

Internal crisis communication practices and frontline employees job performance during COVID-19 Pandemic: the mediating effect of internal crisis communication satisfaction

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Summary

Purpose

Drawing upon situational crisis communication theory and organizational renewal theory, the study examines the influence of internal crisis communication practices on internal crisis communication satisfaction and job performance of frontline employees. Also, the mediating effects of internal crisis communication satisfaction is also discussed.

Design/methodology/approach

Data were collected from 284 frontline employees working in UAE service organizations, and SmartPLS was used to test the proposed hypotheses.

Findings

The results indicate that the internal crisis communication practices are positively related to internal crisis communication satisfaction. Also, the relationships between internal crisis communication satisfaction and the identified work outcomes (job satisfaction, employee engagement and affective organization commitment) were statistically significant. Moreover, internal crisis communication satisfaction mediates the relationship between internal crisis communication practices and both job satisfaction and affective organization commitment. The mediating association is stronger when the internal crisis communication satisfaction is high. Also, the employee engagement is positively related to employees' job performance.

Practical implications

This study will assist service organizations in converging their attention on communication practices specially during crisis time to enhance employees' work-related outcomes and achieve desired job performance. Our research extends work on organizational communication in an emerging economy context.

Originality/value

This study contributes to the literature by being one of the few researches that focused on internal crisis communication. This study offered solutions to advance the communication practices in the service organizations.

Keywords: Internal crisis communication practices, Internal crisis communication satisfaction, Job satisfaction, Employee engagement, Affective organization commitment, Job performance, Situational Crisis Communication Theory (SCCT), Organizational Renewal Theory.