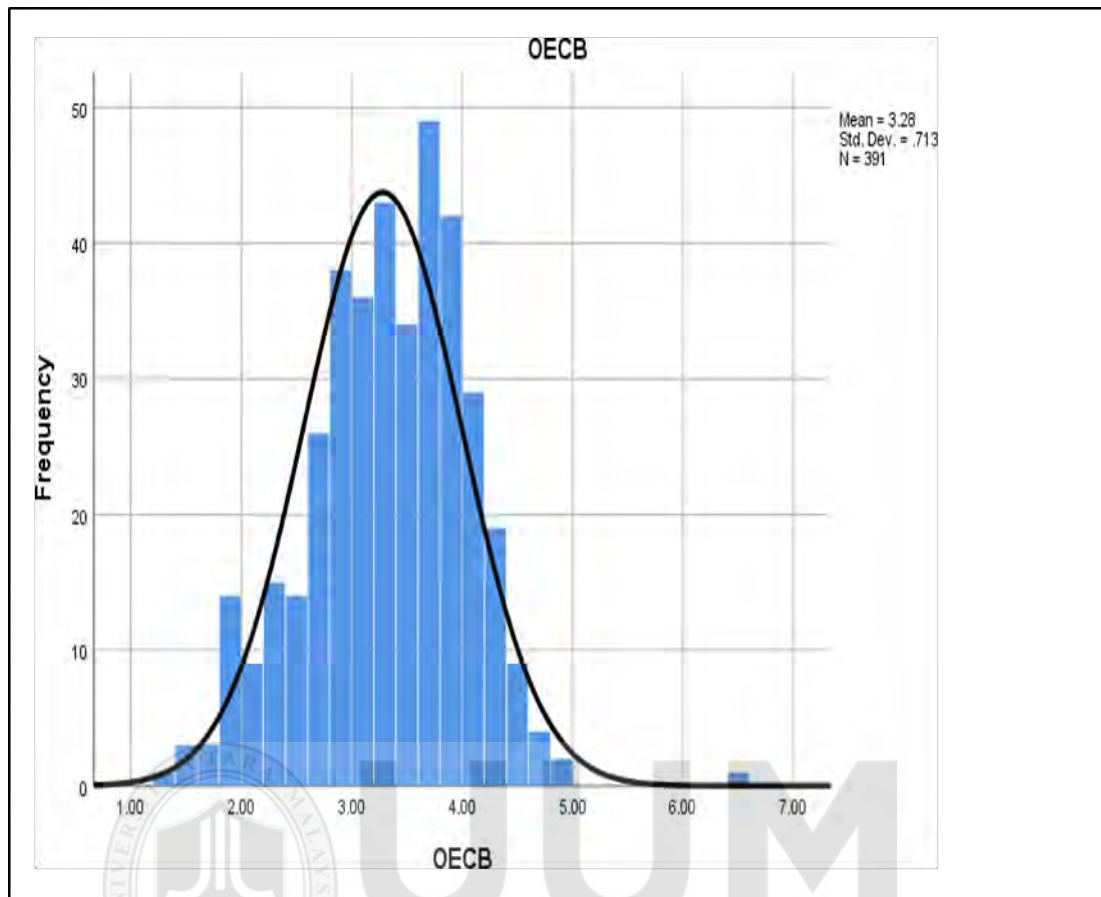


Figure 4.1 Histogram

Furthermore, the present study applied multivariate analysis, such as linearity, because the departure of data from linearity might influence the efficiency of modelling (Hair et al., 2010). Therefore, Figure 4.2 reveals that the data in this present study follow a normal pattern because the normal probability plot was close to a normal shape. Although the lack of normality is not so important when PLS-SEM is employed, researchers do need to cautiously judge the findings of PLS-SEM in instances of abnormal distribution (Hair et al. 2017). Therefore, normality was not a severe problem in the current study.

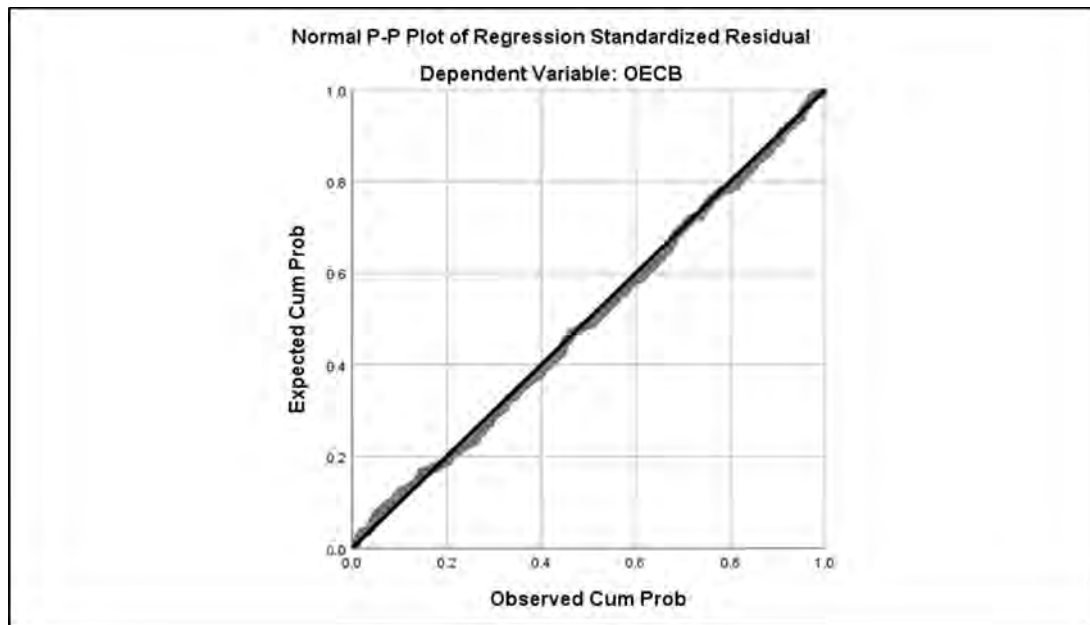


Figure 4.2 Normal Probability Plot

4.4 4.4 Multicollinearity Test

In the present study, multicollinearity was assessed by tolerance and the Variance Inflation Factor (VIF) (Pallant, 2013). As such, multicollinearity is considered an issue if a VIF value exceeds 5, and the tolerance value is less than 0.20 (Richter et al., 2016). Table 4.5 presents the tolerance values and VIF values for the exogenous constructs of this present study.

Table 4.5
Result for Test of Multicollinearity for All Constructs

Constructs	Collinearity Statistics	
	Tolerance	VIF
SC	0.507	1.971
P.T.C	0.756	1.322
S.T.C	0.71	1.408
A.T.C	0.727	1.376
CM.EOR	0.446	2.243
T.EOR	0.292	3.426
C.EOR	0.323	3.093
S.EOR	0.378	2.642

In the current study, Table 4.5 indicates that the tolerance values ranged between 0.292 to 0.756, which is less than 0.2, and VIF values ranged from 1.322 to 3.426, which is less than 5. Besides, it is shown that multicollinearity was not a concern between independent constructs in the present study (Richter et al., 2016). All VIF values are under 0.5, and tolerance values are higher than 0.2. Hence, it confirmed that there is no multicollinearity issue in this study.

Additionally, multicollinearity occurs if a correlation value is 0.90 or above considering that there is a multicollinearity issue (Tabachnick & Fidell, 1996; Hair et al., 2014). The current study used SPSS to test a correlation matrix to identify if there is a multicollinearity issue. Therefore, the problem of multicollinearity was not present in the current study, because all the correlation values were less than 0.90. Table 4.6 shows the correlation values of the constructs ranged from 0.072 to .762, which shows no high correlation between the independent variables.

Table 4.6
Correlation Matrix of the Latent Constructs

Constructs	P.T.C	S.T.C	A.T.C	CM.EOR	T.EOR	C.EOR	S.EOR	SC	OECB
P.T.C	1								
S.T.C	.369**	1							
A.T.C	.352**	.442**	1						
CM.EOR	0.072	.150**	.205**	1					
T.EOR	.291**	.351**	.363**	.704**	1				
C.EOR	.327**	.335**	.283**	.499**	.711**	1			
S.EOR	.257**	.300**	.270**	.520**	.651**	.762**	1		
SC	.254**	.214**	.237**	.573**	.636**	.593**	.578**	1	
OECB	.259**	.259**	.385**	.346**	.445**	.314**	.383**	.265**	1

4.4.1 Assessment of Outlier

In this study, a Mahalanobis (D2) check was conducted based on Tabachnick and Fidell (2013) suggestion to identify and classify multivariate outliers (Mahalanobis, 1948). First, D2 was estimated, followed by an estimation of a Chi-square value where four variables were utilized in this research. Therefore, three exposes the degree of freedom of the chi-square table with a value of 7.815 for $p=0,05$, 11.345 for $p\text{-value}=0,01$, and 16.266 for $\text{value-to-}p\text{-value}=0,001$, which was standard 16.266. Besides, criteria for any figures with a Mahalanobis of 16.266 or more can be classified as an outlier and should be excluded from the data set (Tabachnick & Fidell, 2013). As a result, in the current study, only one case of an outlier was found because the Mahalanobis distance (D2), was over the critical value (see Table 4.7). and appendix B.

Table 4.7
Mahalanobis Distance and Critical Value

ID	Mahalanobis Distance	Critical Value
230	19.5546	16.266

Using the criterion by Tabachnick and Fidell (2013) for identifying outliers, only one case of an outlier was found in questionnaire number 230. This case was excluded from the data set. Consequently, only 391 responses from the data set were adopted for data analysis.

4.4.2 Common Method Bias Test (CMV)

The common method variance (CMV) needs to be investigated if data is collected through an instrument that utilizes self-reported and gathered from a single source (Lim, 2021; Podsakoff et al., 2012). Given that the present study used self-reported data from nurses from three public hospitals, it has the possibility for CMV (Podsakoff et al., 2012). Thus, this study followed Podsakoff et al. (2003) who suggested both procedural and statistical methods to reduce the effect of CMV.

Regarding procedural methods, as mentioned in Chapter Three, experts assessed the survey items of this study and offered their feedback regarding the validity of the contents of the items to prevent vague basic concepts in the questionnaire (Podsakoff et al., 2003). Following that, the participants were informed of the privacy of their answers and no correct or incorrect answers to ensure that they would provide reliable answers, as recommended by Podsakoff et al. (2003).

On the other hand, statistical tests such as, Harman's single factor test were used in the current study. This result indicates no unique factors that constituted more than 50% of the variance. The findings revealed that there is only a single factor for 27.927% of the variance, which is below the 50% threshold. This suggests that there is no presence of CMV in the current study (Podsakoff et al., 2012). The results of this examination are presented in Appendix C.

4.5 Descriptive Analysis

Descriptive analysis refers to a collection of data analysis methods that aim to describe, analyze, and identify relevant information required for interpreting the data

in each study (Zikmund et al., 2013). The primary objective of this method is to provide value to the data by using frequency distribution, mean, standard error (SE), standard deviation (SD), and variance. These statistical measures allow the study to identify variations across variables (Sekaran & Bougie, 2016). Following, an in-depth discussion is provided next section relating to the demographic characteristics of the participants and the variables employed in the study.

4.5.1 Demographic Description of the Respondents

The descriptive analysis is obtained from the research data collected in the final part of the questionnaire by employing the frequency distributions. It is important to deliberate the findings on the respondents' profiles to illustrate the results and outcomes. Following table reviews the demographic traits of the respondents in this research.

Samples Description	Frequency	Percentage (%)
Gender		
Male	203	51.8
Female	189	48.2
Total	392	100
Age		
21-29	75	19.1
30-38	186	47.4
39-47	67	17.1
48-56	48	12.2
Over 56	16	4.1
Total	392	100
Educational qualification		
Diploma	69	17.6
Bachelor's degree	268	68.4
Master's	39	9.9
Ph.D.	16	4.1

Total	392	100
Years of experience		
Less Than 3 Years	41	10.5
4-8 Years	212	54.1
9-13 Years	115	29.3
Over 13 Years	24	6.1

The respondents' characteristics in this study were the gender of the respondents, marital status, age, educational qualification, working experience, and nursing specialties. Additionally, the characteristics of the individual samples were also discussed in detail.

The demographic profiling of the respondents is presented in Table 4.8. Although the margin was slight, more male nurses responded than their female counterparts; females were 189 (48.2) while 203 (51.8) for males. Regarding marital status, Table 4.8 also shows that the majority are married 254 (64.8%), while 131 (33.4%) were single and 7 (1.8%) were divorced. In terms of their highest educational qualification, most of the respondents, (268 or 68.4%) had bachelor's degrees. while 69 (17.6%) possessed diplomas and 39 (9.9%) and 16 (4.1%) acquired master's and PhD respectively.

For the respondents' age, those between the age of 30-38 participated highest 186 (47.4%) compared to those who ranged between 21-29, 39-47, 48-56, and those above 56 years with the latter having the least representation 16 (4.1%). Further, regarding the respondents' experience in the nursing profession, from the table, 4.8 (10.5 %) had less than 3 years in the profession, but the highest 212 representing

54.1% of the participants had worked for 4-8 years, and those working 9-13 years representing 115 (29.3%) and more than 13 years of experience in the healthcare industry were 24 (6.1%).

Looking at the nursing specialties of the respondents most of the respondents were in Emergency departments 193 (49.2%) followed by Intensive care units (ICUs) 145 (37%), and clinics 23 (5.9 %) followed by operation rooms 21 (5.4 %), and Medical/surgical ward 10 (2.6%), and students 17 (10.8%). In terms of type of occupation, Table 4.8 indicated that 250 respondents had registered nurses, representing 63.8%.

Furthermore, nursing assistants were 102 (26%). Those with the lowest rate of occupation, nurse midwives, dominated with 40 (10.2%). Some of these respondents have experienced different types of crises when discharging their duties. From the table 4.8, all 392 respondents (100%) indicated that they have encountered such a crisis.

4.5.2 Descriptive Statistics of All the Latent Constructs

This section provides a description of the descriptive statistics for each variable used in the current research. The mean values of all the latent constructs and standard deviation were included in descriptive statistics. A five-point Likert scale with uniform descriptive anchors from one = strongly disagree to five = strongly agree was used to measure all the latent variables in the current study. Thus, the descriptive statistics for all study variables are shown in Table 4.9.

Table 4.8
Descriptive Statistics of Latent Variables

Latent Constructs	No. Items	Mean	S.D
Symmetrical Communication	9	3.9292	0.62424
Organizational culture	10	3.7617	0.70742
Participative	6	3.936	0.57248
Substantial	7	3.8988	0.66231
Accountable	5	3.8716	0.77644
Control Mutuality	4	3.5377	0.80065
Trust	6	3.6296	0.83041
Commitment	4	3.7448	0.77896
Satisfaction	4	3.4559	0.87658
Positive EOCB	5	3.1178	0.69174
Negative EOCB	5	3.4408	0.87818

The entire mean, according to Table 4.9, varied between 3.1178 and 3.9360. Positive megaphoning specifically had the lowest mean and standard deviation ($M=3.1178$ $SD=0.69174$). This result implies that the participants thought moderately positive megaphoning. While positive megaphoning was only slightly higher than participative transparent communication in terms of mean and standard deviation ($M=3.9360$ $SD=0.57248$), which had the greatest values. There is a significant amount of acceptable variability in the dataset, as evidenced by the fact that the aggregate standard deviation of all the variables ranged from 0.87818 to 0.57248.

4.6 Testing Goodness of The Measurement

The items used to measure the variables in this study were all taken and modified from ones that have been used in other studies. Previous studies have been conducted in a variety of organizational contexts and across different cultures, thus even though the measurement instruments' stability and consistency were verified, it is still necessary to reconsider their reliability.

Additionally, it was used to make sure that all the items for each variable were consistent, adequate, accurate, and consistent (Sekaran & Bougie, 2016). Therefore, the purpose of the study was to establish the empirical foundation for the current assessment instrument in Jordan's public health sector, which has a management environment and organizational culture that differ greatly from other public sectors in different contexts.

To do so, Chin (1998) and Henseler et al. (2009) have identified a two-stage process in (PLS) analysis. The first stage involves evaluating the reliability and validity of the measurement model, while the second stage focuses on assessing the structural model. The assessment of measurement goodness was conducted in the current study to validate and establish the reliability of the measurement items. The study conducted confirmatory factor analysis (CFA) to determine construct validity and assess the extent to which the measurements of a construct align with the study's understanding of the relevant variables.

This involved analysing the association between items/indicators and fundamental constructs, by utilizing the PLS-SEM. The measurement model in this study encompasses both first- and second-order constructs, necessitating the assessment of both constructs (Hair et al., 2014). The research model indicated in Figure 4.3 illustrates the loading of each item and the beta values of the current study.

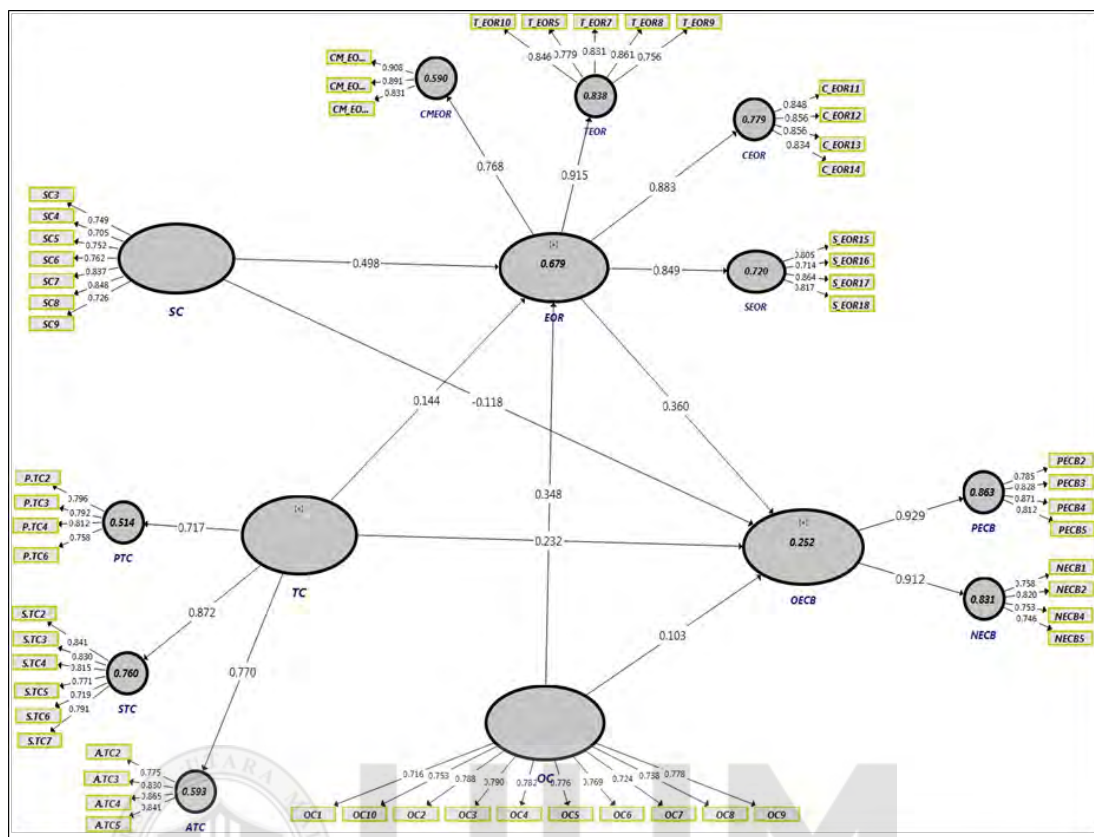


Figure 4.3 Measurement Model

4.7 Assessment of Reflective Measurement Model

According to Hair et al. (2014), studies that conduct PLS analysis are required to assess the reliability and validity of indicators within the reflective measurement model. This involves examining the item loadings on the latent construct. In the context of a reflective measurement model, it is imperative to emphasize the close relationship and interchangeability of the indicators.

Furthermore, it is essential to thoroughly assess and demonstrate the reliability and validity of indicators. Hence, the initial stage of establishing the reliability of a construct involves assessing its internal consistency, which ensures that the various items of the construct consistently reflect the same latent construct.

Using composite reliability (CR) values, as discussed in the previous chapter, could provide a more solid assessment of the indicators' shared variance in the PLS-SEM model. The measurement model's internal consistency, convergent validity, and discriminant validity were assessed using a confirmatory factor analysis (CFA). Internal consistency measures included composite reliability, average variance extracted, and cross-loadings. The Fornell-Larcker criterion and Heterotrait-monotrait Ratio (HTMT) were also considered.

4.7.1 Composite Reliability

The current study evaluated the outer loadings of all items for reflective constructs in order to verify that they were above the recommended threshold value of 0.5, as proposed by Hair, Hult et al. (2014). The results shown in Table 4.10 demonstrate the successful loading of each item into its related construct.

All of the outer loadings exceeded the recommended threshold of 0.5. The loadings indicated a range of 0.524 to 0.957, showing that the constructs possessed the ability to provide an explanation for more than half of the variance in the variable. To achieve an adequate degree of internal consistency for the construction, items with loadings below 0.7 were progressively deleted.

In the context of a reflective measurement, if the scale shows adequate internal consistency, the omission of specific items may not have a significant effect on the underlying conceptual framework. The argument for this is that the relationship between constructs and items is causal in nature with the construct exerting influence

on the items. As a result, the items indicate a significant relationship as a result of a shared link with a common underlying construct (Hair, Hult et al., 2014).

The results showed that all the structures kept an adequate degree of internal consistency even after some items were removed from the scale. Hair, Black, Babin, and Anderson (2010) found that the reflective latent aspects had composite reliability (CR) values that were greater than the proposed criterion of 0.7, ranging from 0.731 to 0.952. Because of this, all constructs were quite reliable in terms of internal consistency.

4.7.2 Convergent Validity

One statistical tool for determining the extent to which a latent construct reflects the observed variability in its component items is the Average Variance Extracted (AVE) concept (Hair et al., 2014). Two main measurements, the AVE, and the indicators' outer loadings, were utilized in this study to test the convergent validity.

Additionally, according to Henseler et al. (2009), the AVE must be greater than 0.5 and account for more than half of the variation in its respective indicators on average to evaluate convergent validity.

The results of the convergent validity assessment in this study are shown in Table 4.10. It is evident from the data that all latent constructs obtained AVE values greater than the set threshold of 0.5. The AVE value explained over half of the variation in the indicators, with values ranging from 0.517 to 0.868 in the current study.

The results of the study showed that the 11 constructs, specifically symmetrical communication, participative communication, substantial communication, accountable communication, organizational culture, control mutuality, trust, commitment, satisfaction, positive megaphoning, and negative megaphoning, were established as reliable measurements of their respective constructs. The determination was made by considering the parameter estimations and the statistical significance of these constructs. Hence, the measuring model employed in the present study exhibited adequate levels of convergent validity.



Table 4.9
Results of Reliability and Validity of the Constructs

First Order Construct	Second Order Construct	Scale Type	Items	Loading	AVE	CR	Alpha	Item(s) deleted
SC		Reflective	SC3	0.749	0.593	0.91	0.887	SC1, SC2
			SC4	0.705				
			SC5	0.752				
			SC6	0.762				
			SC7	0.837				
			SC8	0.848				
			SC9	0.726				
	TC	Reflective						
		Participative	P.TC2	0.796	0.624	0.869	0.801	PTC1, PTC5
			P.TC3	0.792				
			P.TC4	0.812				
			P.TC6	0.758				
		Accountable	A.TC2	0.775	0.687	0.897	0.847	ATC1
			A.TC3	0.83				
			A.TC4	0.865				
			A.TC5	0.841				
		Substantial	S.TC2	0.841	0.633	0.912	0.883	STC1
			S.TC3	0.83				
			S.TC4	0.815				
			S.TC5	0.771				
			S.TC6	0.719				
			S.TC7	0.791				

OC

Reflective

OC1 0.716
OC10 0.753
OC2 0.788
OC3 0.79
OC4 0.782
OC5 0.776
OC6 0.769
OC7 0.724
OC8 0.738
OC9 0.778

0.58 0.932 0.92

None

EOR

Reflective
Satisfaction

S_EOR15 0.802
S_EOR16 0.712
S_EOR17 0.869
S_EOR18 0.823
T_EOR10 0.846
T_EOR5 0.779
T_EOR7 0.831
T_EOR8 0.861
T_EOR9 0.756

0.643 0.878 0.814

None

Trust

0.665 0.908 0.874

T6

Control mutuality

CM_EOR1 0.908
CM_EOR2 0.891
CM_EOR3 0.831

0.769 0.909 0.85

CM4

Commitment

C_EOR11 0.848
C_EOR12 0.856
C_EOR13 0.856
C_EOR14 0.834

0.72 0.911 0.87

None

OECB

Reflective

**Positive
megaphoning**

PECB2
PECB3
PECB4
PECB5

0.785

0.68

0.895

0.842

PECB1

0.828

0.871

0.812

**Negative
megaphoning**

NECB1
NECB2
NECB4
NECB5

0.758

0.593

0.853

0.771

NECB3

0.82

0.753

0.746



UUM
Universiti Utara Malaysia

This study followed the general rule of thumb proposed in Table 4.10, which states that items have a higher likelihood when the absolute values of the standardized loadings are larger than 0.70. Therefore, items with loadings less than 0.70 were excluded from the analysis. Thus, in symmetrical communication (SC), both parties have the same opportunity in the content and direction of the interaction. Nine items were there at the beginning. After deleting two items with loadings below 0.70, seven items remained out of the original nine. After carefully reviewing their outer loadings, the current study decided to include these seven items in the research. this study retained just the items that significantly affected the construct's consistency and variance, making the measure of symmetrical communication stronger and more reliable.

In Participative transparent (PTC), there are six initial items, four of which are retained. After following the systematic process, four things remained in PTC. Items with higher loadings were given more weight to improve the construct's internal consistency and dependability. Whereas with Substantial Communication (STC), there were originally seven things, and six of those were removed. The importance of these six items in maintaining the essence of meaningful communication is shown by their preservation in STC. Modifying the measurement model is consistent with this approach.

Additionally, there were five items to the Accountable Communication (ATC) idea, but only four were maintained. The significant effect of the construct's variation

impacted the decision to retain four out of five components in ATC. This selective retention aims to make responsible communication more reliable.

The online employee communication behaviors (OECB) Initially, there were five items, two of which were negative. The outcome was a recall of just four items, encompassing both positive and negative megaphoning behaviors. To ensure that these items adequately reflect employees' views, four were selected to represent OECB, including both positive and negative behaviors.

4.7.3 Discriminant Validity

The present study employed three measures to evaluate the discriminant validity, particularly, the concepts of cross-loadings, the Fornell-Larcker criterion, and the heterotrait-monotrait ratio of correlations (HTMT) were examined.

Initially, according to the Fornell-Larcker criterion introduced by Fornell and Larcker (1981), a latent construct needs to have a greater extent of common variance with its respective indicators in comparison to other latent constructs present in the structural model.

The discriminant validity assessment findings for the variables are presented in Table 4.11. Furthermore, it is evident that the AVE values exceeded the correlation values across the variables. This indicates that the variables employed in this model revealed links with separate entities. Therefore, the measurement model employed in the present study shows adequate discriminant validity among its variables.

Table 4.10

Discriminant Validity (Fornell-Larcker)

	ATC	CEOR	CMEOR	NECB	OC	PECB	PTC	SC	SEOR	STC	TEOR
ATC	0.829										
CEOR	0.284	0.848									
CMEOR	0.241	0.504	0.877								
NECB	0.41	0.32	0.399	0.77							
OC	0.313	0.629	0.555	0.374	0.762						
PECB	0.284	0.265	0.284	0.695	0.299	0.825					
PTC	0.397	0.34	0.132	0.325	0.298	0.214	0.79				
SC	0.269	0.657	0.602	0.325	0.582	0.221	0.32	0.77			
SEOR	0.272	0.761	0.507	0.371	0.585	0.334	0.28	0.638	0.802		
STC	0.477	0.351	0.209	0.302	0.257	0.207	0.446	0.273	0.313	0.796	
TEOR	0.369	0.72	0.709	0.471	0.6	0.36	0.329	0.679	0.65	0.385	0.816

Additionally, the cross-loadings of the items in the current study were determined.

As mentioned earlier, it was recommended that outer loading could be a minimum of 0.5, with an ideal value of 0.7 or higher. In contrast, Hair et al. (2014) recommended removing items with loadings below 0.4.

The present study found that the outer loadings of the item values were greater than the recommended cross-loadings for other constructs and exceeded the threshold of 0.5. Therefore, the study demonstrated that no issue with cross-loadings between the indicators. Appendix D presents the cross-loadings of the current study.

The final step was to ascertain the discriminant validity of Heterotrait-Monotrait (HTMT) as suggested by Henseler et al. (2015). Similarly, Henseler et al. (2015) suggest that an HTMT value of 0.90 and above would construct an issue of discriminant validity. Contrarily, a threshold below 0.85 could also be acceptable (Hair et al., 2017; Kline, 2011). However, the current study followed the

suggestion/recommendations of Henseler et al. (2015) and Teo et al. (2008) to examine HTMT by assessing the discriminant validity.

Therefore, the HTMT values, 0.90 and below, are presented in Table 4.12, i.e., the discriminant validity between the SEOR and CEOR was the highest but still less than 0.90. Hence, the present study concluded that all HTMT values were below 0.90, just the two dimensions, SEOR and CEOR were similar, and an HTMT value below 0.90 was acceptable (Hair et al., 2017; Kline, 2011).

Additionally, all values of AVE, CR, and Cronbach Alpha were above the cutoff point, while it can be observed from Table 4.12 that all HTMT values are under the threshold value of 0.85, which shows sufficient discriminant validity. Therefore, in the current study, the discriminant validity was achieved.

Table 4.11
Discriminant Validity (HTMT)

	ATC	CEOR	CMEOR	NECB	OC	PECB	PTC	SC	SEOR	STC	TEOR
ATC											
CEOR	0.33										
CMEOR	0.277	0.579									
NECB	0.508	0.398	0.494								
OC	0.343	0.684	0.615	0.442							
PECB	0.333	0.311	0.336	0.857	0.337						
PTC	0.469	0.4	0.157	0.398	0.329	0.242					
SC	0.287	0.716	0.667	0.369	0.603	0.228	0.355				
SEOR	0.321	0.839	0.599	0.469	0.655	0.403	0.337	0.709			
STC	0.548	0.4	0.237	0.364	0.268	0.239	0.51	0.279	0.363		
TEOR	0.422	0.821	0.816	0.577	0.647	0.421	0.384	0.74	0.759	0.434	

4.8 Establishing Higher-Order Constructs

The present study employed reflective indicators to operationalize the constructs of transparent communication, EORs, and online ECB as second-order constructs, with the intent of reducing the complexity of relationships within the structural model. In a similar vein, Hair et al. (2014) have emphasized the value of higher-order constructs in creating a simpler and more efficient model, while simultaneously solving the problem of multicollinearity that may develop from a complex multidimensional structural model.

This was accomplished by following the suggestions of previous studies (e.g., Becker et al., 2012; Odekerken-Schroder & van Oppen, 2009) and using a repeated indicator approach, whereby the first-order constructs were seen as a reflection of the second-order constructs. All indicators of the first-order structures were evaluated directly to get the outcome. For example, the study has proven that TC is a second-order construct with three first-order components. There were several shared features between this study's approach and those of other research (Kim, 2018; Li et al., 2021; Men, 2014).

Within the framework of this study, Table 4.13 displays the modeling of the first-order TC components, which are participatory, substantial, and accountable. Indicators for second-order constructs that reflected these three first-order constructs were used. Becker et al. (2012) distinguished the reflective-reflective type 1 model as the one used in the study.

Based on the findings of Byrne (2013), it could be concluded from the significant correlations seen among the three dimensions of TC, as presented in Table 4.13, that there exists a second-order construct. Moreover, the second level of the conceptual framework successfully established the three main constructs, as evidenced by the R-squared coefficients of 0.514, 0.593, and 0.760. According to the findings presented in Table 4.13, the path coefficients from the (TC) associated with its dimensions were determined to be statistically significant, with a significance level of $p < 0.01$. As a result, the study adopted a second-order construct approach to assess the three dimensions of TC, as suggested by Wetzels et al. (2009).

A second-order reflective construct including four first-order reflective indicators—control mutuality, trust, commitment, and satisfaction—was operationalized in this study, as has been done in previous studies (e.g., Kim & Rhee, 2011; Kang & Sung, 2017; Kim et al., 2019; Lee, 2017). The presence of a second-order construct is supported by the results shown in Table 4.13, which demonstrate significant first-order correlations among the four EOR dimensions. R² values of 0.072, 0.838, 0.590, and 0.779 show that the four first-order structures were successfully established by the second order of EOR.

In contrast, this study also established the concept of online ECB as a second-order reflective construct, aligning with the approach proposed in previous studies (e.g., Kim & Rhee, 2011; Lee & Kim, 2020; Wang, 2020). This conceptualization involves two first-order reflective constructs, namely positive and negative megaphoning, which are measured by first-order reflective constructs. Furthermore, the results demonstrate that the two ECB dimensions have substantial correlations at the first-

order constructs, which supports the presence of a second-order construct (Byrne, 2013). Two first-order structures were adequately explained by the second-order online ECB ($R^2 = 0.863$ and 0.831 , respectively). Table 4.13 displays the outcomes.

Table 4.12

Second order of TC, EOR and ECB Construct and Its Relationship with First order

Second Order Construct	First Order Construct	R2	Beta	t-value
Transparent communication (TC)	Participative	0.514	0.717	P<0.01
	Accountable	0.593	0.77	P<0.01
	Substantial	0.76	0.872	P<0.01
EOR	Satisfaction	0.072	0.849	P<0.01
	Trust	0.838	0.915	P<0.01
	Control mutuality	0.59	0.768	P<0.01
	Commitment	0.779	0.883	P<0.01
Online ECB	Positive megaphoning	0.863	0.929	P<0.01
	Negative megaphoning	0.831	0.912	P<0.01

4.9 Assessment of Structural Model

Assuming the measurement model is proven to be valid and reliable. The next step was to test the hypotheses using the (PLS-SEM) technique and bootstrapping. To accomplish this, the present study employed a bootstrapping method to evaluate the path coefficients' statistical significance (Hair et al., 2014; Chin, 2010). Following Chin's (2010) suggestions, we first determined the structural model's predictive potential by determining the endogenous construct's R^2 values. Following the method suggested by Hair et al. (2014), we also calculated the path coefficients' statistical significance. The R^2 value associated with the endogenous variable in this study are displayed in Table 4.14.

Table 4.13
R-square of Endogenous Construct

Construct	R Square	Result
EOR	0.679	Substantial
OECEB	0.252	Moderate

Table 4.13 shows the results of the R^2 coefficient of determination for the endogenous latent construct in this study. It shows that 67.9% of the variance in the EOR was explained by exogenous constructs, specifically satisfaction, control mutuality, trust, and commitment. Furthermore, online ECB showed a moderate degree of the coefficient of determination (R^2), which was 0.252.

Online ECB represented 25.2% of the variation, according to the results of this study. The R^2 values fall into the moderate and substantial categories, as suggested by Cohen (2013). Therefore, it is reasonable to assume that the endogenous factors have been well explained by the explanatory variables.

Also, R^2 must be at least 0.10 to be considered acceptable, as stated by Falk and Miller (1992). R^2 values of 0.26, 0.13, or 0.02 for endogenous constructs are generally considered substantial, moderate, and weak, respectively, according to Cohen (2013).

Therefore, an R^2 as low as 10% is generally accepted for studies in the field of arts, humanities, and social sciences because human behaviour cannot be accurately predicted; because in the science of human behaviour may change due to individual self-interest, group dynamics, feelings, and other factors.

Hence, a lower R2 value is frequently a problem because the R2 value depends on the research environment (Hair et al., 2010). Nevertheless, the study of human behaviour is naturally flawed as it presents challenges in accurately modelling and predicting the wide range of factors that influence human behaviour within a specific geographical context (Ozili, 2022). Figure 4.4 presents the coefficient of determination (R^2) values related to the endogenous variable in the present study.

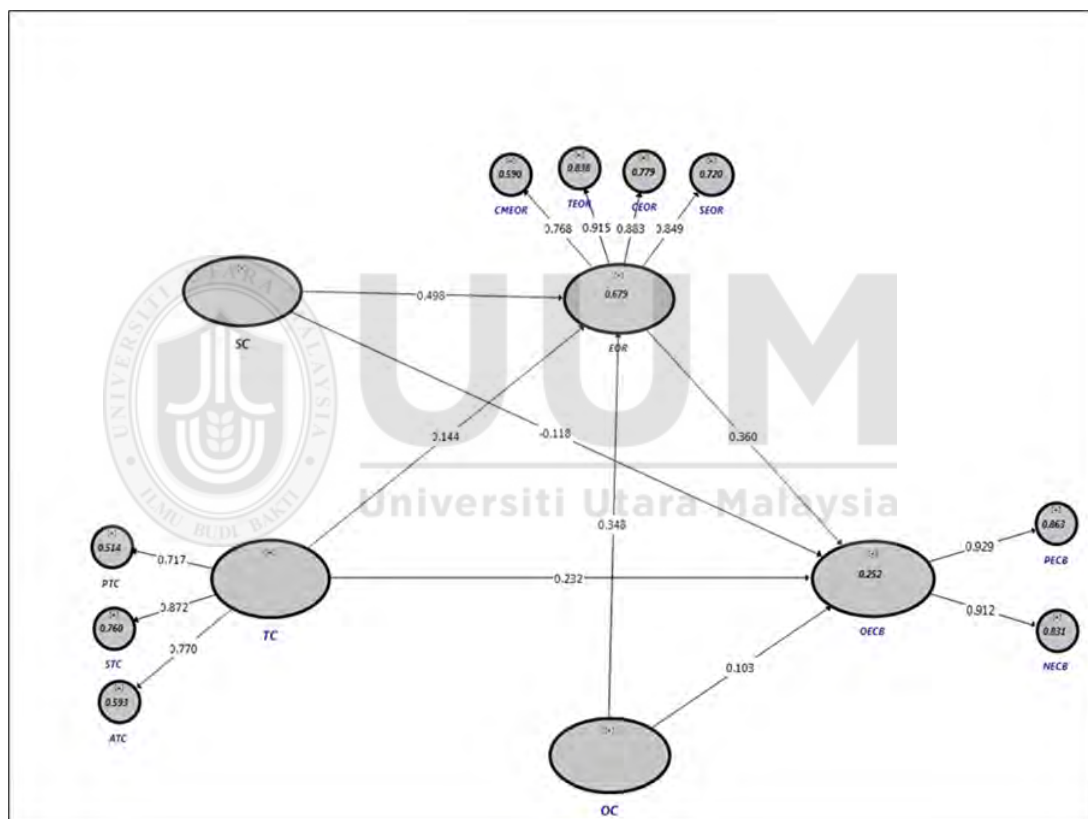


Figure 4.4 Coefficient of Determination (R^2)

4.10 Effect Size (F2)

In the current study, the estimation of the F2 was performed. The F2 was assessed by considering Cohen's F2 suggestion. Hence, the F2 was determined to predict the influence of the R^2 , by removing the independent variable and to foresee whether the

removed construct will have a significant impact on the dependent variable of the research model (Hair et al., 2014). The F^2 value was obtained spontaneously with the PLS-SEM. According to Cohen (1988), the evaluation of F^2 : 0.02 means a minor effect, 0.15 means a moderate effect, and 0.35 means a significant effect on the exogenous latent variable. F^2 was defined by Kelley and Preacher (2012) as a numerical representation of how much a given variable contributes to solving the issue. As stated by Hair et al. (2014), the F^2 can be calculated using the subsequent equation as follows: There are multiple approaches to determining the F^2 of a specific model, as stated by Cohen (1988). Cohen (1988) used the following scale: 0.35 for strong, 0.15 for moderate, and 0.02 for weak. Table 4.15 displays the endogenous variable coefficients of determination with respect to the model's exogenous variables. A method for determining a model's F^2 was detailed by Cohen (1988). Cohen (1988) used the following scale: 0.35 for strong, 0.15 for moderate, and 0.02 for weak. Table 4.15 displays the endogenous variable coefficients of determination with respect to the model's exogenous variables.

Table 4.14
Effect Sizes of the Latent Constructs

F^2 EOR						
Predictor	R^2 Inc	R^2 Exc	R^2 Inc - R^2 Exc	1- R^2 Inc	F^2	Decision
SC	0.679	0.521	0.158	0.321	0.492	Large
TC	0.679	0.662	0.017	0.321	0.053	Small
OC	0.679	0.602	0.077	0.321	0.24	Medium
F^2 ECB						
Predictor	R^2 Inc	R^2 Exc	R^2 Inc - R^2 Exc	1- R^2 Inc	F^2	Decision
SC	0.252	0.246	0.006	0.748	0.008	None
TC	0.252	0.209	0.043	0.748	0.057	Small
OC	0.252	0.247	0.005	0.748	0.007	None
EOR	0.252	0.214	0.038	0.748	0.051	Small

The results in Table 4.15 indicate that the online ECB is a dependent variable. SC, TC, OC, and EOR had effect sizes of 0.008, 0.057, and 0.051, respectively. Thus, Cohen's (1988) classification showed that both exogenous latent components had low effect sizes, with OC (0.007) and SC (0.008) having no effect. The effect sizes on the EORs are medium: SC is 0.492, TC is 0.053, and OC is 0.240.

4.11 Analysing Predictive Relevance (Q2)

To determine the exact value of Q2, in this study used the blindfold method. Two distinct approaches, cross-validated redundancy, and cross-validated commonality are usually used to determine Q2 in academic research. To find the path model for data prediction, the structural and measurement models utilize the cross-validated redundancy technique. Instead of taking structural model information into account, the cross-validated commonality method just gives the predicted construct scores for the target endogenous construct. The objective is to predict which data items will be omitted. Q2, an essential component of the path model—more especially, the structural model—for forecasting excluded data points, was calculated in this investigation according to the cross-validated redundancy technique given by Hair et al. (2014).

An omission distance of five to ten is suggested for the majority of uses (Hair et al., 2017). When dividing the stated omission distance by the sample size, researchers must make sure that the result is not an integer. So, to start the blinding operation, the researchers set the omission distance threshold at seven. Further, according to Hair et al. (2014), the predictive relevance of the model is indicated by a Q2 value

greater than zero. For a quick summary of the model's predictive usefulness in this study, see Table 4.16.

Table 4.15
Summary of the Predictive Relevance (Q²)

Construct	SSO	SSE	Q ² (=1- SSE/SSO)
EOR	1,564	811.9	0.481
Employee Online Communication Behaviors	782	652.4	0.166

4.12 Direct Relationship – The Two Stage Approach

The hypothesized hypotheses will not be confirmed if the pathways do not meet statistical significance or show a direction that contradicts the hypothesized relationship (Hair et al., 2013). On the flip side, substantial pathways lend credence to the hypothesized causal link. The direct associations' significance was assessed by obtaining the t-value through a bootstrapping process with a resampling size of 500, which was done before examining the mediating effect.

Figure 4.5 also shows the path coefficients of the independent and dependent variables, which were determined using the (PLS-SEM) algorithm and the bootstrapping procedure. Three of the external variables show a positive coefficient with regard to the internal variables, while the fourth shows a negative coefficient, according to the results. Figure 4.5 displays the path coefficients that were computed. Figure 4.6 shows

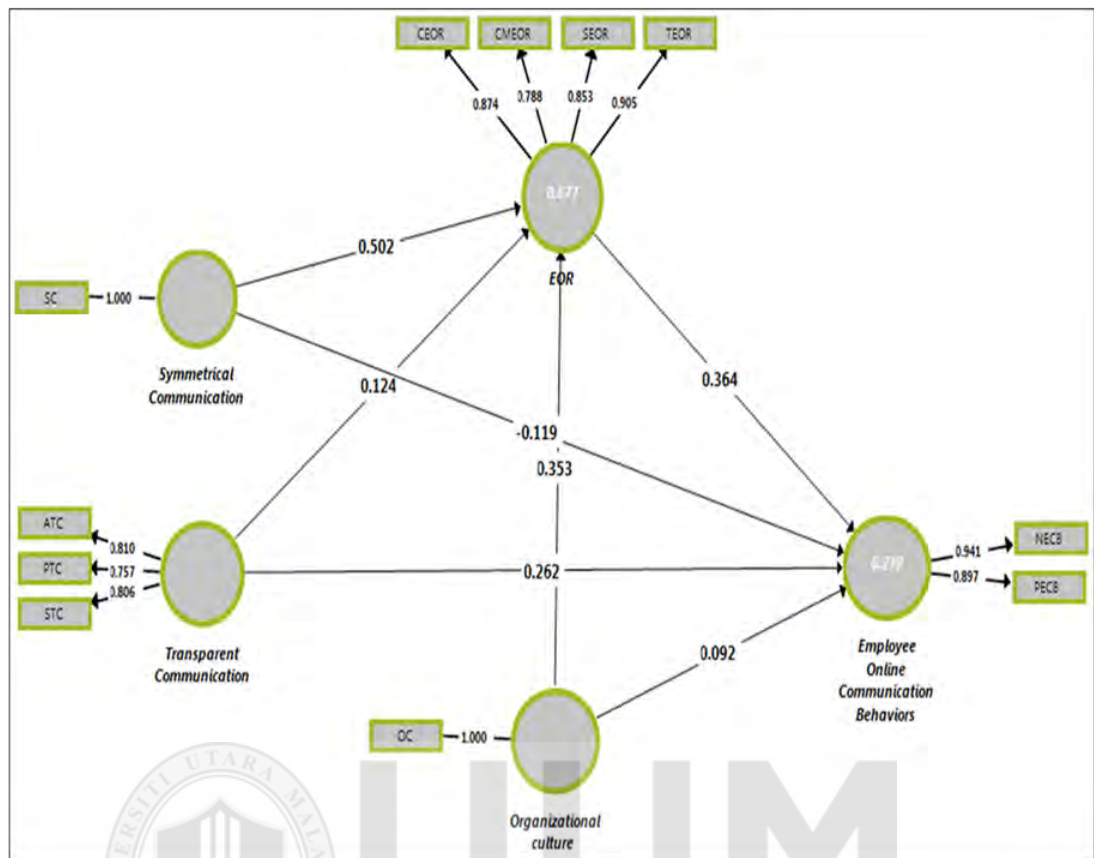


Figure 4.5 Two-Stage Approach: Direct Path Coefficient of the Structural Model (PLS Algorithm).

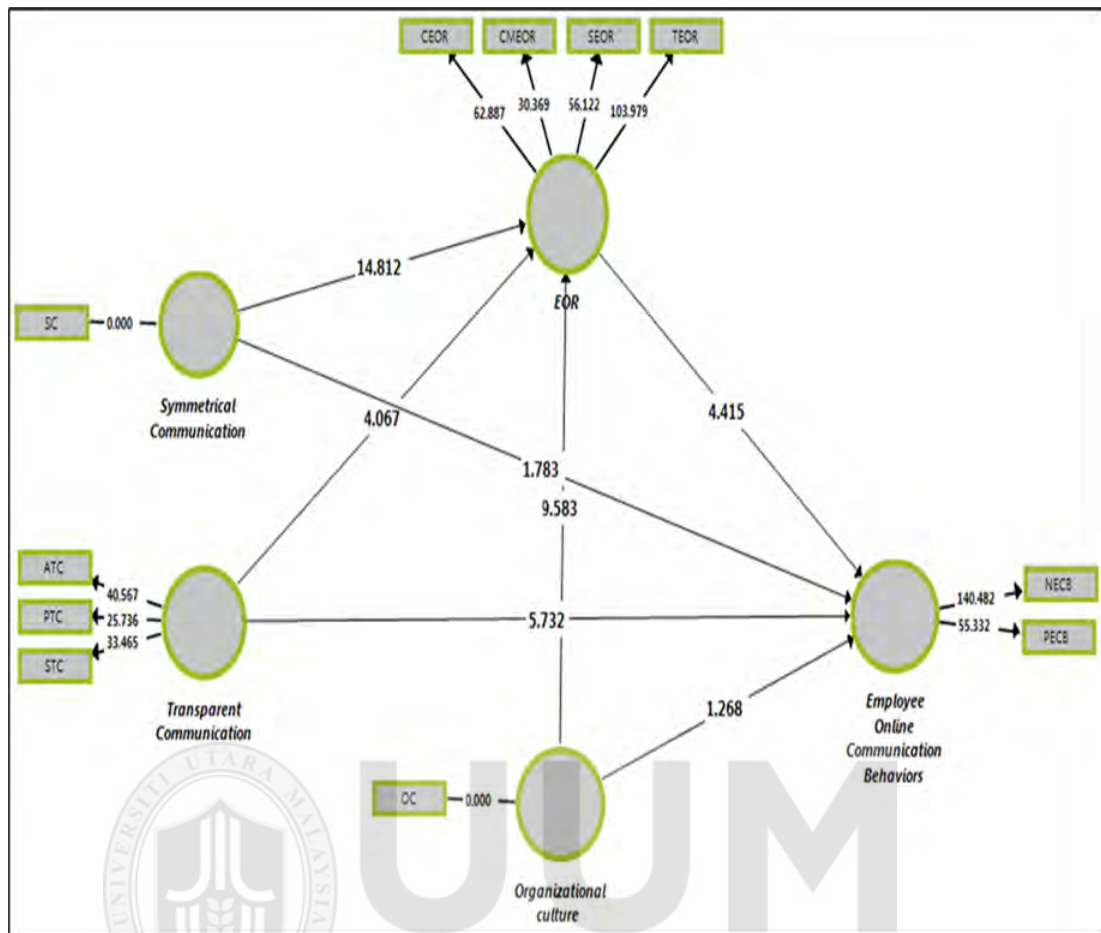


Figure 4.6 Two-Stage Approach: Direct Path Coefficient of the Structural Model (Bootstrapping)

To recap, the hypothesis was advanced as follows:

Hypothesis 1: Symmetrical communication is significantly related to the online ECB of public hospitals in Jordan.

The findings obtained from the analysis of the algorithm and bootstrapping PLS-SEM revealed that there is a statistically insignificant and negative association between symmetrical communication and online ECB ($\beta = -0.119$, $t\text{-value} = 1.751$, $p\text{-value} = 0.081$). As a result, Hypothesis 1 is rejected.

Hypothesis 2: Transparent communication is positively related to the Online ECB of public hospitals in Jordan.

In the current study, transparent communication is positively related to the online ECB of public hospitals in Jordan. However, a significant and positive relationship between transparent communication and online ECB was confirmed ($\beta = 0.262$, $t\text{-value} = 5.676$, $p\text{-value} = 0.000$). Hence, Hypothesis 2 is supported.

Hypothesis 3: Organizational culture is related to the Online ECB of public hospitals in Jordan.

The third hypothesis postulated that the organizational culture of public hospitals in Jordan would be related to the online ECB of public hospitals. The study expectations were not confirmed by the results of the study, which showed that the hypothesis was not supported ($\beta = 0.092$, $t\text{-value} = 1.296$, $p\text{-value} = 0.196$).

Although there appears to be a strong beneficial effect between organizational culture and online ECB, the findings of the present study did not support this hypothesis. Thus, Hypothesis 3 was disproved because it did not obtain sufficient support from empirical evidence.

Hypotheses 4: EORs are positively related to the Online ECB of public hospitals in Jordan.

Hypothesis 4 posited that there exists a positive relationship between EORs and online ECB in public hospitals in Jordan. This relationship is supported by a beta

coefficient of 0.364, a t-value of 4.67, and a p-value of 0.000. Therefore, hypothesis 4 was confirmed.

Hypothesis 5: Symmetrical communication is positively related to EORs of public hospitals in Jordan.

Hypothesis 5 revealed that there is a significant and positive relationship between symmetrical communication and EORs of public hospitals in Jordan ($\beta = 0.502$, t-value = 14.064, p-value = 0.000). Thus hypothesis 5 was supported.

Hypothesis 6: Transparent communication is positively related to the EOR of public hospitals in Jordan.

The findings also highlighted that transparent communication is positively related to the EOR of public hospitals in Jordan ($\beta = 0.124$, t-value = 3.952, p-value = 0.000). Therefore, hypothesis 6 was supported.

Hypothesis 7: Organizational culture is related to EORs of public hospitals in Jordan.

Hypothesis 7 predicted that organizational culture is positively related to the EORs of public hospitals in Jordan. The study predicted a positive relationship between organizational culture is positively related to EORs, as expected the hypothesis was supported ($\beta = 0.353$, t-value = 8.508, p-value = 0.000). Therefore, hypothesis 7 was supported.

In the current study, table 4.17 presents the summary of Results of Direct Relationship.

Table 4.16
Results of Direct Relationship

Hypotheses	Relationship	Beta	SE	t-value	P Values	Decision
H1	EOR -> OECB	0.364	0.078	4.67	0.000	Supported
H2	OC -> EOR	0.353	0.042	8.508	0.000	Supported
H3	OC -> OECB	0.092	0.071	1.296	0.196	Not Supported
H4	SC -> EOR	0.502	0.036	14.064	0.000	Supported
H5	SC -> OECB	3.502	0.068	1.751	0.081	Not Supported
H6	TC -> EOR	0.124	0.031	3.952	0.000	Supported
H7	TC -> OECB	0.262	0.046	5.676	0.000	Supported

Note: * $p < 0.05$ ($t > 1.645$); ** $p < 0.01$ ($t > 2.33$)

EOR – Employee-organization relationships; OC - Organizational culture; SC – Symmetrical Communication; TC - Transparent Communication; OECB - Online employee communication behaviours; SE – Standard Error

4.13 Testing the Mediating Effect of Employee-Organization Relationship (EOR)

In the current study, Structure Equation Modelling (SEM) was utilized to conduct the hypothesis tests. Three hypotheses were proposed to investigate the potential mediating role of the EOR in the association between symmetrical communication (SC), transparent communication (TC), organizational culture (OC), and online ECB within public hospitals in Jordan. To recap, the hypothesis of the mediating effects is presented below:

Hypothesis 8: EOR mediates the relationship between symmetrical communication and Online ECB of public hospitals in Jordan.

Hypothesis 9: EOR mediates the relationship between transparent communication and Online ECB of public hospitals in Jordan.

Hypothesis 10: EOR mediates the relationship between organizational culture and the online ECB of public hospitals in Jordan.

To establish the mediation effect, researchers can use a variety of statistical techniques. This allows them to draw conclusions and estimate confidence intervals. A few examples of such methods are the bootstrapping method (Hayes, 2009; Preacher & Kelley, 2011; Shrout & Bolger, 2002), the three causal steps technique (Baron and Kenny, 1986), and the Sobel test (Sobel et al., 2013).

However, earlier research has pointed out several shortcomings in these statistical methods (e.g., Hair et al., 2017; Hayes, 2009, 2013). For instance, the nonparametric PLS-SEM method (Hair et al., 2017; Hayes, 2009, 2013) is incompatible with the normal distribution assumption that supports the Sobel et al. (2013) test. The authors of the study argued that the Sobel test's parametric assumptions are insufficient for evaluating the indirect effect because a nonnormal distribution is the result of extending two normally distributed coefficients.

According to Hayes (2013), it is recommended that researchers employing (PLS-SEM) utilize bootstrapping to generate the sampling distribution of the indirect effect, instead of the Sobel test. Consequently, the present study employed the bootstrapping technique, specifically the re-sampling procedure, to generate the path coefficients for the mediation analysis. This assertion is grounded in the utilization

of PLS-SEM (version 3.2.8), which employs path analysis to effectively consider both direct and indirect effects concurrently.

Therefore, several scholars have regarded the PLS-SEM technique as the most appropriate method for conducting a mediation test (Hair, Ringle, & Sarstedt, 2012; Hayes & Preacher, 2010). The experiment was conducted using 500 bootstrapping iterations in Smart-PLS (v.3.3.8), following the recommendation by Chin (1998), to generate the path coefficients.

In the context of mediation analysis, the hypothesized relationship is primarily assessed through the examination of path coefficients and the t-values. Furthermore, according to Hayes (2009), the utilization of the bootstrapping technique in mediation analysis can be employed to ascertain the impact of the mediating variable within a structural model.

Consequently, the present study employed the bootstrapping approach (Hair et al., 2019; Hayes, 2009; Preacher & Hayes, 2008) to examine mediation, as it enables researchers to account for partial mediation in non-experimental studies. The subsequent sub-section presents a discussion of the outcomes of the mediation for this study.

4.13.1 Symmetrical Communication and Online Employee Communication Behaviours: EOR as Mediator

The results of the bootstrapping analysis, indicate that the indirect effect ($\beta = 0.183$) was found to be statistically significant, with a t-value of 4.446. According to

Preacher and Hayes (2008), the results demonstrate an indirect effect with a 95% bootstrap confidence interval ranging from 0.099 to 0.253. The absence of zero within this interval suggests the presence of mediation. The findings indicate that effective and efficient EORs significantly enhance the extension of symmetrical communication to online ECB ($\beta = 0.183$, $t\text{-value} = 4.446$, $p\text{-value} = 0.000$). Therefore, the evidence provided supports Hypothesis 8.

4.13.2 Transparent Communication and Online Employee Communication Behaviours: EOR As a Mediator

In a similar vein, the findings indicate that the bootstrapping analysis yielded a statistically significant indirect effect ($\beta = 0.045$) with a $t\text{-value}$ of 2.934. According to Preacher and Hayes (2008), the results demonstrate a significant indirect effect with a 95% bootstrap confidence interval ranging from 0.020 to 0.078. The absence of zero within this interval suggests the presence of mediation.

Consistent with expectations, the findings indicate a positive and significant relationship between transparent communication and online ECB. This relationship is mediated by the effectiveness of the EOR. Furthermore, the statistical analysis confirms the significance of this relationship, as evidenced by the beta coefficient of 0.045 ($t\text{-value} = 2.934$, $p\text{-value} = 0.003$). As a result, Hypothesis 9 received empirical support.

4.13.3 Organizational Culture and Online Employee Communication Behaviours: EOR As a Mediator

The final hypothesis, Hypothesis 10, posited that the EOR serves as a mediator in the positive association between organizational culture and online ECB. Consistent with expectations, the findings of this study indicate a noteworthy mediating role of the EOR in relation to the target variables ($\beta = 0.129$, $t = 4.256$, $p\text{-value } 0.000$).

Although the mediation process involves competition due to the opposing signs of the direct and indirect effects in the path coefficients, the mediator has successfully transformed the initially negative and significant relationship between organizational culture and online ECB into a positive relationship. This transformation is achieved through the influence of the EOR effect. Therefore, the hypothesis was corroborated. To summarize the findings, the results of the mediation test, are presented in Table 4.18.

Table 4.17
Result of Mediating Effect of EOR

Relationships	Std. Beta	Std. Error	t-values	P-Values	LL	UL	Decision
OC -> EOR ->							
OECEB	0.129	0.03	4.256	0.000	0.067	0.187	Supported
SC -> EOR -> OECEB	0.183	0.041	4.446	0.000	0.099	0.253	Supported
TC -> EOR -> OECEB	0.045	0.015	2.934	0.003	0.02	0.078	Supported

4.14 Summary of Chapter

The current chapter presented the data analysis and findings of the study. The statistical software package SPSS was utilized to provide a comprehensive description of the profiles of the people who completed the questionnaire. The study

utilized PLS- SEM analysis to assess the reliability and validity of the measures. The study employed the bootstrapping technique within the framework of Partial Least Squares Structural Equation Modelling (PLS-SEM) analysis to examine the research hypotheses.

The findings generally suggest that the measurement model demonstrated satisfactory levels of reliability, convergent validity, and discriminant validity, as supported by substantial evidence. Following the evaluation of the measurement model, the structural model underwent testing.

This chapter provides an analysis of the findings, explores their implications for practical application, identifies potential areas for future research, and acknowledges any limitations encountered during the study. The study is concluded with a set of final remarks. The next chapter will cover the discussion of the findings of the current study's theoretical contributions and the practical implications of the findings.

CHAPTER FIVE

DISCUSSION AND CONCLUSIONS

5.1 Introduction

The primary role of the health sector in crisis is not only based on preserving the health of external individuals and providing them with health care in an effective manner, with high quality, and at the lowest possible cost but also because of excellent communication with employees and gain their trust so that employees communicate positively with external publics about their organizations. Thus, health public sectors whose internal relationships with their employees are well managed will maintain positive communication behaviour during and after crises preserving and maintaining credibility from the point of view of their internal and external publics.

During a crisis, the management of previous unfavourable relationships becomes a hot issue for resolving conflicts during a crisis; for this reason, healthcare sectors need to plan strategic communication so that the utilization of online communication platforms yields the expected, desirable results. Therefore, the strategic importance of ECB should be highlighted, especially in the public healthcare sector in the online environment, given the direct impact that employee behaviours have on a healthcare reputation.

Following the outbreak of the COVID-19 pandemic, organizations became more concerned about how the management of internal communication has impacted their

employee's behaviour while communicating online and the elements influencing this behaviour. Thus, identifying these antecedents relating to employee online communication behaviour will assist organizations in shaping employees' favourable behaviour while communicating online. This study aimed to understand the interaction between this focal construct with several antecedents, namely internal symmetrical communication, transparent communication, and organizational culture, and examine the mediating role of EOR with online ECB in the crisis.

The study looks at the effects of EOR on the online communication behaviors of nurses in public hospitals in Jordan, and it proposes a conceptual framework for online internal communication and ECB that has been validated empirically. This framework includes factors like organizational culture, internal symmetrical and transparent communication, and the mediating role of EOR. The forthcoming section will delve deeper into the subjects. With all aspects considered, this chapter is structured into six parts. A brief introduction is the first section in the initial part. Research hypotheses, both direct and indirect, based on empirical data from the results, are analyzed in the part that follows.

Discussions of the study's theoretical, methodological, and practical implications are presented in Section 3. The current investigation's limitations are presented in the fourth part. Following recommendations for further studies and recommendations for administrators in practice, the fifth section places an emphasis on the practical implications. A thorough summary of the study is provided in the last section of this chapter.

5.2 Discussion of the Research Findings

This section offers a comprehensive analysis of the empirical evidence relevant to the results of the current study. The initial stage involves an examination of the results of the study, which is followed by a comprehensive analysis and validation of the conclusions. Ten hypotheses were tested using a PLS-SEM based on fundamental theoretical concepts. The expansion and development of the results facilitated the attainment of the research objectives. The present section is structured into two subsections on direct and indirect hypotheses, respectively.

5.2.1 Discussion of Direct Hypotheses

This study posited direct hypotheses to examine the relationship between four variables: EORs, symmetrical and, transparent communication, organizational culture, and online ECB. The present study investigated the relationships between path coefficients in structural equation modelling analysis. All the hypotheses (H1, H2, H3, H4, H5, H6, and H7) were corroborated, as a correlation was found between the constructs, with varying degrees of strength ranging from high to slight. The subsequent sub-sections provide a comprehensive analysis and elaboration of the results.

5.2.1.1 Relationship Between Symmetrical Communication with Online ECB

Hypothesis 1 (H1) posits a link between internal symmetrical communication and online ECB. In contrast to anticipated outcomes, it was found that symmetrical communication did not have a direct and statistically significant effect on the online

ECB. The results entirely mediated the impacts between employee–organization relationships and online ECB.

As previously discussed, scholars in strategic communication have shown that internal communication mechanisms, particularly those that are symmetrical in nature, directly impact ECB. This has been demonstrated by various studies, including Grunig (2009), Kim (2018), Kim and Rhee (2011), Mazzei et al. (2012), Men and Stacks (2014), and Waters et al. (2013).

The studies indicate that antecedents have the potential to enhance ECB during times of crisis. The significance of symmetrical communication in strategic internal communication was underscored by Men and Stacks (2014), who demonstrated its efficacy in fostering favourable ECB within organizations.

Wang (2020) has highlighted that when an organization disseminates information to its employees, encourages feedback, respects their viewpoints, and engages in bidirectional communication; it is more likely to acknowledge negative social media posts as its problem and take appropriate action. Additionally, Kim and Rhee (2011) have emphasized the significance of symmetrical communication in inducing voluntary ECB during a critical situation.

The current study revealed that despite the importance of symmetrical communication, its effects on online ECB had no significant impact. This can be attributed to the powerful mediating influence of EORs. Thus, the first hypothesis is not supported. The findings can be construed in different ways. Symmetrical internal

communication is deemed a superior communication practice because it utilizes a two-way balanced public relations communication model, as pointed out by Kim and Rhee (2011) and Men and Bowen (2017).

The concept of two-way communication refers to a communication approach that prioritizes the interests and needs of employees, emphasizing, collaborative decision-making, reliance, and reliability (Grunig, 1992). The studies conducted by Kang and Sung (2017), Kim (2018), and Kim and Rhee (2011) have demonstrated that the implementation of symmetrical communication can enhance the ECB.

Consistent with prior research, a study conducted by Lee (2020) indicates that maintaining equilibrium in touch has a favourable impact on employees' inclination to seek and express positive communication behaviour in times of crisis. Nonetheless, the findings of the current study are consistent with previous studies that found there is no direct relationship between symmetrical communication and ECB (Huang, 2004; Lee, Li, & Tsai, 2021; Men, 2014; Perdana., Latifunnur, & Hendriana, 2021).

However, the existing literature suggests that symmetrical communication between organizations and internal stakeholders is recommended. Thus, this recommendation is primarily based on negative evidence highlighting the ineffectiveness of public relations models, such as two-way symmetrical, in addressing the dynamically changing environment (Huang, 2001).

Furthermore, there needs to be more understanding demonstrating the immediate advantages of two-way symmetrical communication (Huang, 2004). The result corroborates prior research, including Men's (2014) study, which concluded that symmetrical communication does not directly impact ECB, specifically in terms of employee advocacy. Thus, the finding of the current study is consistent with prior research.

Furthermore, the study conducted by Perdana, Latifunnur, and Indiana (2021) revealed that the link between symmetrical communication and ECB did not have a significant impact on their inclination to disseminate unfavourable information. This is because the COVID-19 pandemic is due to extrinsic factors beyond the organization's control. Consequently, employees are less involved in the crisis, leading to a decrease in their proclivity to disseminate unfavourable information concerning the organization to the external public.

Leichty and Springston's (1993) argument proposed that assessing a public relations model that prioritizes proper and open internal communication within an organization extends beyond the mere dissemination of information, emphasizing the contextual circumstances and significance of establishing beneficial positive behaviors through efficient two-way communication. Similarly, Van der Meiden (1993) contended that the two-way symmetrical model solely proffers organizational directives without accurately reflecting actuality.

From the theoretical perspective, Relationship Management Theory (RMT) posits that it is important to consider that a range of contextual circumstances impact the efficiency of internal symmetrical communication (Hung, 2007).

In the context of the public healthcare sector in developing countries, particularly in times of crisis, various elements of RMT can provide insights into the potential lack of significance in the anticipated association between internal symmetrical communication and online ECB.

The significance of effective interpersonal communication in workplace environments is further emphasized by RMT, which highlights the crucial role of interdependence and confidence among employees (Hung, 2002; Geyskens et al., 1996; Ledingham & Bruning, 1998). Nevertheless, within the highly hierarchical organizational structures commonly found in public hospitals in developing countries such as Jordan, there may be only a limited degree of trust between nurses and the management. Nurses may interpret communication from managers as hierarchical instructions instead of open dialogue.

Furthermore, the absence of good relationships can serve as an argument for nurses for not engaging proactively in sharing positive information, even when established internal communication processes are in place (Alyaqoub, 2020). The lack of a good relationship and being directly informed about a crisis can prevent the building of a statistically significant link between symmetrical communication and online employee megaphoning behaviors.

Similarly, Krishnan and Wesley (2013) conducted a study that demonstrated that when employees are consistently and directly informed about a crisis, they actively engage in the organizational processes, exhibiting positive behaviours. Consequently, they are more likely to participate in efforts to advocate, thereby reducing the likelihood of sharing adverse information during the crisis (Krishnan & Wesley, 2013).

The idea additionally emphasizes the significance of open communication in enabling employees to express their perspectives and actively participate in the decision-making processes inside an organization (Grunig & Grunig, 2011). During times of crisis in public hospitals, the ability of nurses to exercise empowerment may be limited because of restrictive hierarchical practices.

Although the idea of internal communication may be symmetrical, a hierarchical culture could impede nurses from openly expressing their thoughts on online platforms (Aladwan & Forrester, 2016). The absence of an environment conducive to open discourse may hamper the anticipated association between internal symmetrical communication and the active engagement of nurses in online platforms during times of crisis.

Furthermore, the autocratic management style entails upper management making decisions related to the organization's strategy, policies, procedures, and overall direction, while employees receive instructions with limited opportunities for suggestions. According to Abualrub et al. (2012), authoritarian managers demonstrate an attractive collaboration with just close advisors, manifesting a

restricted inclination towards seeking opinion and feedback from employees and a propensity for maintaining complete authority and dominance over their sphere of influence.

From the theoretical perspective, the RMT emphasizes the influence of cultural norms on communication practices (Ledingham & Bruning, 2000). In countries such as Jordan, where collectivism and high-power-distance cultural values prevail, nurses might tend to emphasize adherence to established communication standards above active engagement in online platforms. The presence of cultural norms that prioritize deference towards authoritative figures may result in a decreased probability of nurses actively participating in online debates, irrespective of the efforts made to foster equal and reciprocal communication within their professional environment.

However, the integration of RMT into examining communication dynamics between nurses and top management in public hospitals in developing nations can provide insights into the reasons behind the potential variation in the expected relationship between internal symmetrical communication and online ECB. The influence of contextual elements, including trust, empowerment, and cultural norms, is crucial in defining the perception and implementation of communication strategies during times of crisis. These factors significantly impact the statistical significance of the relationship between communication and crisis management.

The lack of a significant relationship between internal symmetrical communication and online ECB during crises in public hospitals in Jordan is seen in interactions

between nurses and top management. Within hierarchical healthcare organizations, it is common for upper-level management to share vital information concerning crisis management through formal channels, including official emails, letters, and meetings. Although these forms of communication may provide valuable information, they frequently demonstrate a one-way flow that lacks possibilities for interactive discourse.

Consequently, nurses who assume an essential role in participating in offering patient care and have practical perspectives and recommendations might hesitate to participate in online discourse. The presence of a hierarchical structure in communication may serve as an argument for individuals to engage in digital spaces actively, hence preventing the creation of a significant relationship between internal symmetrical communication and their level of online involvement during crises.

Cultural influences substantially influence the communication dynamics that transpire between nurses and top management in times of crisis. In Jordan and other similar countries, there is a cultural tendency towards valuing authority and hierarchical structures, which results in nurses displaying a preference for conventional methods of communication.

During a crisis, nurses can prioritize receiving direct guidance from senior employees or engaging in face-to-face interactions. In addition, the societal propensity for prioritizing interpersonal contacts could reduce the possible impact of internal symmetrical communication endeavours. The necessity for individualized responses may prompt nurses to decrease their reliance on social media sites for

communication, hence increasing the need for a significant relationship between internal symmetrical communication and their participation patterns online.

In conclusion, a study of the communication dynamics between nurses and top management in public hospitals in developing countries, such as Jordan, offers specific instances that substantiate the previously stated explanations. The absence of a direct and statistically significant correlation between internal symmetrical communication and online ECB during crises can be attributed to several factors, including hierarchical communication structures and cultural effects.

5.2.1.2 Relationship Between Transparent Communication with Online ECB

The second objective of this study is to evaluate the relationship between transparent communication and online ECB in Jordan's public hospitals to respond to this research issue, transparent communication was previously defined in this study as "an organization's communication to make available to employees all legally releasable information, whether positive or negative in nature a manner that is accurate, timely, balanced, and unequivocal" (Men, 2012, p. 65). The results showed a substantial association between ECB and transparent communication, as was mentioned in the previous chapter.

According to Li et al. (2021), transparent communication is crucial in enabling employees to comprehend and manage adverse organizational events, such as unforeseen changes that may arise during a crisis. The results of this study suggest that providing adequate and high-quality information to employees can help them adopt effective coping strategies and minimize uncertainty in such situations.

This conclusion complements earlier research by Lee and Kim (2020), who stated that unanticipated events have demonstrated the importance of effective, transparent communication in fostering a positive work environment. These attitudes influence productive ECB. Additionally, Kim (2018) claimed that the employees could comprehend what occurred, why, and what steps were taken to behave well.

Since there is a positive correlation between transparent communication and online ECB of public hospitals in Jordan, the second hypothesis (H2) predicted that there is a positive relationship. The current study confirmed the proposed link, as expected. The results of this study are consistent with of previous studies (Andersson, 2019; Jiang & Men, 2017; Kim & Rhee, 2011, Li et al., 2021; Men, 2014; Kang & Sung, 2017; Thelen & Formanchuk, 2022; Wang, 2020), which have noted that transparent communication enhances ECB and lessens uncertainty when a crisis arises.

Furthermore, an employee can only make sense of and deal with undesirable organizational occurrences like unseen changes that a problem produces when sufficient, high-quality information is provided to them. The objective is to increase the flow of information and improve the internal public perception of the organizational process. Employees who believe their organization interacts openly with them will be more likely to spread positive news, it can be predicted (Lee, 2018).

The current finding aligns with for instance the proposition suggested by Men and Stacks (2014) that transparent communication is a crucial organizational practice. This is because transparency has resulted in favourable employee outcomes,

including positive communication behaviours among employees. Lee and Li (2020) have highlighted that transparent communication practices can aid in comprehending the perceptual and behavioural motivations of employees in organizations. Such practices have the potential to impact the evaluation of the organization by employees and can also trigger employee behaviours.

According to Kang and Sung's (2017) assertion, the maintenance of regular and transparent internal communication by managers serves as a significant catalyst for ECB. Lee and Kim (2020) have established a correlation between positive ECB and specific internal communication practices, such as transparency with employees are positively related.

Similarly, according to Kim's (2018) assertion, transparent communication serves as an effective antecedent to ECB in the context of an organizational crisis, functioning as either a facilitator or motivator of favourable communication behaviours.

Therefore, an organization must ensure employee engagement in open and transparent communication by incorporating employee perspectives in determining the necessary amount and type of information, as well as evaluating the organization's ability to meet information needs, particularly during times of crisis.

Previous studies investigated the relationship between transparent communication and ECB in offline settings. However, the results of the current study vary from prior research regarding how internal communication influences ECB in the digital setting during a crisis. The relationship between transparent communication and ECB in the

present study was positively related during the crisis. This study suggests that while transparent communication by public hospital management is still not sufficient, ECB positively affected by transparent communication practices.

The significance of transparent communication in public healthcare in Jordan cannot be overstated, as it plays a crucial role in promoting positive behaviour through disseminating favourable information and advocating for organizations during times of crisis. The public healthcare sector in Jordan is particularly vulnerable to unforeseen circumstances, such as the COVID-19 pandemic and economic factors, which can determine the survival of organizations in the aftermath of a crisis (Abufaraj et al., 2021). The act of disseminating unfavourable information by nurses employed in public hospitals to their networks during times of crisis has led to increased scrutiny and demand for accountability from general healthcare management in response to public apprehensions.

The public healthcare sector encounters the task of mitigating the risks associated with a crisis and ensuring that their communication regarding crisis messages is symmetrical and transparent. Additionally, the public healthcare sector must establish itself as a credible organization that disseminates reliable information to internal stakeholders such as nurses.

According to The National Centre for Human Rights (2021), a lack of information transparency for the nurses working in public hospitals during the COVID-19 pandemic has adversely impacted the likelihood that trust, and satisfaction will be created between the hospital's management and its nurses. Hence, hospital

management must improve the information dissemination capabilities of hospitals in addition to continuous sharing of information.

As such, decision-makers and health policymakers make it a policy directive for all public hospitals to improve information dissemination capabilities to align with this objective (Abufaraj et al., 2021). The findings suggest that Hosp crisis-coping employing transparent response strategies during a crisis may enhance their employees' crisis-coping skills and encourage them to engage in online communication.

Theoretically, the RMT offers an adequate theoretical framework for supporting the direct and meaningful link between internal transparent communication and online ECB in the context of crises within public hospitals in developing nations such as Jordan. This idea emphasizes the crucial significance of communication in the establishment and maintenance of relationships between organizations and their stakeholders, including employees, particularly in demanding circumstances like crises.

The RMT posits that open communication is crucial in fostering positive links between organizations and stakeholders (Hon & Grunig, 1999). Within the scope of public hospitals encountering difficulties, implementing transparent internal communication by the management cultivates a climate characterized by openness, honesty, and confidence. According to Seltzer et al. (2012), employees believe their manager is truly concerned about their well-being and is interested in keeping them

informed. The concept of transparency provides the fundamental basis for fostering an effective relational relationship between the hospital and its employees.

Effective communication is essential in times of crisis because of the unpredictability and urgency of the situation. Transparent internal communication functions as a way hospital management shares vital information related to the nature of the problem, its possible consequences, and the strategies the organization employs to address it.

Giving timely and accurate information enables employees to understand the significance of the situation and undertake suitable measures. As a result, employees perceive that the organization is a dependable and trustworthy entity for obtaining information, thereby strengthening their commitment to the organization.

The RMT also highlights the importance of mutual communication within links (Hung, 2007). Internal openness in the context of public hospitals fosters an environment that promotes mutually beneficial behaviour among employees. When employees are provided with available information that is clear and easily understood, they experience a heightened feeling of obligation to participate in the communal effort actively.

This phenomenon frequently results in heightened online communication practices, as employees actively participate in debates, exchange situations, and distribute accurate information via online channels (Nunes et al.,2023). The act of mutual

involvement helps to enhance both the employee behaviours and the hospital's reputation with external stakeholders, including patients and the public.

Moreover, the RMT emphasizes communication's significance in cultivating communication behaviours and organizational reputation (Yang, 2007). Transparent communication during crises is critical in fostering positive communication behaviours in public hospitals in developing countries, particularly in contexts where trust in organizations may be fragile (Liu et al., 2016).

Nevertheless, showing transparency within hospitals' internal communication fosters a feeling of ambassadorship among employees, enabling them to share beneficial messages and prevent the dissemination of misinformation effectively. This is consistent with the theory's focus on the significance of involved stakeholders in bolstering an organization's effectiveness and social legitimacy.

Overall, the RMT offers a theoretical basis for understanding the direct and strong relationship between internal transparent communication and online ECB in the context of crises within public hospitals in developing nations. This theory highlights the significance of transparency, reciprocity, and positive communication behaviours in relation to employees.

Furthermore, it emphasizes that transparent internal communication plays a crucial role in cultivating involved and accurate employees who are involved in online communication during crises. Ultimately, this provides for the improvement of successful crisis management and communication behaviours in public hospitals.

5.2.1.3 Relationship Between Organizational Culture with Online ECB

The third objective of this investigation pertains to how the perception of organizational culture among employees impacts their communication behaviours. This study has formulated a conceptualization of organizational culture, which is regarded as a crucial element that influences the communication behaviours of nurses in the context of public hospitals. Specifically, the study examines how nurses share information about their hospitals on social media platforms during the COVID-19 pandemic and how the prevailing organizational culture shapes this behaviour.

The fundamental framework of commonly held assumptions, principles, and convictions that regulate behaviour within a specific organization is organizational culture. According to MacIntosh and Doherty (2007), organizational culture is comprised of commonly held beliefs and values that are established, communicated, and reinforced by leaders through various methods, ultimately influencing employee behaviours, perceptions, and comprehension over time. Susita, Sudiarditha, Purwana, Wolor, and Merdyantie (2020) assert that the primary purpose of organizational culture is to influence employee behaviours.

Furthermore, organizational culture refers to a set of shared beliefs and values internalized and enacted by members of an organization, serving as the foundation for establishing behavioural norms within the organization. Hence, organizational culture serves as a mechanism for regulating and guiding human attitudes and behaviours that are present within the organization. In addition, Hofstede (2010) and Kim and Rhee (2011) have suggested culture as among the factors that could

enhance employee behaviour and noted that culture would be an interesting variable to discuss in the future.

According to previous literature (Alzubi, 2018; Jamil, Sabah, Gardi & Adnan, 2022), healthcare organizations' organizational culture can significantly influence employees' work environment and enhance the organization's capacity to respond to changes in the external environment. The current investigation posited the third hypothesis (H3) that a correlation exists between organizational culture and ECB.

In contrast to the anticipated research outcome, the hypothesized correlation was not corroborated. The absence of a statistically significant correlation between organizational culture and ECB was revealed by the empirical findings, which is opposed to the previous results. Therefore, it is not possible to make any definitive inference. Given that all relevant steps about sampling and measurement error were duly considered and the power of analysis (G*power) was found to exceed 0.80, it can be inferred that the lack of a significant relationship is not attributable to methodological concerns.

Additionally, this contradiction of results can be justified with the following. Previous research shows that demographic attributes may affect employees' communication behaviours (e.g., Detert and Burris, 2007; Hsiung, 2012; Morrison, 2011; Stamper & Van Dyne, 2001). Consequently, working part-time employees may lead to showing relatively few voices regardless of the organizational culture. Previous studies confirmed that a part-time employee exhibited comparatively little voice irrespective of the organizational culture. However, a full-time employee who

was more vested in their organization's future success demonstrated higher positive voice levels.

Furthermore, organizational culture's impact on employee positive behaviour depends on the context and heterogeneous groups (Al-Rawashdeh, 2019). As such, in the public sector in Jordan, more than 25% of Jordan's workforce consists of expatriates from different nationalities, cultures, and ethnicities that are reflective of many differences in cultures and values. Thus, cultural differences are likely to have a limited effect on online ECB.

According to Shin, Heath, and Lee (2011), scholars in the field of health communication have observed that cultural disparities could be the explanation for the distinct leadership communication approaches favoured by top management and public relations professionals in the public health domain, particularly in the context of both routine and unexpected situations such as the COVID-19 pandemic. Several scholars have researched the impact of culture on public relations and have suggested the potential for implementing diverse communication tactics in distinct cultural contexts (Han & Zhang, 2009; Lutz, 2017). The results of this study validate the concept that cultural variances are expected to exert a restricted influence on the communication behaviour of employees within organizational settings. This, perhaps, explains the contradiction in the findings of the study.

According to Hofstede's (2011) research, organizational culture determines distinct attitudes and behaviours exhibited by employees. Kim, Tam, Kim, and Rhee (2017)

have highlighted that there is a significant and positive impact of an authoritarian organizational culture on the relationship between an organization and its employees.

The prevalence of an authoritarian culture among internal stakeholders is a common occurrence within Jordan's public sector (Al-Rawashdeh, 2019). Consequently, individuals in positions of authority are responsible for formulating and implementing policies. At the same time, those beneath them (i.e., employees) are primarily tasked with executing directives, without being involved in the decision-making process. Organizational cultures and processes commonly give rise to imbalanced consequences that result in undesirable communication behaviours.

Al-Rawashdeh (2019) noted that a minority of employees in the Jordanian public sector held membership in the dominant coalition. The employees in question exhibit a limited level of responsiveness towards proposals put forth by their supervisors and do not engage in evaluating the ramifications of public feedback. Furthermore, they do not actively contribute to the process of decision-making. The attributes above have the potential to impact collectivism, information sharing, and communication perspective, consequently influencing ECB.

In Jordan's public sector, managers operating within highly authoritarian and non-participative cultures tend to assume unilateral decision-making responsibilities, thereby limiting opportunities for upward communication processes. Consequently, information collected by employees should be more valued. Consequently, employees may lack a strong incentive to actively pursue and disseminate favourable information regarding their organization in times of crisis. Instead, they may

selectively propagate negative information to external stakeholders, thereby exacerbating organizational challenges, particularly in the context of crises and scandals.

This phenomenon is linked to a dearth of organizational cultural frameworks that restrict employees from sharing information with the public. From one perspective, employees experience apprehension regarding the prospect of being held responsible for unfavourable feedback that is conveyed to their superiors. Conversely, it is commonly held that the internal public cannot effectuate change in most instances. Consequently, individuals may exhibit a lack of attentiveness toward the events unfolding within their respective organizations amidst a crisis.

Hence, it can be inferred that personnel employed by organizations that exhibit strong cultural norms and adopt a non-authoritarian and participatory approach are inclined towards promoting and disseminating favourable organizational achievements to the outside world, resulting in a positive megaphoning effect. On the contrary, it is unlikely that they will exhibit a greater propensity to disseminate and circulate negative information about the organization to the public (known as the negative megaphone effect) in times of crisis.

5.2.1.4 Relationship Between Symmetrical Communication with Organization-Employee Relationship

The fourth hypothesis (H4) of the current study sought to examine the correlation between symmetrical communication among employees of public hospitals and the organization-employee relationship. The findings of the study indicate that there

exist noteworthy associations between the two constructs, thereby providing support for Hypothesis H4. The central concept of symmetry pertains to attaining a mutually beneficial resolution using constructive discourse and equitable consideration of the concerns of both the entity and the public. The present discovery was conducted with the aim of testing hypothesis four (H4) as postulated in the study.

The results suggest that when employees work in an organizational communication environment that prioritizes employee-cantered and mutually beneficial practices and fosters two-way communication, they are more likely to perceive a positive relationship with the organization during times of crisis.

This study offers further empirical evidence for the direct impact of symmetrical communication on favourable employee outcomes, as previously demonstrated by Kanihan et al. (2013) and Slabbert and Barker (2014). The implementation of receptive communication by senior managers, which involves feeding the employees' voices upward and responding to their views and suggestions, is a form of symmetrical communication. According to Ruck et al. (2017), this approach enhances employee satisfaction and trust.

Lemon (2019) has reported that the act of engaging in a dialogue can be regarded as a specialized form of two-way communication that demands the practice of inclusivity and acceptance (Lane & Kent, 2018). Utilizing this form of communication has been determined to have a noteworthy impact on establishing and maintaining employee relationships. Existing literature has demonstrated that symmetrical communication is effective in promoting and maintaining favourable

relationships between employees and organizations (Kang & Sung, 2017; Kim & Rhee, 2011; Lee, 2018). Organizational employees who perceive their internal communication practices as symmetrical are inclined to demonstrate elevated levels of trust, commitment, and job satisfaction toward their organization.

Theoretically, communication management research has identified two-way symmetrical communication as a crucial antecedent to establishing trustworthy relationships. This is because its efficacy enables constructive dialogue between management and employees, fostering high-quality EORs. For instance, Kim and Rhee (2011) and Men and Sung (2019) have highlighted the significance of this communication approach. The symmetrical communication model is predicated on honest communication, which facilitates comprehension between both parties.

According to Park et al. (2014), two-way symmetrical communication prioritizes establishing long-lasting relationships based on mutual comprehension. Men and Sung (2019) have reported empirical evidence that supports the idea of a positive influence of two-way symmetrical communication on the quality of relationships between employees and organizations. The scholars suggest that internal communication practitioners prioritize the establishment of a communicative framework that is both responsive and symmetrical in nature, to cultivate mutually advantageous associations between personnel and institutions.

Existing research has indicated that bidirectional symmetrical communication can have a substantial effect on employees' trust, control mutuality, commitment, and satisfaction with their organization in diverse settings, such as social media-related

behaviours (Lee & Kim, 2020; Kang & Sung, 2017). The finding of this study expands the body of research in crisis communication in developing countries by introducing new predictors of EORs in crisis sitting, such as symmetrical communication. This study offers direct evidence of the value of symmetrical internal communication in fostering positive relationships between employees and organizations (e.g., Jo & Shim, 2005; Kim & Rhee, 2011; Men & Sung, 2022).

Employees have positive relationships with an organization when it promotes open, responsive, two-way communication, addresses the concerns of its employees, and fosters mutual understanding and collaboration. In addition, when it involves them in its many organizational duties. In this situation, relationships between the organization and its employees are fostered. As a result, symmetrical internal communication affects how employees feel about the organization as a whole and how they view the organization's character. Thus, employee commitment, control mutuality, and satisfaction with the organization are all more strongly influenced by symmetrical communication.

The current study supports the RMT. Symmetrical communication, as posited in RMT, involves a communication paradigm wherein both individuals involved in a relationship engage in the reciprocal flow of information in a manner that is characterized by openness, equality, and transparency. The concept of symmetrical communication has the potential to significantly influence the link between organizations and employees, particularly in the context of a crisis inside public hospitals in Jordan.

Additionally, in times of crisis, such as during an epidemic of public health, the establishment of positive relationships assumes the highest priority since employees require access to specific details to comprehend the circumstances and consequently make wise decisions fully. Adopting symmetrical communication inside organizations has been found to positively influence employees' perceptions of the organization's reliability and trustworthiness. Consequently, this fosters a greater level of trust in decisions and behaviours made by managers.

Furthermore, during periods of crisis, employees may encounter increased levels of fear and uncertainty. Symmetrical communication endeavours to ensure the provision of constant and correct info relating to the effect of the crisis, the response undertaken by the organization, and the possible actions to be conducted.

The implementation of communication practices inside an organization has been found to effectively mitigate uncertainty as well as stress among employees, hence resulting in a significant enhancement of overall employee satisfaction levels. The enhancement of employees' job and organizational satisfaction is likely to occur when they see themselves to be well-informed and actively involved in how decisions are made.

Additionally, symmetrical communication manifests the organization's recognition of the significance of its employees and their role as major players. The act of recognizing employees' efforts can foster a stronger emotional connection between them and the organization, enhancing their commitment, particularly under challenging circumstances such as a crisis. Employees are more likely to

demonstrate positive behaviours and engage in voluntary efforts once they perceive that their concerns are being considered and their efforts are respected.

Symmetrical communication is vital to facilitating effective decision-making, as it confirms that all individuals involved are given equal opportunity to express their perspectives and participate in the overall process. In times of crisis, the involvement of employees in the communication process serves to empower them and establish a sense of control over what is happening. Implementing a cooperative strategy fosters a more equitable distribution of power, enhancing employees' impression of control mutuality.

The current study's findings also support widely accepted theories of crisis communication. The post hoc nature of crisis response strategies with the external public is primarily the focus of conventional crisis communication theories, which heavily rely on rhetorical approaches.

Contrarily, this study contends that managerial initiatives with employees, such as two-way symmetrical communication and positive connections with employees, should be built before a crisis happens to provide proactive crisis communication. Such proactive crisis communication initiatives would improve and develop employees' competence, self-efficacy, and communication behaviours, which would result in ECB. Organizations can handle crises more effectively by implementing these strategies.

In the context of the current challenges faced by public hospitals in Jordan, particularly during public health emergencies, the implementation of symmetrical communication can significantly influence the dynamics of the link between the organization and its employees. By offering reliable and accurate details, active engagement of employees in the decision-making process, and cultivating an environment characterized by transparency and openness, hospitals can augment trust, satisfaction, commitment, and control mutuality among their employees.

Consequently, this phenomenon helps the development of an organization that becomes more reliable and consistent, thereby enhancing its ability to effectively negotiate the problems presented by the crisis.

5.2.1.5 Relationship Between Transparent Communication with Organization-Employee Relationship

As previously discussed, transparent organizations are characterized by disclosing truthful, accurate, timely, balanced, and substantial information. Additionally, these organizations encourage employee participation in identifying their information needs and preferences, which in turn enhances their influence on the decision-making process.

Providing informative and participatory transparency is anticipated to result in employee contentment and a sense of shared authority, thereby contributing to favourable EORs. Scholars have posited that transparent communication plays a crucial role in fostering high-quality relationships and promoting stakeholder engagement (Jahansoozi, 2006; Linhart, 2011; Rawnlins, 2009; Wang, 2020).

The present study's results indicate that the hypothesis tested has empirically demonstrated a positive correlation between transparent communication and the relationship between an organization and its employees. Consistent with expectations, the outcome of the hypothesis testing showed a statistically significant and positive correlation between transparent communication and the relationship between an organization and its employees.

The reasons may be construed as follows: effective transparent communication within an organization's workforce is crucial for establishing or reestablishing trust. Research suggests that employees with transparent communication regarding their hospitals are more likely to exhibit higher levels of motivation toward maintaining trusting relationships with their respective hospitals. Specifically, transparency was a relational condition promoting accountability, cooperation, collaboration, and commitment between the employees, creating a high-quality employee–organization relationship.

The findings are consistent with prior research on the correlation between transparent communication and the relationship between an organization and its employees. As exemplified by Men and Stacks (2014) and Rawlins (2008). Rawlins (2008) conducted a study on employees within a healthcare organization and discovered that employee trust can be established by promoting employee participation, providing comprehensive information to employees, and presenting balanced reports.

Therefore, when an organization provides accurate and significant information to its employees and fosters an environment that welcomes their input, employees will likely develop trust and satisfaction towards their organization. These factors serve as key indicators of a positive organization-employee relationship.

The finding is consistent with prior research, such as the study by Wang (2020), which involved a nationwide survey of employees employed by major companies in the United States. The study revealed that employees engaging in open and transparent communication with their respective organizations had a favourable impact on their satisfaction with their work relationships and the degree of trust they placed in their employers. Employees who had confidence in their organization.

Moreover, this study reinforces the argument placed forth by Lee and Kim (2020) regarding the positive impact of transparent communication between leaders and members on organizational outcomes. Additionally, the significance of transparent communication in fostering employees' trust and satisfaction, as highlighted by Wang (2020) and Lee and Li (2020), is further underscored in this research.

The findings of the present study suggest that open and honest communication is a crucial factor in establishing high-quality relationships with employees. Organizations that share important information with their employees, foster employee participation, provide impartial information that holds them accountable, and remain receptive to employee scrutiny are more likely to establish employee trust, satisfaction, commitment, and control mutuality. Jiang and Men (2017) noticed

a positive correlation between transparent internal communication and the level of trust employees have in their respective organizations.

The present research contends that an organization's endeavour to engage in transparent communication conveys a message to its employees that the hospital is candid, truthful, and forthright. Furthermore, it suggests that the hospital should acknowledge and consider the concerns and feedback of its employees during a crisis.

Similarly, with the assumption of comprehending the objectives and intentions of the crisis, employees would exhibit more excellent receptiveness towards the problem. Empirical research has demonstrated that promoting transparent internal communication is beneficial for cultivating positive EORs (Men & Stacks, 2014; Men, 2014; Wang, 2020).

This study has provided additional support for the idea that hospitals can enhance their level of trust among employees by improving their communication transparency. Precisely, implementing open, truthful, and principled communication can effectively minimize the informational disparities between hospital staff and management, mitigate the spread of inaccurate information and hearsay concerning organizational changes, and alleviate the anxiety and stress levels of employees. When hospital management demonstrates a genuine desire to involve employees in the change process, it is more probable that employees will have confidence in the hospital's ability and motivation to execute the change effectively.

Furthermore, the endeavours of hospitals to elicit feedback from their personnel provide an avenue for employees to express their interests and apprehensions. This process is crucial as it empowers them and installs a sense of authority and responsibility in implementing change.

Consequently, this finding was anticipated as authentic openness and transparency in communication fosters an environment where employees feel comfortable expressing their viewpoints. The provision of hospital trust and employee care engenders a sense of organizational ownership among employees. Consequently, a positive interpersonal connection can be cultivated over time.

The findings suggest that when hospital staff members perceive that their organization is intentionally providing pertinent, accurate, comprehensive, and significant information regarding their actions and decisions toward employees, and promoting employee involvement in the identification, acquisition, and dissemination of information, it has a positive impact on the employees. The phenomenon ultimately results in the contentment of employees and a sense of mutual authority, thereby comprising the degree of the relationships between employees and the organization.

5.2.1.6 Relationship Between Organizational Culture with Organization-Employee Relationship

Another objective of this research is to identify the links between EOR and organizational culture in Jordanian public hospitals, as mentioned before. In previous studies, organizational culture has been an oft-debated primary factor impacting the

EOR (Grunig et al., 2002). Sriramesh et al. (1992) considered that organizational culture directly influenced the choice of public relations strategies.

As such, an organizational culture's pervasiveness requires that management recognize the underpinning dimensions of organizational culture and their influences on employee-related variables like commitment and satisfaction. For example, Tsai. (2011) pointed out that organizational culture was significantly correlated with employee satisfaction. Similarly, the organizational culture an organization demonstrates contributes to employees' satisfaction and commitment (Lok & Crawford, 2004).

Organizational culture with organization-employee relations has become a crucial aspect of organizational behaviour. A participative culture as a part of organizational culture offers an opportunity for every employee to be actively involved in decision making (Grunig, Grunig, & Dozier, 2002). The main objective of such a culture is to create a friendly working environment that allows every worker to express their opinions, make decisions, and work together towards achieving the organization's goals (Rivera, 2011).

Participative culture in an organization creates a sense of belonging among the employees, which leads to better organization-employee relations. Organizational culture promotes effective communication between employees and the organization (Hasan et al., 2020). Through effective communication, employees can understand the organization's policies, values, and goals.

Effective communication enables employees to convey their opinions and suggestions to the organization. Open dialogue allows employees to feel valued, respected, and heard, which promotes their loyalty and commitment to the organization (Men & Jiang, 2016; Rhee & Moon, 2009).

Therefore, this study's prediction that EOR is positively correlated with organizational culture in Jordan's public hospitals was confirmed. It was not surprising to find a favorable and statistically significant correlation between EOR and organizational culture. Habib et al. (2014), Aranki, Suifan, and Sweis (2019), Khan, Zabid, Rashid (2015), and Shin (2021) have all found results that are in contract with this particular finding.

According to the results, EORs are favourably correlated with their perceptions of their organization's culture. The findings suggest that the culture of an organization plays a significant role in fostering collaboration among employees. Collaborative efforts, trust, and respect among employees develop in an environment where they work closely together side. The organization encourages its employees to collaborate, share knowledge, and rally behind one another in order to accomplish its objectives.

The results are consistent with what Siburian (2013) found: that organizational culture plays a significant role in shaping the relationship between employees and their managers. Siburian additionally noted that a participatory culture allows all employees to have a say in organization decisions, which is a crucial part of organizational behavior.

Similarly, the finding is congruent with the more recent findings conducted by Susita et al. (2020) The cultivation of a strong organizational culture has been shown to have a positive impact on both employee satisfaction and trust. It is also evident from this study that fostering a robust sense of camaraderie and unity among employees can augment the relationship between the organization and its employees. Building strong relationships with employees may be the most effective way to influence their impression of the culture of the organization.

The present study supports previous findings by Habib et al. (2014), Lok and Crawford (2004), Tsai (2011), and Men and Jiang (2016), who implied that a supportive organizational culture, an emphasis on rewards and the organizational cultural stability dimensions were related positively to EOR quality. More precisely, a supportive organizational culture valuing collaboration, individual consideration, sharing, and teamwork betters an employee's relationship with an organization.

Furthermore, Aranki, Suifan, and Sweis (2019), and Khan, Zabid, and Rashid (2015) have found that a positive organizational culture can enhance the sense of responsibility and commitment among employees toward their respective organizations and work groups, and it serves as a framework for attaining elevated levels of organizational commitment.

In addition, it has been posited that organizational culture plays a role in promoting dedication instead of individualistic motives. This explains the urgent need for organizations in critical times in which organizations have implemented diverse organizational cultures to enhance employee satisfaction, which in turn leads to

improved employee performance and overall organizational commitment (Shin, 2021).

In Rivera's (2011) study, an extension was made to the existing public relations theory by exploring the correlation between authoritarian and participative culture metrics and various dimensions of organization-public relationships, which included commitment, control mutuality, satisfaction, and trust. These findings also support the correlation between organizational culture perceptions and organization-public relationships.

From the lens of RMT, confidence becomes a fundamental element within the framework of RMT. An organization's culture that promotes and facilitates honest and open interaction cultivates a sense of trust between employees. In times of crisis, the offering of reliable and open communication by hospital management fosters an environment wherein employees trust the accuracy and reliability of the information disseminated (Ledingham & Bruning, 2000).

RMT emphasizes the significance of reciprocal satisfaction in sustaining collaborations. During times of crisis, a culture that provides support systems efficiently expresses emotion and recognizes the achievement of employees, hence augmenting employee satisfaction. Employees who see that their demands are being considered fulfilled and their efforts are valued are more inclined to continue maintaining a favourable engagement with the organization (Tsai, 2011).

Commitment plays an important role in RMT, as it can be considered an indicator of the level of dedication exhibited by both individuals involved in the relationship (Kim & Rhee, 2011). In times of crisis, maintaining a culture that remains consistent in adherence to the goals and principles of a hospital serves to strengthen the dedication of its staff. When employees observe that the hospital maintains an organization's commitment to its goals in the face of challenges, they are encouraged to respond with more commitment (Men & Jiang, 2016).

Control mutuality, as conceptualized in RMT, refers to preserving an equitable distribution of power and influence within a given relationship (Hon & Grunig, 1999; Huang, 1997). During a crisis, a cultural environment that actively advertises employees' viewpoints regarding approaches to managing the crisis can effectively inspire them, thereby cultivating a feeling of responsibility and control (Rivera, 2011). The practice of inclusivity provides that decisions are reached by shared efforts, strengthening the delicate balance of power and control mutuality.

Incorporating organizational culture concepts into RMT is undeniably a significant theoretical advancement. The integration of these two frameworks enables scholars and professionals to get a more holistic comprehension of the impact and configuration of organizational culture on the nature of the relationships between the organization and its employees, especially in times of crisis (Kim & Rhee, 2011; Men, 2014).

This combination of the internal dynamics of an organization with its external relationship management strategies. It provides a helpful understanding of how

specific cultural characteristics can strengthen trust, satisfaction, commitment, and control mutuality between the organization and its employees during times of crisis.

The enhanced viewpoint provided by this approach not only improves the practical implementation of relationship management approaches during times of crisis but also incorporates the progress and improvement of both organizational culture and relationship theory. The significance of a supportive organizational culture is underscored by the RMT when examining the crisis faced by public hospitals in Jordan. An organizational culture that places importance on open and honest communication places a high emphasis on the well-being of its employees, recognizes shared values, and involves employees in making decisions.

Thus, this will lead to increased levels of trust, satisfaction, commitment, and mutual control within the hospitals. The approach aligns with the concepts of RMT. It promotes a more efficient and robust relationship between the organization and its employees, even in times of crisis.

5.3 Discussion of Indirect Hypotheses

The present study proposed three indirect hypotheses for examination, which will be concisely demonstrated. Three hypotheses were put forth, suggesting that EOR serve as a mediating variable. Upon conducting a thorough analysis of the existing literature pertaining to the association between employees and organizations, it can be posited that this study represents the initial endeavour to investigate the constructs of EORs as a mediator in a research inquiry concerning communication behaviours during public health care crises.

Although the RMT offers beneficial perspectives on communication, organizational culture, and EORs, it fails to adequately address the cultural and contextual aspects distinct to Jordan's public healthcare sector. The existing body of research primarily focuses on organizational contexts in Developed countries, which may inadvertently neglect the specific complexities and dynamics present in the healthcare sector of Jordan.

To fill the knowledge gap, it was necessary to undertake an empirical study examining the complex connection regarding symmetrical communication, transparent communication, organizational culture, and EORs within the special cultural, social, and institutional context of the public healthcare sector in Jordan during emergency situations.

This study aims to examine the impact of cultural values and internal communication practices on the role of mediator of EORs in online communication behaviours during crises. Conducting such a study has the potential to offer significant contributions to the field by enhancing our understanding of how communication strategies can be adapted to better align with the specific characteristics of the healthcare context in Jordan. This, in turn, can contribute to developing RMT in developing countries such as Jordan.

As a result, all three hypotheses were found to be fully supported by mediation. Empirical research shows that the relationship between symmetrical communication, transparent communication, organizational culture, and ECB during a crisis is fully mediated by EOR. The current study has effectively established a correlation

between EORs and three indirect hypotheses. Furthermore, it has been found that such relationships can potentially alleviate the risks of negative communication behaviours among employees during a crisis. However, the following section explains in detail the relationships between these constructs.

5.3.1 Mediation Effect of EOR in The Relationship Between Symmetrical Communication and ECB

The phenomenon of symmetrical communication has the capacity to influence the communication behaviours of employees, both directly and indirectly, particularly in the event of a crisis. This has been noted in the studies of Kim (2018), Men (2014), and Lee & Li (2020). Prior research has posited that an open and symmetrical system is a viable communication strategy for effectively managing employee relationships and communication behaviours.

This assertion is supported by studies conducted by Kang and Sung (2017), Grunig, Grunig, and Dozier (2002), and Shen and Kim (2012). Men and Stacks (2014) have posited that the promotion of symmetrical communication can enhance internal communication efficiency and lead to favourable employee behavioral outcomes. Thus, the current study proposed that a conducive environment of symmetrical communication within an organization can foster favourable employee relationships and communication behaviours toward the organization in digital contexts, particularly during a healthcare crisis.

The importance of employees as representatives of organizations in the digital sphere has been emphasized, particularly given the expansion of the Internet and diverse

media platforms (Miles & Mangold, 2014). As per research findings by Dreher (2014) and van Zoonen et al. (2014), the behaviour of employees on social media platforms about their organization has the potential to confer a competitive advantage. One approach to attain this objective is by disseminating affirmative messages about the organization or by defending the organization against adverse online criticism.

The importance of managing and directing employees' supportive organization-related behaviours on social media is gaining recognition among both researchers and practitioners. This is due to its potential to improve communication behaviours and foster a positive relationship with the external public, as noted by Kim and Rhee (2011), van Zoonen et al. (2014), and Walden (2018). Researchers specializing in communication and public relations have proposed that organizations can foster desirable behaviours among their personnel by implementing symmetrical communication strategies with their employees (Grunig, 2001).

Implementing this approach is purported to enhance the quality of the association between an organization and its workforce, thereby augmenting the probability that employees will propagate favourable information regarding the organization within their personal networks. The viewpoint has been corroborated by research carried out by Kang and Sung (2017), Kim and Rhee (2011), and Lee (2018). The communication efforts of organizations are vital in promoting trust, dedication, and contentment among employees, which in turn encourages them to participate in voluntarily defending the organization.

At a macro level, it can be observed that perceived EORs play a mediating role in influencing ECB. This highlights the significance of EORs in safeguarding an organization's valuable ECB. The study proposes that internal public relations, which encompasses symmetrical communication, is an essential indicator that influences the relationship between employees and the organization (Men & Binomen, 2017).

Furthermore, the perceptions of employees are indicative of this phenomenon. Specifically, a more robust manifestation of feedback, which incorporates an employee-centric approach, adequate information provision, openness, negotiation, communication symmetry, reciprocity, relationships, and trust, is emblematic of the communication strategy employed by leaders (Ledingham, 2003). This approach has been shown to result in more favourable employee behaviour in terms of positive communication during a crisis, as demonstrated by the findings of Kim and Rhee (2011).

The structural model indicates that the dimensions of the EOR, including trust, satisfaction, control mutuality, and commitment, directly impact employees perceived communication behaviours. The results suggest that the influence of internal communication on ECB was contingent upon the perception of EORs. The study conducted by Alsharairi et al. (2022) indicates that in the realm of organizational crisis, the capacity of the crisis to engage in symmetrical communication significantly influences the positive behaviour of internal employees on social media.

As a result, the present study posits that the mediating effect of EORs mediates the relationship between symmetrical communication and online communication behaviours. Specifically, it is hypothesized that positive EORs will facilitate effective communication during a crisis. Therefore, it can be concluded that the interplay between employees and their organization exerts a noticeable impact on the communication behaviours demonstrated by employees in times of crisis.

Within the realm of crisis management, the cultivation of high-quality relationships between an organization and its employees has been shown to foster behaviours rooted in trust. According to Lee and Kim (2020), employees are willing to extend the benefit of the doubt to their organization in situations where its behaviour is questionable. This is done to convey trust to others, act as advocates for the company, maintain honesty, fulfil commitments, avoid opportunistic behaviour, refute false criticisms of the company, report potential dangers or threats to management, and seek opportunities to enhance or safeguard the company's reputation.

Frandsen and Johansen (2011) assert that relationship quality is significantly influenced by communication. On the contrary, when an organization experiences a crisis that negatively impacts its reputation, employees may exhibit a reluctance to associate themselves with the organization or decline to act as its proponents. According to Kim and Rhee (2011), the demonstration of symmetrical communication power is reliant on the essential role played by EOR as a mediator in this procedure.

The finding of the present study corroborates prior research conducted by Kang and Sung (2017), Kim and Rhee (2011), Lee (2018), Lee and Kim (2020), and Wang (2020), which posits that internal symmetrical communication that is effective can reduce ambiguity and uncertainty by closing the communication gap between employees and management. This, in turn, can lead to a noteworthy enhancement in employee satisfaction and trust.

Furthermore, such communication can serve as a competitive advantage when employees disseminate positive messages about the organization or defend it against online criticism during a crisis. Undertakings that span organizational boundaries can be crucial and impact an employee's effectiveness as a positive or negative representation of the organization (Frandsen & Johansen, 2016). The employees exhibit a strong desire to ascertain the current situation. As a result, individuals hold high anticipations regarding receiving precise, sufficient, and prompt crisis-related data from their respective organizations.

The finding holds significant importance as it expands the concepts presented by Kim and Rhee (2011) regarding the correlation between all aspects of employee-organization associations and the communication behaviours of employees in situations of ambiguity.

The concept of EOR pertains to the degree of concurrence between an organization and its employees regarding the legitimate authority to exert influence, express mutual contentment, demonstrate shared commitment, and repose trust in each other. The relationship between an organization and its employees is a crucial element in

the organization's performance, as well as in the attainment of organizational goals and the establishment and preservation of its public image and reputation during times of crisis.

Theoretically, findings consistent with RMT that provides a theoretical foundation for asserting that the different aspects of the EORs (Huang, 2001; Ledingham & Bruning, 1998), including trust, satisfaction, commitment, and control mutuality, play a significant role in explaining variables that impact the link between symmetrical communication and ECB in the digital realm of public hospitals in Jordan, particularly during circumstances of troubled times.

The primary focus of RMT is the fundamental role of trust, highlighting the significance of reciprocal trust between individuals within an organization. Symmetrical communication, which is distinguished by an open and fair sharing of information, fosters trust by showing the hospital appreciation for nurse feedback and uncertainties (Waters & Bortree, 2012).

The establishment of trust functions as a conduit, facilitating employees' participation in open, authentic, and mutually beneficial communication practices within times of crisis. Trust within an organizational context enhances the likelihood of employees engaging in behaviours such as sharing crucial information, suggesting solutions, and actively participating in online dialogues with a sense of trust (Kang & Sung, 2017; Kim & Rhee, 2011).

Furthermore, the degree of employee satisfaction, which is an additional aspect of the EOR, is closely interconnected with the level of communication. The implementation of communication practices that exhibit symmetry, emphasizing equal treatment and inclusiveness, has been found to positively impact employee satisfaction degrees (Hon & Grunig, 1999; Hung, 2005).

As such, sufficiently contented employees demonstrate a heightened motivation to participate in online communication behaviours amidst emergencies actively. Individuals believe that their opinions hold significance and are more motivated to make valuable contributions, share essential information, and engage in cooperative endeavours to solve issues (Kang & Sung, 2017; Kim & Rhee, 2011; Men, 2014). The satisfaction, as a result, functions as a mediator in the link between symmetrical communication and the efficacy of employee behaviours inside the public hospitals of Jordan during periods of crises.

RMT's definition of commitment is a useful framework for understanding commitment in this situation. Establishing symmetrical communication facilitates the development of commitment by effectively conveying a reciprocal feeling of commitment and willingness to invest in the link between the employee and the organization (Lee & Kim, 2020). Employees who possess a perception of this commitment are more likely to actively participate in communication, especially in difficult circumstances (Ledingham, 2003; Shen, 2017).

Online platforms rely on their crucial role in facilitating the prompt and efficient distribution of information, as they strategically connect their communication

behaviours with the crisis leadership goals of the organization (Kim, 2018). Finally, symmetrical communication has a beneficial impact on control mutuality, which measures the distribution of power and influence in a relationship.

Once individuals are provided with opportunities to participate in decision-making to participate in decision-making actively and are given access to relevant information, it serves as a source of motivation for them to engage in communication behaviours that contribute to the organization's crisis management efforts. Thus, control mutuality becomes a mediating variable, explaining the link between symmetrical communication and efficient employee behaviours in the online setting of Jordan's public hospitals during crises.

5.3.2 Mediation effect of EOR in the relationship between transparent communication and ECB

The results of this study revealed that the implementation of transparent communication has a positive impact on online ECB, specifically regarding EORs. The RMT offers theoretical foundations for recognizing the mediation role of EORs, encompassing trust, satisfaction, commitment, and control mutuality, in transparent communication during a crisis in online settings within the public hospitals of Jordan.

Based on the assumptions of RMT, trust is considered a fundamental element in fostering successful relationships. It may be contended that establishing open communication inside an organisation may be beneficial to cultivating trust among employees.

During periods of emergency and heightened uncertainty, there is a beneficial link between employee trust in their organization and their tendency to engage in positive communication behaviours. These behaviours include sharing information, requesting clarification, and interacting with others (Men, 2014; Mazzei et al., 2012). Trust plays the role of a mediator, enhancing the link between open communication and the behaviours exhibited by employees in their communication behaviours (Broom et al., 2000; Huang, 2001; Ledingham, 2003; Grunig, 2001).

Furthermore, the theory postulates that feeling satisfaction and commitment play crucial roles in achieving the cultivation of effective relationships. When employees perceive transparent communication from their organization in a crisis, there is an increased probability of them experiencing satisfaction with their work setting and displaying commitment towards the goal of the organization.

The experience of satisfaction and commitment can serve as a driving force for individuals to actively participate in communication behaviours that foster organisational resilience and flexibility in emergencies (Lee & Li, 2020). Satisfaction and commitment serve as mediating variables that explain the positive impacts of transparent communication on ECB, as suggested by Grunig and Huang (2000) and Ledingham (2009).

Subsequently, the concept of control mutuality, as identified in RMT, underlines the significance of a collaborative approach to control and decision-making between an organization and its employees (Hon & Grunig, 1999). In the context of crisis management within Jordan's public hospitals, the establishment of control mutuality

through transparent communication in an online environment is positively associated with employees' perception of themselves as active participants in the decision-making process.

The perspective has the potential to foster a heightened awareness of ownership and accountability among individuals, thereby motivating employees to actively participate in communication behaviours that facilitate crisis management and bolster organizational resilience (Perdana et al., 2021). Control mutuality functions as a mediating factor that strengthens the association between transparent communication and ECB in the context of online platforms inside Jordan's public hospitals during a crisis.

This result is consistent with prior research conducted by Kim (2018), Kang and Sung (2017), Lee and Kim (2017), Men and Stacks (2014), Men and Jiang (2016), Men (2014), Rawlins (2008), Thelen (2019), Wang (2020), and Yue et al. (2019). In a study conducted by Men and Stacks (2014), it was determined that EORs are typically characterized by the presence of mutual trust and agreement between an organization and its employees regarding power dynamics, satisfaction levels, and commitment.

Additionally, these relationships were identified as a mediator between transparent communication and ECB, as supported by previous research conducted by Kang et al. (2018), Kim (2018), Lee and Rim (2016), and Xu (2019). In addition, prior research conducted by Kim (2018) and Wang (2020) has demonstrated a notable link

between transparent communication and the online communication behaviours exhibited by employees in times of crisis.

In addition, communicative practices serve to incentivize employees to actively participate in the identification of necessary information, hence enhancing their involvement in the decision-making process (Lee & Li, 2020). According to Men and Stacks (2014), this approach ultimately leads to an increase in employee satisfaction and the development of shared control beliefs, which in turn enhance the quality of EORs during times of crisis.

The current research framework posits that EORs provide theoretical foundations for recognizing the mediating role of relationships, encompassing trust, satisfaction, commitment, and control mutuality, in the context of transparent communication. The EOR, commonly perceived as a one-dimensional concept, consists of multiple interconnected aspects that influence the dynamics between the two parties (Rogge et al., 2017). The approach in this statement is characterized by its focus on a single dimension. It acknowledges that trust, satisfaction, commitment, and control mutuality are all interrelated and mutually beneficial, building an overall and holistic organization (Rogge et al., 2017).

The interpretation suggests that the one-dimensional approach recognizes that all aspects of trust, satisfaction, commitment, and control mutuality are interconnected and together shape the EOR. Organizations derive value from embracing the mutual dependence of various aspects rather than separating them. From a holistic perspective, the examination of the relationship enables organizations within

Jordan's public hospitals to react to the demands of their employees effectively and thoroughly in times of crisis.

The research indicates that transparent communication is a crucial factor in fostering positive employee behaviours, which in turn leads to desirable communication behaviours among employees. In addition, transparent communication during crises enables employees to understand the situation comprehensively, including the causes and measures taken to respond proactively (Men & Stacks, 2014; Kim & Rhee, 2011; Kim, 2018; Wang, 2020).

The results of the current research indicate that the association between transparent communication and ECB was entirely mediated by EORs. The favourable perception of transparent communication, as observed in this study, can be attributed to the employees' conviction that the crisis-related information provided by the organization was authentic, open, honest, and accurate. In addition, the hospital management was obligated to provide consistent and timely information regarding the crisis to employees (Kang & Sung, 2017; Kim, 2018). As posited by extant literature, the perception of employees plays a pivotal role in shaping the dynamics of the EOR (Wang, 2020).

The present research addresses gaps in the literature on public relations, internal communication, and health communication by elucidating the connection between internal communication practices and employees' perceived outcomes of communication behaviours in the workplace via the concept of employee organizational relationships (EOR).

5.3.3 Mediation effect of EOR in the relationship between organizational culture and ECB

This study is one of only a few studies that examine the mediation role of EORs in relation to the link between organisational culture and online ECB during a public health care crisis in Jordan. The full mediation of EORs can be found in the connection between organizational culture and ECB. The quality of EORs effectively mediates the influence of organizational culture on ECB.

The results suggest that there is no significant direct impact of organizational culture on online ECB. Given the importance of the concept of the relationships approach, Jiang (2011) points out that future studies may explore the causal relationships between how organizational culture leads to changes in ECB and any mediating factors between organizational elements and communication behaviours (Jiang,2011). Hence, it can be argued that the influence of organizational culture on ECB is conditional upon the presence of EORs (Kim & Rhee, 2011).

The existing body of scholarship has provided empirical evidence supporting the strong and statistically significant relationship between organizational culture and the dynamics of EORs (Men, 2014). One may argue that the relational approach functions as a mechanism for transmitting culture and that the way employee communication is conducted is unquestionably influenced by organizational culture, as it fosters the development of favourable relationships (Susita et al., 2020). Employees are likelier to demonstrate higher productivity levels when they believe their efforts are valued and recognized through suitable collaboration.

Similarly, several organizations have adopted unique organizational cultures to cultivate a feeling of connectivity among their employees, leading to improved communication behaviours among employees (Shin, 2021). This finding demonstrates the significance of organizational culture in promoting behaviours and enhancing organizational success in times of crisis.

The concept of organizational culture is closely interconnected with relationships within the field of public relations (Meng, 2014; Vance et al., 2016; Men & Jiang, 2016). The cultivation of a favourable organizational culture that is compatible with the values of its constituents and promotes confidence, openness, and efficient communication has the potential to augment the ability of an organization to establish and sustain solid, mutually advantageous interactions with its various constituents (Gregory et al., 2009). Thus, public relations professionals must collaborate closely with their respective organizations to foster and develop a culture that enables effective relationship building (Grunig & Grunig, 2013).

As a result, in the case of a crisis, organizations that embrace a culture emphasizing accountability and responsibility are more inclined to efficiently manage concerns, hence minimizing the risk to the organization's overall reputation (Bowers et al., 2017). Therefore, public relations practitioners must engage in close collaboration with their organizations to cultivate and nurture a conducive environment that facilitates the establishment of productive relationships (Men & Stacks, 2014). Organizations prioritizing transparency and accountability within their culture are more likely to effectively handle crises, decreasing the potential impact on the organization's reputation.

Furthermore, the organizational culture exerts a palpable and significant influence on employee relationships, affecting their inclination to share favourable information in times of crisis and their decision to seek alternative opportunities where they can serve as advocates for their organizations and promote a positive image during such situations (Huey Yiing & Ahmad, 2009). The study findings suggest a robust affirmative association between the effects of organizational culture and EORs.

The study's results suggest that an organization's culture plays a crucial role in determining the degree of employee commitment to both their work and the organization, their job satisfaction, and their retention within the organization. A positive organizational culture is associated with employee commitment, and joy, which in turn enhances ECB by sharing positive information on social media.

In the realm of crisis communication within the public healthcare sector, fostering positive consequences such as sharing positive information is facilitated by ensuring that all employees suitably participate toward the organization's objectives in crisis. A strong organizational culture can encourage and foster a sense of advocating for an organization among employees. This unity is reinforced by a well-established culture that provides all employees with the desired level of internal communication practices and empowerment and builds good relationships (White et al., 2010).

The research results suggest that the organizational culture significantly impacts relationships among employees, leading to enhanced satisfaction and confidence in both the individuals and the institution. Consequently, this fosters a sense of support

and commitment and sharing positive information about their healthcare sector in crisis.

This study presents results contrary to the existing literature, which has consistently demonstrated a positive and direct relationship between organizational culture and employee behaviour (Badawy et al., 2017; Cherian et al., 2021; Mohanty & Rath, 2012).

The present study's findings do not align with the previous studies simply because of differences in cultural context, as previous studies were conducted exclusively in Western countries. Furthermore, the previous studies did not look at critical situations, which may have influenced the results. Western countries are often characterized by a cultural inclination towards individualism, shown in their emphasis on individual expression and open communication.

On the other hand, it may be seen that Jordan has a cultural inclination towards collectivism, wherein there is a greater emphasis on hierarchical structures and obedience to authority, potentially leading to a preference for indirect communication. The cultural differentiation can influence the perception of organizational culture and online ECB.

Furthermore, it is essential to recognize that management styles employed in public hospitals in Jordan often exhibit bureaucratic structures and authoritarian approaches, which tend to impede the process of change and prevent open communication. The presence of hierarchical structures and autocratic leadership

styles might pose significant obstacles to developing participative culture and online communication behaviours. In organizational settings characterized by a top-down decision-making approach, employees are typically anticipated to adhere to directives without the provision of feedback.

In addition, contextual factors, such as EORs, may function as explanatory factors that assist employees in overcoming possible obstacles arising from a lack of understanding of the organizational culture concept. This, in turn, boosts the likelihood of a relationship between culture and online communication behaviours in public hospitals in Jordan. These characteristics have the potential to either mitigate or exacerbate the influence of the concept of culture on communication behaviours inside the organization (Kim & Rhee, 2011; Kang & Sung, 2017).

The present study provides a theoretical explanation for identifying the role of EORs as a mediating factor in organizational culture, which includes both authoritarian and participative cultures, as well as ECB during a crisis within public hospitals in Jordan.

The conceptual framework presented in this study clarifies the complex dynamics involved. It provides a helpful understanding of the lack of direct linkages between different variables, which may be better explained through the concept of mediating.

From the viewpoint of relationship management, organizational culture is crucial in determining how individuals consider their work environment. An authoritarian culture favors inflexible hierarchies and top-down communication, which could

obstruct honest and open communication in times of crisis. On the other hand, a participatory culture fosters a climate that encourages cooperation and proactive participation among employees, thereby facilitating more effective crisis communication.

Nevertheless, this theory posits that the influence of culture on communication is a complex process. The EOR can either enhance or minimize the impact of culture, assuming the role of an intermediary factor (Shore et al., 2004). Employees who possess an increased feeling of relationship with the organization may have an increased desire to engage in communication actions, whatever their cultural tendencies. (MacIntyre et al., 1998; Milliken et al., 2003).

Additionally, the RMT puts a high value on the crucial role of confidence and mutual understanding in fostering effective relationships between employees and the organization. During periods of crisis, the need for certainty is increased. When employees experience an increased sense of confidence in and commitment from the organization, they are more inclined towards engaging in transparent and sincere communication, regardless of the existing cultural norms (Ledingham & Bruning, 1998).

The establishment of relationships is a consequence of the continuous interaction between the employee and the organization; and positioning the EORs as a mediator between organizational culture and relationship management outcomes such as ECB is critical (Tsai, 2011). For example, the decrease in relationships may be evident in an authoritarian culture; nevertheless, it is possible to mitigate this impact through

the establishment of a strong EOR. Hence, the influence of organizational culture on ECB is mediated by the effect of organizational relationships.

Furthermore, the need for a link between organizational culture and ECB in times of crisis might be attributed to the complex structure of organizational dynamics. However, various elements exert an influence on communication behaviours, encompassing individual features, interpersonal encounters, and constraints from outside. These characteristics exhibit a complex interplay with organizational culture, which may not necessarily result in a straightforward cause-and-effect relationship (Cheng et al., 2020; Ledingham & Bruning, 2000; Wang, 2020). However, their relationship occurs indirectly through the mediator effect of the EOR, which reflects the combined effects of multiple influences in times of crisis.

Moreover, the environment of public hospitals in Jordan provides additional encouragement for this mediating approach. The cultural norms and expectations prevalent in Jordan can impact employees' perceptions of their organizations and their willingness to engage in communication. Nevertheless, the introduction of a distinctive digital setting during times of crisis has the potential to disturb conventional cultural norms and expectations; thus, employees may place greater emphasis on their pre-existing relationships with the organization (Franco et al., 2004).

Overall, the current study expands the RMT in the context of the Jordanian public healthcare sector by offering a comprehensive theoretical framework for examining a new antecedent such as organizational cultures (authoritarian, participative) and the

mediator role of EORs with ECB in the context of the online environment during the crisis. In addition, it highlights the complicated structure of these linkages. The lack of direct relationship can be more comprehensively clarified by considering the interplay of multiple elements, which are mediated through the EOR.

The influence of organizational culture on employee behaviour is small. The presence of authoritarian cultures inside Jordanian public hospitals can give rise to various norms and values. Authoritarian cultures tend to prevent open communication, whereas participative cultures actively encourage and facilitate it. However, comprehending the precise influence of these cultures on the communication behaviours of employees during times of crisis is a multifaceted task due to the intricate contextual details involved.

5.4 Research Contributions

The current study provides research contributions from three distinct points of view: theoretical, methodological, and practical. Further elaboration on these points will be provided in the sections that follow.

5.4.1 Theoretical Contributions

The examination conducted in this study examines the role of symmetrical and transparent communication, along with organizational culture, as antecedents to the theory of relationship management. This research makes a significant contribution to the advances of public relations research. This study provides empirical evidence and valuable insights into the functioning of these concepts in the setting of crisis

communication in public hospitals in Jordan. As a result, it contributes to strengthening the theoretical framework of RMT in the online environment in crisis within Jordanian public hospitals.

The results of this study have the potential to enhance the domain of strategic internal communication by offering an in-depth understanding of the influence of symmetrical communication, and transparent communication on ECB in times of crisis. This understanding has the potential to improve the establishment of internal communication approaches that are more successful.

Given that RMT is a primary area of study in this study, its results are expected to make a significant contribution to the public relations discipline. Through into favourable examining the founding principles of RMT and its impact on communication behaviours during times of crisis; this study enhances insight into the strategies organizations can apply to foster and sustain favourable relationships with their employees, consumers, and the public.

Through an in-depth examination of the antecedents of RMT, this study aims to figure out the key aspects that serve as the basis for establishing solid and long-lasting relationships. This study investigates the role of symmetrical communication, transparent communication, and organizational culture as significant factors in the context of Jordanian public hospitals during times of crisis. Gaining insight into how these elements strengthen the theory of relationship management gives a thorough understanding of the strategies organizations can employ to foster beneficial

relationships with their stakeholders, especially when facing challenging circumstances.

In addition, the analysis conducted in this study regarding the impact of these preceding factors on communication behaviours in crisis provides valuable insights into the practical applications of RMT. This study not only formulates the theoretical framework but also provides empirical evidence of its use in practical contexts. The research offers theoretical insights for scholars aiming to enhance their crisis communication strategies, as it demonstrates the positive impact of symmetrical and transparent communication on ECB in times of crisis.

Understanding the impact of symmetrical and transparent communication on online ECB in times of crisis is essential for academic research. The findings of the study offer valuable insights into the determinants of efficient online employee communication, both facilitating and preventing it. This knowledge provides organizations with improved readiness and reactivity in times of crisis.

Through an examination of the impacts of organizational culture, specifically authoritarian and participative cultures, this study examines how distinct cultural norms within organizations can influence online ECB. This approach contributes to academic discussions by emphasizing the fundamental conflicts between centralized control and employee empowerment within the context of crisis communication. This argument highlights the significance of selecting and enhancing an organizational culture between employees since it directly influences how an organization manages crises and ECB online.

The incorporation of distinguished organizational cultures, including authoritarian and participative cultures, as a new antecedent (Kim & Rhee, 2011; Kang & Sung, 2017), can yield evident effects on the enhancement of RMT in an online setting in times of crisis inside public hospitals in Jordan. Authoritarian cultures exhibit distinct features such as well-defined hierarchies, decision-making processes derived from higher authorities, and strict compliance with established rules and guidelines.

Within the context of RMT, an authoritarian culture might offer an efficient framework for effectively managing crises, hence providing prompt decision-making and centralized control. This approach holds significant value in time-sensitive scenarios, as it effectively mitigates uncertainty and facilitates the implementation of standardized procedures and communication protocols during online emergencies within the public hospitals of Jordan.

Conversely, participatory cultures cultivate a participatory and inclusive approach to decision-making and solving issues. Within the framework of RMT, implementing a participatory culture can augment the level of participation exhibited by healthcare professionals and stakeholders in the decision-making process. This, in turn, fosters an environment characterized by openness and engaged participation.

In the context of Jordanian public hospitals suffering online crises, adopting this approach can provide enhanced decision-making processes characterized by increased knowledge and collaboration. This strategy emphasizes including different points of view and the effective resolution of the requirements and concerns of all relevant stakeholders. Hence, a combination of authoritarian and participative

aspects within the organizational culture may function as a mutually beneficial strategy, providing an integrated approach to crisis management that conforms to the fundamentals of RMT in the context of online crises in Jordanian public hospitals.

The study's results emphasize the significance of contextual elements in explaining the influence of organizational culture on ECB in times of crisis. This full grasp recognizes that the impact of a particular culture might differ based on various factors, including the specific circumstances, the relationship between employees and the organization, and the stakeholders' expectations. This recognition enriches the argument by underlining the importance of adopting the relationship management perspective when examining culture and ECB in specific crises.

In the digital era of information exchanges, the use of social media platforms assumes a crucial and essential role in the realm of crisis communication. This research aims to examine the factors that contribute to the development of RMT in online environments, with a specific focus on understanding how organizations may utilize social media platforms to enhance their crisis communication strategies. This understanding holds relevance in the current context of a linked and technologically advanced society.

Additionally, the study's potential contributions transcend its specific emphasis on crisis communication in Jordanian public hospitals. The obtained insights possess the ability to boost multiple fields of study, provide guidance for best public relations practices, improve strategies for internal communication, and assist organizations in cultivating positive relationships with their employees and the public. Consequently,

these insights can improve crisis management in a communication landscape that is progressively intricate and digital.

While past studies have investigated different factors and consequences related to EORs, such as those conducted by Kim and Rhee (2011) and Men and Stacks (2014), there is a limited amount of research on the influence of these relationships on employees' communication behaviours on social media. The results of this study offer empirical substantiation of the significance of internal public relations in promoting favourable relationships between employees and their organizations.

This study is noteworthy for its integration of the relational and crisis perspectives, as it examines the impact of EORs on communication behaviours exhibited by employees on social media. The proposed integrated approach has the potential to offer a novel avenue for scholars in the field of public relations. It may facilitate further investigation into the correlations between communication behaviours and EORs across diverse contexts.

In the context of the Jordanian public healthcare sector, the present research endeavours to address the existing research void by constructing a theoretical structure that establishes a connection between three antecedents, namely, symmetrical transparent communication, organizational culture, and the outcomes of EORs, specifically, ECB on social media. It is advisable for scholars in the field of relationships to utilize caution when applying the theory of relationship management to EORs. This is because they need to consider other internal factors that may influence these relationships, as well as the potential outcomes of such relationships.

This study has the potential to offer a robust framework for comprehending the communication behaviours of employees. Even though scholars in the field of public relations have explored diverse communication behaviours (e.g., J. Grunig & Hung, 1984; Kim, 2006; Kim & Rhee, 2011; Kang & Sung, 2017; Kim, 2018), there appears to be a lack of emphasis on communication behaviours explicitly about social media. The present research has formulated the concept of ECB as the act of sharing positive or negative information on social media platforms.

Furthermore, it has employed the pre-existing measurements of ECB in the context of social media. The conceptualization of communication behavior has the potential to offer significant implications for researchers in the future. The increasing prevalence of social media as a communication tool among employees warrants an investigation into their utilization of this medium for communication with their organizations, colleagues, and the external public. Identifying the factors that may impact their communication behaviours on social media is important.

5.4.2 Methodological Contributions

The present study emphasizes its methodological contribution, which attempts to provide empirical evidence for theoretical links between the examined factors. This suggests that the study intends to address the gap between theoretical concepts and application in practice by investigating how these conceptual frameworks are evident within the public hospitals in Jordan.

Furthermore, the study discusses modifying existing measurements to align with the specific circumstances of the public hospitals in Jordan. The importance of this issue

originates from recognizing that strategies effective in one setting may not be universally applicable, because of variations in culture, organization, or location. The study improves the validity and reliability of data collection by adapting measurements to align with the specific characteristics of the current context. This approach ensures that the research instruments are suitable and relevant for the study population.

Additionally, the research emphasizes using Partial Least Squares Structural Equation Modelling (PLS-SEM) as the selected analysis methodology. (PLS-SEM) is particularly advantageous in scenarios characterized by complicated relationships among variables, which are prevalent in the fields of social sciences and healthcare research. The study seeks to utilize (PLS-SEM) to assess the reliability and validity of the measurements employed, as well as to investigate the potential relationships between variables thoroughly and thoroughly.

Finally, the study underlines the originality of the study by highlighting those previous investigations mainly concentrated on the private healthcare industry. The study enhances our knowledge of this topic by directing attention to employees in the public healthcare sector. This approach illustrates a commitment to careful methodology and emphasizes the significance of incorporating different viewpoints in the conduct of the study.

In conclusion, this study emphasizes both the methodological advancements made and the importance of modifying measures to reflect the current situation. It also

highlights the possible influence of this study's findings on further investigations, as it offers reliable and accurate measurements for researchers in a related field.

5.4.3 Practical Contributions

The study provides practical contributions that can guide government efforts intended to enhance communication, organizational culture, and relationships between employees inside public hospitals, hence leading to improved handling of crises and public hospital services.

The preliminary results provide insight into the crucial significance of open and symmetrical communication in periods of emergency. This study has the potential to contribute to the development of government policies that are designed to enhance ways of communicating inside public hospitals. Governments may cultivate trust and establish credibility among employees, particularly in vital domains such as healthcare, by placing emphasis on internal communication practices that prioritize transparency and symmetry. Establishing trust can lead to more commitment to government directions and greater collaboration from employees, resulting in an overall improvement in crisis response and the delivery of public services.

Furthermore, the study's findings about the influence of organizational culture on EORs offer significant value for policymakers. Governments could utilize these results to foster a culture of cooperation, creativity, and adaptation inside public hospitals. This is especially important in emergencies, where the capacity to make prompt decisions and coordinate effectively is crucial. Through the implementation of policies aimed at fostering a favourable organizational culture, governments can

augment their capacity to respond to crises. This, in turn, enables public hospitals and other essential services to be more capable of effectively managing crises and effectively responding to the needs of the public.

The study provides valuable insights and recommendations for those involved in decision-making processes. The current study emphasizes the crucial importance of open and symmetrical communication in managing crises inside Jordan's public hospitals. Decision-makers can utilize these findings to formulate policies that place emphasis on the establishment of open and democratic ways to communicate in times of crisis. By cultivating a climate that facilitates the unrestricted dissemination of information, people with levels of authority can guarantee the timely transmission of essential changes and instructions to healthcare practitioners and the general populace, thereby mitigating uncertainty and boosting the overall efficacy of crisis management.

Furthermore, the research highlights the importance of organizational culture in influencing the dynamics of employee-organization relations. This information holds specific importance for decision-makers engaged in the public healthcare sector who seek to enhance employee relationships in times of crisis.

Through the cultivation of a positive and flexible organizational culture, leaders could cultivate a collective sense of cohesion and direction among healthcare professionals, thereby enhancing collaborative efforts and courage in the face of adversity. The practical consequences of these findings provide decision-makers with the ability to act procedures that enhance communication, foster a positive

organizational culture, and improve relationships between employees inside public hospitals. This, in turn, can result in more efficient crisis handling and enhanced results for individuals and the health sector in general.

The findings of the current research provide valuable insights that can inform the development of guidelines and ethical practices for social media usage. This study underlines the significance of clear and balanced communication within the digital domain. The findings of this study can be utilized by decision-makers involved in formulating social media regulations to underscore the need to promote the dissemination of accurate, fair, and relevant information on these channels. The promotion of openness through the implementation of guidelines can effectively limit the dissemination of disinformation during times of crisis, hence bolstering the ethical utilization of online platforms as an accurate source of information.

Additionally, the research highlights the impact of organizational culture on behaviour in online communication. The acquisition of this knowledge is crucial for individuals responsible for influencing ethical behaviour inside the online realm. Guidelines can serve as an encouragement for organizations to build a culture that places importance on online relationships characterized by integrity and accountability. This objective is in line with the primary aim of cultivating a constructive and encouraging online environment.

By acknowledging the relationship between culture and behaviour, these principles can potentially enhance ethical behaviour on digital platforms. This is particularly important for individuals, including healthcare nurses, as it promotes their

engagement in online conversations with ethical behaviour, compassion, and sensitivity, particularly during periods of crisis. In addition, the study provides valuable insights that can contribute to the formulation of moral rules for online platforms, facilitating responsible digital communication and leading to societal advantages.

The present study makes noteworthy practical contributions to the healthcare sector within the bounds of the area. Public hospitals in Jordan, like health care providers globally, suffer distinctive obstacles in crises, including pandemics. This study provides valuable contributions for enhancing crisis response by analysing these hospitals' communication mechanisms.

The results of the study have the potential to assist public hospitals in Jordan in improving their organizational culture. This may be achieved by encouraging means of communication mechanisms characterized by openness, transparency, and symmetry. Such communication practices are of the most tremendous significance for encouraging successful decision-making and collaboration, particularly in times of crisis. Consequently, this can result in enhanced EORs, thereby cultivating a healthcare sector that is stronger and adept at efficiently addressing upcoming troubles.

This study holds significant consequences for the future career improvement of nurses. Nurses can enhance their communication via Internet abilities when facing urgent circumstances by gaining knowledge of the relationship between communication behaviours and organizational culture. The findings of the present

research can guide nurses in implementing internal communication practices that are characterized by transparency and symmetry.

This can help maintain the effective transfer of crucial information among the healthcare sectors. Moreover, nurses can take advantage of this knowledge to cultivate better connections inside their hospitals, hence fostering an environment of cooperation that plays a pivotal role in properly addressing emergencies. In conclusion, this study provides practical contributions for nurses and public hospitals in Jordan to improve their crisis communication behaviours, with the ultimate objective of effectively disseminating positive information about hospitals during periods of crisis.

5.5 Research Novelty

This study stands out from other studies because it jointly examines relational communication and crisis communication, two areas that have received comparatively little attention in the literature. During times of crisis, symmetrical and transparent communication practices, organizational culture, employee-organization relationships (EORs), and how people use social media to communicate all connect. There has been not much study into this novel contribution of combining relational and crisis theories in previous studies.

Besides that, contrary to other research, this study focuses exclusively on Jordan's public healthcare system, filling a gap in the literature with an abundance of evidence. This study sheds insight into the unique dynamics and difficulties encountered by the healthcare sector in the Middle East, which is crucial knowledge

for researchers, policymakers, and healthcare professionals in Jordan to anticipate any incidents. This specific approach enhances the relevance and practicality of research findings.

Another area of focus in this study is the examination of how ethical components of an organization's culture affect behaviors related to crisis online communication. This study stands out because it goes into digital ethics, particularly as it pertains to social media usage. In keeping with present concerns in crisis communication, there have to be ethical norms for the use of digital platforms during times of crisis, and one of them is the sharing of information responsibly.

Public healthcare crisis management might gain insight from the present study, which provides practical insights while some studies may remain theoretical. The significance of positive EORs, organizational culture, and open communication is emphasized in this study, which offers practical insights for practitioners and stakeholders. The research stands out because of its usefulness in assisting people with healthcare organization problems.

In addition to the practical benefits, it will provide in in the immediate future, this study also looks beyond by suggesting opportunities for further investigation. The current research advances our understanding of organizational dynamics and communication behaviors during online crises by directing both researchers and practitioners toward evidence-based inquiries, controlled studies, and in-depth analyses.

Methodically, Partial Least Squares Structural Equation Modeling (PLS-SEM) is also a defining feature of this study's methodology, which sets it apart from traditional approaches. This analytical technique leads to an improvement in the validity of research results and a more forward-thinking attitude. This study's validity and reliability are enhanced by its thorough implementation and adaptation of measures for use in the public and healthcare sectors.

In conclusion, this study is distinguished because it employs unique approaches, produces multiple perspectives, focuses on specific industry and geographical contexts, explores ethical considerations, provides practical consequences, and creates opportunities for future research. Considering as a whole, these new findings establish the present research as an important advance forward in the study of public healthcare crisis communication.

5.6 Limitations of Study

The present study was constrained to examining the relationships between employees and their respective organizations. Hence, it is plausible that forthcoming researchers may enhance this framework by incorporating novel components.

Furthermore, the present research utilizes solely a quantitative approach. Although the research objective may be adequately fulfilled, the possibility of gaining a more profound comprehension of the results through conducting in-depth interviews has yet to be addressed.

The data presented in this study has a cross-sectional nature, which does not preclude the potential for causal relationships outlined in the model to be inverted. While the additional tests have aided in statistically eliminating the possibility of reverse causation, it may be imperative to conduct experimental and longitudinal research to establish a definitive causal relationship. The utilization of cross-sectional analysis in this study provides limited support for the causal directions posited in the integrated model of situational EORs.

Subsequently, the measurement instruments employed in this study have undergone modifications to align with the requirements of the public sector. While the current study's utilization of tools is deemed acceptable in terms of validity, it is essential that revalidation is conducted to establish the measurement, particularly within another crisis context.

The present study solely concentrated on the viewpoint of employees, scrutinizing their symmetrical and transparent communication, organizational culture, association with their organization, and communication behaviour on social media. The construction of an optimal framework for organization-public relationships ought to incorporate the viewpoints of both the organization and the public, as suggested by Broom et al. (2000) and Hon & J. Grunig (1999). Henceforth, prospective researchers may conduct surveys or experiments to investigate the perceptions of organizational leaders regarding their communication and relationships with their subordinates.

Furthermore, it should be noted that the sample used in this study, consisting of employees working in three large hospitals in Jordan, may need to be more representative of the wider population. Consequently, the generalizability of the results obtained from this investigation to other cohorts, such as individuals employed in small or medium-sized enterprises or different geographical locations, is limited. The utilization of probability sampling techniques has the potential to enhance the generalizability of the present study. However, it is advisable for researchers to utilize caution when drawing inferences from the study's results, as suggested by Men (2012).

The study's focus has been restricted to public sector hospitals, with particular emphasis on three hospitals in a specific situational context. Consequently, the outcomes of the study may need more generalizability to private sector healthcare facilities or those undergoing a distinct form of emergency. Similarly, the study sample was limited exclusively to Jordanian nurses. The scope of the current study is restricted to personnel working in public hospitals located in Jordan.

The results obtained from other sectors of the economy may exhibit variations. It is worth noting that public sector hospitals in diverse countries with distinct values may yield disparate outcomes, thereby rendering the findings invalid. Consequently, the empirical findings derived from this study may be limited to other sectors or nations. Nevertheless, organizations across sectors and nations with similar cultures and beliefs could benefit from the study's findings, especially those in Asia, where there are clear parallels to Jordan's public sector.

5.7 Recommendations for Future Research

Initially, it is possible to employ certain methods from qualitative studies, such as interviews, focus groups, and participant observation, to gain a more comprehensive and profound comprehension of the suggested framework of situational EORs. An example of a research question that could be explored is the impact of symmetrical and transparent communication and organizational culture on the dynamics of EORs. What is the impact of EORs on the communication behaviours of employees in social media? What are the underlying incentives and trends that drive employees' utilization of social media for the purposes of acquiring, analysing, and disseminating information?

Subsequently, it is imperative to conduct empirical investigations to examine the relationship between symmetrical and transparent communication, organizational culture, EORs, and ECB on social media. A potential avenue for future investigation involves the implementation of an experimental design to explore the effects of EORs on employees' situational perceptions of a crisis in the aftermath of its occurrence. Moreover, it is possible to carry out experimental research to investigate additional determinants and consequences of the relationship between employees and organizations, such as utilizing digital media and supportive behaviour by employees.

Subsequently, it is imperative to conduct empirical investigations to examine the relationship between symmetrical and transparent communication, organizational culture, EORs, and ECB on social media. A potential avenue for future investigation involves the implementation of an experimental design to explore the effects of

EORs on employees' situational perceptions of a crisis in the aftermath of its occurrence. Moreover, it is possible to carry out experimental research to investigate additional determinants and consequences of the relationship between employees and organizations, such as utilizing digital media and supportive behaviour by employees.

5.8 Conclusion

The study investigated the associations between employees' symmetrical and transparent communication, their perceived organizational culture, their relationships with the hospital, and their communication behaviours on social media. The present research posited and evaluated a comprehensive theoretical framework concerning the situational associations between employees and organizations. The study employed an online survey method to gather data from a sample of 392 nurses significant employed in major hospitals in Jordan.

The findings obtained from the structural equation modelling indicate that the communication of employees that is both symmetrical and transparent, as well as the organizational culture, have a favourable effect on the relationships between employees and the organization. This, in turn, affects their information-seeking and sharing behavior on social media. This study has also recorded that employees with high levels of positive relationships are inclined to disseminating affirmative information on social media.

The study's results yielded valuable insights to the establishment and sustenance of positive employer-employee relationships, as well as strategies for enhancing

employees' communication behaviours on social media platforms. This research constitutes one of the limited numbers of studies that have merged the relational perspective with the situational perspective. This integration has the potential to offer a novel trajectory for public relations scholars, professionals, and practitioners.



REFERENCES

- Ababneh, R., & Hatamleh, M. (2013). The role of organizational culture in supporting knowledge management in public hospitals in Jordan. *Jordan Journal of Business Administration*, 9(4).
- Abd Halim, M. S. B., Alsheikh, G. A. A., & Ayassrah, A. Y. (2017). A study on the relationship between organizational culture, leadership style, organizational commitment and organizational citizenship behaviour, intrinsic motivation as mediating with reference to employees working in Jordanian luxury class hotel. *World Appl Sci J*, 35, 119-126.
- Abu AlRub, R. F., & Nasrallah, M. A. (2017). Leadership behaviours, organizational culture and intention to stay amongst Jordanian nurses. *International Nursing Review*, 64(4), 520-527.
- Abu Hasheesh, M. O. (2023). Jordanian Nurses' Perceived Disaster Preparedness: Factors Influencing Successful Planning. *The Scientific World Journal*, 2023.
- Abualrub, R. F., Gharaibeh, H. F., & Bashayreh, A. E. I. (2012, January). The relationships between safety climate, teamwork, and intent to stay at work among Jordanian hospital nurses. In *Nursing forum* (Vol. 47, No. 1, pp. 65-75). Malden, USA: Blackwell Publishing Inc.
- Adwan, M. N. (2013). Influence of organization - public relationship practises on organization effectiveness in Jordanian public hospitals. Unpublished doctoral thesis, University Utara Malaysia (UUM).
- Ahmed, F., Shahzad, K., Aslam, H., Bajwa, S. U., & Bahoo, R. (2016). The role of collaborative culture in knowledge sharing and creativity among employees. *Pakistan Journal of Commerce and Social Sciences (PJCSS)*, 10(2), 335-358.
- Akpa, V. O., Asikhia, O. U., & Nneji, N. E. (2021). Organizational culture and organizational performance: A review of literature. *International Journal of Advances in Engineering and Management*, 3(1), 361-372.
- Akpa, V. O., Asikhia, O. U., & Nneji, N. E. (2021). Organizational culture and organizational performance: A review of literature. *International Journal of Advances in Engineering and Management*, 3(1), 361-372.

- Aladwan, S. A., & Forrester, P. (2016). The leadership criterion: challenges in pursuing excellence in the Jordanian public sector. *The TQM Journal*, 28(2), 295-316.
- Albalawi, A. S., Naughton, S., Elayan, M. B., & Sleimi, M. T. (2019). Perceived organizational support, alternative job opportunity, organizational commitment, job satisfaction and turnover intention: A moderated-mediated model. *Organizacija*, 52(4).
- Al-bawaia, E., Alshurideh, M., Obeidat, B., & Masa'deh, R. (2022). The impact of corporate culture and employee motivation on organization effectiveness in Jordanian banking sector. *Academy of Strategic Management Journal*, 21, 1-18.
- Albsoul, R. A., Alshyyab, M. A., Hughes, J. A., Jones, L., & FitzGerald, G. (2023). Examining the reasons for missed nursing care from the viewpoints of nurses in public, private, and university hospitals in Jordan: A cross-sectional research. *Collegian*, 30(1), 110-118.
- Aldoory, L., & Sha, B. L. (2007). The situational theory of publics: Practical applications, methodological challenges, and theoretical horizons. *The future of excellence in public relations and communication management: Challenges for the next generation*, 339-355.
- Aldoory, L., Kim, J. N., & Tindall, N. (2010). The influence of perceived shared risk in crisis communication: Elaborating the situational theory of publics. *Public Relations Review*, 36(2), 134-140. <https://doi.org/10.1016/j.pubrev.2009.12.002>
- Al-Faouri, I. G., Ali, N. A., & Essa, M. B. (2014). Perception of shared governance among registered nurses in a Jordanian university hospital. *International Journal of Humanities and Social Science*, 4(6), 254-262.
- Alharahsheh, H. H., & Pius, A. (2020). A review of key paradigms: Positivism VS interpretivism. *Global Academic Journal of Humanities and Social Sciences*, 2(3), 39-43.
- Alkhadra, W. A., Khawaldeh, S., & Aldehayyat, J. (2022). Relationship of ethical leadership, organizational culture, corporate social responsibility and

- organizational performance: a test of two mediation models. *International Journal of Ethics and Systems*, (ahead-of-print).
- Alkhodary, D. A. (2023). Exploring the Relationship between Organizational Culture and Well-Being of Educational Institutions in Jordan. *Administrative Sciences*, 13(3), 92.
- Al-Khrabsheh, A. A., Al-Bazaiah, S. A., Al-Khrabsheh, A. A., & Alheet, A. F. (2022). The strategic role of human resources management in performing crisis management: The mediating role of organizational culture and human capital during Covid-19 (An Applied Study on the Jordanian Ministry of Health). *Journal of Management Information and Decision Sciences*, 25, 1-18.
- Allen, D. S. (2008). The trouble with transparency: The challenges of doing journalism ethics in a surveillance society. *Journalism Studies*, 9(3), 323-340. <http://dx.doi.org/10.1080/14616700801997224>
- Almatrooshi, B., Singh, S. K., & Farouk, S. (2016). Determinants of organizational performance: a proposed framework. *International Journal of Productivity and Performance Management*, 65(6), 844-859.
- Al-Motlaq, M., Azar, N., & Squires, A. (2017). Part-time employment in Jordan as a nursing policy solution. *International Nursing Review*, 64(1), 69-76.
- Alom, M. M. (2020). Public sector organizational culture: Experience from frontline bureaucracies. In *A Closer Look at Organizational Culture in Action*. IntechOpen.
- Al-Oweidat, I. A., Saleh, A., Khalifeh, A. H., Tabar, N. A., Al Said, M. R., Khalil, M. M., & Khrais, H. (2023). Nurses' perceptions of the influence of leadership behaviours and organisational culture on patient safety incident reporting practices. *Nursing Management*, 30(2).
- Alqutob, R., Al Nsour, M., Tarawneh, M. R., Ajlouni, M., Khader, Y., Aqel, I., ... & Obeidat, N. (2020). COVID-19 crisis in Jordan: Response, scenarios, strategies, and recommendations. *JMIR public health and surveillance*, 6(3), e19332.
- Alsharairi, A., Jamal, J., & Yusof, N. (2022). Online Communication Behaviors in Covid-19 Pandemic: Exploring the Influence of Internal Public Relations

- Practices and Employee Organization Relationships. *South Asian Journal of Social Sciences and Humanities*, 3(1), 1-19.
- Al-Tammemi, A. A. B. (2020). The battle against COVID-19 in Jordan: an early overview of the Jordanian experience. *Frontiers in public health*, 8, 188.
- Alyaqoub, R. (2020). Online public relations: What are the mechanisms that should be used by practitioners to elevate their performance? *Jurnal Aplikasi Manajemen, Ekonomi dan Bisnis*, 4(2), 43-48.
- Alyaqoub, R. A., & Abdul Rahman, N. A. (2018). The Utilization of New Media in Online Public Relations Activities in Public Universities.
- Alzghoul, B. I., Al Humoud, S., & Abdullah, N. A. C. (2022). Patient-related Barriers to Effective Pain Management: A Cross-sectional Survey of Jordanian Nurses. *The Open Public Health Journal*, 15(1).
- Alzoubi, F. A., Jaradat, D., & Juda, A. A. (2021). Verbal abuse among newly hired registered Jordanian nurses and its correlate with self-esteem and job outcomes. *Heliyon*, 7(4), e06929.
- Alzubi, Y. Z. W. (2018). Turnover intentions in Jordanian Universities: The role of leadership behaviour, organizational commitment and organizational culture. *International Journal of Advanced and Applied Sciences*, 5(1), 177-192
- Alzuod, M., & Alqhaiwi, L. A. (2022). The role of strategic flexibility in enhancing crisis management in the commercial banking sector during the COVID-19 pandemic. *Corporate Governance and Organizational Behavior Review*, 6(2).
- Andersson, R. (2019). Employee communication responsibility: its antecedents and implications for strategic communication management. *International Journal of Strategic Communication*, 13(1), 60-75.
<https://doi.org/10.1080/1553118X.2018.1547731>
- Aranki, D. H., Suifan, T. S., & Sweis, R. J. (2019). The relationship between organizational culture and organizational commitment. *Modern Applied Science*, 13(4), 137-154.
- Armstrong, J. S., & Overton, T. S. (1977). Estimating nonresponse bias in mail surveys. *Journal of Marketing Research*, 14(3), 396-402.
- Astrachan, C. B., Patel, V. K., & Wanzanried, G. (2014). A comparative study of CB-SEM and PLS-SEM for theory development in family firm research.

- Journal of Family Business Strategy, 5(1), 116–128.
doi:10.1016/j.jfbs.2013.12.002.
- Azizollah, A., Abolghasem, F., & Amin, D. M. (2016). The relationship between organizational culture and organizational commitment in Zahedan University of Medical Sciences. *Global journal of health science*, 8(7), 195.
- Baashar, Y., Alhussian, H., Patel, A., Alkawsi, G., Alzahrani, A. I., Alfarraj, O., & Hayder, G. (2020). Customer relationship management systems (CRMS) in the healthcare environment: A systematic literature review. *Computer Standards & Interfaces*, 71. <https://doi.org/10.1016/j.csi.2020.103442>
- Badawy, T. E., Trujillo-Reyes, J. C., & Magdy, M. M. (2017). Exploring the relationship between organizational culture, organizational citizenship behavior and job satisfaction: a comparative study between Egypt and Mexico. *International Journal of Management and Administrative Sciences (IJMAS)*, 4(6), 1-15.
- Bagozzi, R. P., Yi, Y., & Phillips, L. W. (1991). Assessing construct validity in organizational research. *Administrative Science Quarterly*, 36(3), 421. <https://doi.org/10.2307/2393203>
- Balkin, J. M. (1999). How mass media simulate political transparency. *Journal for Cultural Research*, 3(4), 393–413. <https://doi.org/10.1080/14797589909367175>.
- Barczak, G., Lassk, F., & Mulki, J. (2010). Antecedents of team creativity: An examination of team emotional intelligence, team trust and collaborative culture. *Creativity and innovation management*, 19(4), 332-345.
- Baruch, Y. (1999). Response rate in academic studies-A comparative analysis. *Human relations*, 52(4), 421-438.
- Battistelli, A., Galletta, M., Portoghese, I., & Vandenberghe, C. (2013). Mindsets of commitment and motivation: Interrelationships and contribution to work outcomes. *The Journal of Psychology*, 147(1), 17-48.
- Baumane-Vītoliņa, I., Woschank, M., Apsalone, M., Šumilo, Ē., & Pacher, C. (2022). Organizational Innovation Implications for Manufacturing SMEs: Findings from an Empirical Study. *Procedia Computer Science*, 200, 738–747. <https://doi.org/https://doi.org/10.1016/j.procs.2022.01.272>

- Becker, J. M., Klein, K., & Wetzels, M. (2012). Hierarchical latent variable models in PLS-SEM: guidelines for using reflective-formative type models. *Long Range Planning*, 45(5-6), 359-394.
- Bell, S., & Mengue, B. (2002). The employee-organization relationship, organizational citizenship behaviors, and superior service quality. *Journal of Retailing*, 78(2) 131-146.
- Bellou, V. (2010). Organizational culture as a predictor of job satisfaction: the role of gender and age. *Career Development International*, 15(1), 4–19. <https://doi.org/10.1108/13620431011020862>
- Belrhiti, Z. (2020). Unravelling the role of leadership in motivation of health workers in four Moroccan hospitals: A realist multiple embedded case study.
- Berger, B. (2008). Employee / organizational communications. Institute for Public Relations. Gainesville, FL: Institute for Public Relations. Retrieved from <https://instituteforpr.org/employee-organizational-communications/>.
- Berger, B. (2014). Read my lips: Leaders, supervisors, and culture are the foundations of strategic employee communications. *Research Journal of the Institute for Public Relations*, 1(1), 1-17. <https://instituteforpr.org/read-lips-leaders-supervisors-culture-foundations-strategic-employee-communications/>
- Berggren, E., & Bernshteyn, R. (2007). Organizational transparency drives company performance. *Journal of Management Development*, 26, 411-417. <http://dx.doi.org/10.1108/02621710710748248>
- Birnbaum, M. H. (2004). Human research and data collection via the Internet. *Annu. Rev. Psychol.*, 55, 803-832.
- Bostan, S., Akbolat, M., Kaya, A., Ozata, M., & Gunes, D. (2020). Assessments of anxiety levels and working conditions of health employees working in COVID-19 pandemic hospitals. *Electronic Journal of General Medicine*, 17(5). <https://doi.org/10.29333/ejgm/8228>
- Bowers, M. R., Hall, J. R., & Srinivasan, M. M. (2017). Organizational culture and leadership style: The missing combination for selecting the right leader for effective crisis management. *Business horizons*, 60(4), 551-563.

- Boyd, D. P., & Begley, T. M. (2002). Moving corporate culture beyond the executive suite. *Corporate governance: The International Journal of Business in Society*, 2(1), 13-20. <https://doi.org/10.1108/14720700210418670>
- Broom, G. M., Casey, S., & Ritchey, J. (1997). Toward a concept and theory of organization-public relationships. *Journal of Public Relations Research*, 9(2), 83-98. https://doi.org/10.1207/s1532754xjpr0902_01
- Broom, G. M., Casey, S., & Ritchey, J. (2000). Concept and theory of organization-public relationships. *Public relations as relationship management: A relational approach to the study and practice of public relations*, 3-22.
- Bruning, S. D., & Galloway, T. (2003). Expanding the organization-public relationship scale: Exploring the role that structural and personal commitment play in organization-public relationships. *Public Relations Review*, 29(3), 309–319. [https://doi.org/10.1016/S0363-8111\(03\)00042-0](https://doi.org/10.1016/S0363-8111(03)00042-0)
- Bruning, S. D., & Ledingham, J. A. (1999). Relationships between organizations and publics: Development of a multi-dimensional organization-public relationship scale. *Public Relations Review*, 25(2), 157-170. [https://doi.org/10.1016/S0363-8111\(99\)80160-X](https://doi.org/10.1016/S0363-8111(99)80160-X)
- Bruning, S. D., & Ledingham, J. A. (2000). Perceptions of relationships and evaluations of satisfaction: An exploration of interaction. *Public Relations Review*, 26(1), 85–95. doi:10.1016/S0363-8111(00)00032-1
- Bruning, S. D., Dials, M., & Shirka, A. (2008). Using dialogue to build organization-public relationships, engage publics, and positively affect organizational outcomes. *Public Relations Review*, 34(1), 25–31. <https://doi.org/10.1016/j.pubrev.2007.08.004>
- Bryman, A., & Cramer, D. (2004). *Quantitative data analysis with SPSS 12 and 13: A guide for social scientists*. Routledge.
- Burroughs, T. E., Davies, A. R., Cira, J. C., & Dundgan, W. C. (1999). Understanding patient willingness to recommend and return: A strategy for prioritizing improvement opportunities. *Journal on Quality Improvement*, 25(6), 217-287. doi: 10.1016/s1070-3241(16)30444-8

- Caceres, M. M. F., Sosa, J. P., Lawrence, J. A., Sestacovschi, C., Tidd-Johnson, A., Rasool, M. H. U., & Fernandez, J. P. (2022). The impact of misinformation on the COVID-19 pandemic. *AIMS public health*, 9(2), 262.
- Cavana, R., Delahaye, B., & Sekeran, U. (2001). *Applied business research: Qualitative and quantitative methods*. John Wiley & Sons.
- Chen, Y. R., & Zhou, S. (2020). Communication behaviors and knowledge sharing in the workplace: A social network perspective. *Communication Research*, 47(6), 837-860.
- Cheng, Y. (2018). Looking back, moving forward: A review and reflection of the organization-public relationship (OPR) research. *Public Relations Review*, 44(1), 120-130.
- Cheng, Y., & Cameron, G. T. (2019). Examining six modes of relationships in a social-mediated crisis in China: An exploratory study of contingent organization–public relationships (COPR). *Journal of Applied Communication Research*, 47(6), 689-705.
- Cheng, Y., & Cameron, G. T. (2022). Contingent Organization–Public Relationships and their Application in Organizational Crises. *The Handbook of Crisis Communication*, 113-126.
- Cheng, Y., & Shen, H. (2020). United airlines crisis from the stakeholder perspective: Exploring customers' ethical judgment, trust and distrust, and behavioral intentions. *Public Relations Review*, 46(2), 101908.
- Cheng, Y., Funkhouser, C., Raabe, T., & Cross, R. (2022). Examining organization-public relationships in crises: A thematic meta-analysis of updated literature from 1997 to 2019. *Journal of Contingencies and Crisis Management*, 30(2), 148-160.
- Cherian, J., Gaikar, V., Paul, R., & Pech, R. (2021). Corporate Culture and Its Impact on Employees' Attitude, Performance, Productivity, and Behavior: An Investigative Analysis from Selected Organizations of the United Arab Emirates (UAE). *Journal of Open Innovation: Technology, Market, and Complexity*, 7(1), 45. <https://doi.org/10.3390/joitmc7010045>
- Chin, W. W. (1998). The partial least squares approach to structural equation modeling. In G. A. Marcoulides (Ed.), *Modern Methods For Business*

- Research (Vol. 295, pp. 295-336). Mahwah, NJ: Lawrence Erlbaum Associates.
- Chin, W. W. (2010). How to write up and report PLS analyses. In V. E. Vinzi, W. W. Chin, J. Henseler & H. Wang (Eds.), *Handbook of Partial Least Squares: Concepts, Methods and Applications* (Vol. 2, Chapter 28, pp. 655-690). New York: Springer Heidelberg Dordrecht.
- Chon, M. G., & Park, H. (2021). Predicting public support for government actions in a public health crisis: Testing fear, organization-public relationship, and behavioral intention in the framework of the situational theory of problem solving. *Health Communication*, 36(4), 476-486. <https://doi.org/10.1080/10410236.2019.1700439>
- Chong, B., Yang, Z., & Wong, M. (2003). Asymmetrical impact of trustworthiness attributes on trust, perceived value and purchase intention: a conceptual framework for cross-cultural study on consumer perception of online auction. In *Proceedings of the 5th international conference on Electronic commerce* (pp. 213-219).
- Claeys, A. S., Cauberghe, V., & Vyncke, P. (2010). Restoring reputations in times of crisis: An experimental study of the Situational Crisis Communication Theory and the moderating effects of locus of control. *Public Relations Review*, 36(3), 256–262. <https://doi.org/10.1016/j.pubrev.2010.05.004>
- Clottey, A. T., & J. Grawe, S. (2014). Non-response bias assessment in logistics survey research: use fewer tests? *International Journal of Physical Distribution & Logistics Management*, 44(5), 412–426. <https://doi.org/10.1108/ijpdlm-10-2012-0314>
- Cohen, J. (1988). *Statistical power analysis for behavioral sciences*, (2nd ed.). Hillsdale, N. J., L. Erlbaum.
- Cohen, J. (2013). *Statistical Power Analysis for the Behavioral Sciences* (revised ed.). New York: Academic Press.
- Collis, J., & Hussey, R. (2013). *Business research: A practical guide for undergraduate and postgraduate students*. Macmillan International Higher Education.

- Coombs, W. T. (1998). An analytic framework for crisis situations: Better responses from a better understanding of the situation. *Journal of Public Relations Research*, 10(3), 177-191. https://doi.org/10.1207/s1532754xjpr1003_02
- Coombs, W. T. (2007). Protecting organization reputations during a crisis: The development and application of situational crisis communication theory. *Corporate reputation review*, 10, 163-176.
- Coombs, W. T., & Holladay, S. J. (2006). Unpacking the halo effect: Reputation and crisis management. *Journal of Communication Management*, 10(2), 123-137.
- Coombs, W. T., & Holladay, S. J. (2015). Public relations' "relationship identity" in research: Enlightenment or illusion. *Public Relations Review*, 41(5), 689–695. <https://doi.org/10.1016/j.pubrev.2013.12.008>
- Cotterrell, R. (1999). Transparency, mass media, ideology and community. *Cultural Values*, 3(4), 414-426. <https://doi.org/10.1080/14797589909367176>
- Couper, M. P. (2000). Web surveys: A review of issues and approaches. *The Public Opinion Quarterly*, 64(4), 464-494.
- Coyle-Shapiro, J. A., & Shore, L. M. (2007). The employee–organization relationship: Where do we go from here?. *Human resource management review*, 17(2), 166-179.
- Creed, W. E. D., & Miles, R. E. (1996). Trust in organizations: A conceptual framework linking organizational forms, managerial philosophies, and the opportunity costs of controls. In R. M. Kramer & T. R. Tyler (Eds.), *Trust in organizations: Frontiers of theory* (pp. 16-38). SAGE Publishing
- Crescenzo, S. (2011). Integrating employee communications media. In T. Gillis, & IABC, *The IABC handbook of organizational communication: A guide to internal communication, public relations, marketing, and leadership* (pp. 219-230). John Wiley & Sons.
- Creswell, J. W., & Creswell, J. D. (2017). *Research design qualitative, quantitative, and mixed methods approach* (5th Edition). SAGE Publications, Inc
- Cruz, D. (2007). Application of data screening procedures in stress research. *The New School Psychology Bulletin*, 5(2), 41-45.
- Cucinotta, D., & Vanelli, M. (2020). WHO declares COVID-19 a pandemic. *Acta bio medica: Atenei parmensis*, 91(1), 157.

- David, X. (2021). Covid-19 pandemic and its impact on the breeding world. *Animal Frontiers*, 11(1), 51-53. doi: 10.1093/af/vfaa055
- De Beuckelaer, A., & Wagner, S. M. (2012). Small sample surveys: increasing rigor in supply chain management research. *International Journal of Physical Distribution & Logistics Management*, 42(7), 615–639. <https://doi.org/10.1108/09600031211258129>
- De Vries, R. E., Bakker-Pieper, A., & Oostenveld, W. (2010). Leadership= communication? The relations of leaders' communication styles with leadership styles, knowledge sharing and leadership outcomes. *Journal of business and psychology*, 25, 367-380.
- Deal, T. E., & Kennedy, A. E. (1982). *Corporate culture: The rites and ritual of corporate life*. Addison-Wesley.
- Deetz, S. (2001). Conceptual foundations. In F. M. Jablin & L. L. Putnam (Eds.), *The new handbook of organizational communication: Advances in theory, research, and methods* (pp. 3-46). SAGE Publishing
- Demir, S. (2020). The role of self-efficacy in job satisfaction, organizational commitment, motivation and job involvement. *Eurasian Journal of Educational Research*, 20(85), 205-224.
- Deutsdens, E., De Ruyter, K., Wetzels, M., & Oosterveld, P. (2004). Response rate and response quality of internet-based surveys: An experimental study. *Marketing letters*, 15, 21-36.
- Deverell, E., & Olsson, E. K. (2010). Organizational culture effects on strategy and adaptability in crisis management. *Risk Management*, 12(2), 116-134.
- Dhanesh, G. S., & Picherit-Duthler, G. (2021). Remote internal crisis communication (RICC)–role of internal communication in predicting employee engagement during remote work in a crisis. *Journal of Public Relations Research*, 33(5), 292-313.
- DiFonzo, N., & Bordia, P. (1998). A tale of two corporations: Managing uncertainty during organizational change. *Human Resource Management*, 37(3-4), 295–303. [https://doi.org/10.1002/\(SICI\)1099-050X\(199823/24\)37:3/4<295::AID-HRM10>3.0.CO;2-3](https://doi.org/10.1002/(SICI)1099-050X(199823/24)37:3/4<295::AID-HRM10>3.0.CO;2-3)

- Donovan, S., O'Sullivan, M., Doyle, E., & Garvey, J. (2016). Employee voice and silence in auditing firms. *Employee Relations*, 38(4), 563-577. <https://doi.org/10.1108/ER-05-2015-0078>
- Dreher, S. (2014). Social media and the world of work: A strategic approach to employees' participation in social media. *Corporate Communications: An International Journal*, 19(4), 344–356. <https://doi.org/10.1108/ccij-10-2013-0087>
- Drew, C. H., & Nyerges, T. L. (2004). Transparency of environmental decision making: A case study of soil cleanup inside the Hanford 100 area. *Journal of Risk Research*, 7(1), 33-71. <http://dx.doi.org/10.1080/1366987042000151197>
- Duarte, P. A. O., & Raposo, M. L. B. (2010). A PLS model to study brand preference: An application to the mobile phone market. *Handbook of partial least squares: Concepts, methods and applications*.
- Duggan, M., & Brenner, J. (2013). The demographics of social media users, 2012 (Vol. 14). Washington, DC: Pew Research Center's Internet & American Life Project.
- Egitim, S. (2022). Challenges of adapting to organizational culture: Internationalization through inclusive leadership and mutuality. *Social Sciences & Humanities Open*, 5(1), 100242. <https://doi.org/https://doi.org/10.1016/j.ssaho.2021.100242>
- Eisenberger, R., Karagonlar, G., Stinglhamber, F., Neves, P., Becker, T. E., GonzalezMorales, M. G., & Steiger-Mueller, M. (2010). Leader-member exchange and affective organizational commitment: The contribution of supervisor's organizational embodiment. *Journal of Applied Psychology*, 95(6), 1085–1103. <https://doi.org/10.1037/a0020858>
- Elrod, J. K., & Fortenberry, J. L. (2020). Public relations in health and medicine: Using publicity and other unpaid promotional methods to engage audiences. *BMC Health Services Research*, 20(1), 1-7. <https://doi.org/10.1186/s12913-020-05602-x>

- Esenyel, V., & Emeagwali, O. (2019). The relationship between perceived corporate reputation and employee's positive word of mouth behavior: The mediation effect of trust to managers. *Management Science Letters*, 9(5), 673-686.
- Evans, J. R., & Mathur, A. (2005). The value of online surveys. *Internet research*, 15(2), 195-219.
- Ewing, M., Men, L. R., & O'Neil, J. (2019). Using social media to engage employees: Insights from internal communication managers. *International Journal of Strategic Communication*, 13(2), 110-132.
- Fadel, A., Khrais, H., Bani-Hani, M., & Nashwan, A. J. (2023). The Relationship between Organizational Justice, Responsibility, and Job Satisfaction among Jordanian Nurses.
- Farh, J. L., Earley, P. C., & Lin, S. C. (1997). Impetus for action: A cultural analysis of justice and organizational citizenship behavior in Chinese society. *Administrative science quarterly*, 421-444.
- Farzianpour, F., Abbasi, M., Foruoshani, A. R., & Pooyan, E. J. (2016). The relationship between hofstede organizational culture and employees job burnout in hospitals of tehran university of medical sciences 2014-2015. *Materia socio-medica*, 28(1), 26.
- Faul, F., Erdfelder, E., Lang, A.-G., & Buchner, A. (2007). G*Power 3: A flexible statistical power analysis program for the social, behavioral, and biomedical sciences. *Behavior Research Methods*, 39(2), 175-191.
- Fernandez, S. (2008). Examining the effects of leadership behavior on employee perceptions of performance and job satisfaction. *Public Performance & Management Review*, 32(2), 175-205.
- Finstad, K. (2010). Response interpolation and scale sensitivity: Evidence against 5-point scales. *Journal of usability studies*, 5(3), 104-110.
- Fombrun, C. J. (2007). List of lists: A compilation of international corporate reputation ratings. *Corporate Reputation Review*, 10, 144-153. doi: 10.1057/palgrave.crr.1550047
- Fornell, C., & Larcker, D. F. (1981). Evaluating structural equation models with unobservable variables and measurement error. *Journal of Marketing Research (JMR)*, 18(1), 39-50.

- Fosnacht, K., Sarraf, S., Howe, E., & Peck, L. K. (2017). How important are high response rates for college surveys?. *The Review of Higher Education*, 40(2), 245-265.
- Franco, L. M., Bennett, S., Kanfer, R., & Stubblebine, P. (2004). Determinants and consequences of health worker motivation in hospitals in Jordan and Georgia. *Social science & medicine*, 58(2), 343-355.
- Frandsen, F., & Johansen, W. (2011). The study of internal crisis communication: towards an integrative framework. *Corporate Communications: An International Journal*, 16(4), 347-361. <https://doi.org/10.1108/13563281111186977>
- Frandsen, F., & Johansen, W. (2016). *Organizational crisis communication: A multivocal approach*. SAGE Publishing.
- Freberg, K. (2020). Social care and professional standards: Developing an ethical decision-making model. *Public Relations Journal*, 13(3), 1-23. Retrieved April 3, 2021, from https://prjournal.instituteforpr.org/wp-content/uploads/Kim_Freberg_FINAL_Formatted.pdf
- Galbreath, J. (2002). Twenty-first century management rules: the management of relationships as intangible assets. *Management decision*, 40(2), 116-126.
- Gallicano, T.D. (2013), "Relationship management with the Millennial generation of public relations agency employees", *Public Relations Review*, Vol. 39, pp. 222-225, doi: 10.1016/j.pubrev.2013. 03.001
- Gamor, N., Dzansi, G., Konlan, K. D., & Abdulai, E. (2023). Exploring social media adoption by nurses for nursing practice in rural Volta, Ghana. *Nursing Open*.
- Geyskens, I., Steenkamp, J. B. E., Scheer, L. K., & Kumar, N. (1996). The effects of trust and interdependence on relationship commitment: A trans-Atlantic study. *International Journal of research in marketing*, 13(4), 303-317.
- Glanz, K., Rimer, B. K., & Viswanath, K. (Eds.). (2008). *Health behavior and health education: theory, research, and practice*. John Wiley & Sons.
- Glen M. Broom, Shawna Casey & James Ritchey (1997) Toward a Concept and Theory of Organization-Public Relationships, *Journal of Public Relations Research*, 9:2, 83-98, DOI: 10.1207/s1532754xjpr0902_01

- Goossens, L., & Marcoen, A. (1999). Relationships during adolescence: constructive vs. negative themes and relational dissatisfaction. *Journal of Adolescence*, 22(1), 65-79.
- Gower, K. K. (2006). Truth and transparency. In K. Fitzpatrick & C. Bronstein (Eds.), *Ethics in public relations: Responsible advocacy* (pp. 89-105). SAGE Publishing.
- Graen, G. B., & Uhl-Bien, M. (1995). Relationship-based approach to leadership: Development of leader-member exchange (LMX) theory of leadership over 25 years: Applying a multi-level multi-domain perspective. *Leadership Quarterly*, 6, 219-247.
- Graham, J. R., Grennan, J., Harvey, C. R., & Rajgopal, S. (2022). Corporate culture: Evidence from the field. *Journal of Financial Economics*, 146(2), 552-593.
- Gray, J., & Laidlaw, H. (2004). Improving the measurement of communication satisfaction. *Management Communication Quarterly*, 17(3), 425-448.
<https://doi.org/10.1177/0893318903257980>
- Grego-Planer, D. (2019). The relationship between organizational commitment and organizational citizenship behaviors in the public and private sectors. *Sustainability*, 11(22), 6395.
- Gregory, B. T., Harris, S. G., Armenakis, A. A., & Shook, C. L. (2009). Organizational culture and effectiveness: A study of values, attitudes, and organizational outcomes. *Journal of business research*, 62(7), 673-679.
- Grunig, J. E. (1983). Communication behaviors and attitudes of environmental publics: Two studies. *Journalism and Communication Monographs*, 81.
- Grunig, J. E. (1992). Communication, public relations, and effective organizations: An overview of the book. In J.E. Grunig (Ed.), *Excellence in public relations and communication management* (pp. 1-28). Routledge.
- Grunig, J. E. (1997). Public relations management in government and business. *Public Administration and Public Policy*, 63, 241-284.
- Grunig, J. E. (2001). Two-way symmetrical public relations: Past, present, and future. In R. L. Heath (Ed.), *Handbook of Public Relations* (pp. 11-30). Sage Publications.

- Grunig, J. E. (2006). After 50 years: The value and values of public relations. 45th Annual Distinguished Lecture, The Institute for Public Relations, New York, NY.
- Grunig, J. E. (2006). Furnishing the edifice: Ongoing research on public relations as a strategic management function. *Journal of Public Relations Research*, 18(2), 151–176. doi:10.1207/s1532754xjpr1802_5
- Grunig, J. E. (2013). Symmetrical systems of internal communication. *Excellence in public relations and communication management*, 531-575.
- Grunig, J. E., & Dozier, D. M. (2003). *Excellent public relations and effective organizations: A study of communication management in three countries*. Routledge.
- Grunig, J. E., & Grunig, L. A. (1992). Models of public relations and communications. In J. Grunig (Ed.), *Excellence in public relations and communication management* (pp. 285–326). Lawrence Erlbaum.
- Grunig, J. E., & Grunig, L. A. (2011). Characteristics of excellent communication. *The IABC handbook of organizational communication: A guide to internal communication, public relations, marketing, and leadership*, 11(3).
- Grunig, J. E., & Grunig, L. A. (2013). 11 Models of Public Relations and Communication. *Excellence in public relations and communication management*.
- Grunig, J. E., & Huang, Y. H. (2000). From organizational effectiveness to relationship indicators: Antecedents of relationships, public relations strategies, and relationship outcomes. In J.A. Ledingham & S.D. Bruning (Eds.), *Public relations as relationship management* (pp. 23-53). Lawrence Erlbaum Associates.
- Grunig, J. E., Grunig, L. A., & Dozier, D. M. (2002). *Excellent public relations and effective organizations: A study of communication management in three countries*. Routledge.
- Grunig, J.E. (2001), Two-way symmetrical public relations: past, present, and future, in Heath, R.L. (Ed.), *Handbook of Public Relations*, Sage, Thousand Oaks, CA, pp. 11-32.

- Grunig, J.E. (2009). Paradigm of global public relations in an age of digitalisation. *PRism*, 6(2), 1-19. <https://www.prismjournal.org/uploads/1/2/5/6/125661607/v6-no2-a1.pdf>
- Grunig, J.E. (2011). Public relations and strategic management: Institutional organization-public relationships in contemporary society. *Central European Journal of Communication*, 1(1), 11-31. Available at: https://www.researchgate.net/publication/267686016_Public_relations_and_strategic_management_Institutionalizing_organization-public_relationships_incontemporary_society
- Grunig, L. A., Grunig, J. E., & Dozier, D. (2002). Excellent public relations and effective organizations: A study of communication management in three countries. Erlbaum.
- Grunig, L. A., Grunig, J. E., & Ehling, W. P. (1992). What is an effective organization? In J. E. Grunig (Ed.), *Excellence in public relations and communication management: Contributions to effective organizations* (pp. 65–89). Erlbaum.
- Gudykunst, W. B., Matsumoto, Y., Ting-Toomey, S., Nishida, T., Kim, K., & Heyman, S. (1996). The influence of cultural individualism-collectivism, self construals, and individual values on communication styles across cultures. *Human communication research*, 22(4), 510-543.
- Gursoy, D., Maier, T.A. and Chi, C.G. (2008), “Generational differences: an examination of work values and generational gaps in the hospitality workforce”, *International Journal of Hospitality Management*, Vol. 27, pp. 448-458, doi: 10.1016/j.ijhm.2007.11.002.
- Haavisto, V. E., & Linge, T. T. (2022). Internal crisis communication and Nordic leadership: the importance of transparent and participative communication in times of crisis. *Scandinavian Journal of Hospitality and Tourism*, 22(4-5), 331-356.
- Hair, J. F., Hult, G. T. M., Ringle, C. M., & Sarstedt, M. (2017). *A Primer on Partial Least Squares Structural Equation Modelling (PLS-SEM)*. Sage publications.

- Hair, J. F., Jr., Black, W. C., Babin, B. J., Andersen, R. E., & Tatham, R. L. (2010). *Multivariate data analysis* (7th ed.). Upper Saddle River, NJ: Pearson Prentice Hall.
- Hair, J. F., Ringle, C. M., & Sarstedt, M. (2011). PLS-SEM: Indeed, a silver bullet. *Journal of Marketing Theory and Practice*, 19(2), 139–152. <https://doi.org/10.2753/MTP1069-6679190202>
- Hair, J. F., Ringle, C., & Sarstedt, M. (2012). Editorial-Partial Least Squares: The Better Approach to Structural Equation Modelling? *Long Range Planning*, 45, 312–319.
- Hair, Joseph F., Risher, J. J., Sarstedt, M., & Ringle, C. M. (2019). When to use and how to report the results of PLS-SEM. *European Business Review*, 31(1), 2–24. <https://doi.org/10.1108/eb11-2018-0203>
- Hair, Jr, J., Sarstedt, M., Hopkins, L., & G. Kuppelwieser, V. (2014). Partial least squares structural equation modeling (PLS-SEM): An emerging tool in business research. *European Business Review*, 26(2), 106–121. <https://doi.org/10.1108/eb10-2013-0128>
- Hamdan, K. B., Al-Ghalabi, R. R., Al-Zu'bi, H. A., Barakat, S., Alzoubi, A. A., & AbuAd, W. B. (2020). Antecedents of job performance during covid-19: a pilot study of jordanian public hospitals nurses. *PalArch's Journal of Archaeology of Egypt/Egyptology*, 17(4), 339-351.
- Han, G., & Zhang, A. (2009). Starbucks is forbidden in the Forbidden City: Blog, circuit of culture and informal public relations campaign in China. *Public Relations Review*, 35(4), 395-401.
- Harhash, D., Ahmed, M. Z., & Elshereif, H. (2020). Healthcare Organizational Culture: A Concept Analysis. *Menoufia Nursing Journal*, 5(1), 65-77.
- Harris, L. C., & Ogbonna, E. (2013). Forms of employee negative word-of-mouth: A study of front-line workers. *Employee Relations*, 35(1), 39–60. <https://doi.org/10.1108/01425451311279401>
- Hartnell, C. A., Ou, A. Y., & Kinicki, A. (2011). Organizational culture and organizational effectiveness: a meta-analytic investigation of the competing values framework's theoretical suppositions. *Journal of applied psychology*, 96(4), 677.

- Hasan, H., Astuti, E. S., Afrianty, T. W., & Iqbal, M. (2020). Impact of Organizational Culture on Employee Engagement and Employee Performance: A Stimuli-Organism-Response Approach. *Wacana Journal of Social and Humanity Studies*, 23(4).
- Hasani, K., Boroujerdi, S. S., & Sheikhesmaeili, S. (2013). The effect of organizational citizenship behavior on organizational commitment. *Global Business Perspectives*, 1(4), 452-470.
- Hatch, M. J. (2006). *Organization theory: Modern, symbolic, and postmodern perspectives*. Oxford University Press.
- Heide, M., & Simonsson, C. (2011). Putting coworkers in the limelight: New challenges for communication professionals. *International Journal of Strategic Communication*, 5(4), 201-220. doi: 10.1080/1553118X.2011.605777
- Heide, M., & Simonsson, C. (2014). Developing internal crisis communication: new roles and practices of communication professionals. *Corporate Communications: An International Journal*, 19(2), 128-146. <https://doi.org/10.1108/CCIJ-09-2012-0063>
- Heise, J. A. (1985). Toward closing the confidence gap: An alternative approach to communication between public and government. *Public Administration Quarterly*, 9(2), 196-217. <http://www.jstor.org/stable/40861057>
- Helm, S. (2011). Employees' awareness of their impact on corporate reputation. *Journal of Business Research*, 64(7), 657-663. <https://doi.org/10.1016/j.jbusres.2010.09.001>
- Henseler, J., & Chin, W. W. (2010). A Comparison of approaches for the analysis of interaction effects between latent variables using partial least squares path modeling. *Structural Equation Modeling*, 17, 82–109.
- Henseler, J., & Chin, W. W. (2010). A comparison of approaches for the analysis of interaction effects between latent variables using partial least squares path modelling. *Structural Equation Modelling: A Multidisciplinary Journal*, 17(1), 82–109.

- Henseler, J., Ringle, C. M., & Sarstedt, M. (2015). A new criterion for assessing discriminant validity in variance-based structural equation modeling. *Journal of the Academy of Marketing Science*, 43(1), 115-135.
- Henseler, J., Ringle, C. M., & Sinkovics, R. R. (2009). The use of partial least squares path modeling in international marketing. *Advances in International Marketing*, 277-319
- Hess Jr, R. L., Ganesan, S., & Klein, N. M. (2003). Service failure and recovery: The impact of relationship factors on customer satisfaction. *Journal of the academy of marketing science*, 31(2), 127-145.
- Hofstede, G. (1980). *Culture's consequences*. SAGE Publishing.
- Hofstede, G. (2011). *Dimensionalizing Cultures: The Hofstede Model in Context*. *Online readings in psychology and culture*, 2(1), 2307-0919.
- Holtzhausen, D. R. (2002). How stakeholders view stakeholders: An exploratory study of corporate web pages. *Journal of Public Relations Research*, 14(4), 341-371.
- Hon, L. C., & Grunig, J. E. (1996). Guidelines for measuring relationships in public relations. *Journal of Public Relations Research*, 8(1), 1-30.
- Hon, L. C., & Grunig, J. E. (1999). *Guidelines for measuring relationships in public relations*. Gainesville, FL: Institute for Public Relations. Retrieved April 3, 2021, from http://painepublishing.com/wp-content/uploads/2013/10/Guidelines_Measuring_Relationships.pdf
- Hon, L., & Brunner, B. (2002). Measuring public relationships among students and administrators at the University of Florida. *Journal of Communication Management*, 6, 227-238. <http://dx.doi.org/10.1108/13632540510621434>
- Houtgraaf, G. (2022). Public sector creativity: triggers, practices and ideas for public sector innovations. A longitudinal digital diary study. *Public Management Review*, 1-22.
- Houtgraaf, G., P.M. Kruijen, and S. van Thiel. 2021. "Public Sector Creativity as the Origin of Public Sector Innovation: A Taxonomy and Future Research Agenda" *Public Administration*. Early cite. <https://onlinelibrary.wiley.com/doi/epdf/10.1111/padm.12778>.

- Hsiung, H. H. (2012). Authentic leadership and employee voice behavior: A multi-level psychological process. *Journal of Business Ethics*, 107(3), 349-361. <https://doi.org/10.1007/s10551-011-1043-2>
- Hu, Q., Dinev, T., Hart, P., & Cooke, D. (2012). Managing employee compliance with information security policies: The critical role of top management and organizational culture. *Decision Sciences*, 43(4), 615-660.
- Huang, J., Baptista, J., & Galliers, R. D. (2013). Reconceptualizing rhetorical practices in organizations: The impact of social media on internal communications. *Information & Management*, 50(2-3), 112-124.
- Huang, J., Baptista, J., & Galliers, R. D. (2013). Reconceptualizing rhetorical practices in organizations: The impact of social media on internal communications. *Information & Management*, 50(2-3), 112-124.
- Huang, L., & Sarabia, S. E. (2015). Effects of transparent communication on employee trust in managers. *Corporate Communications: An International Journal*, 20(3), 317-333.
- Huang, Y. (1998). Public relations strategies and organization – public relationships. [Paper presentation]. The Annual Conference of the Association for Education in Journalism and Mass Communication, Baltimore, Maryland, August 5-8.
- Huang, Y. H. (1997). Public relations strategies, relational outcomes, and conflict management strategies (Doctoral dissertation, University of Maryland, College Park, Maryland.).
- Huang, Y. H. (1999). The effects of public relations strategies on conflict management. [Paper presentation]. The 49th Annual Conference of the International Communication Association, San Francisco, California, May 27-31.
- Huang, Y. H. (2001). OPRA: A cross-cultural, multiple-item scale for measuring organization-public relationships. *Journal of public relations research*, 13(1), 61-90.
- Huang, Y. H. (2004). Is symmetrical communication ethical and effective?. *Journal of business ethics*, 53, 333-352.

- Huang, Y., & DiStaso, M. (2020). Responding to a health crisis on Facebook: The effects of response timing and message appeal. *Public Relations Review*, 46(3), 101909. <https://doi.org/10.1016/j.pubrev.2020.101909>
- Huang, Y.-H. (2001). Values of public relations: Effects on organization-public relationships mediating conflict resolution. *Journal of Public Relations Research*, 13, 265–301. https://doi.org/10.1207/S1532754XJPRR1304_01.
- Huang, Yi-Hui (1998). Public relations strategies and organization–public relationships. [Paper presentation]. The Annual Conference of the Association for Education in Journalism and Mass Communication. Baltimore, Maryland, August 5-8.
- Huey Yiing, L., & Zaman Bin Ahmad, K. (2009). The moderating effects of organizational culture on the relationships between leadership behaviour and organizational commitment and between organizational commitment and job satisfaction and performance. *Leadership & Organization Development Journal*, 30(1), 53-86.
- Hui, C. M., Finkel, E. J., Fitzsimons, G. M., Kumashiro, M., & Hofmann, W. (2014). The Manhattan effect: When relationship commitment fails to promote support for partners' interests. *Journal of Personality and Social Psychology*, 106(4), 546–70. <https://doi.org/10.1037/a0035493>
- Hung, C. J. F. (2002). The interplays of relationship types, relationship cultivation, and relationship outcomes: How multinational and Taiwanese companies practice public relations and organization-public relationship management in China. University of Maryland, College Park.
- Hung, C. J. F. (2005). Exploring types of organization–public relationships and their implications for relationship management in public relations. *Journal of Public Relations Research*, 17(4), 393-426. https://doi.org/10.1207/s1532754xjpr1704_4
- Hung, C. J. F. (2007). Toward the theory of relationship management in public relations: How to cultivate quality relationships. *The future of excellence in public relations and communication management: Challenges for the next generation*, 443-476.

- Hutton, J. G., Goodman, M. B., Alexander, J. B., & Genest, C. M. (2001). Reputation management: The new face of corporate public relations? *Public Relations Review*, 27(3), 247-261. [http://dx.doi.org/10.1016/S0363-8111\(01\)00085-6](http://dx.doi.org/10.1016/S0363-8111(01)00085-6)
- Isa, M. F. M., Ugheoke, S. O., & Noor, W. S. W. M. (2016). The influence of organizational culture on employees' performance: evidence from Oman. *Journal of Entrepreneurship and Business*, 4(2), 1-12.
- Iyad Taha Al-Rawashda. (2019). Organizational culture and its impact on organizational affiliation - a field study in Jordanian telecommunications companies
- Iyad Taha Al-Rawashdeh. (2019). Organizational culture and its impact on organizational affiliation - a field study in Jordanian telecom companies.
- Jahansoozi, J. (2006). Organization–stakeholder relationships: Exploring trust and transparency. *Journal of Management Development*, 25(10), 942–955. <https://doi.org/10.1108/02621710610708577>
- Jamil, D. A., Sabah, K. K., Gardi, B., & Adnan, S. (2022). The mediation role of organizational culture between employee turnover intention and job satisfaction.
- Jang, K., & Baek, Y. M. (2019). When information from public health officials is untrustworthy: The use of online news, interpersonal networks, and social media during the MERS outbreak in South Korea. *Health Communication*, 34(9), 991-998. <https://doi.org/10.1080/10410236.2018.1449552>
- Jankelová, N., & Joniaková, Z. (2021, March). Communication skills and transformational leadership style of first-line nurse managers in relation to job satisfaction of nurses and moderators of this relationship. In *Healthcare* (Vol. 9, No. 3, p. 346). MDPI.
- Jelen-Sanchez, A. (2017). Engagement in public relations discipline: Themes, theoretical perspectives and methodological approaches. *Public Relations Review*, 43(5), 934–944. <https://doi.org/10.1016/j.pubrev.2017.04.002>
- Jiang, H., & Luo, Y. (2018). Crafting employee trust: From authenticity, transparency to engagement. *Journal of Communication Management*, 22(2), 138–160. <https://doi.org/10.1108/JCOM-07-2016-0055>

- Jiang, H., & Men, R. L. (2017). Creating an engaged workforce: The impact of authentic leadership, transparent organizational communication, and work-life enrichment. *Communication Research*, 44(2), 225–243. doi:10.1177/0093650215613137
- Jin, B. (2009). The roles of public relations and social capital for communal relationship building: Enhancing collaborative values and outcomes. University of Florida.
- Jindal, R. P., Sivadas, E., & Kang, B. (2021). Dissolution of franchise relationships: Intention, behavior, and the role of uncertainty. *Industrial Marketing Management*, 92, 140-153.
- Jo, S. (2006). Measurement of organization–public relationships: Validation of measurement using a manufacturer–retailer relationship. *Journal of Public Relations Research*, 18(3), 225-248. http://dx.doi.org/10.1207/s1532754xjpr1803_2
- Jo, S., & Kim, Y. (2003). The effect of web characteristics on relationship building. *Journal of public relations research*, 15(3), 199-223.
- Jo, S., & Shim, S. (2005). Paradigm shift of employee communication: The effect of management communication on trusting relationships. *Public Relations Review*, 31(2), 277–280. <https://doi.org/10.1016/j.pubrev.2005.02.012>
- Johansen, W., Aggerholm, H.K., & Frandsen, F. (2012). Entering new territory: A study of internal crisis management and crisis communication in organizations. *Public Relations Review*, 38(2), 270-279. <https://doi.org/10.1016/j.pubrev.2011.11.008>
- Jong, D., Chen, S. C., Ruangkanjanases, A., & Chang, Y. H. (2021). The impact of social media usage on work efficiency: the perspectives of media synchronicity and gratifications. *Frontiers in Psychology*, 12, 693183.
- Jordan Strategy Forum (2022). Jordan - Health sector study during COVID-19. Jordan Strategy Forum. <https://www.jsf.org/ar/latest-research>
- Ju, I., Ohs, J., Park, T., & Hinsley, A. (2023). Interpersonal communication influence on health-protective behaviors amid the COVID-19 crisis. *Health communication*, 38(3), 468-479.

- Jung Ki, E., & Shin, J. (2006). Status of organization-public relationship research from an analysis of published articles, 1985-200. *Public Relations Review*, 32(2), 194-195. <https://doi.org/10.1016/j.pubrev.2006.02.019>
- Kallas, J., & Friedman, E. (2021). Labor Action Tracker Annual Report 2021. ILR worker institute https://www.ilr.cornell.edu/sites/default/files-d8/2022-02/ilr-labor-action-tracker-annual-report-2021_1.pdf
- Kamel, F. F., & Aref, M. A. E. (2017). Staff nurses perception toward organizational culture and its relation to innovative work behavior at critical care units. *American journal of nursing science*, 6(3), 251-260.
- Kang, M., & Park, Y. E. (2017). Exploring trust and distrust as conceptually and empirically distinct constructs: Association with symmetrical communication and public engagement across four pairings of trust and distrust. *Journal of Public Relations Research*, 29(2-3), 114-135.
- Kang, M., & Sung, M. (2017). How symmetrical employee communication leads to employee engagement and positive employee communication behaviors: The mediation of employee-organization relationships. *Journal of Communication Management*, 21(1), 82-102.
- Kang, M., Kim, J. R., & Cha, H. (2018). From concerned citizens to activists: A case study of 2015 South Korean MERS outbreak and the role of dialogic government communication and citizens' emotions on public activism. *Journal of Public Relations Research*, 30(5-6), 202-229. <https://doi.org/10.1080/1062726X.2018.1536980>
- Kanihan, S. F., Hansen, K. A., Blair, S., Shore, M., & Myers, J. (2013). Communication managers in the dominant coalition: Power attributes and communication practices. *Journal of Communication Management*, 17(2), 140-156. doi:10.1108/13632541311318747
- Kaur, N., Goyal, P., & Kaur, M. (2020). Work culture and employee satisfaction in banking sector. *International Journal of Education and Management Studies*, 10(2), 139-143.
- Kelleher, T., & Miller, B. M. (2006). Organizational blogs and the human voice: Relational strategies and relational outcomes. *Journal of computer-mediated communication*, 11(2), 395-414.

- Kennan, W. R., & Hazleton, V. (2006). Internal public relations, social capital, and the role of effective organizational communication. In C. H. Botan & V. Hazleton (Eds.) *Public Relations Theory II* (pp. 311-338). Erlbaum.
- Kent, M. L., & Taylor, M. (1998). Building dialogic relationships through the World Wide Web. *Public Relations Review*, 24(3), 321-334.
- Kent, M. L., & Taylor, M. (2002). Toward a dialogic theory of public relations. *Public Relations Review*, 28(1), 21-37. [http://dx.doi.org/10.1016/S0363-8111\(02\)00108-X](http://dx.doi.org/10.1016/S0363-8111(02)00108-X)
- Keyworth, C., Epton, T., Goldthorpe, J., Calam, R., & Armitage, C. J. (2020). Acceptability, reliability, and validity of a brief measure of capabilities, opportunities, and motivations ("COM-B"). *British journal of health psychology*, 25(3), 474-501.
- Khan, M. A., Ismail, F. B., Hussain, A., & Alghazali, B. (2020). The interplay of leadership styles, innovative work behavior, organizational culture, and organizational citizenship behavior. *Sage Open*, 10(1), 2158244019898264.
- Ki, E. J. (2006). Linkages among relationship maintenance strategies, relationship quality outcomes, attitude, and behavioral intentions [Doctoral dissertation, The University of Florida].
- Ki, E. J., & Hon, L. C. (2007). Testing the linkages among the organization public relationship and attitude and behavioral intentions. *Journal of Public Relations Research*, 19(1), 1-23. <https://doi.org/10.1080/10627260709336593>
- Kim, C.M., & Freberg, K. (2020). Social care and professional standards: developing an ethical decision-making model. *Public Relations Journal*, 13(3), 1-23
- Kim, D. (2018). Examining effects of internal public relations practices on organizational social capital in the Korean context: Mediating roles of employee-organization relationships. *Corporate Communications: An International Journal*.
- Kim, J. N., & Grunig, J. E. (2011). Problem solving and communicative action: A situational theory of problem solving. *Journal of Communication*, 61(1), 120-149. <https://doi.org/10.1111/j.1460-2466.2010.01529.x>
- Kim, J. N., & Krishna, A. (2014). Publics and lay informatics: A review of the situational theory of problem solving. *Annals of the International*

- Communication Association, 38(1), 71–105. doi:10.1080/23808985.2014.11679159
- Kim, J. N., & Rhee, Y. (2011). Strategic thinking about employee communication behavior (ECB) in public relations: Testing the models of megaphoning and scouting effects in Korea. *Journal of public relations research*, 23(3), 243-268. 10.1080/1062726X.2011.582204
- Kim, J. N., Shen, H., & Morgan, S. E. (2011). Information behaviors and problem chain recognition effect: Applying situational theory of problem solving in organ donation issues. *Health Communication*, 26(2), 171-184. <https://doi.org/10.1080/10410236.2010.544282>
- Kim, J., & Sung, M. (2016). The value of public relations: Different impacts of communal and exchange relationships on perceptions and communicative behavior. *Journal of Public Relations Research*, 28(2), 87-101. <https://doi.org/10.1080/1062726X.2016.1191014>
- Kim, J.N. (2006), *Communicant Activeness, Cognitive Entrepreneurship, and a Situational Theory of Problem Solving* [Doctoral dissertation, the University of Maryland, College Park].
- Kim, J.-N., Ni, L., Kim, S. H., & Kim, J. R. (2012). What makes people hot? Applying the situational theory of problem solving to hot-issue publics. *Journal of Public Relations Research*, 24, 144–164. <https://doi.org/10.1080/1062726X.2012.626133>
- Kim, S., & Krishna, A. (2017). Bridging strategy versus buffering strategy: Enhancing crisis management capability in public management for relational and reputational improvement, and conflict avoidance. *Asian Journal of Communication*, 27(5), 517-535. <https://doi.org/10.1080/01292986.2017.1313876>
- Kim, S., Tam, L., Kim, J. N., & Rhee, Y. (2017). Determinants of employee turnover intention: Understanding the roles of organizational justice, supervisory justice, authoritarian organizational culture, and organization-employee relationship quality. *Corporate Communications: An International Journal*.
- Kim, Y. (2018). Enhancing employee communication behaviors for sensemaking and sensegiving in crisis situations: Strategic management approach for

- effective internal crisis communication. *Journal of Communication Management*, 22(4), 451-475.
- Kiss, G. (2008). A theoretical approach to intercultural communication. *Aarms Communication*, 7(3), 435.
- Kitchen, P. J., & Daly, F. (2002). Internal communication during change management. *Corporate Communications an International Journal*, 7(1), 46–53. <https://doi.org/10.1108/13563280210416035>
- Kitsios, F., & Kamariotou, M. (2021). Job satisfaction behind motivation: An empirical study in public health workers. *Heliyon*, 7(4).
- Kline, R. B. (2011). Convergence of structural equation modeling and multilevel modeling.
- Kowalczyk, S. J., & Pawlish, M. J. (2002). Corporate branding through external perception of organizational culture. *Corporate Reputation Review*, 5, 159-174. <https://doi.org/10.1057/palgrave.crr.1540172>.
- Krejcie, R. V., & Morgan, D. W. (1970). Determining sample size for research activities. *Educational and Psychological Measurement*, 30(3), 607–610. <https://doi.org/10.1177/001316447003000308>
- Krishnan, D. S. G., & Wesley, D. J. (2013). A study on impact of employee communication on employee engagement level. *International Research Journal of Business and Management*.
- Kuswati, Y. (2020). The influence of organizational culture on employee performance. *Budapest International Research and Critics Institute (BIRCI-Journal): Humanities and Social Sciences*, 3(1), 296-302.
- Lam, L., Nguyen, P., Le, N., & Tran, K. (2021). The relation among organizational culture, knowledge management, and innovation capability: Its implication for open innovation. *Journal of Open Innovation: Technology, Market, and Complexity*, 7(1), 66.
- Langlois, G. (2013). Participatory culture and the new governance of communication: The paradox of participatory media. *Television & New Media*, 14(2), 91-105.
- Lavelle, J. J., Rupp, D. E., & Brockner, J. (2007). Taking a multifoci approach to the study of justice, social exchange, and citizenship behavior: The target

- similarity model. *Journal of Management*, 33(6), 841–866.
<https://doi.org/10.1177/0149206307307635>
- Ledingham, J. A. (2001). Government and citizenry: Extending the relational perspective of public relations. *Public Relations Review*, 27, 285-295.
- Ledingham, J. A. (2003). Explicating relationship management as a general theory of public relations. *Journal of Public Relations Research*, 15(2), 181–198.
https://doi.org/10.1207/S1532754XJPRR1502_4
- Ledingham, J. A., & Baesecke, F. H. (2019). *Relationship Management The Core Focus of Public Relations*.
- Ledingham, J. A., Bruning, S. Lesko, C., & Thomlison, D. (1997). The applicability of interpersonal relationship dimensions to an organizational context: Toward a theory of relational loyalty a qualitative approach. *Journal of Organizational Culture, Communication and Conflict*, 1(1), 23-43.
- Ledingham, J.A., & Bruning, S. D. (1998). Relationship management in public relations: Dimensions of an organization-public relationship. *Public Relations Review*, 24(1), 55-66. [https://doi.org/10.1016/S0363-8111\(98\)80020-9](https://doi.org/10.1016/S0363-8111(98)80020-9)
- Ledingham, J.A., & Bruning, S. D. (2000). *Public relations as relationship management: A relational approach to the study and practice of public relations*. Erlbaum
- Lee Kim, H.-S. (2007). A multilevel study of antecedents and a mediator of employee - organization relationships. *Journal of Public Relations Research*, 19(2), 167–197. doi:10.1080/10627260701290695
- Lee, M. T., & Raschke, R. L. (2016). Understanding employee motivation and organizational performance: Arguments for a set-theoretic approach. *Journal of Innovation & Knowledge*, 1(3), 162-169.
<https://doi.org/10.1016/j.jik.2016.01.004>
- Lee, S. Y., & Rim, H. (2016). Negative spillover in corporate–nonprofit partnerships: Exploring the effects of company–cause congruence and organization–public relationships. *Public Relations Review*, 42(4), 710-712.
- Lee, Y. (2017). Exploring the impacts of relationship on employees’ communicative behaviors during issue periods based on employee position. *Corporate*

- Communications: An International Journal, 22(4), 542-555.
<https://doi.org/10.1108/CCIJ-03-2017-0022>
- Lee, Y. (2018). Dynamics of symmetrical communication within organizations: the impacts of channel usage of CEO, managers, and peers. *International Journal of Business Communication*, 1-19. doi: 10.1177/2329488418803661.
- Lee, Y. (2019). Crisis perceptions, relationship, and communicative behaviors of employees: Internal public segmentation approach. *Public Relations Review*, 45(4), Article 101832. <https://doi.org/10.1016/j.pubrev.2019.101832>
- Lee, Y. (2020). A situational perspective on employee communicative behaviors in a crisis: The role of relationship and symmetrical communication. *International Journal of Strategic Communication*, 14(2), 89-104.
- Lee, Y. (2020). Motivations of employees' communicative behaviors on social media. *Internet Research*, 30(3), 971-994. <https://doi.org/10.1108/INTR-06-2019-0264>
- Lee, Y. (2022). Dynamics of millennial employees' communicative behaviors in the workplace: the role of inclusive leadership and symmetrical organizational communication. *Personnel review*, 51(6), 1629-1650.
- Lee, Y. I., & Jin, Y. (2019). Crisis information seeking and sharing (CISS): scale development for measuring publics' communicative behavior in social-mediated public health crises. *Journal of International Crisis and Risk Communication Research*, 2(1), 13-38.
- Lee, Y., & Chon, M. G. (2021). Transformational leadership and employee communication behaviors: the role of communal and exchange relationship norms. *Leadership & Organization Development Journal*, 42(1), 61-82.
- Lee, Y., & Dong, E. (2023). How Transparent Internal Communication From CEO, Supervisors, and Peers Leads to Employee Advocacy. *Management communication quarterly*, 08933189231153869.
- Lee, Y., & Kim, J. (2021). Cultivating employee creativity through strategic internal communication: The role of leadership, symmetry, and feedback seeking behaviors. *Public relations review*, 47(1), 101998. <https://doi.org/10.1016/j.pubrev.2020.101998>

- Lee, Y., & Kim, J.N. (2017). Authentic enterprise, organization-employee relationship, and employee generated managerial assets. *Journal of Communication Management*, 21(3), 236-253. <https://doi.org/10.1108/JCOM-02-2017-0011>
- Lee, Y., & Kim, K. H. (2020). De-motivating employees' negative communication behaviors on anonymous social media: The role of public relations. *Public Relations Review*, 46(4), Article 101955. <https://doi.org/10.1016/j.pubrev.2020.101955>
- Lee, Y., & Li, J. Y. Q. (2020). The value of internal communication in enhancing employees' health information disclosure intentions in the workplace. *Public Relations Review*, 46(1), Article 101872. <https://doi.org/10.1016/j.pubrev.2019.101872>
- Lee, Y., & Yue, C. A. (2020). Status of internal communication research in public relations: An analysis of published articles in nine scholarly journals from 1970 to 2019. *Public Relations Review*, 46(3), 101906.
- Lee, Y., Li, J. Y., & Sunny Tsai, W. H. (2021). Diversity-oriented leadership, internal communication, and employee outcomes: A perspective of racial minority employees. *Journal of Public Relations Research*, 33(5), 314-334.
- Lee, Y., Tao, W., Li, J. Y. Q., & Sun, R. (2021). Enhancing employees' knowledge sharing through diversity-oriented leadership and strategic internal communication during the COVID-19 outbreak. *Journal of Knowledge Management*, 25(6), 1526-1549.
- Leichty, G., & Springston, J. (1993). Reconsidering public relations models. *Public Relations Review*, 19(4), 327-339.
- Leonardi, P. M., & Bailey, D. E. (2008). Transformational technologies and the creation of new work practices: Making implicit knowledge explicit in task-based offshoring. *MIS quarterly*, 411-436.
- Lewis, L. K. (2006). Collaborative interaction: Review of communication scholarship and a research agenda. *Annals of the International Communication Association*, 30(1), 197-247.

- Li, J. Y., Sun, R., Tao, W., & Lee, Y. (2021). Employee coping with organizational change in the face of a pandemic: The role of transparent internal communication. *Public relations review*, 47(1), 101984.
- Liden, R. C., Wayne, S. J., & Sparrowe, R. T. (2000). An examination of the mediating role of psychological empowerment on the relations between the job, interpersonal relationships, and work outcomes. *Journal of Applied Psychology*, 85(3), 407-416. <https://doi.org/10.1037/0021-9010.85.3.407>
- Lim, P. K. (2021). The effects of abusive supervision, emotional exhaustion and organizational commitment on cyber loafing: a moderated- mediation examination. *Internet Research*, 31(2), 497–518. <https://doi.org/10.1108/INTR-03-2020-0165>
- Limpanitgul, T., Jirotmontree, A., Robson, M. J., & Boonchoo, P. (2013). Job attitudes and prosocial service behavior: A test of the moderating role of organizational culture. *Journal of Hospitality and Tourism Management*, 20, 5-12.
- Lindenmann, W. K. (1997). Guidelines and standards for measuring and evaluating PR effectiveness. Gainesville, FL: The Institute for Public Relations. Mahwah, NJ: Lawrence Erlbaum.
- Liu, B. F., Fraustino, J. D., & Jin, Y. (2016). Social media use during disasters: How information form and source influence intended behavioral responses. *Communication Research*, 43(5), 626-646.
- Liu, B.F., & Fraustino, J.D. (2014) Beyond image repair: suggestions for crisis communication theory development. *Public Relations Review*, 40(3), 543-546. <https://doi.org/10.1016/j.pubrev.2014.04.004>
- Lund, D. (2003). Organizational culture and job satisfaction. *Journal of Business and Industrial Marketing*, 18(3), 219–236.
- Lutz, S. A. (2017). Cultural sensitivity: Importance, competencies, and public relations implications.
- Maamari, B. E., & Saheb, A. (2018). How organizational culture and leadership style affect employees' performance of genders. *International Journal of Organizational Analysis*, 26(4), 630–651. <https://doi.org/10.1108/ijoa-04-2017-1151>

- MacIntosh, E., & Doherty, A. (2007). Extending the scope of organizational culture: The external perception of an internal phenomenon. *Sport Management Review*, 10(1), 45-64. [https://doi.org/10.1016/S1441-3523\(07\)70003-7](https://doi.org/10.1016/S1441-3523(07)70003-7)
- MacIntyre, P. D., Clément, R., Dörnyei, Z., & Noels, K. A. (1998). Conceptualizing willingness to communicate in a L2: A situational model of L2 confidence and affiliation. *The modern language journal*, 82(4), 545-562.
- Madarasz, G., ICN (2022, June 16). Alarming increase in industrial action by nurses is a symptom of global crisis in healthcare systems. International Council of Nurses. Retrieved November 5, 2022, from https://www.icn.ch/sites/default/files/inline-files/PR_19_Nurses%20taking%20industrial%20action%20June%202022_FINAL_v2_0.pdf.
- Madsen, V.T. and Verhoeven, J.W.M. (2019). Big ideas in public relations research and practice. In F. Frandsen, W. Johansen, R. Trench, & S. Romenti (Eds), *Advances in public relations and communication management*. Emerald Group Publishing.
- Manfreda, K. L., Bosnjak, M., Berzelak, J., Haas, I., & Vehovar, V. (2008). Web surveys versus other survey modes: A meta-analysis comparing response rates. *International journal of market research*, 50(1), 79-104.
- Mangold, W. G., & Miles, S. J. (2007). The employee brand: Is yours an all-star?. *Business horizons*, 50(5), 423-433.
- Manyisa, Z. M., & van Aswegen, E. J. (2017). Factors affecting working conditions in public hospitals: A literature review. *International journal of Africa nursing sciences*, 6, 28-38.
- Massey, J. E. (2001). Managing organizational legitimacy: Communication strategies for organizations in crisis. *The Journal of Business Communication* (1973), 38(2), 153–182. <https://doi.org/10.1177/002194360103800202>
- Mayer, R. C., Davis, J. H., & Schoorman, F. D. (1995). An integrative model of organizational trust. *Academy of management review*, 20(3), 709-734.
- Maynes, T. D., & Podsakoff, P. M. (2014). Speaking more broadly: An examination of the nature, antecedents, and consequences of an expanded set of employee

- voice behaviors. *The Journal of Applied Psychology*, 99(1), 87–112. <https://doi.org/10.1037/a0034284>.
- Mazzei, A. (2010). Promoting active communication behaviors through internal communication. *Corporate Communications: An International Journal*, 15(3), 221-234. <https://doi.org/10.1108/13563281011068096>
- Mazzei, A., & Ravazzani, S. (2015). Internal crisis communication strategies to protect trust relationships: A study of Italian companies. *International Journal of Business Communication*, 52(3), 319-337. <https://doi.org/10.1108/13563281011068096>
- Mazzei, A., Kim, J. N., & Dell'Oro, C. (2012). Strategic value of employee relationships and communicative actions: Overcoming corporate crisis with quality internal communication. *International Journal of Strategic Communication*, 6(1), 31-44. <https://doi.org/10.1080/1553118X.2011.634869>
- McAllister, D. J. (1995). Affect-and cognition-based trust as foundations for interpersonal cooperation in organizations. *Academy of management journal*, 38(1), 24-59.
- McFarland, L. A., & Ployhart, R. E. (2015). Social media: A contextual framework to guide research and practice. *The Journal of Applied Psychology*, 100(6), 1653–1677. <https://doi.org/10.1037/a0039244>
- Men, L. (2009). Towards an integrated model of organization-public relationships and strategic management: a resource-based view (Doctoral dissertation, Hong Kong Baptist University).
- Men, L. (2012). The effects of organizational leadership on strategic internal communication and employee outcomes (Doctoral dissertation, University of Miami).
- Men, L. R. (2009). Towards an integrated model of organization-public relationships and strategic management: From a resource-based view [Master's thesis, Hong Kong Baptist University].
- Men, L. R. (2011). Exploring the impact of employee empowerment on organization-employee relationship. *Public Relations Review*, 37, 435-437. <http://dx.doi.org/10.1016/j.pubrev.2011.08.008>

- Men, L. R. (2014). Why leadership matters to internal communication: Linking transformational leadership, symmetrical communication, and employee outcomes. *Journal of Public Relations Research*, 26(3), 256-279. <https://doi.org/10.1080/1062726X.2014.908719>
- Men, L. R. (2015). Employee engagement in relation to employee–organization relationships and internal reputation: effects of leadership communication. *Public Relations Journal*, 9(2), 1-22. Retrieved April 3, 2021, from <https://prjournal.instituteforpr.org/wp-content/uploads/2015v09n02Men.pdf>.
- Men, L. R., & Bowen, S. (2017). *Excellence in internal communication management*. New York: Business Expert Press
- Men, L. R., & Hung, C. J. F. (2012). Exploring the roles of organization-public relationships in the strategic management process: Towards an integrated framework. *International Journal of Strategic Communication*, 6(2), 151-173.
- Men, L. R., & Jiang, H. (2016). Cultivating quality employee-organization relationships: The interplay among organizational leadership, culture, and communication. *International Journal of Strategic Communication*, 10(5), 462-479. <https://doi.org/10.1080/1553118X.2016.1226172>
- Men, L. R., & Stacks, D. (2014). The effects of authentic leadership on strategic internal communication and employee-organization relationships. *Journal of Public Relations Research*, 26(4), 301-324. <https://doi.org/10.1080/1062726X.2014.908720>
- Men, L. R., & Sung, Y. (2019). Shaping corporate character through symmetrical communication: The effects on employee-organization relationships. *International Journal of Business Communication*. <https://doi.org/10.1177/2329488418824989>
- Men, L. R., & Tsai, W. H. S. (2014). Perceptual, attitudinal, and behavioral outcomes of organization–public engagement on corporate social networking sites. *Journal of Public Relations Research*, 26(5), 417-435. <https://doi.org/10.1080/1062726X.2014.951047>
- 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), 101764.

- Meng, J. (2014). Cultural congruence or difference: a paired country investigation of leadership effectiveness in public relations. *Journal of International Communication*, 20(1), 52-76.
- Meng, J., & Berger, B. K. (2019). The impact of organizational culture and leadership performance on PR professionals' job satisfaction: Testing the joint mediating effects of engagement and trust. *Public Relations Review*, 45(1), 64-75. doi: 10.1016/j.pubrev.2018.11.002
- Meredith, J. R., Raturi, A., Amoako-Gyampah, K., & Kaplan, B. (1989). Alternative research paradigms in operations. *Journal of Operations Management*, 8(4), 297–326. [https://doi.org/10.1016/0272-6963\(89\)90033-8](https://doi.org/10.1016/0272-6963(89)90033-8)
- Meyer, J. P., & Allen, N. (1984). Testing the side-best theory of organizational commitment: Some methodological considerations. *Journal of Applied Psychology*, 69(3), 372-378. <http://dx.doi.org/10.1037/0021-9010.69.3.372>
- Miles, S.J. and Mangold, W.G. (2014), "Employee voice: untapped resource or social media time bomb?", *Business Horizons*, Vol. 57 No. 3, pp. 401-411.
- Milliken, F. J., Morrison, E. W., & Hewlin, P. F. (2003). An exploratory study of employee silence: Issues that employees don't communicate upward and why. *Journal of management studies*, 40(6), 1453-1476.
- Ministry of health (2022). Strategic plan of healthcare sector. Ministry of Health-Jordan. <https://moh.gov.jo/Default/Ar>
- Mohanty, J. & Rath, B. P. (2012). Influence of organizational culture on organizational citizenship behavior: A three-sector study. *Global Journal of business research*, 6(1), 65-76.
- Momeni, M., & Khatooni, M. (2023). Nurses' professional commitment in COVID-19 crisis: A qualitative study. *Nursing Ethics*, 09697330221114339.
- Moon, B. B., & Rhee, Y. (2013). Exploring negative dimensions of organization-public relationships (NOPR) in public relations. *Journalism & Mass Communication Quarterly*, 90(4), 691-714.
- Moon, B. B., & Yang, S. U. (2015). Why publics terminate their relationship with organizations: Exploring antecedents of relationship dissolution in South Korea. *Asian Journal of Communication*, 25(3), 288-306.

- Moorman, C., Deshpandé, R., & Zaltman, G. (1993). Factors affecting trust in marketing research relationships. *Journal of Marketing*, 57(1), 81-101. doi:10.2307/1252059
- Morgan, R. M., & Hunt, S. D. (1994). The commitment-trust theory of relationship marketing. *Journal of Marketing*, 1(3), 20-38. doi:10.2307/1252308
- Morrison, E.W. (2011). Employee voice behavior: Integration and directions for future research. *The Academy of Management Annals*, 5(1), 373-412. <https://doi.org/10.5465/19416520.2011.574506>
- Moynihan, D. P., & Pandey, S. K. (2007). The role of organizations in fostering public service motivation. *Public administration review*, 67(1), 40-53.
- Murphy, P. (1991). The limits of symmetry: A game theory approach to symmetric and asymmetric public relations. *Journal of Public Relations Research*, 3(1-4), 115-131.
- Mutonyi, B. R., Slåtten, T., Lien, G., & González-Piñero, M. (2022). The impact of organizational culture and leadership climate on organizational attractiveness and innovative behavior: a study of Norwegian hospital employees. *BMC health services research*, 22(1), 637.
- Myers, S. A., & Kassing, J. W. (1998). The relationship between perceived supervisory communication behaviors and subordinate organizational identification. *Communication Research Reports*, 15(1), 71-81.
- Najwa Abdel Hamid Darousheh, & Munira El Sherman. (2017). The prevailing organizational culture in Jordanian universities from the point of view of faculty members and its relationship to their professional affiliation. *Dirasat: Educational Sciences*, 44
- Naveed, R. T., Alhaidan, H., Al Halbusi, H., & Al-Swidi, A. K. (2022). Do organizations really evolve? The critical link between organizational culture and organizational innovation toward organizational effectiveness: Pivotal role of organizational resistance. *Journal of Innovation & Knowledge*, 7(2), 100178.
- 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.

- Neill, M. S., & Bowen, S. A. (2021). Ethical listening to employees during a pandemic: new approaches, barriers and lessons. *Journal of Communication Management*, 25(3), 276-297.
- Neuliep, J. W. (2012). The relationship among intercultural communication apprehension, ethnocentrism, uncertainty reduction, and communication satisfaction during initial intercultural interaction: An extension of anxiety and uncertainty management (AUM) theory. *Journal of Intercultural Communication Research*, 41(1), 1-16.
- Ni, L. (2007). Refined understanding of perspectives on employee-organization relationships: Themes and variations. *Journal of Communication Management*, 11(1), 53–70. doi:10.1108/13632540710725987
- Nicomedes, C. J. C., & Avila, R. M. A. (2020). An analysis on the panic during COVID-19 pandemic through an online form. *Journal of affective disorders*, 276, 14-22.
- Noviyanti, L. W., Ahsan, A., & Sudartya, T. S. (2021). Exploring the relationship between nurses' communication satisfaction and patient safety culture. *Journal of Public Health Research*, 10(2).
- Nunes, C., Gomes, P., & Santana, J. (2023). Transparency, accountability, and governance: a literature review in the context of public hospitals. *Revista de Administração Pública*, 57, e2022-0238.
- Nutsugah, N., & Anani-Bossman, A. (2023). Development of public relations research in Ghana: A systematic review. *Public Relations Review*, 49(4), 102348.
- O'Reilly III, C. A., Caldwell, D. F., Chatman, J. A., & Doerr, B. (2014). The promise and problems of organizational culture: CEO personality, culture, and firm performance. *Group & Organization Management*, 39(6), 595-625. <https://doi.org/10.1177/1059601114550713>
- Ogbonna, E., & Harris, L. C. (2000). Leadership style, organizational culture and performance: Empirical evidence from UK companies. *International Journal of Human Resource Management*, 11(4), 766-788. <https://doi.org/10.1080/09585190050075114>

- Olin, S. S., Williams, N., Pollock, M., Armusewicz, K., Kutash, K., Glisson, C., & Hoagwood, K. E. (2014). Quality indicators for family support services and their relationship to organizational social context. *Administration and policy in mental health and mental health services research*, 41, 43-54.
- Olsen, S. B. (2009). Choosing between internet and mail survey modes for choice experiment surveys considering non-market goods. *Environmental and Resource Economics*, 44, 591-610.
- Olsson, E-K. (2014). Crisis communication in public organizations: Dimensions of crisis communication revisited. *Journal of Contingencies and Crisis Management*, 22(2), 113-125. <https://doi.org/10.1111/1468-5973.12047>
- Ozigbo, N. C. (2013). Impact of organizational culture and technology on firm performance in the service sector. *Communications of the IIMA*, 13(1), Article 6.
- Paik, Y., Parboteeah, K. P., & Shim, W. (2007). The relationship between perceived compensation, organizational commitment and job satisfaction: the case of Mexican workers in the Korean Maquiladoras. *The International Journal of Human Resource Management*, 18(10), 1768-1781.
- Pang, A., Shin, W., Lew, Z., & Walther, J. B. (2018). Building relationships through dialogic communication: organizations, stakeholders, and computer-mediated communication. *Journal of Marketing Communications*, 24(1), 68-82.
- Paquette, M. (2015). Renewal or re-entrenchment? A case study of 2011 education union crisis. *Journal of Public Relations Research*, 27(4), 337-352. <https://doi.org/10.1080/1062726X.2015.1060130>
- Park, H., & Reber, B. H. (2011). The organization-public relationship and crisis communication: The effect of the organization-public relationship on publics' perceptions of crisis and attitudes toward the organization. *International Journal of Strategic Communication*, 5(4), 240-260.
- Pasaribu, F. (2015). The situational leadership behavior, organizational culture and human resources management strategy in increasing productivity of private training institutions. *Information Management and Business Review*, 7(3), 65-79.

- Patel, S. S., Moncayo, O. E., Conroy, K. M., Jordan, D., & Erickson, T. B. (2020). The landscape of disinformation on health crisis communication during the COVID-19 pandemic in Ukraine: hybrid warfare tactics, fake media news and review of evidence. *JCOM, Journal of science communication*, 19(5).
- Paulus, P. B., & Van Der Zee, K. I. (2015). Creative processes in culturally diverse teams. *Towards inclusive organizations: Determinants of successful diversity management at work*, 108-131.
- Pawirosumarto, S., Sarjana, P. K., & Gunawan, R. (2017). The effect of work environment, leadership style, and organizational culture towards job satisfaction and its implication towards employee performance in Parador Hotels and Resorts, Indonesia. *International Journal of Law and Management*, 59(6), 1337–1358. <https://doi.org/10.1108/ijlma-10-2016-0085>
- Pekerti, A. A., & Thomas, D. C. (2003). Communication in intercultural interaction: An empirical investigation of idiocentric and sociocentric communication styles. *Journal of cross-cultural psychology*, 34(2), 139-154.
- Pekkala, K. (2020). Managing the communicative organization: A qualitative analysis of knowledge-intensive companies. *Corporate Communications: An International Journal*, 25(3), 551-571. <https://doi.org/10.1108/CCIJ-02-2020-0040>
- Pekkala, K., & Luoma-aho, V. (2017, March). Looking back, looking forward: From spokespersons to employee advocates. In B.R. Yook, Y.G. Ji, & Z.Y. Chen (Eds.), *Proceedings of the 20th International Public Relations Research Conference* (pp. 268-279). Orlando, Florida, March 8-March 12. Retrieved from https://instituteforpr.org/wp-content/uploads/IPRRC20-proceedings_Final.pdf
- Peppard, J. (2000). Customer relationship management (CRM) in financial services. *European Management Journal*, 18(3), 312–327. doi:10.1016/S0263-2373(00)00013-X
- Perdana, A. P., Latifunnur, L., & Hendriana, E. (2021). Employee External Communication Behavior during the COVID-19 Pandemic Crisis: Case-study of a State-Owned Company. *Asian Journal of Business Research* Volume, 11(2), 1-21.

- Petersen, M. B., Bor, A., Jørgensen, F., & Lindholt, M. F. (2021). Transparent communication about negative features of COVID-19 vaccines decreases acceptance but increases trust. *Proceedings of the National Academy of Sciences*, 118(29), e2024597118.
- Pham Thi, T. D., Ngo, A. T., Duong, N. T., & Pham, V. K. (2021). The Influence of Organizational Culture on Employees' Satisfaction and Commitment in SMEs: A Case Study in Vietnam. *The Journal of Asian Finance, Economics and Business*, 8(5), 1031–1038.
<https://doi.org/10.13106/JAFEB.2021.VOL8.NO5.1031>
- Piwowar-Sulej, K. (2021). Organizational culture and project management methodology: research in the financial industry. *International Journal of Managing Projects in Business*, 14(6), 1270–1289.
<https://doi.org/10.1108/IJMPB-08-2020-0252>
- Podsakoff, P. M., MacKenzie, S. B., & Podsakoff, N. P. (2012). Sources of method bias in social science research and recommendations on how to control it. *Annual Review of Psychology*, 63(1), 539–569.
<https://doi.org/10.1146/annurev-psych-120710-100452>
- Podsakoff, P. M., MacKenzie, S. B., Lee, J.-Y., & Podsakoff, N. P. (2003). Common method biases in behavioral research: a critical review of the literature and recommended remedies. *The Journal of Applied Psychology*, 88(5), 879–903.
<https://doi.org/10.1037/0021-9010.88.5.879>
- Pompper, D. (2006). Toward a relationship-centered approach to student retention in higher education. *Public Relations Quarterly*, 51(2), 29-36.
- Poon, Y. S. R., Lin, Y. P., Griffiths, P., Yong, K. K., Seah, B., & Liaw, S. Y. (2022). A global overview of healthcare workers' turnover intention amid COVID-19 pandemic: A systematic review with future directions. *Human Resources for Health*, 20(1), 1-18.
- Porter Novelli. (2020). August 2020. Employee perspectives on responsible leadership during crisis. Retrieved from https://www.porternovelli.com/wp-content/uploads/2021/01/02_Porter-Novelli-Tracker-Wave-X-Employee-Perspectives-on-Responsible-Leadership-During-Crisis.pdf

- Pratt, M., & Cakula, S. (2020). The impact of using technology-based communication on quality of work relationships. *Baltic Journal of Modern Computing*, 8(1), 143-153.
- Preacher, K. J., & Kelley, K. (2011). Effect size measures for mediation models: quantitative strategies for communicating indirect effects. *Psychological Methods*, 16(2), 93–115. <https://doi.org/10.1037/a0022658>
- Preacher, K., & Hayes, A. (2004). SPSS and SAS procedures for estimating indirect effects in simple mediation models. *Behavior Research Methods, Instruments, & Computers*, 36(4), 717-731.
- Preacher, K., & Hayes, A. (2008). Asymptotic and resampling strategies for assessing and comparing indirect effects in multiple mediator models. *Behavior Research Methods*, 40(3), 879-891
- Pressgrove, G. N., & McKeever, B. W. (2016). Nonprofit relationship management: Extending the organization-public relationship to loyalty and behaviors. *Journal of Public Relations Research*, 28, 193–211. <https://doi.org/10.1080/1062726X.2016.1233106>.
- Qin, Y. S., & Men, L. R. (2022). Exploring the impact of internal communication on employee psychological well-being during the COVID-19 pandemic: The mediating role of employee organizational trust. *International Journal of Business Communication*, 23294884221081838.
- Raina, R., & Roebuck, D. B. (2016). Exploring cultural influence on managerial communication in relationship to job satisfaction, organizational commitment, and the employees' propensity to leave in the insurance sector of India. *International Journal of Business Communication*, 53(1), 97-130.
- Rashid, S., & Ghose, K. (2015). Organizational culture and the creation of brand identity: retail food branding in new markets. *Marketing Intelligence & Planning*, 33(1), 2-19. <https://doi.org/10.1108/MIP-10-2013-003>
- Ravasi, D., & Schultz, M. (2006). Responding to organizational identity threats: Exploring the role of organizational culture. *Academy of Management Journal*, 49(3), 433-458. <https://doi.org/10.5465/amj.2006.21794663>
- Ravazzani, S., & Mazzei, A. (2018). Employee anonymous online dissent: Dynamics and ethical challenges for employees, targeted organizations, online outlets,

- and audiences. *Business Ethics Quarterly*, 28(2), 175–201. <https://doi.org/10.1017/beq.2017.29>.
- Rawlins, B. (2009). Give the emperor a mirror: Toward developing a stakeholder measurement of organizational transparency. *Journal of Public Relations Research*, 21(1), 71–99. <https://doi.org/10.1080/10627260802153421>
- Rawlins, B. R. (2008). Measuring the relationship between organizational transparency and employee trust. *Public Relations Journal*, 2(2),
- Reber, B. H., & Cameron, G. T. (2003). Measuring contingencies: Using scales to measure public relations practitioner limits to accommodation. *Journalism and Mass Communication Quarterly*, 80(2), 431-446.
- Revilla, M. A., Saris, W. E., & Krosnick, J. A. (2014). Choosing the number of categories in agree–disagree scales. *Sociological methods & research*, 43(1), 73-97.
- Reynolds, B. (2022). The definitive global survey of the internal communication and employee engagement landscape. In *State of the Sector 2021/22*. Gallagher. <https://www.ajg.com/us/-/media/files/gallaghercomms/gcommssite/state-of-the-sector-2022.pdf>
- Rhee, Y., & Moon, B. (2009). Organizational culture and strategic communication practice: Testing the competing values model (CVM) and employee communication strategies (ECS) model in Korea. *International Journal of Strategic Communication*, 3(1), 52–67. doi:10.1080/15531180802608386
- Rivera, C. F. (2011). Public perceptions of organizational culture and Organization-public relationships [Master's thesis, The University of South Florida]. <https://scholarcommons.usf.edu/etd/3105>
- Rodríguez-Oramas, A., Burgues-Freitas, A., Joanpere, M., & Flecha, R. (2022). Participation and Organizational Commitment in the Mondragon Group. *Frontiers in Psychology*, 13, 806442.
- Rogge, R. D., Fincham, F. D., Crasta, D., & Maniaci, M. R. (2017). Positive and negative evaluation of relationships: Development and validation of the Positive–Negative Relationship Quality (PN-RQ) scale. *Psychological assessment*, 29(8), 1028.

- Ruck, K., Welch, M., & Menara, B. (2017). Employee voice: An antecedent to organizational engagement? *Public Relations Review*, 43(5), 904–914. <https://doi.org/10.1016/j.pubrev.2017.04.008>
- Ruppel, C., Stranzl, J., & Einwiller, S. (2022). Employee-centric perspective on organizational crisis: how organizational transparency and support help to mitigate employees' uncertainty, negative emotions and job disengagement. *Corporate Communications: An International Journal*, 27(5), 1-22.
- Salahat, M. F., & Al-Hamdan, Z. M. (2022). Quality of nursing work life, job satisfaction, and intent to leave among Jordanian nurses: A descriptive study. *Heliyon*, 8(7).
- Salameh, G., Marais, D., & Khoury, R. (2023). Impact of COVID-19 Pandemic on Mental Health among the Population in Jordan. *International Journal of Environmental Research and Public Health*, 20(14), 6382.
- Sanchez, M., & Iniesta, M. A. (2004). The structure of commitment in consumer-retailer relationships: Conceptualization and measurement. *International Journal of Service Industry Management*, 15(3), 230-249. <https://doi.org/10.1108/09564230410540917>
- Sarros, J. C., Gray, J., Densten, I. L., & Cooper, B. (2005). The organizational culture profile revisited and revised: An Australian perspective. *Australian Journal of Management*, 30(1), 159-182. <https://doi.org/10.1177/031289620503000109>
- Saunders, M., Lewis, P., & Thornhill, A. (2011). *Research methods for business students* (5th ed.). London: Pearson Education.
- Saunders, M., Lewis, P., & Thornhill, A. (2019). *Research Methods for Business Students' Chapter 4: Understanding research philosophy and approaches to theory development*, Researchgate.
- Saxton, G. D., & Waters, R. D. (2014). What do stakeholders like on Facebook? Examining public reactions to nonprofit organizations' informational, promotional, and community building messages. *Journal of Public Relations Research*, 26(3). 280-299. <http://dx.doi.org/10.1080/1062726X.2014.908721>

- Sbaffi, L., & Rowley, J. (2017). Trust and credibility in web-based health information: a review and agenda for future research. *Journal of Medical Internet Research*, 19(6), e218. doi: 10.2196/jmir.7579
- Schein Edgar, H. (1985). *Organizational culture and leadership*. San-Francisko: Jossey-Bass Publishers.
- Schein, E. H. (2004). *Organizational culture and leadership* (3rd ed.). CA: Jossey-Bass
- Schein, E. H., & Schein, P. A. (2021). *Humble inquiry: The gentle art of asking instead of telling*. Berrett-Koehler Publishers.
- Schneider, B., White, S. S., & Paul, M. C. (1998). Linking service climate and customer perceptions of service quality: Tests of a causal model. *Journal of applied Psychology*, 83(2), 150.
- Schön Persson, S., Nilsson Lindström, P., Pettersson, P., Andersson, I., & Blomqvist, K. (2018). Relationships between healthcare employees and managers as a resource for well-being at work. *Society, Health & Vulnerability*, 9(1), 1547035. <https://doi.org/10.1080/20021518.2018.1547035>
- Schrag, F. (1992). defense of positivist research paradigms. *Educational researcher*. 21, 5–8.
- Sekaran, U. (2003). *Research methods for business: A skill-building approach* (4th ed.). New York: John Wiley & Sons, Inc.
- Sekaran, U., & Bougie, R. (2016). *Research methods for business: A skill building approach* (7th ed.). Hoboken, NJ: John Wiley & Sons.
- Seltzer, T., Gardner, E., Bichard, S., & Callison, C. (2012). PR in the ER: Managing internal organization–public relationships in a hospital emergency department. *Public Relations Review*, 38(1), 128-136.
- Serva, M. A., Fuller, M. A., & Mayer, R. C. (2005). The reciprocal nature of trust: A longitudinal study of interacting teams. *Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior*, 26(6), 625-648.

- Shahzad, F. (2012). Impact of organizational culture on organizational performance: An overview. *Interdisciplinary Journal of Contemporary Research in Business*, 3(9), 975–985.
- Sharma, P. (2017). Organizational culture as a predictor of job satisfaction: The role of age and gender. *Management?Journal of Contemporary Management Issues*, 22(1), 35–48. <https://doi.org/10.30924/mjcmi/2017.22.1.35>
- Shin, J., Heath, R. L., & Lee, J. (2011). A contingency explanation of public relations practitioner leadership styles: Situation and culture. *Journal of Public Relations Research*, 23(2), 167-190.
- Shin, Y. (2022). The Impact of Organizational Culture on Employee Communication Satisfaction. *East Asian Journal of Business Economics (EAJBE)*, 10(1), 23-34.
- Sholekar, S., & Shoghi, B. (2017). The impact of organizational culture on organizational silence and voice of faculty members of Islamic Azad University in Tehran. *Iranian Journal of Management Studies*, 10(1), 113-142.
- Shore, L. M., Tetrick, L. E., Taylor, M. S., Coyle Shapiro, J. A. M., Liden, R. C., McLean Parks, J., ... & Van Dyne, L. (2004). The employee-organization relationship: A timely concept in a period of transition. In *Research in personnel and human resources management* (pp. 291-370). Emerald Group Publishing Limited.
- Shrout, P. E., & Bolger, N. (2002). Mediation in experimental and nonexperimental studies: New procedures and recommendations. *Psychological Methods*, 7(4), 422-445
- Sibel Aydoğan. (2016). An assessment of the relationship between organizational culture and organizational reputation: The example of hospital management. *The Journal of American Academy of Business*, Cambridge. 21(2), 229-239.
- Sinha, J. B. P. (2000). *Patterns of work culture: cases and strategies for culture building*. SAGE Publishing.
- Slabbert, Y., & Barker, R. (2014). Towards a new model to describe the organisation-stakeholder relationship-building process: A strategic corporate

- communication perspective. *South African Journal for Communication Theory & Research*, 40(1), 69–97. doi:10.1080/02500167.2014.875481
- Smidts, A., Pruyn, A. T. H., & Van Riel, C. B. (2001). The impact of employee communication and perceived external prestige on organizational identification. *Academy of Management Journal*, 44(5), 1051-1062. <https://doi.org/10.5465/3069448>
- Smith, B. G. (2009). Integrating strategic relationship management: Evaluating public relations as relationship management in integrated communication. University of Maryland, College Park.
- Smith, B. G. (2012). Public relations identity and the stakeholder–organization relationship: A revised theoretical position for public relations scholarship. *Public Relations Review*, 38(5), 838-845.
- Smith, B. G., Krishna, A., & Smith, S. B. (2021). Relational immunity? Examining relationship as crisis shield. *Journal of Contingencies and Crisis Management*, 29, 89–98. <https://doi.org/10.1111/1468-5973.12324>
- Smith, B. G., Stumberger, N., Guild, J., & Dugan, A. (2017). What’s at stake? An analysis of employee social media engagement and the influence of power and social stake. *Public Relations Review*, 43(5), 978–988. <https://doi.org/10.1016/j.pubrev.2017.04.010>.
- Smith, M. E. (2003). Changing an organisation’s culture: correlates of success and failure. *Leadership & Organization Development Journal*, 24(5), 249–261. <https://doi.org/10.1108/01437730310485752>.
- Solomon, D. J. (2000). Conducting web-based surveys. *Practical Assessment, Research, and Evaluation*, 7(1), 19.
- Soomro, B. A., & Shah, N. (2019). Determining the impact of entrepreneurial orientation and organizational culture on job satisfaction, organizational commitment, and employee’s performance. *South Asian Journal of Business Studies*, 8(3), 266–282. <https://doi.org/10.1108/sajbs-12-2018-0142>
- Sow, M. (2017). The relationship between leadership style, organizational culture, and job satisfaction in the US healthcare industry. *Management and Economics Research Journal*, 3(2017), 1332. <https://doi.org/10.18639/merj.2017.03.403737>

- Sriramesh, K. (2007). The relationship between culture and public relations. In E. Toth (Ed.), *The future of excellence in public relations and communication management* (pp. 507-543). Erlbaum.
- Sriramesh, K., Grunig, J. E., & Buffington, J. (1992). Corporate culture and public relations. In J.E. Grunig (Ed), *Excellence in public relations and communication management* (pp. 577-595). Routledge.
- Sriramesh, K., Grunig, J. E., & Dozier, D. (1996). Observation and measurement of two dimensions of organizational culture and their relationship to public relations. *Journal of Public Relations Research*, 8(4), 229-262. https://doi.org/10.1207/s1532754xjpr0804_02
- Stafford, L., & Canary, D. J. (1991). Maintenance strategies and romantic relationship type, gender and relational characteristics. *Journal of Social and Personal Relationships*, 8(2), 217-242. <https://doi.org/10.1177/0265407591082004>
- Stirton, L., & Lodge, M. (2001). Transparency mechanisms: Building publicness into public services. *Journal of law and society*, 28(4), 471-489.
- Stoffels, J. D. (1994). *Strategic issues management: A comprehensive guide to environmental scanning*. Oxford, OH: Pergamon.
- Stohl, C., Etter, M., Banghart, S., & Woo, D. (2017). Social media policies: Implications for contemporary notions of corporate social responsibility. *Journal of Business Ethics*, 142(3), 413–436. <https://doi.org/10.1007/s10551-015-2743-9>.
- Stojanović, E. T., Vlahović, M., Nikolić, M., Mitić, S., & Jovanović, Z. (2020). The relationship between organizational culture and public relations in business organizations. *Journal of Business Economics and Management*, 21(6), 1628-1645.
- Strandberg, J.M., & Vigsø, O. (2016). Internal crisis communication: an employee perspective on narrative, culture, and sensemaking. *Corporate Communications: An International Journal*, 21(1), 89- 102. <https://doi.org/10.1108/CCIJ-11-2014-0083>
- Stranzl, J., Ruppel, C., & Einwiller, S. (2021). Examining the role of transparent organizational communication for employees' job engagement and

- disengagement during the COVID-19 pandemic in Austria. *Journal of International Crisis and Risk Communication Research*, 4(2), 271-308.
- Strathern, Marilyn (2000). "The tyranny of transparency". *British educational research journal*, v. 26, n. 3, pp. 309-321. <https://doi.org/10.1080/713651562>
- Su, S., Baird, K., & Blair, B. (2013). Employee organizational commitment in the Australian public sector. *The International Journal of Human Resource Management*, 24(2), 243-264.
- Sugiarti, E., Finatariyani, E., & Rahman, Y. T. (2021). Earning Cultural Values as A Strategic Step to Improve Employee Performance. *SCIENTIFIC JOURNAL OF REFLECTION: Economic, Accounting, Management and Business*, 4(1), 221-230.
- Sun, R., Li, J. Y. Q., Lee, Y., & Tao, W. (2021). The role of symmetrical internal communication in improving employee experiences and organizational identification during COVID-19 pandemic-induced organizational change. *International Journal of Business Communication*, 23294884211050628.
- Susita, D., Sudiarditha, I., Purwana, D., Wolor, C., & Merdyantie, R. (2020). Does organizational commitment mediate the impact of organizational culture and interpersonal communication on organizational citizenship behavior?. *Management Science Letters*, 10(11), 2455-2462.
- Sutherland, B. L., Pecanac, K., LaBorde, T. M., Bartels, C. M., & Brennan, M. B. (2022). Good working relationships: how healthcare system proximity influences trust between healthcare workers. *Journal of interprofessional care*, 36(3), 331-339.
- Szczepańska-Woszczyna, K. (2015). Leadership and organizational culture as the normative influence of top management on employee's behaviour in the innovation process. *Procedia Economics and Finance*, 34, 396-402.
- Tabachnick, B. G., & Fidell, L. S. (2007). *Multivariate analysis of variance and covariance. Using Multivariate Statistics*, 3, 402–407.
- Tabachnick, B. G., & Fidell, L. S. (2013). *Using multivariate statistics*, (6th edition). Boston. Ma: Pearson.
- Tapscott, D., & Ticoll, D. (2003). *The naked corporation: How the age of transparency will revolutionize business*. Simon and Schuster.

- Tawaha, M. S. (2021). The study of the mutual effect between crisis strategies (Covid-19) and the organizational culture and organizational strategic orientation in private Jordanian universities. *Cogent Business & Management*, 8(1), 1984625.
- The Ministry of Health (2022). Jordan -shaping good nurse-relationships. <https://www.moh.gov.jo/Default/Ar>
- The National Center for Human Rights (2022). Strengthen the internal communication system. <https://www.nchr.org.jo/ar/%D8%AA%D9%82%D8%A7%D8%B1%D9%8A%D8%B1-%D8%B3%D9%86%D9%88%D9%8A%D8%A9/>
- Thelen, P. D. (2020). Internal communicators' understanding of the definition and importance of employee advocacy. *Public Relations Review*, 46(4), 101946.
- Thelen, P. D., & Formanchuk, A. (2022). Culture and internal communication in Chile: Linking ethical organizational culture, transparent communication, and employee advocacy. *Public Relations Review*, 48(1), 102137.
- Theunissen, P., & Rahman, K. A. (2011). Dialogue and two-way symmetrical communication in public relations theory and practice. In *Australian and New Zealand Communication Association Annual Conference* (pp. 1-20).
- Thokozani, S. B. M., & Maseko, B. (2017). Strong vs. weak organizational culture: Assessing the impact on employee motivation. *Arabian Journal of Business and Management Review*, 7(1), 2-5.
- Toth-Manikowski, S. M., Swirsky, E. S., Gandhi, R., & Piscitello, G. (2022). COVID-19 vaccination hesitancy among health care workers, communication, and policy-making. *American Journal of Infection Control*, 50(1), 20-25.
- Treem, J. W., & Leonardi, P. M. (2013). Social media use in organizations: Exploring the affordances of visibility, editability, persistence, and association. *Annals of the International Communication Association*, 36(1), 143-189.
- Tsai, Y. (2011). Relationship between organizational culture, leadership behavior and job satisfaction. *BMC health services research*, 11(1), 1-9.

- Tsui, A.S., Pearce, J.L., Porter, L.W., & Tripoli, A.M. (1997) Alternative approaches to the employee-organization relationship: Does investment in employees pay off? *The Academy of Management Journal*, 40(5), 1089-1121. <https://doi.org/10.5465/256928>
- USAID (2022). Improving the quality of health care. USAID. https://www.usaid.gov/sites/default/files/2022-05/tHsyn_jwd_lry_lSHy.pdf
- Usman, K. (2019). Impact of organizational culture, organizational communication and supervisor support on the job satisfaction of employees working in online IT based distance learning institutions of Pakistan. *Open Praxis*, 11(2), 143-156.
- Van den Bosch, F. A., & Van Riel, C. B. (1998). Buffering and bridging as environmental strategies of firms. *Business Strategy and the Environment*, 7(1), 24-31. [https://doi.org/10.1002/\(SICI\)1099-0836\(199802\)7:1<24::AID-BSE130>3.0.CO;2-I](https://doi.org/10.1002/(SICI)1099-0836(199802)7:1<24::AID-BSE130>3.0.CO;2-I)
- Van der Meiden, A. (1993). Public relations and Other modalities of professional communication: Asymmetric presuppositions for A new theoretical discussion. *International Public Relations Review*, 16, 8-8.
- Van Ruler, B. (2018). Communication theory: An underrated pillar on which strategic communication rests. *International Journal of Strategic Communication*, 12(4), 367-381. <https://doi.org/10.1080/1553118X.2018.1452240>
- van Zoonen, W., Bartels, J., van Prooijen, A. M., & Schouten, A. P. (2018). Explaining online ambassadorship behaviors on Facebook and LinkedIn. *Computers in Human Behavior*, 87, 354–362. <https://doi.org/10.1016/j.chb.2018.05.031>
- van Zoonen, W., van der Meer, T. G., & Verhoeven, J. W. (2014). Employees work-related social-media use: His master's voice. *Public Relations Review*, 40(5), 850-852. <https://doi.org/10.1016/j.pubrev.2014.07.001>
- Vance, L., Raciti, M. M., & Lawley, M. (2016). Sponsorship selections: corporate culture, beliefs and motivations. *Corporate Communications: An International Journal*, 21(4), 483-499.

- Vasconcelos, A. F. (2022). Organizational spirituality: a literature review and research agenda. *International Journal of Organizational Analysis*.
- Verčič, A. T., & Špoljarić, A. (2020). Managing internal communication: How the choice of channels affects internal communication satisfaction. *Public relations review*, 46(3), 101926.
- Lemon, L. L., & Towery, N. A. (2021). The case for internal communication: an investigation into consortia forming. *Corporate Communications: An International Journal*, 26(3), 541-556.
- Verčič, A. T., Verčič, D., & Sriramesh, K. (2012). Internal communication: Definition, parameters, and the future. *Public Relations Review*, 38(2), 223–230. <https://doi.org/10.1016/j.pubrev.2011.12.019>
- Verčič, D., & Grunig, J. E. (2000). The origins of public relations theory in economics and strategic management. In D. Moss, D. Verčič, & G. Warnaby (Eds.) *Perspectives on public relations research* (pp. 9-58). Routledge.
- Victor, D. A. (1992). *International business communication*. HarperCollins.
- Vollmann, E., Bohn, M., Sturm, R., & Demmelhuber, T. (2022). Decentralisation as authoritarian upgrading? Evidence from Jordan and Morocco. *The Journal of North African Studies*, 27(2), 362-393.
- Vos, M., Van der Molen, I., & Mykkänen, M. (2017). Communication in turbulent times: Exploring issue arenas and crisis communication to enhance organizational resilience. Reports from the School of Business and Economics, 40/2017. University of Jyväskylä
- Walden, J. (2018), “Guiding the conversation: a study of PR practitioner expectations for nonnominated employees’ social media use”, *Corporate Communications: An International Journal*, Vol. 23 No. 3, pp. 423-437.
- Walden, J. A., & Kingsley Westerman, C. Y. (2018). Strengthening the tie: Creating exchange relationships that encourage employee advocacy as an organizational citizenship behavior. *Management Communication Quarterly*, 32(4), 593–611. <https://doi.org/10.1177/0893318918783612>
- Walden, J., Jung, E. H., & Westerman, C. Y. (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:10.1080/1062726X.2017.1329737

- Wang, Y. (2020). When relationships meet situations: Exploring the antecedents of employee communication behaviors on social media. *Social Science Computer Review*. <https://doi.org/10.1177/0894439320904719>
- Wang, Y., Xie, Y., & Xie, H. Q. (2022). Do authoritarian leaders also have “fans”? The relationship between authoritarian leadership and employee followership behavior in the Chinese context. *Management Decision*, 60(5), 1237-1256.
- Wankel, C. (2016). Developing cross-cultural managerial skills through social media. *Journal of Organizational Change Management*, 29(1), 116–124. <https://doi.org/10.1108/jocm-11-2015-0225>.
- Wardhani, S., & Kartikawangi, D. (2019). Internal communication in building organizational culture and organizational branding of government institution. In *Proceedings of the 2nd International Conference on Inclusive Business in the Changing World* (pp. 506-514).
- Warren, C. (2016). Social media and outbound ticket sales: Examining social media strategies among top-performing salespeople. *Journal of Applied Sport Management*, 8(4), 7.
- Waters, R. D., & Bortree, D. S. (2012). Advancing relationship management theory: Mapping the continuum of relationship types. *Public Relations Review*, 38(1), 123-127.
- Waters, R. D., & Jamal, J. Y. (2011). Tweet, tweet, tweet: A content analysis of nonprofit organizations’ Twitter updates. *Public Relations Review*, 37(3), 321-324. <http://dx.doi.org/10.1016/j.pubrev.2011.03.002>
- Waters, R. D., Bortree, D. S., & Tindall, N. T. (2013). Can public relations improve the workplace? Measuring the impact of stewardship on the employer-employee relationship. *Employee Relations*, 35(6), 613-629. <https://doi.org/10.1108/ER-12-2012-0095>
- Waters, R. D., Friedman, C. S., Mills, B., & Zeng, L. (2011). Applying Relationship Management Theory to Religious Organizations: An Assessment of Relationship Cultivation Online. *Journal of Communication & Religion*, 34(1).
- Watson, T. (2010). Capitalizing on Effective Communication: Communication ROI Study Report. Towers Watson.

- Welch, M. (2012). Appropriateness and acceptability: Employee perspectives of internal communication. *Public Relations Review*, 38(2), 246-254. <https://doi.org/10.1016/j.pubrev.2011.12.017>
- Welch, M. (2016). *Rethinking internal communication: A stakeholder approach*. Routledge.
- Welch, M., & Jackson, P. R. (2007). Rethinking internal communication: A stakeholder approach. *Corporate Communication: An International Journal*, 12(2), 177–198. <https://doi.org/10.1108/13563280710744847>
- Whitaker, M. K. (2011). Dimensions of organizational culture during a merger: A quantitative perspective from non-managerial employees [Doctoral dissertation, Capella University].
- White, C. Vanc, A., & Stafford, G. (2010). Internal communication, information satisfaction, and sense of community: The effect of personal influence. *Journal of Public Relations Research*, 22(1), 65-84. <http://dx.doi.org/10.1080/10627260903170985>
- Whitener, E. M., Brodt, S. E., Korsgaard, M. A., & Werner, J. M. (1998). Managers as initiators of trust: An exchange relationship framework for understanding managerial trustworthy behavior. *Academy of Management Review*, 23(3), 513-530. doi:10.5465/AMR.1998.926624
- WHO Director-General's opening remarks at the media briefing on COVID19 - March 2020. <https://cir.nii.ac.jp/crid/1370009142740863629>
- Widhiastuti, H. (2012). The effectiveness of communications in hierarchical organizational structure. *International Journal of Social Science and Humanity*, 2(3), 185.
- Windle, J., & Rolfe, J. (2011). Comparing responses from internet and paper-based collection methods in more complex stated preference environmental valuation surveys. *Economic Analysis and Policy*, 41(1), 83-97.
- Wolters, N., & Abir, M. (2022). Jordan: Challenges and Successes in COVID-19 Pandemic response. RAND. <https://www.rand.org/blog/2022/06/jordan-challenges-and-successes-in-covid-19-pandemic.html>.

- World Health Organization (2020). COVID-19 significantly impacts health services for no communicable diseases.
<https://www.un.org/ar/coronavirus/articles/health-impact>
- Xanthopoulou, P., Sahinidis, A., & Bakaki, Z. (2022). The impact of strong cultures on organisational performance in public organisations: the case of the greek public administration. *Social Sciences*, 11(10), 486.
- Xing, C., & Zhang, R. (2021, January). COVID-19 in China: Responses, challenges and implications for the health system. *Healthcare*, 9(1), 1-11.
<https://doi.org/10.3390/healthcare9010082>
- Xu, S. (2019). Prioritizing relationships: The investment model and relationship maintenance strategies in organizational crises. *Public Relations Review*, 45(3), 5–21. <https://doi.org/10.1016/j.pubrev.2019.05.003>
- Yang, S. U. (2007). An integrated model for organization—public relational outcomes, organizational reputation, and their antecedents. *Journal of Public Relations Research*, 19(2), 91-121.
- Yang, S. U., & Cha, H. (2015). A framework linking organization-public relationships and organizational reputations in public relations management. *Public relations as relationship management: A relational approach to the study and practice of public relations*, 114-129.
- Yang, S. U., & Grunig, J. E. (2005). Decomposing organizational reputation: The effects of organization-public relationships outcomes on cognitive representations of organizations and overall evaluations of organizational performance. *Journal of Communication Management*, 9(4), 305-325.
<http://dx.doi.org/10.1108/13632540510621623>
- Young K. (2018). Enhancing employee communication behaviors for sensemaking and sensegiving in crisis situations: Strategic management approach for effective internal crisis communication. *Journal of Communication Management*, 22(4), 451-475. <https://doi.org/10.1108/JCOM-03-2018-0025>
- Yue, C. A., Men, L. R., & Ferguson, M. A. (2019). Bridging transformational leadership, transparent communication, and employee openness to change: The mediating role of trust. *Public Relations Review*, 45(3), 101779.
<https://doi.org/10.1016/j.pubrev.2019.04.012>

- Yue, C. A., Men, L. R., & Ferguson, M. A. (2021). Examining the effects of internal communication and emotional culture on employees' organizational identification. *International Journal of Business Communication*, 58(2), 169-195.
- Zakaria, N. (2017). Emergent patterns of switching behaviors and intercultural communication styles of global virtual teams during distributed decision making. *Journal of International Management*, 23(4), 350-366.
- Zara, J., Nordin, S. M., & Isha, A. S. N. (2023). Influence of communication determinants on safety commitment in a high-risk workplace: a systematic literature review of four communication dimensions. *Frontiers in public health*, 11.
- Zarnadze, N., & Kasradze, T. (2020). Strong organizational culture—an effective tool for companies to survive in a pandemic world. *European Journal of Language and Literature*, 6(2), 1-14.
- Zerfass, A., & Volk, S.C. (2018). How communication departments contribute to corporate success: the communications contributions framework. *Journal of Communication Management*, 22(4), 397-415. <https://doi.org/10.1108/JCOM-12-2017-0146>
- Zhao, X., Lynch Jr., J. G., & Chen, Q. (2010). Reconsidering Baron and Kenny: Myths and truths about mediation analysis. *Journal of Consumer Research*, 37(2), 197-206
- Zhu, C. (2015). Organizational culture and technology-enhanced innovation in higher education. *Technology, Pedagogy and Education*, 24(1), 65–79. <https://doi.org/10.1080/1475939X.2013.822414>
- Zientara, P., & Zamojska, A. (2018). Green organizational climates and employee pro-environmental behaviour in the hotel industry. *Journal of Sustainable Tourism*, 26(7), 1142-1159.
- Zikmund, W., Babin, B., Carr, J., & Griffin, M. (2013). *Business research methods* (9th ed.). USA: South-Western, Cengage Learning.
- Zikmund, W., Babin, B., Carr, J., & Griffin, M. (2013). *Business research methods* (9th ed.). USA: South-Western, Cengage Learning.

Zona, M. A., Megawati, M., & Maulana, A. (2018). Antecedents of Employee Organizational Commitment at Public Sector Organizations in West Sumatra. In First Padang International Conference On Economics Education, Economics, Business and Management, Accounting and Entrepreneurship (PICEEBA 2018) (pp. 541-549). Atlantis Press.



Appendix A

Translated Research Questionnaire

دراسة الدور الوسيط للعلاقة بين الموظف والمنظمة في العلاقة بين ممارسات العلاقات العامة
الداخلية والثقافة التنظيمية وسلوكيات الاتصال عبر الإنترنت

عزيزي المشارك المحترم،

أنا طالب دكتوراه متخصص في الاتصال في جامعة أوتارا ماليزيا، وأجري استبياناً بشأن سلوكيات
التواصل عبر الإنترنت للموظفين أثناء جائحة كوفيد-19، لتلبية متطلبات الدكتوراه في الجامعة.

الهدف من هذه الدراسة هو المساعدة في فهم العلاقة بين سلوكيات التواصل عبر الإنترنت
للممرضات، والتواصل الداخلي المتمثل، والتواصل الشفاف، والثقافة التنظيمية، والعلاقات بين
الموظفين والمنظمة في المستشفيات العامة الأردنية. أدرك أن وقتك ثمين، وأن هناك العديد من
المتطلبات عليه بسبب عبء العمل الثقيل الذي تتحمله كطاقم تمريض. إلا أن تعاونكم ومشارككم في
هذا الاستبيان لن يتطلب سوى حوالي 15-20 دقيقة من وقتكم.

المعلومات ستكون سرية. وبعد ذلك، لا داعي لكتابة اسمك أو أي معلومات تعريفية. سيتم تجميع
جميع البيانات وسيتم استخدامها بشكل صارم للأغراض الأكاديمية فقط.
نشكرك مقدماً على وقتك وتعاونك وجهدك.

بإخلاص

احمد الشرايري

Ahmad.sharairi@gmail.com

طالب دكتوراه في الاعلام

القسم أ: معايير الاختبار

يوجد أدناه سؤالان قبل البدء في ملء السائل بالكامل. الأسئلة التالية مخصصة لغرض التحليل فقط. يرجى الإجابة بكتابة أو وضع علامة (✓) على اختيارك للإجابة:

1. هل لديك أي معرفة عن سلوكيات التواصل عبر الإنترنت للموظفين؟
نعم / لا

2. هل تعمل في المستشفى الحالي كمرضة قبل جائحة كوفيد-19؟
نعم / لا

إذا أجبت بـ "لا" على السؤالين A1 و A2، فيرجى عدم الإجابة على الأسئلة في الأقسام التالية

القسم ب: الشخصية والعمل

الرجاء الإجابة على جميع الأسئلة في هذا الاستبيان. حيث أن كل مشارك قد يفهم السؤال بشكل مختلف؛ لا توجد إجابات صحيحة أو خاطئة. المهم هو أن عليك الإجابة على جميع الأسئلة بأمانة قدر الإمكان من خلال قراءة كل سؤال.

فيما يلي بعض الأسئلة حول خلفيتك الشخصية والوظيفية. الأسئلة التالية مخصصة لغرض التحليل فقط. يرجى الإجابة بكتابة أو وضع علامة (✓) على اختيارك للإجابة:

ب1. جنس:

الذكور الإناث

ب2. عمر:

20-30 31-40

41-50 فوق 50

ب3.

مستوى التعليم:

درجة الدكتوراه درجة الماجستير

دبلوم الدرجة الأولى

ثانوي

ب4. سنوات الخبرة في التمريض بالمستشفى الحالي:

أقل من سنة 2-5 سنوات

6-9 سنوات 10 سنوات فما فوق

ب5. المنصب الوظيفي في المستشفى الحالي؟

مساعد تمريض مسجل

مرضة قابلة

ب6. الحالة الاجتماعية:

متزوج اعزب

المطلقات الأرمال

ب7. العمل بدوام كامل

دوام جزئي

القسم ج: معلومات البحث

في هذا القسم، هناك خمسة أجزاء، ويتضمن كل جزء بيانات حول سلوكيات التواصل عبر الإنترنت للموظفين، والتواصل المتماثل، والتواصل الشفاف، والثقافة التنظيمية، والعلاقات بين الموظفين والمنظمة. يرجى الإجابة على كل عبارة بطريقة صحيحة بالنسبة لك في معظم الأوقات. إجاباتك الصادقة ستجعل درجتك أكثر فائدة.

الجزء الأول: يوجد أدناه قسمان، يحتوي كل قسم على بيانات مصممة لتزويدنا بالمعلومات المتعلقة بسلوكيات التواصل عبر الإنترنت للموظفين في المستشفيات العامة في الأردن. الرجاء الرد على كل قسم

يرجى وضع دائرة حول إجابتك حسب المقياس التالي لا أوافق بشدة (1) <-----أوافق بشدة(5)					
سلوكيات الاتصال الإيجابية					
أقوم بنشر تعليقات إيجابية حول هذا المستشفى في وسائل التواصل الاجتماعي.	1	2	3	4	5
عادة ما أقول أشياء جيدة للناس عن الجوانب الإيجابية لهذا المستشفى في وسائل التواصل الاجتماعي.	1	2	3	4	5
أوصي بشكل روتيني بهذا المستشفى وخدماته للناس من خلال منشوراتي على وسائل التواصل الاجتماعي.	1	2	3	4	5
أحاول إقناع الأشخاص الذين لديهم آراء سلبية حول هذا المستشفى في منشوراتي على وسائل التواصل الاجتماعي.	1	2	3	4	5
أنا أحض الآراء المتحيزة أو النمطية حول هذا المستشفى.	1	2	3	4	5
أقوم بنشر أشياء سلبية عن هذا المستشفى في وسائل التواصل الاجتماعي.	1	2	3	4	5
أقوم بإفشاء أخطاء ومشاكل إدارة المستشفى للناس من خلال منشوراتي في وسائل التواصل الاجتماعي.	1	2	3	4	5
أذكر في رسالتي أن إدارة هذا المستشفى أقل كفاءة مقارنة بمنافسيه	1	2	3	4	5
أقوم بنشر معلومات سلبية عن المشاكل التي تواجهها إدارة هذا المستشفى في وسائل التواصل الاجتماعي أثناء تفشي الأزمات	1	2	3	4	5
أشارك اتفاقي مع الأشخاص الذين ينتقدون إدارة هذا المستشفى في منشوراتي على وسائل التواصل الاجتماعي أثناء الأزمات	1	2	3	4	5

الجزء 2: فيما يلي 9 بيانات تصف الاتصال المتماثل للمستشفيات العامة في الأردن. الرجاء الرد على كل قسم.

يرجى وضع دائرة حول إجابتك حسب المقياس التالي لا أوافق بشدة (1) <-----أوافق بشدة(5)					
يمارس هذا المستشفى اتصالاً ثنائي الاتجاه بين الموظفين وإدارته.	1	2	3	4	5
يرحب هذا المستشفى باختلاف الرأي بين موظفيه.	1	2	3	4	5
الغرض من التواصل في هذا المستشفى هو التأكد من استجابة الإدارة لمشاكل الموظفين.	1	2	3	4	5
تشجع إدارة هذا المستشفى الموظفين على التعبير عن اختلافاتهم في الرأي.	1	2	3	4	5
عادةً ما تقوم إدارة هذا المستشفى بإبلاغ موظفيها بالتغييرات الرئيسية في السياسة التي تؤثر على وظائفهم قبل تنفيذها.	1	2	3	4	5

1	2	3	4	5	أشعر براحة في التحدث إلى إدارة هذا المستشفى عندما تسوء الأمور.
1	2	3	4	5	أشعر بأنني جزء من هذا المستشفى.
1	2	3	4	5	أشعر بالقدرة على التواصل مع إدارة المستشفى عندما تكون هناك مشكلة تتعلق بعملتي.
1	2	3	4	5	إدارة هذا المستشفى تهتم بما أعتقد.

الجزء 3: فيما يلي 18 بياناً تصف التواصل الشفاف الخاص بك في المستشفيات العامة في الأردن.
الرجاء الرد على كل قسم.

يرجى وضع دائرة حول إجابتك حسب المقياس التالي (5) لا أوافق بشدة (1) <-----أوافق بشدة					
تشاركية					
1	2	3	4	5	تطلب إدارة هذا المستشفى تعليقات من الموظفين مثلي حول جودة معلوماتها
1	2	3	4	5	تتضمن إدارة هذا المستشفى موظفين مثلي للمساعدة في تحديد المعلومات التي أحتاجها
1	2	3	4	5	توفر إدارة هذا المستشفى معلومات مفصلة للموظفين مثلي
1	2	3	4	5	تسهل إدارة هذا المستشفى العثور على المعلومات التي أحتاجها الموظفون مثلي.
1	2	3	4	5	إدارة هذا المستشفى تسأل آراء الموظفين مثلي قبل اتخاذ القرارات
1	2	3	4	5	تأخذ إدارة هذا المستشفى وقتاً مع الموظفين مثلي لفهم من نحن وما نحتاج إليه
الجهرية					
1	2	3	4	5	توفر إدارة هذا المستشفى المعلومات في الوقت المناسب للموظفين مثلي.
1	2	3	4	5	توفر إدارة هذا المستشفى معلومات ذات صلة بالموظفين مثلي.
1	2	3	4	5	توفر إدارة هذا المستشفى معلومات يمكن مقارنتها بالأداء السابق
1	2	3	4	5	توفر إدارة هذا المستشفى معلومات كاملة.
1	2	3	4	5	توفر إدارة هذا المستشفى معلومات يسهل على الموظفين مثلي فهمها.
1	2	3	4	5	توفر إدارة هذا المستشفى معلومات دقيقة للموظفين مثلي
1	2	3	4	5	توفر إدارة هذا المستشفى معلومات موثوقة
مسؤول					
1	2	3	4	5	تطرح إدارة هذا المستشفى أكثر من جانب من القضايا المثيرة للجدل.
1	2	3	4	5	إدارة هذا المستشفى على استعداد لتقديم المعلومات التي قد تضر بالمنظمة.
1	2	3	4	5	إدارة هذا المستشفى عرضة لانتقادات الموظفين مثلي
1	2	3	4	5	إدارة هذا المستشفى تعترف بحرية عندما ترتكب أخطاء
1	2	3	4	5	توفر إدارة هذا المستشفى معلومات يمكن مقارنتها بمعايير الصناعة.

الجزء الرابع: فيما يلي 10 بيانات تصف ثقافتك التنظيمية للمستشفيات العامة في الأردن. الرجاء
الرد على كل قسم.

يرجى وضع دائرة حول إجابتك حسب المقياس التالي (5) لا أوافق بشدة (1) <-----أوافق بشدة					
1	2	3	4	5	تعتقد إدارة هذا المستشفى أنه يجب أن يكون لديها سيطرة كاملة تقريباً على سلوك الموظفين
1	2	3	4	5	غالباً ما تجعل الرقابة الصارمة التي تمارسها إدارة المستشفى من الصعب علي أن أكون مبتكراً في أداء واجباتي
1	2	3	4	5	يبدو أن إدارة هذا المستشفى تعتقد أن الموظفين يفتقرون إلى المبادرة ويجب أن يحصلوا على التعليمات باستمرار
1	2	3	4	5	تعتقد إدارة هذا المستشفى أنهم يعرفون أفضل لأن لديهم معرفة أكثر من الموظفين ذوي

						المستوى الأدنى
5	4	3	2	1		تؤمن إدارة هذا المستشفى بتقاسم السلطة والمسؤولية مع الموظفين ذوي المستوى الأدنى.
5	4	3	2	1		يبدو أن معظم الموظفين الذين يعملون في هذا المستشفى يخافون من فريق الإدارة
5	4	3	2	1		إدارة هذا المستشفى لديها رؤية مشتركة للمستقبل
5	4	3	2	1		ويشارك موظفو هذا المستشفى في عملهم
5	4	3	2	1		هذا المستشفى لديه ثقافة قوية
5	4	3	2	1		في هذا المستشفى، يمكن للجميع أن يكون لهم تأثير إيجابي

الجزء 5: فيما يلي 4 أقسام، بالعلاقات بين الموظفين والمنظمة في المستشفيات العامة في الأردن

يرجى وضع دائرة حول إجابتك حسب المقياس التالي (5) لا أوافق بشدة (1) <-----أوافق بشدة					
التحكم المتبادل					
5	4	3	2	1	أنا وإدارة هذا المستشفى منتبهون لما يقوله الآخرون.
5	4	3	2	1	تعتقد إدارة هذا المستشفى أن آرائي مشروعة
5	4	3	2	1	إن إدارة هذا المستشفى تستمع حقًا إلى ما سأقوله.
5	4	3	2	1	إن إدارة هذا المستشفى تمنح الموظفين مثلي رأيًا كافيًا في عملية صنع القرار
الثقة					
5	4	3	2	1	عندما تتخذ إدارة هذا المستشفى قرارًا مهمًا، أعلم أنها ستكون قلقة بشأنني
5	4	3	2	1	ويمكن الاعتماد على إدارة هذا المستشفى في الوفاء بوعودها.
5	4	3	2	1	تأخذ إدارة هذا المستشفى آراء الموظفين بعين الاعتبار عند اتخاذ القرارات.
5	4	3	2	1	أشعر بثقة كبيرة بشأن مهارات المستشفى هذه في الأزمات
5	4	3	2	1	يمكن لإدارة هذا المستشفى إنجاز ما نقول إنها ستفعله
5	4	3	2	1	إدارة هذا المستشفى تعامل الموظفين مثلي بإنصاف وعدل
التزام					
5	4	3	2	1	تحاول إدارة هذا المستشفى الحفاظ على التزام طويل الأمد لموظفيها.
5	4	3	2	1	أستطيع أن أرى أن إدارة هذا المستشفى تريد الحفاظ على علاقة جيدة مع موظفيها.
5	4	3	2	1	هناك رابطة طويلة الأمد بين إدارة هذا المستشفى وموظفيها.
5	4	3	2	1	بالمقارنة مع المستشفيات الأخرى، فإنني أقدر علاقتي بهذا المستشفى أكثر.
الرضا					
5	4	3	2	1	بشكل عام، أنا سعيد بإدارة هذا المستشفى.
5	4	3	2	1	يستفيد كل من هذا المستشفى وموظفيه من العلاقة.
5	4	3	2	1	أنا سعيد بتعاملاتي مع إدارة هذا المستشفى.
5	4	3	2	1	بشكل عام، أنا سعيد بعلاقة المستشفى معي.

Appendix B

Research Questionnaire



Examining The Mediating Role of Employee-Organization Relationship in The Relationship Between Internal Public Relations Practices and Organizational Culture With Online Communication Behaviours

Dear Respected Participant,

I am a PhD student specializing in communication at University Utara Malaysia, conducting a survey regarding employee online communication behaviours during COVID-19 pandemic, to fulfil the PhD requirement of the university.

The objective of this study is to help in understanding the relationship between nurses' online communication behaviours, internal symmetrical communication, transparent communication, organizational culture, and employee- organization relationships in Jordanian public hospitals. I understand that your time is valuable, and many demands are made upon it by your heavy workload as nursing staff. However, your cooperation and participation in this survey, which will only require about 15-20 minutes of your time.

The information will be confidential. Then, no need to write your name or any identifying information. All the data will be aggregated and will be strictly used for academic purposes only.

Thank you in advance for your time, cooperation, and effort.

Sincerely

Ahmad Alsharairi

Ahmad.sharairi@gmail.com

Candidate PhD School of Multimedia Technology & Communication

Universiti Utara Malaysia

Kedah, Sintok (06010), Malaysia.

Section A: Selection Criteria

Below there are two questions before you get start to fill up the whole questioner. The following questions are meant only for analysis purpose. Kindly answer by writing or tick (✓) your choice of the answer:

A1. Do you have any knowledge about the employee online communication behaviours?

Yes ☐

No ☐

A2. Are you working in the current hospital as a nurse before COVID-19 pandemic?

Yes ☐

No ☐

*If you answered **NO** to Question A1 & A2 please don't answer questions in the next sections*

Section B: Personal and Work

Please answer **ALL** questions in this questionnaire. As each respondent may perceive the question differently; there are no rights or wrong answers. What is important is you have to answer all the questions as honest as you can by reading each of the questions.

Below are a few questions about your personal and job background. The following questions are meant only for analysis purpose. Kindly answer by writing or tick (✓) your choice of the answer:

B1.

Gender:

Male

☐

Female

☐

B2.

Age:

20-30

☐

31-40

☐

41-50

☐

Over 50

☐

B3. **Level of education:**

Doctorate Degree	☐	Master's degree	☐
First Degree	☐	Diploma	☐
Secondary	☐		

B4. **Years of experience in nursing with the present hospital:**

Less than a year	☐	2-5 year	☐
6-9 years	☐	10 years above	☐

B5. **Job position with the present hospital?**

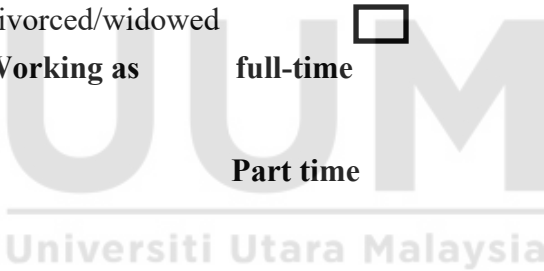
Registered Nurse	☐	Nursing Assistant	☐
Nurse midwife	☐		

B6. **Marital status:**

Married	☐	Single	☐
Divorced/widowed	☐		

B7. **Working as**

full-time	☐
Part time	☐

Universiti Utara Malaysia

Section C: Research Information

In this section, there are five parts, and each part includes statements about Employee Online Communication Behaviours (EOCB), Symmetrical Communication (SC), Transparent communication (TC), Organizational Culture (OC) and Employee- Organization Relationships (EOR). Kindly answer each statement in a way that is true for you most of the time. Your honest answers will make your scores more useful.

Part 1: Below are 2 sections, each section having statements designed to give us information regarding Online Employee Online Communication Behaviours (EOCB) of public hospitals in Jordan. Please answer every section.

Please circling your response according to the following scale Strongly Disagree (1) <-----> Strongly agree (5)					
Positive EOCB					
1	I post positive comments about this hospital on social media.	1	2	3	4 5
2	I typically say good things to people about the positive aspects of this hospital on social media.	1	2	3	4 5
3	I routinely recommend this hospital and its services to people through my postings on social media.	1	2	3	4 5
4	I attempt to persuade people who have negative opinions about this hospital in my postings on social media.	1	2	3	4 5
5	I refute prejudiced or stereotyped opinions about this hospital.	1	2	3	4 5
Negative EOCB					
6	I post negative things about this hospital on social media.	1	2	3	4 5
7	I disclosed the mistakes and problems of this hospital management to people through my postings on social media.	1	2	3	4 5
8	In my posting, I state that the management of this hospital is less efficient as compared to its competitors	1	2	3	4 5
9	I post negative information about the problems faced by the management of this hospital on social media during the crisis pandemic	1	2	3	4 5
10	I share my agreement with people who criticize the management of this hospital in my postings on social media during crises	1	2	3	4 5

Part 2: Below are 9 statements that describe your **Symmetrical Communication (SC)** of public hospitals in Jordan. Please answer every section.

Please circling your response according to the following scale Strongly Disagree (1) <-----> Strongly agree (5)					
1	This hospital practices two-way communication between the employees and its management.	1	2	3	4 5
2	This hospital welcomes differences of opinion among its employees.	1	2	3	4 5
3	The purpose of communication in this hospital is to ensure that management is responsive to employee's problems.	1	2	3	4 5
4	The management of this hospital encourages employees to express differences of opinion.	1	2	3	4 5
5	The management of this hospital usually informs their employees about major policy changes that affect their jobs before it is being implemented.	1	2	3	4 5
6	I am comfortable talking to the management of this hospital when things are going wrong.	1	2	3	4 5
7	I feel I am a part of this hospital.	1	2	3	4 5
8	I feel empowered to communicate with the management of the hospital when there is a problem regarding my job.	1	2	3	4 5
9	The management of this hospital cares about what I think.	1	2	3	4 5

Part 3: Below are 18 statements that describe your **Transparent Communication (TC)** of public hospitals in Jordan. Please answer every section.

Please circling your response according to the following scale Strongly Disagree (1) <-----> Strongly agree (5)					
Participative					
1	The management of this hospital asks for feedback from employees like me about the quality of its information	1	2	3	4 5
2	The management of this hospital involves employees like me to help identify the information I need	1	2	3	4 5
3	The management of this hospital provides detailed information to employees like me	1	2	3	4 5
4	The management of this hospital makes it easy to find the information employees like me need.	1	2	3	4 5
5	The management of this hospital asks the opinions of employees like me before making decisions	1	2	3	4 5
6	The management of this hospital takes the time with employees like me to understand who we are and what we need	1	2	3	4 5
Substantial					
7	The management of this hospital provides information in a timely fashion to employees like me.	1	2	3	4 5
8	The management of this hospital provides information that is relevant to employees like me.	1	2	3	4 5
9	The management of this hospital provides information that can be compared to previous performance	1	2	3	4 5
10	The management of this hospital provides information that is complete.	1	2	3	4 5
11	The management of this hospital provides information that is easy for employees like me to understand.	1	2	3	4 5
12	The management of this hospital provides accurate information to employees like me	1	2	3	4 5
13	The management of this hospital provides information that is reliable	1	2	3	4 5
Accountable					
14	The management of this hospital presents more than one side of controversial issues.	1	2	3	4 5
15	The management of this hospital is forthcoming with information that might be damaging to the organization.	1	2	3	4 5
16	The management of this hospital is open to criticism from employees like me	1	2	3	4 5
17	The management of this hospital freely admits when it has made mistakes	1	2	3	4 5
18	The management of this hospital provides information that can be compared to industry standards.	1	2	3	4 5

Part 4: Below are 10 statements that describe your **Organizational culture (OC)** of public hospitals in Jordan. Please answer every section.

Please circling your response according to the following scale Strongly Disagree (1) <-----> Strongly agree (5)						
1	The management of this hospital believes that it must have nearly total control over the behaviour of employees.	1	2	3	4	5
2	The hospital management's rigid control often makes it difficult for me to be innovative in performing my duties	1	2	3	4	5
3	The management of this hospital seems to believe that employees lack initiative and must constantly be given instructions.	1	2	3	4	5
4	The management of this hospital believes that they know best because they have more knowledge than lower-level employees.	1	2	3	4	5
5	The management of this hospital believes in sharing power and responsibility with lower-level employees.	1	2	3	4	5
6	Most employees who work in this hospital seem to be afraid of the management team.	1	2	3	4	5
7	The management of this hospital has a shared vision for the future.	1	2	3	4	5
8	The employees of this hospital are involved in their work.	1	2	3	4	5
9	This hospital has a strong culture.	1	2	3	4	5
10	In this hospital, everyone can have a positive impact.	1	2	3	4	5

Part 5: Below are 4 sections, each section having statements designed to give us information regarding **Employee-organization relationships (EOR)** of public hospitals in Jordan. Please answer every section.

Please circling your response according to the following scale Strongly Disagree (1) <-----> Strongly agree (5)						
Control Mutuality						
1	The management of this hospital and I are attentive to what the other says.'	1	2	3	4	5
2	The management of this hospital believes my opinions are legitimate	1	2	3	4	5
3	The management of this hospital really listens to what I have to say.	1	2	3	4	5
4	The management of this hospital gives employees like me enough say in the decision-making process	1	2	3	4	5
	Trust					
5	Whenever the management of this hospital makes an important decision, I know it will be concerned about me	1	2	3	4	5
6	the management of this hospital can be relied on to keep its promises.	1	2	3	4	5
7	The management of this hospital takes employees' opinions into account when making decisions.	1	2	3	4	5
8	I feel very confident about these hospital skills in crisis	1	2	3	4	5

9	The management of this hospital can accomplish what it says it will do	1	2	3	4	5
10	the management of this hospital treats employees like me fairly and justly	1	2	3	4	5
Commitment						
11	The management of this hospital is trying to maintain a long-term commitment to their employees.	1	2	3	4	5
12	I can see that the management of this hospital wants to maintain a good relationship with its employees.	1	2	3	4	5
13	There is a long-lasting bond between the management of this hospital and its employees.	1	2	3	4	5
14	Compared to other hospitals, I value my relationship with this hospital more.	1	2	3	4	5
Satisfaction						
15	Overall, I am happy with the management of this hospital.	1	2	3	4	5
16	Both this hospital and its employees benefit from the relationship.	1	2	3	4	5
17	I am happy in my interactions with the management of this hospital.	1	2	3	4	5
18	Generally speaking, I am pleased with this hospital's relationship with me.	1	2	3	4	5



Appendix C
Mahalanobis Distance

No.	MAH_1	No.	MAH_1	No.	MAH_1	No.	MAH_1
231	1.92365	267	9.18436	177	1.76006	61	1.03573
223	3.33457	230	19.55464	250	1.63701	84	2.06336
228	3.43989	203	0.768	143	1.7044	148	2.01426
348	1.89424	141	0.83561	144	0.29114	157	6.196
213	4.36182	200	3.44959	145	2.78565	173	5.2852
214	5.2543	320	12.47041	202	3.22114	126	3.97209
256	4.11161	242	2.03285	233	1.87166	142	2.75639
359	3.17501	146	5.3589	76	14.1395	127	4.3456
252	4.37511	181	1.9565	191	0.05945	71	3.58947
235	1.23043	158	4.54929	193	6.54487	98	4.08267
220	7.42455	238	1.00772	326	13.56472	124	5.24906
218	4.85543	318	5.3758	304	1.00067	128	11.16664
333	1.85771	237	0.75033	325	11.19419	132	13.91134
332	5.56093	206	6.39622	313	6.56105	138	2.16225
339	2.23952	328	4.67211	306	12.16416	147	1.49661
225	6.68096	56	2.56883	386	3.02529	43	3.80765
354	6.74825	74	1.01874	219	7.83225	104	6.48805
216	2.5087	246	3.64857	265	3.73407	86	4.07641
335	1.64832	262	1.26232	78	6.50048	123	2.75945
254	8.44107	361	2.46949	111	3.9755	311	7.02834
357	4.34182	151	6.566	187	0.7512	117	6.579
346	6.59899	195	6.88123	152	3.32667	18	3.29163
215	8.04035	245	3.29052	207	5.67277	116	0.67907
355	0.47722	266	2.61187	30	7.70236	118	13.23227
26	6.33558	358	1.45153	42	3.68175	282	0.26911
73	0.45846	248	3.61239	303	6.81916	310	6.49001
44	6.53627	341	4.07664	79	1.14715	3	2.85888
49	2.39551	50	6.82098	380	2.62383	106	2.49145
55	2.40194	156	3.04	28	0.98369	291	7.88781
302	1.62344	340	3.25467	309	4.24389	103	11.88538
10	1.29502	356	0.81896	24	3.24424	391	4.43002
15	7.17178	387	6.37525	21	1.47049	70	4.15694
8	1.03046	388	2.39477	23	4.51206	81	9.8159
11	2.28602	129	7.32791	40	5.03793	149	2.7926
7	3.63867	131	12.50717	352	5.96127	166	2.62331
301	2.17542	139	1.79134	349	5.21681	105	6.51157

14	0.58216	240	2.88534	331	1.02932	113	0.55648
34	8.25734	241	3.8793	29	6.48754	115	2.01637
No.	MAH_1	No.	MAH_1	No.	MAH_1	No.	MAH_1
17	4.03008	305	3.14642	376	0.32442	366	1.78602
19	0.25621	307	4.84854	4	1.12846	60	7.42746
35	5.61735	75	2.07975	72	2.79748	97	7.248
39	2.39019	324	4.04651	283	2.66982	47	2.73336
32	4.44394	121	5.92385	12	2.18431	350	2.04016
33	2.73484	165	11.14016	13	3.84695	171	2.96535
1	5.0036	199	1.98221	285	0.95298	382	2.44929
299	0.5533	271	3.63723	281	2.8618	101	0.55851
378	7.41511	197	3.87477	280	7.81501	2	1.48381
377	4.88342	336	1.07614	16	3.23375	109	4.32819
300	2.52853	312	9.17982	279	0.63057	381	4.44561
270	7.72611	337	5.12048	9	3.4814	286	11.78291
373	4.41197	6	9.31493	5	2.89181	277	1.46175
374	1.52458	317	5.73874	284	1.94748	278	3.79806
372	2.70202	226	4.0852	292	1.67428	107	3.00127
221	2.91832	272	0.87723	89	5.96142	114	1.35746
334	4.13009	371	12.94413	375	5.11279	96	3.74553
175	0.7287	329	6.72833	41	4.56246	383	1.40143
125	0.62097	347	2.47163	51	1.28571	170	1.37929
188	5.70328	80	1.3456	289	2.59904	83	8.56073
190	2.17097	232	1.04016	53	4.99737	155	3.71354
46	3.62836	327	4.27446	296	4.20966	88	2.99531
204	5.24475	363	1.19524	297	3.88406	174	1.22008
217	8.21511	211	2.24922	62	0.68921	99	3.31063
243	3.60684	258	3.95873	85	2.04659	67	1.80548
257	1.52879	168	2.14247	287	1.5739	58	5.746
179	1.29989	178	3.50981	91	2.26386	69	4.39093
261	0.65674	234	9.96866	274	0.41351	63	11.33275
137	4.66527	390	4.29167	275	0.87945	90	8.67564
162	1.64004	120	4.76441	273	6.86226	100	0.79312
185	2.4415	319	6.33632	276	3.63816	102	3.47837
247	4.07673	392	5.36359	31	3.99033	25	8.58434
222	6.33637	205	3.92222	298	3.07334	27	4.68331
227	7.10536	154	2.30981	66	1.12962	294	0.5552
224	2.11209	52	2.92268	290	1.29569	64	6.16856
251	3.66838	364	5.67227	94	2.34729	38	7.30944
184	3.37831	322	5.85396	295	3.75855	22	5.95612

194	1.80172	365	4.56758	68	2.13108	293	1.17521
253	1.29166	77	1.45175	37	1.90115	45	13.32317
268	2.51638	186	4.20956	36	4.99762	87	5.34119
342	3.77017	192	1.01147	57	7.91009	20	3.0125
196	5.76602	119	5.77566	159	5.25346	288	2.55158
135	0.69424	110	4.40181	95	3.30881	379	1.47945
No.	MAH_1	No.	MAH_1	No.	MAH_1	No.	MAH_1
176	2.85604	338	7.31612	150	8.25572	93	2.94948
255	1.12238	208	3.12194	161	3.8694	59	18.36014
259	1.63923	368	2.60204	163	1.7347		
263	2.14129	229	3.32006	351	3.7712		
264	1.47121	314	2.87762	136	2.34723		
133	1.73276	369	1.70361	164	3.14975		
201	7.86287	212	3.97044	82	2.59992		
182	2.13743	315	7.39811	172	2.74186		
249	8.07215	330	2.67464	54	6.14595		
189	4.99211	316	1.61585	384	3.13758		
236	4.35016	210	3.04827	134	1.59033		
360	0.43564	385	9.94059	167	3.9732		
160	3.95174	153	1.11287	108	2.53804		
308	7.12806	323	0.83191	112	3.39897		
180	3.10025	122	2.42779	130	11.48509		
343	5.92898	239	0.49881	65	3.34887		
345	3.54904	209	0.2154	353	1.59165		
244	3.44319	321	0.78547	169	0.62281		
183	2.02216	367	2.86523	140	1.81847		
370	1.38198	260	1.96592	92	3.97833		
362	0.99867	198	4.1829	344	1.42738		
269	10.15636	48	0.61739	389	1.66823		

Appendix D

Harman's Single Factor Test

Total Variance Explained						
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	18.153	27.927	27.927	18.153	27.927	27.927
2	5.333	8.205	36.132			
3	3.658	5.628	41.760			
4	2.853	4.389	46.149			
5	2.351	3.617	49.766			
6	2.199	3.383	53.149			
7	1.851	2.847	55.996			
8	1.551	2.386	58.382			
9	1.151	1.770	60.152			
10	1.116	1.717	61.869			
11	1.044	1.606	63.476			
12	0.968	1.490	64.965			
13	0.958	1.475	66.440			
14	0.904	1.391	67.831			
15	0.895	1.377	69.208			
16	0.802	1.233	70.441			
17	0.781	1.202	71.642			
18	0.758	1.166	72.809			
19	0.683	1.050	73.859			
20	0.663	1.020	74.879			
21	0.653	1.005	75.884			
22	0.632	0.972	76.856			
23	0.622	0.958	77.814			
24	0.581	0.894	78.707			
25	0.580	0.892	79.599			
26	0.561	0.862	80.462			
27	0.549	0.844	81.306			
28	0.534	0.822	82.128			
29	0.512	0.787	82.915			
30	0.504	0.776	83.691			
31	0.489	0.753	84.444			
32	0.467	0.718	85.162			
33	0.453	0.697	85.859			
34	0.443	0.681	86.540			

35	0.430	0.661	87.202
36	0.420	0.647	87.849
37	0.412	0.634	88.483
38	0.402	0.619	89.102
39	0.394	0.607	89.708
40	0.375	0.577	90.285
41	0.367	0.564	90.849
42	0.355	0.546	91.395
43	0.343	0.527	91.922
44	0.339	0.522	92.444
45	0.328	0.505	92.949
46	0.313	0.481	93.430
47	0.307	0.472	93.902
48	0.296	0.455	94.357
49	0.292	0.450	94.807
50	0.277	0.426	95.233
51	0.273	0.420	95.654
52	0.268	0.412	96.065
53	0.259	0.398	96.464
54	0.244	0.375	96.839
55	0.241	0.370	97.209
56	0.229	0.352	97.561
57	0.219	0.337	97.898
58	0.209	0.322	98.220
59	0.197	0.303	98.523
60	0.189	0.291	98.813
61	0.175	0.269	99.082
62	0.164	0.252	99.334
63	0.158	0.243	99.577
64	0.153	0.235	99.812
65	0.122	0.188	100.000

Appendix E

Cross Loadings

	AT C	CME OR	CEO R	NEC B	OC	PT C	PEC B	ST C	SC	SEO R	TEO R
A.TC2	0.77 5	0.169	0.232	0.31 1	0.21 9	0.37 7	0.15 9	0.32 8	0.25 3	0.19 9	0.29 6
A.TC3	0.83 0	0.118	0.199	0.31 0	0.21 2	0.31 6	0.22 8	0.35 5	0.18 5	0.19 5	0.26 3
A.TC4	0.86 5	0.262	0.238	0.35 0	0.29 4	0.34 0	0.22 9	0.42 5	0.22 7	0.21 3	0.32 5
A.TC5	0.84 1	0.240	0.271	0.38 5	0.30 4	0.29 0	0.31 9	0.46 5	0.22 8	0.28 9	0.33 5
CM_EO R1	0.26 0	0.908	0.493	0.39 4	0.53 2	0.17 9	0.25 0	0.22 4	0.57 5	0.49 2	0.69 1
CM_EO R2	0.19 5	0.891	0.471	0.35 5	0.50 2	0.13 3	0.26 6	0.18 1	0.52 3	0.48 0	0.62 3
CM_EO R3	0.17 1	0.831	0.347	0.29 2	0.41 7	0.01 8	0.23 0	0.13 6	0.47 9	0.34 6	0.53 9
C_EOR 11	0.24 7	0.400	0.848	0.28 9	0.56 2	0.28 2	0.23 1	0.28 6	0.53 7	0.62 2	0.60 2
C_EOR 12	0.27 3	0.420	0.856	0.27 7	0.50 4	0.28 6	0.24 3	0.34 8	0.55 1	0.66 8	0.61 5
C_EOR 13	0.24 5	0.443	0.856	0.24 8	0.53 4	0.28 0	0.19 0	0.25 9	0.58 8	0.61 0	0.61 4
C_EOR 14	0.20 0	0.446	0.834	0.27 1	0.53 3	0.30 6	0.23 6	0.29 7	0.55 5	0.68 3	0.61 3
NECB1	0.24 8	0.286	0.232	0.75 8	0.28 6	0.23 6	0.54 4	0.17 5	0.25 4	0.29 4	0.32 1
NECB1	0.24 8	0.286	0.232	0.75 8	0.28 6	0.23 6	0.54 4	0.17 5	0.25 4	0.29 4	0.32 1
NECB2	0.31 8	0.253	0.153	0.82 0	0.21 9	0.23 8	0.61 9	0.25 1	0.17 5	0.20 2	0.32 7
NECB2	0.31 8	0.253	0.153	0.82 0	0.21 9	0.23 8	0.61 9	0.25 1	0.17 5	0.20 2	0.32 7
NECB4	0.43 2	0.357	0.324	0.75 3	0.34 6	0.31 2	0.48 2	0.33 0	0.30 7	0.32 2	0.43 9
NECB4	0.43 2	0.357	0.324	0.75 3	0.34 6	0.31 2	0.48 2	0.33 0	0.30 7	0.32 2	0.43 9
NECB5	0.26 9	0.346	0.294	0.74 6	0.31 3	0.21 9	0.48 5	0.17 4	0.27 8	0.33 9	0.37 4
NECB5	0.26 9	0.346	0.294	0.74 6	0.31 3	0.21 9	0.48 5	0.17 4	0.27 8	0.33 9	0.37 4
OC1	0.15 4	0.337	0.364	0.22 7	0.71 6	0.11 4	0.14 9	0.03 3	0.35 7	0.29 4	0.30 2
OC10	0.25 5	0.448	0.569	0.27 6	0.75 3	0.23 5	0.23 0	0.26 9	0.52 7	0.53 2	0.53 4
OC2	0.22	0.401	0.410	0.29	0.78	0.24	0.22	0.15	0.37	0.38	0.42

	9			1	8	3	9	1	2	3	0
OC3	0.25 8	0.395	0.439	0.27 1	0.79 0	0.23 8	0.22 9	0.16 6	0.37 7	0.39 2	0.39 2
OC4	0.25 0	0.418	0.433	0.29 4	0.78 2	0.19 3	0.23 8	0.18 7	0.39 2	0.40 5	0.41 2
OC5	0.24 6	0.403	0.414	0.32 1	0.77 6	0.20 8	0.27 6	0.13 2	0.38 3	0.39 8	0.41 3
OC6	0.26 6	0.449	0.562	0.32 2	0.76 9	0.26 8	0.23 5	0.27 8	0.54 2	0.52 0	0.57 2
OC7	0.14 1	0.410	0.329	0.19 8	0.72 4	0.12 6	0.20 9	0.08 3	0.36 6	0.35 1	0.32 6
OC8	0.21 3	0.405	0.569	0.29 9	0.73 8	0.26 8	0.21 7	0.27 6	0.49 5	0.51 4	0.49 5
OC9	0.31 3	0.513	0.575	0.30 5	0.77 8	0.30 0	0.24 3	0.26 6	0.52 7	0.54 8	0.57 0
P.TC2	0.27 9	0.128	0.260	0.22 4	0.25 9	0.79 6	0.11 3	0.24 8	0.28 1	0.21 8	0.27 0
P.TC3	0.21 0	0.061	0.244	0.14 8	0.20 4	0.79 2	0.08 9	0.28 1	0.24 3	0.18 1	0.21 7
P.TC4	0.41 6	0.129	0.324	0.36 8	0.28 6	0.81 2	0.27 5	0.49 1	0.26 3	0.28 5	0.30 0
P.TC6	0.31 1	0.092	0.231	0.24 5	0.17 9	0.75 8	0.15 8	0.34 0	0.22 6	0.18 1	0.24 0
PECB2	0.20 7	0.237	0.245	0.52 3	0.25 6	0.12 0	0.78 5	0.14 9	0.15 7	0.26 7	0.28 2
PECB3	0.22 8	0.243	0.247	0.56 1	0.25 4	0.21 3	0.82 8	0.18 9	0.21 0	0.32 6	0.31 2
PECB4	0.26 9	0.207	0.196	0.63 7	0.23 4	0.20 4	0.87 1	0.19 7	0.15 6	0.24 5	0.29 5
PECB5	0.23 1	0.252	0.191	0.56 6	0.24 6	0.16 4	0.81 2	0.14 7	0.20 6	0.26 5	0.29 9
S.TC2	0.38 9	0.161	0.254	0.25 7	0.14 6	0.33 8	0.17 7	0.84 1	0.21 4	0.22 7	0.30 7
S.TC3	0.42 5	0.177	0.305	0.25 7	0.25 0	0.38 2	0.16 1	0.83 0	0.22 5	0.28 0	0.34 4
S.TC4	0.33 3	0.173	0.305	0.23 7	0.21 9	0.35 9	0.17 5	0.81 5	0.26 0	0.28 0	0.29 7
S.TC5	0.43 1	0.202	0.319	0.29 2	0.26 3	0.37 8	0.16 3	0.77 1	0.23 0	0.26 9	0.34 0
S.TC6	0.34 5	0.133	0.265	0.12 6	0.15 2	0.32 0	0.11 8	0.71 9	0.15 7	0.19 8	0.26 7
S.TC7	0.35 0	0.149	0.222	0.26 0	0.19 2	0.35 0	0.19 2	0.79 1	0.21 2	0.23 6	0.27 9
SC3	0.17 7	0.411	0.463	0.12 6	0.36 9	0.22 1	0.06 9	0.13 9	0.74 9	0.40 8	0.44 3
SC4	0.10 2	0.371	0.336	0.15 8	0.29 4	0.15 3	0.08 4	0.11 7	0.70 5	0.32 2	0.39 9
SC5	0.10 2	0.352	0.428	0.16 1	0.37 6	0.12 9	0.07 0	0.07 8	0.75 2	0.34 8	0.42 9
SC6	0.15	0.410	0.412	0.20	0.40	0.19	0.09	0.13	0.76	0.38	0.43

	3			3	5	4	1	7	2	3	6
SC7	0.23 2	0.526	0.533	0.28 8	0.48 3	0.27 3	0.21 0	0.26 9	0.83 7	0.52 8	0.57 4
SC8	0.24 9	0.533	0.541	0.34 9	0.49 1	0.25 5	0.28 6	0.26 2	0.84 8	0.57 9	0.61 8
SC9	0.32 4	0.538	0.688	0.34 3	0.59 4	0.39 1	0.25 0	0.33 4	0.72 6	0.68 7	0.63 3
S_EOR1 5	0.29 9	0.418	0.644	0.32 4	0.48 4	0.25 9	0.24 7	0.29 5	0.55 7	0.80 5	0.57 8
S_EOR1 6	0.15 5	0.322	0.514	0.20 6	0.42 0	0.20 9	0.24 0	0.17 4	0.48 0	0.71 4	0.39 8
S_EOR1 7	0.24 7	0.444	0.698	0.33 3	0.52 6	0.26 8	0.30 9	0.29 5	0.52 8	0.86 4	0.57 6
S_EOR1 8	0.15 6	0.430	0.569	0.31 1	0.43 9	0.15 8	0.27 1	0.22 5	0.48 1	0.81 7	0.51 3
T_EOR 10	0.27 7	0.659	0.650	0.36 7	0.48 3	0.23 8	0.29 8	0.27 5	0.57 8	0.58 3	0.84 6
T_EOR 5	0.29 8	0.603	0.503	0.40 4	0.45 1	0.25 8	0.39 0	0.29 3	0.52 3	0.47 7	0.77 9
T_EOR 7	0.29 5	0.562	0.570	0.38 8	0.47 2	0.28 3	0.27 9	0.29 9	0.53 9	0.48 8	0.83 1
T_EOR 8	0.43 9	0.568	0.681	0.44 6	0.58 8	0.37 0	0.28 8	0.45 4	0.62 7	0.62 8	0.86 1
T_EOR 9	0.17 4	0.493	0.512	0.30 9	0.44 1	0.18 0	0.21 3	0.23 6	0.49 4	0.45 6	0.75 6

Appendix F

Certificate of Ethical Consideration

**Ministry of Health**
The Hashemite Kingdom of Jordan

الرقم
التاريخ
التمويل

CODE : MOH REC 1800163

قرار لجنة اخلاقيات البحث العلمي

اجتمعت لجنة اخلاقيات البحث العلمي بتاريخ ٨ / ٣ / ٢٠٢٢ لمنقشة ودراسة البحث العلمي المقدم من طالب
الدكتورة احمد عبد الحميد الشرايري بعنوان:

"السلوك الاتصالي للموظفين العاملين في القطاع الصحي في المستشفيات الحكومية"

وعليه تم التوقيع من قبل اعضاء اللجنة حسب الاصول.

عضو اللجنة
المدير الطبي

الدكتور / جمال حمدان
الدكتور / جمال حمدان
الدكتور / جمال حمدان

عضو اللجنة
مدير مستشفى النماية والاطفال

الدكتور / عصام الخواجا
الدكتور / عصام الخواجا
الدكتور / عصام الخواجا

عضو اللجنة
مدير مستشفى الباطني

الدكتور / عصام الخواجا
الدكتور / عصام الخواجا
الدكتور / عصام الخواجا

عضو اللجنة
مدير التمريض

الدكتور / عصام الخواجا
الدكتور / عصام الخواجا
الدكتور / عصام الخواجا

عضو اللجنة
مدير مستشفى النماية والاطفال

الدكتور / عصام الخواجا
الدكتور / عصام الخواجا
الدكتور / عصام الخواجا

عضو اللجنة
مدير مستشفى الباطني

الدكتور / عصام الخواجا
الدكتور / عصام الخواجا
الدكتور / عصام الخواجا

عضو اللجنة
مدير التمريض

الدكتور / عصام الخواجا
الدكتور / عصام الخواجا
الدكتور / عصام الخواجا

رئيس اللجنة
مدير إدارة مستشفيات البشير
الدكتور / محمود سليمان زريقات

المملكة الأردنية الهاشمية
عمان ٢٠٢٢ / ٢٠٢٢ / ٢٠٢٢
www.moh.gov.jo الموقع الإلكتروني

Appendix G

Recommendation For Data Collection



AWANG HAD SALLEH
GRADUATE SCHOOL OF ARTS AND SCIENCES
UUM College of Arts and Sciences
Universiti Utara Malaysia
06010 UUM SINTOK
KEDAH DARUL KHAMAN
MALAYSIA



Tel: 04-9231 3000/3001/3002
Fax: 04-923 4255/4256
E-mail: info@uum.edu.my
<http://www.uum.edu.my>

Our Ref. : UUM/CAS/AHS/RS/904622
Date : 16 August

TO WHOM IT MAY CONCERN

Dear Sir/Madam

DATA COLLECTION FOR PROJECT PAPER/THESIS

This is to certify that the following student is currently conducting a field study and data collection as partial requirements of the graduate studies:

Name : Ahmad Abed Alhameed Salamah Alsharairi
Matric No. : 904622
Course : Doctor of Philosophy (Communication)
Thesis Title : The Structural Relationships between Perceptions of Organization Reputation, Organization Public Relationships, Crisis Response Strategies, Crisis Severity and Emotional Crisis Communication

For further information regarding the research work of the project paper/thesis, you may get in touch with Dr. Jamilah binti Jamal, the supervisor at +6011-913 1299 or email to jamilah@uum.edu.my.

We sincerely hope your organization will be able to assist the student for the data collection purposes.

Thank you

Universiti Utara Malaysia

"WAWASAN KEMAKMURAN BERSAMA 2030"
"BERKHIDMAT UNTUK NEGARA"
"KEDAH SEJAHTERA - NIHMAT UNTUK SEMUA"
"ILMU BUDI BAKTI"

Upholding the principles of trust and integrity


SURAYA BINTI DERAMAN
Senior Principal Assistant Registrar
p.p. Dean
seniorprincipal@uum.edu.my - UUM/HS/RS/904622

Universiti Pengurusan Terkemuka
The Eminent Management University



Appendix H

Names of Consulting Experts

Name of Experts	Name of School	Official Email
Prof Dr. Ali Nejadat	Mass communication	nejadat@yu.edu.jo
Prof Dr. Azzam Ananzeh	Mass communication	azzama@yu.edu.jo
Hani Al-Qudah	Head of nursing department	bashos@moh.gov.jo
Rmai Swalmeh	Head of nursing department	juhoso@ju.edu.jo
Abdurhman Ali	Head of nursing department	sm@kauh.edu.jo




 Universiti Utara Malaysia