



Online Communication Behaviors in Covid-19 Pandemic: Exploring the Influence of Internal Public Relations Practices and Employee Organization Relationships

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Received: 11th November 2021

Accepted: 16th January 2022

Published: 8th February 2022

ABSTRACT

Health organizations are increasingly looking for effective strategies for interaction and for maintaining long-term and mutually beneficial relationships with their employees. The growth of digital environments in particular, during Covid-19 Pandemic has offered a fresh avenue for employees to communicate with external publics through social media in crisis. During Covid-19 Pandemic, major healthcare sectors have been deeply impacted, nurses in Jordanian hospitals are suffering from a great challenge from their top management due to weak transparent communication and during a crisis, many reports nurses indicate that their organizations or leaders do not promote communication or the sharing of information and ideas. This represents the problem in which nurses do not have faith in the tolerance or benevolence of their managers. Jordanian hospitals reputation is increasingly questioned during the COVID-19 crisis (World Health Organization, 2020). This crisis involving Jordanian hospitals has resulted in declining nurses trust in the health care sector and their nurses more adversaries by sharing negative information about their hospitals on social media. ultimately turned into emergence of crisis communication in the healthcare sector and the decline of nurses' support for their management. If the current trend persists, may likely lead to an unfavorable reputation for future of health care sector in Jordan. Taking this into consideration, the current paper expects to further explore and comprehend, employee's online communication behaviors during Covid-19 Pandemic in Jordanian public hospitals. This conceptual paper debates the antecedents that contribute across Jordanian nurses' motivation in online communication behaviors based on a comprehensive literature review. In particular, the paper elaborates on the proposed relationships between transparent communication, symmetrical communication employee organization relationships, and online communication behaviors. Based on the extended discussions of the proposed relationships, the paper also provides an effective framework for future public relations scholarship of understanding employees' communication behaviors in online sitting. Therefore, identifying antecedents of employee communication behaviors is a very pertinent, timely initiative to restore employees trust and obtain their support during a crisis. This can be done by utilizing a specific mechanism to decrease threats in the public health sector and create positive results, such as positive employee communication behaviors.

Keywords: Online Communication Behaviors, Transparent Communication, Symmetrical Communication, Employee Organization Relationships, Covid-19 Pandemic

1. INTRODUCTION

Online employee communication behaviors have long been portrayed as a double-edged sword that can increase or create a reputational crisis (Lee, 2020). Employees who communicate regularly with external audiences can adopt the role of public relations practitioners and become ambassadors for their organizations. However, the communication behaviors of employees have not been extensively studied in the field of public relations during crisis (Wang, 2020). Accordingly, a clear understanding of the concept of ECB is essential because different authors view employees' communicative behaviors from different perspectives by considering the positive or negative valence of their messages (Lee, 2020). Furthermore, understanding how employee communication behaviors can impact public relations outcomes is essential to detect specified, relevant ECB dimensions to public relations. In particular, during the major covid-19 pandemic, which is a significant and unanticipated occurrence that hit the health sector, the health care sectors faced a time of struggle, uncertainty, mistrust to regain control over rumors, staff like nurses had a prominent role in refuting rumors and negative information about what is going on (Charoensukmongkol & Phungsoonthorn, 2020). For all members of an organization, a crisis caused a massive ambiguity and suspicion, including employees (Lee & Kim, 2020). Although, the importance of employees as an advocate and online ambassador for an organization during crisis, limited studies have been exploring the importance of employee communication behaviors and its effect on organization effectiveness, regarding voluntary information sharing of their organization's weaknesses or strengths during a crisis, especially in digital environments (Kim & Freberg, 2020). Furthermore, earlier studies have not adequately investigated the internal side of crisis communication behaviors, particularly communication with employees. Previous research, on the other hand, has concentrated on communicating with various external audiences in order to maintain the reputation of the organization through crisis and emergency response tactics (Kim & Sung, 2016). As such, employee communication behaviors are vital in determining whether they will share positive or negative information on social media in influencing the reputation and success of organizational effectiveness during crisis. However, it's necessary to paid more attention toward their behaviors during crisis. Clearly, effective communication behaviors management is crucial for health sector reputation. Thus, it is evenly substantial to recognize the antecedents that can help health sectors in managing their communication behaviors within online environment during crisis. These concerns are expressed in many studies devoted to measuring factors that could affect employee communication behaviors during a crisis in recent years (Pekkala, 2020). Few of them seemed to focus on communication behaviors on social

media, especially information sharing on social media. Given the fact that more and more staff have adopted social media to share information in problematic situations, it would be valuable to examine the factors that may influence the sharing of their information on social media (Wang, 2020).

In this sense, scholars have increasingly studied many factors that can increase the positive staff communication conduct during crises, to name a few, scholars studied leadership process, types of relationships, Organizational justice and individual motives such as vent negative feelings and warn others (Hsiung, 2012; Kim & Sung 2016; Kang & Sung, 2019; Lee and Kim ,2020), as potential drivers directly and indirectly impact employee communication behaviors, particularly when a crisis occurs. As such, all these factors examined the emotional and cognitive reactions of employees and did not pay attention to the behavioral employees' responses to the crisis as proponents or opponents of their company by giving them the advantage of being skeptical, rather than critical by interacting with their social media about the crisis. This research concentrate on the behavioral reactions of employees to a major occurrence such as COVID_19. In the healthcare environment, organizations like hospitals are facing increasing problems in information processing and issue resolution. (i.e., the case of COVID-19) (Xing, & Zhang, 2021). The healthcare sector needs the ideas and thoughts of its employees to speed information and boost favorable communication behaviors (Chon & Park, 2021). The expansion of digital environments has introduced a unique avenue for employees and corporations to engage with various stakeholders on an extensive range (Pekkala, 2020).

Healthcare organizations have used digital environments like social media as a tool of strategy to create connections and communicate with their publics, and bolster their communication behaviors (Kim & Freberg, 2020). The management literature has repeatedly highlighted the value of employee communication behaviors (ECB) and the need for effective communication channels in organizations (Hsiung, 2012). Numerous academicians have stressed the importance of the ECB. In particular, crisis management scholars contend that employees can serve as organizational advocates via their interactions with external publics in a crisis, helping organizations manage emergent concerns and reducing the threats associated with a crisis (Kim & Rhee, 2011; Lee & Li, 2020). Hence, achieving positive employee communication behavior is essential to attain the long-term objectives of organizations (Kang & Sung, 2017).

Again, the importance of employee-organizational interaction has been highly stressed. Due to its favorable influence on employee engagement, numerous researchers have researched the interaction between an organization and its internal publics, such as workers (Walden et al.,

2017), and supportive employees' communication behavior (Kim & Rhee, 2011) and employees' inventiveness (Lee, Mazzei, & Kim, 2018). Furthermore, researchers of public relations have also suggested models of normative communication, as a critical organization practice that leads to positive employee outcomes toward their organization such as symmetrical communication and transparent communication (Men & Stacks, 2014).

Despite the great importance and wide scope that may contribute to understanding the behavioral and cognitive motivations of employees in the health sitting through internal communication practices, however, only a few empirical studies have been conducted in online sitting, and prior studies has concentrated on how to minimize employees' concern and fear about communication behaviors, but neglects the factors that encourage employee positive communication behaviors in online environment.

Despite the fact that public relations research is a successful academic discipline with various ideas, most public relations theories have not yet been related to communication behaviors of employees in digital sitting. Employees having good relationships with their organization amid a crisis will likely share their company's narrative with external publics, giving credibility to help healthcare establishments realize their communicative behaviors also having good relationships serves as a lever to assist in preventing crises, encourage appropriate reactions, minimize damage and eventually yield favorable outcome whereby employees exhibit greater intentions to share positive information on social media. However, what remains uncertain is whether an organization's efforts discourage or encourage employees from being motivated to communicate information about the supporting organization in media environments such as social media (Lee & Kim, 2020).

Given the argument presented above, it is therefore, crucial that a study be conducted to further understand the reasons why nurses in Jordanian public hospital is declining encourage appropriate reactions during crisis on social media, a dire threat to the employee's communication behavior that allowing them to negatively influence their reputations and reduce organizational effectiveness as claimed by Lee and Li (2020). Specifically, the current study will focus on the relationships between symmetrical and transparent communication and employee organization relationships and online employee communication behaviors during crisis, by the nurses of Jordanian public hospitals. The findings from this research will significantly contribute towards new literature on the internal crisis communication. Besides, such analysis provides a realistic picture of managing associations in public health care and employee communication behaviors in an online environment during a crisis. it will also create

awareness for top management, policy makers and government on the needs the organizational reputation management related to internal crisis communication and how it reduces misalignment with nurses to enhance positive voluntary communication behaviors for the healthcare sector during a crisis and their antecedents.

2. LITERATURE REVIEW

2.1 Employee's Online Communication Behaviors

In recent decades, digital communication has afforded new environments for and organizations and their employees to interact effectively with external audiences on a widespread scale, with the potential to share information with external audiences about work, the profession, and the organization across organizational boundaries (Pekkala, 2020). The increased usage of online outlets of employees has become a double-edged sword from the perspective of organizations. Although employees can be influential company advocates by sharing positive messages related to the organization (Dreher, 2014), they are also potential organizational organizations who can easily harm organizational reputations among external publics, spreading negative organizational information to wide-scale audiences (Miles & Mangold, 2014). Because of this, employees are a critical variable where organizational leaders are concerned. Their role in a crisis should likewise be significant based on that premise. Therefore, it is sensible to examine the employees' role, especially in relation to behaviors related to their organization in crises, because it is becoming a primary organizational concern because it creates opportunities to boost or threaten corporate reputation if not well managed.

From the public relations perspective, Kim and Rhee (2011) such communication behaviors have been labelled and expanded these aspects to grasp daily communication behaviors of employees concerning their organizations, as a result of management and communication strategies within companies, considered two dimensions of ECB namely, megaphoning and scouting. In this regard, they termed positive megaphoning as voluntary behavior of employees in sharing information with individuals in their personal networks like friends or family members (Kim & Rhee, 2011). Employee advocacy has been defined as positive megaphoning (Men, 2014). Men (2014) defined positive megaphoning as “the voluntary promotion or defense of a company, its products or brands by an employee externally” (p. 262).

As such, employees who engage in positive megaphoning behaviors can protect organizations from attacks or external threats (Lee, 2017). If an organizational problem happens, staff can be proactive as information senders or receivers by discussing their attitudes and feelings toward

their workplace with family members and co-workers (Andersson, 2019). This behavior results in protecting and enhancing their organization's effectiveness during unstable situations by sharing positive organization-related content or even defending and supporting their organizations or employers from external criticisms (Lee & Kim, 2020). In contrast, Mazzei et al. (2012) inferred that employees could also serve as organizational adversaries by engaging in negative megaphoning behaviors, which could worsen an emergent risk or threat. In the same vein, Scouting is the voluntary attention of employees to information, looking for additional information during informal and formal contacts with constituencies, and forwarding and sharing the same information within an organization (Kim & Rhee, 2011). These ideas state the drives of conduct of employees within the bounds and external the organization. These ideas have one thing in common; they all set out "organizational-linked" behaviors, specifying that these behaviors have an impact on organizations' decision-making processes, either indirectly or directly (Lee, 2017). More crucially, because these behaviors are particularly crucial for minimizing risks throughout times of organizational turbulence (Kim & Rhee, 2011), it is crucial to know how they are produced during such times in a digital environment (i.e., the case of COVID-19). Although employee behaviors have been examined in the public relations literature, little is known about their communication behaviors in social media (Wang, 2020).

Using past literature on employee communicative behaviors (Kim & Rhee), this current research focuses on employees' negative or positive employee communication behaviors about their organization to fill this knowledge gap. The current study conceptualizes ECB in terms of the megaphoning impact, which is the probability of voluntary information sharing or sharing by employees about organizational strengths (positive) or negative (issues) on social media information of their organization on their organization personal social media. This focus is because the impact of negative or positive megaphoning can be more salient during organizational crises such as the COVID-19 pandemic in the healthcare sector.

2.2 Employee-Organization Relationships (EOR)

In public relations literature, the EOR has been recognized as an outgrowth of the OPR in employee relations. Because employees are a significant public whose ideas, attitudes, habits, and performance have a direct impact on productivity, corporate performance, and success (Men, 2012), public relations researchers have used OPR definitions and metrics to analyze the EOR (e.g., Kim & Rhee, 2011). Men and Stacks (2014) conceptualized the EOR as "the degree to which an organization and its employees trust one another, agree on who has the rightful

power to influence, experience satisfaction with each other, and commit oneself to the other” (p. 307), consisting the four elements of a relationship: satisfaction, commitment, mutuality, trust and control. This current study focuses on a special type of organization-public relationship, namely, employee-organization relationships. As a significant predictor of employee communicative behavior, various scholars have proposed a “perceived relationship” between an organization and its personnel (Kim & Rhee, 2011; Lee & Kim, 2017). As such, the relationship between the organization and the employee derives from the OPR concept investigated widely in literature of public relations (Hon & Grunig, 1999) as among the most critical public relations outcomes (Men, 2014).

Academicians have also recognized the importance of the EOR as an antecedent to employee attitudes, communicative behaviors, and engagement during a crisis (Kang & Sung, 2017; Kim & Rhee, 2011; Lee & Kim, 2017). In a crisis setting, EOR can be described as the “degree to which an organization and its employees agree on who has the rightful power to influence, are satisfied with each other, commit themselves to each other, and trust each other.” The relationship of the organization with its employees contributes to organizational performance, achievement of organizational goals, and the development and protection of the organization's reputation and image in a crisis environment.

The function of relationship quality between an employee and organization is especially confirmed during a crisis. Kim and Rhee (2011) showed that an employee with a satisfactory relationship with his/her organization is more apt to advocate for or support that organization utilizing positive information and are less apt to disclose negative information about an organization's challenges during chaotic times than those who do not have satisfactory. Lee (2017) also observed that when an employee feels that his/her organization unconditionally supports him/her (i.e., a communal relationship), he/she is apt to communicate positive information about his/her organization in a crisis, irrespective of his/her organization her workplace position. Drawing from previous research, the current research anticipates that a positive working relationship between a company and its employees is an essential role in inspiring and motivating personnel to find beneficial information and utilize it when an organization is experiencing a crisis.

2.3 Transparent communication

Transparency has received attention from scholars in management, economics, journalism, and public relations (e.g., Men & Stacks, 2014; Men & Tsai, 2014). Transparency is considered an

organization's efforts to make its decisions and behaviors ascertainable and understandable for its stakeholders (Gower, 2006). Transparent communication may be conceptualized as “an organization's communication to make available all legally releasable information to employees whether positive or negative in nature—in a manner that is accurate, timely, balanced, and unequivocal” (Men, 2012, p. 65). Management cannot effectively function at its highest capacity without communication. Adopting transparent internal communication shows management’s sincere interest in maintaining or boosting employee relationships (Yue, Men, & Ferguson, 2019). Public relations academics have determined that open and transparent communication leads to favorable employee outcomes such as corporate reputation (Men, 2014), employee trust (Jiang & Luo, 2018), and employee-organizational relationships (Men & Stacks, 2014). Transparent communication, according to communication researchers, fosters organizational commitment (Jiang & Luo, 2018), improves assessments of organization reputation (Men, 2014), and fosters good employee-organization relationships (Men & Stacks, 2014). According to Fombrun (2007), transparency is a crucial communication component in developing a positive organizational reputation.

According to the current study, the efforts of a company to foster transparent communication send a message to its employees that the company is honest, truthful, and open, and that it will take into account employee concerns and feedback in a crisis, influencing employees to trust and feel satisfied with their organization. As a result, the current study looks into strategic internal communication's role, as represented by transparent internal communication and transparent communication, in influencing employee communication behaviors during a crisis.

2.4 Symmetrical communication

Symmetrical communication is defined as “two-way communication that prioritizes mutual benefit and is characterized by openness, feedback, listening, chances for decision-making participation, and accessibility” (Kim & Rhee, 2011, p. 252). Symmetrical internal communication is viewed as a normative model in organizational communication and is advocated as a critical component of public relations strategies (Kim, 2018). The symmetrical communication paradigm emphasizes mutual understanding between employees and organizations through accessibility, listening, and two-way communication, providing opportunities for both parties to participate in decision-making processes (Kang & Sung, 2017). Scholars have underlined that symmetrical communication is a great internal communication practice because of the positive effects it has on advocative communication behaviors and employee engagement (Kim & Rhee, 2011). Furthermore, due of the relational nature of

symmetrical communication, it has been favorably associated with the employee communication behaviors (Lee, 2018). Employees that work in an employee-centered, mutually beneficial, and two-way organizational communication environment are more likely to have a positive perception of that organization. In line with this viewpoint, the current study believes that symmetrical communication will help to establish and maintain positive employee communication behaviors.

It is critical to distinguish between symmetrical and asymmetrical communication. The desire of an organization to respond and to listen to stakeholders' interests and concerns is characterized as symmetrical communication (Men, 2012). Symmetrical internal communication tries to foster communication between employees and their organizations in the context of participatory organizational culture and an organic organizational structure (Grunig et al., 2002). Asymmetrical communication, on the other hand, aims to regulate or convince behavior so that employees match with management's wishes. A mechanical and centralized organizational structure, as well as an authoritarian culture in which workers have minimal opportunity to participate in organizational decision-making procedures, are typically connected with asymmetrical communication (Grunig et al., 2002). Through one-way communication, asymmetrical communication concentrates on persuading or controlling employees (Grunig, 1992).

Consequently, many scholars have emphasized the need for symmetrical communication for excellent, strategic internal communication and have shown the efficacy of symmetrical communication in cultivating positive employee attitudes and behavioral results (e.g. Men, 2014; Men & Stacks, 2014).

Many studies (e.g., Grunig et al., 2002; Jo & Shim, 2005; Kim & Rhee, 2011; Shen & Kim, 2012; Smidts et al., 2001) have shown a beneficial relationship between employee outcomes and symmetrical internal communication, such as employee advocacy, employee communication behavior, EORs, job satisfaction, and organizational identification. According to Men (2012), when an organization's communication system is responsive and two-way, deals with employee concerns and voices, and facilitates mutual dialogues and understanding, workers have a better perception of their relationship with an organization. When Kim and Rhee (2011) surveyed 300 employees working in Korean organizations, they documented those symmetrical internal communications efforts of organizations facilitate positive employee relations. Employees are more likely to perceive a favorable relationship with an organization if they perceive communication with their organization to be inviting, open, and responsive,

values employee feedback and opinions, and increases mutual understanding, dialogue, collaboration between employees and their organization (Men, 2014).

Drawing from the public relations literature, the current study focuses on transparent and symmetrical communication as excellent practices of internal public relations and their strategic roles in employee-organization relationships. Furthermore, the present research contributes to the existing literature by documenting the effects of employee perceptions of transparent and symmetrical communication on their online communication behaviors during a crisis.

3. DEVELOPMENT OF RESEARCH HYPOTHESIS

3.1 Symmetrical communication and online communication behaviors

In an internal communication context, symmetrical communication comprises a communication worldview and practices that emphasize credibility, an employee-centred style, feedback, horizontal communication, information adequacy, network symmetry, negotiation, openness, relationships, reciprocity, trust, and tolerance for disagreement characterize (Kim & Rhee, 2011).

Strategic management scholars have shown that strategic internal communication mechanisms, like symmetrical communication, directly impacts employee communication behaviors (Men & Stacks, 2014; Kim, 2018; Kim & Rhee, 2011; Mazzei et al., 2012). This research also indicates that such factors can be antecedents facilitating employee communication behaviors in crises in internal communication. Men and Stacks. (2014) underlined the importance of symmetrical communication for strategic internal communication, showing the efficiency of symmetrical communication in cultivating positive employee communication behaviors for organizations (Men & Stacks, 2014). For example, if an organization shares information with its employees, encourages their feedback, values their opinions, and maintains two-way communication with them, would employees tend to think that they should do something about negative comments posted on social media and recognize the problem as their own (Wang, 2020). Such symmetrical communication is a key antecedent leading to voluntary employee communication conducts in a crisis (Kim & Rhee, 2011).

Public relations scholars have found direct associations between employee outcomes and symmetrical internal communication, including employee communication behavior, employee-organization relationships, identification, loyalty, and satisfaction (Grunig et al., 2002; Jo & Shim, 2005; Kim & Rhee, 2011). In contrast, scholars have argued that

asymmetrical communication is an antecedent of employees' adversarial communicative behavior because a primary concept of symmetry is to produce a win-win solution by dialogues and balancing the interests of an organization and its publics ultimately leads to advocative communication behaviors during a crisis (Kang & Sung, 2017; Kim & Rhee, 2011; Men, 2014; Lee & Kim, 2020).

Acknowledging the significance of internal public relations, Kim (2018) pointed out that symmetrical communication boosts the sense-giving and sense-making behaviors of employees in crisis. As well, according to Lee (2020), symmetrical communication in a crisis was favorably related to information seeking and expressing during an organizational crisis. In this regard, employers may help workers' perceptions by interacting with them often, establishing a space to listen to them, and emphasizing the importance of employees' thoughts, opinions, and recommendations in resolving a crisis. Employees are more likely to be encouraged to communicate when they observe symmetrical communication. According to Lee and Kim (2020), symmetrical communication stimulates employees' intrinsic motives to create and share sponsored content on social media, as well as their behavioral intentions. Although researchers have recognized the important linkages between employee communication behaviors and symmetrical communication (i.e., Kim & Rhee, 2011; Men, 2012; Men & Stacks, 2014), limited studies have explored the potential relationships between employee communication behaviors symmetrical communication.

Furthermore, as a normative internal relations practice model, communication researchers have emphasized symmetrical communication because it boosts employee involvement and advocacy, which could help the company's performance and reputation in the long run (Kang & Sung, 2017; Kim & Rhee, 2011; Men, 2014). Scholars have also employed numerous concepts for symmetrical internal communication. For example, managements' efforts to send employees' voices upwards and reply to employees' recommendations and perspectives via responsive communication), increase employee satisfaction and engagement by using symmetrical communication (Ruck et al., 2017). As such, the existing literature has demonstrated how organizational activities result in communicative conducts of employees both within and outside of an organization's borders (Kim & Rhee, 2011; Men, 2014). Nonetheless, the underlying mechanics of how symmetrical communication generates an employee's social media usage motives for his/her organization and eventually influences his/her positive communicative behaviors have not been thoroughly examined (Lee & Kim, 2020). Furthermore, no empirical evidence has been found to support the effect of underlying

mechanisms in social media (Wang, 2020). Thus, symmetrical communication and online communication behaviors are associated. Therefore, the following hypothesis is posited:

Symmetrical communication practices are related to online communication behaviors in the Jordanian healthcare sector.

3.2 Transparent communication and online communication behaviors

Concerning internal public relations, transparent communication is “an organization's communication to make available all legally releasable information to employees whether positive or negative in nature” (Men, 2014, p. 260). Transparency has received attention from management, economics, journalism, and public relations scholars (e.g., Allen, 2008; Berggren & Bernshteyn, 2007; Men & Stacks, 2014; Rawlins, 2009). Researchers have proposed that transparent communication is a multi-layered notion that includes accountability, transparency and participation (Men & Stacks, 2014; Rawlins, 2008). Li., Sun., Tao and Lee. (2021) have pointed out that transparent communication facilitates employee adoption of a coping strategy and reduces uncertainty during a crisis. Only when adequate high-quality information is given to an employee can he/she make sense of and deal with negative organizational occurrences like unseen changes that a crisis induces.

Internal public relations values, including transparent communication, have been acknowledged as a foundation for modern organizations (Men & Stacks, 2014). Increasing work has shown that effective, transparent communication serves a critical function in creating positive employee attitudes. In turn, these attitudes lead to favorable employee communication behaviors (Kim & Rhee, 2011). Transparency is considered an organization's efforts to make its decisions and behaviors ascertainable and understandable for its stakeholders (Gower, 2006). Employees can comprehend what happened and why, as well as what steps were made if there is transparent and open communication during a crisis (Kim, 2018). Nonetheless, more transparent information can result in less understanding, resulting in less trust in the organization (Wang, 2020).

Public relations scholars have suggested that transparent communication is a vital organizational practice (Men & Stacks, 2014) due to transparency leads to positive results for employees. Lee and Li. (2020) pointed out that transparent communication practices can help in understanding workers' behavioral motivations and perceptual in a healthcare context and are apt to influence the way workers evaluate their organization and motivate behavior of employee. Kang and Sung (2017) argued that consistent, transparent internal communication

from managers was a key driver of employee communication behaviors. Also, certain internal communication practices like transparency with employees are related to positive employee communication behaviors (Lee & Kim, 2020).

During an organizational crisis, transparent communication is a strong antecedent of employee communication behaviors, either as enablers or motivators for positive communication behaviors (Kim, 2018). However, by including employee voices in open and transparent communication, a firm may ensure employee participation in deciding what and how much information is required and how well an organization fulfils the information need, particularly in crises (Men, 2014). Moreover, during crises, when a company adopts transparent response techniques, workers are more apt to increase their competence in coping with a crisis and are more apt to utilize online communication behaviors (Kim, 2018). Thus, the following hypothesis is posited.

Transparent communication practices are related to online communication behaviors in the Jordanian healthcare sector.

3.3 Employee-Organization Relationships and Online Communication Behaviors

When an organization is in upheaval or disaster, the effects of relationship quality on employee communication behavior might be more severe (Kim & Rhee, 2011). If an employee has had a positive long-term relationship with his or her organization, he or she is more inclined to see organizational problems as his or her own and is more willing to share and forward and positive organizational information, during times of organizational difficulty (Mazzei et al., 2012). According to Kim and Rhee (2011), the relationship quality between an organization and an employee is critical in increasing positive megaphoning of employees such as negative megaphoning, such as empathizing with external publics, criticizing or seeking to harm the organization, or reacting passively, is reduced by spreading positive information about the institution.

Several researchers have proposed that an organization's perceived relationship with its employees is a predictor of employee communicative motivation (Lee & Kim, 2017; Wang, 2020). The importance of EOR as a measure of organizational success, in particular, has long been recognized. Scholars, for example, have used EOR terms such as commitment, control mutuality, satisfaction, and trust to better understand EOR quality (Hon & Grunig, 1999). (Men & Stacks, 2014).

Scholars have proven the relevance of the employee-organization interaction in the relationship (e.g., Lee, 2017). A favorable relationship with an organization increases the likelihood that positive information about the organization will be shared or forwarded by an employee, whereas bad information will be shared or forwarded less frequently (Kang & Sung, 2017; Kim & Rhee, 2011). Furthermore, when an employee feels a high-level relationship with his or her organization, he or she is more motivated to search and then volunteer to give organizational-related information with strategic values (Kim & Rhee, 2011). Finally, a positive relationship between employees and an organization enables organizational individuals to participate as crisis advocates (Lee, 2020).

According to existing studies, OER might significantly reduce the risk of employees participating in unwanted megaphoning activities in an online context. For example, an employee who strongly identifies with his or her company (Smith et al., 2017; van Zoonen et al., 2018) might become a social media brand ambassador by publishing favorable information about his or her company (Lee & Kim, 2020). Lee (2020) investigated to understand complicated workers' motivations for social media actions and explored the antecedents of workers' positive and negative organization-related information-sharing intentions on social media like Facebook. This study found that the employee relationship factor was considerably and distinctly related to behavioral intentions of workers on social media. As a result, a favorable OER encourages workers to share and publish favorable information about their company on social media. A good quality relationship between a company and its employees might enhance employee communication habits on social media. Thus, the following hypothesis connecting EOR and employees' communication behaviors on social media is posited:

An employee's relationship with his/her organization is related to online communication behaviors in the Jordanian healthcare sector.

4. CONCLUSION

This conceptual paper has offered fundamentally about the impact of internal public relations practices including transparent and symmetrical communication, employee organization relationships on online employee's communication behaviors during crisis. Transparent and symmetrical communication, employee organization relationships are an essential aspect of public relations practices since the employees' awareness of an internal public relations practices is depending on its communication channels efforts during crisis. Effective internal

communication is the missing link between internal public relations practices and their outcomes such as, employee communication behaviors. It is one aspect that should not be neglected for health care sector that have invested so much in internal public relations practices. Earlier studies also indicate that judgments about both the content and delivery of internal public relations practices significantly influence how internal perspective such as employees evaluates sharing a positive or negative information in online environment during crisis. Their evaluations will also affect their behaviors towards a health care sector. Hence, while planning their internal public relations practices, health care sector must also strategize internal public relations practices to strengthen their favorable corporate reputation and managing employees communication behaviors during crisis

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