A Study of Internal Communication on Organization Crisis

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ABSTRACT

This study is to research the unpaid leave, exploring the impact of different communication channels and communication strategies on the effect of crisis communication. The experimental design uses 3 (communication channels) X 3 (communication strategies), creating nine types of situations to explore what kind of communication channels and crisis response strategies should be used when the organization conducts the internal crisis communication, the differences of communication effects between communication channels and the combination of crisis response strategies are investigated, and the relations among trust, emotions, and the intention of remaining in office are explored. The study results show that in terms of communication channels, the communication effect of the "face-to-face communication" is better than that of the "announcement and E-mail." In communication strategies, the enterprise obtains the best communication effect in three communication effect variables- "angry", "fear" and "intention of remaining in office"- when the "denial" strategy is used. In communication channels and the combination of crisis response strategies, it is found that in terms of "angry" and "fear," employees may have lower emotions of "anger" and "fear" when three combinations of "announcement and E-mail & denying," "meeting communication & denying," and "face-to-face communication & denying." In "the intention of remaining in office," when the two combinations of "announcement and E-mail & denying" and "face-to-face communication & denying" are used, staff's intention of remaining in office of will be higher. In the study results, it is also found that trust plays an intermediary role between emotions and the intention of remaining in office, showing the importance of trust. Therefore, organizations should try hard to establish a sense of trust of employees on organizations so that in case the organizations encounter the crisis, the role of the impact of employees' negative emotions on the intention of remaining in office can be alleviated.

Keywords : No-pay leave or furlough　Communication channel　Crisis Response Strategies　Crisis communication effect

Table of Contents

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