



# Crisis to Resilience: Cultivating Effective Internal Communication for Employee Engagement and Organizational Trust

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## Abstract

**Background:** Organisational resilience during crises is vital for organisational sustainability, and internal communication could be instrumental for employees' engagement and organisational trust.

**Objective:** This study explores the effect of internal communication on fostering employee engagement and trust during the COVID-19 pandemic.

**Methods:** The study followed a mixed approach: quali-quantitative, with ten interviews and a cross-sectional survey incorporating 383 bank employees during the second wave of the COVID-19 pandemic. The qualitative data was analysed using content analysis to draw the framework and variables of the constructs. The survey contained a 5-point Likert scale, and the data were analysed using structural equation modelling.

**Results:** The study shows that internal communication that is transparent, effective feedback, involving, clear, and consistent enhances the employees' engagement and organisational trust.

**Conclusion:** The study concluded that internal communication becomes a decisive factor for organisational resilience during crises. It significantly strengthens the employees' engagement, which positively mediates the effect of internal communication on organisational trust.

**Contribution:** This study provides practical insights for organisations seeking to enhance communication strategies to promote employee engagement and trust during challenging times. It also contributes to the social exchange theory by demonstrating how the reciprocal exchange of organisational care and employee engagement can bolster organisational trust and resilience.

**Paper Type:** Research Paper

**Keywords:** Internal communication, employee engagement, trust, transparent communication, organisational resilience, clarity and consistency in communication, leadership involvement



Open Access

## Introduction

The COVID-19 pandemic, a crisis that has significantly affected organisations worldwide, has brought about profound changes in employees' psychological outlook (Gautam & Gautam, 2024a) and the operational processes of businesses (Ruck & Men, 2021). Many public utility-based organisations retained their schedules or delivered new products or services (Ruck & Men, 2021) as soon as possible, which caused unexpected ambiguity and complexity to the employees. The threat of infection and feeling of social responsibility induced psychological distress and occupational regrets (Gautam & Gautam, 2024b) among the employees. Employees were in a great dilemma, like a cosmological episode making nothing sense, according to Karl E. Weick in Heide and Simonsson (2021). In such situations, employees would have expected timely information, support, and reassurance from their supervisors and employers.

Internal communication would be significant in minimising employees' pandemic stress and inducing innovative work behaviour to develop risk-free service delivery during the pandemic. Top management would have chosen diverse strategies (e.g., downsizing the organisation, diversification for a short period, pay cuts, and more), which could further increase stress; increased stress could decrease organisational trust.

Research evidence implies that organisational trust is associated with positive employee commitment (Shore & Tetrick, 1994; Mayer et al., 1995; Dirks & Ferrin, 2002) and organisational success (Shore & Tetrick, 1994; Whitener et al., 1998; Dirks & Ferrin, 2002; Yates, 2006). Organisational trust is a catalyst for fostering positive relationships and enhancing employee collaboration to prioritise building and maintaining increased employee engagement and productivity, key factors in achieving organisational goals. It develops a strong foundation for organisational competitiveness by promoting effective crisis management, organisational learning and innovativeness, and a firm's performance outcomes (e.g., Chams-Anturi et al., 2019; Hough et al., 2020; Togna, 2014). Thus, the significance of organisational trust is ever-increasing (Costa et al., 2018). However, research studies (e.g., Clark & Eisenstein, 2013; Lange, 2015; Chang et al., 2016; Pološki et al., 2021) indicate that the mistrust in organisations is ever-increasing in organisations globally, with significant implications for organisational culture and effectiveness, during the crisis. Communication climate is significant in fostering organisational trust (Pološki Vokić et al., 2021) as it stimulates communication channels effectively and is perceived as reliable, information is shared honestly, and employees' voices are heard; it cultivates a sense of trust and engagement. This understanding edifies us about the pivotal role of internal communication in enhancing organisational trust by fostering transparency (Ruck et al., 2017), promoting employee engagement (Men, 2014), and aligning with the organisation's goals, values, and strategies (Hargie et al., 2002). Strong and effective internal communication not only fosters trust among employees but also enhances transparency and promotes a positive organisational culture (Smidts et al., 2001; Welch & Jackson, 2007; Men & Stacks, 2014; Men, 2015; Ruck et al., 2017) and inspires the workforce. However, such literary richness prevails in typical situations; an intensive understanding remains to determine the effectiveness of internal communication during a crisis like the COVID-19 pandemic (Ruck & Men, 2021).

When employees receive clear and transparent information from management, feel engaged in decision-making processes, and have open channels for feedback, it tends to foster an optimistic work environment. Effective communication at superior-subordinate and peer levels decreases job monotony, relaxes job stress and ambiguity, increases organisational ownership, and increases trust in coworkers, supervisors, managers, and the organisation. Internal communication enhancing the internal climate of trust (Pološki Vokić et al., 2021) can be the source of positive work behaviour and competitive advantages (Barney & Hansen, 1994) of the organisation. The communication networks and modes might differ in industrial contexts and organisational cultures. However, studying its effects on the

banking industry's most vibrant working setup is not focused on employee satisfaction, commitment, and trust. Thus, this study raises questions regarding the satisfaction level of bank employees through standard internal communication practices. In addition, this study analyses the role of internal communication and employee engagement in organisational trust.

## Study Context

This study focuses on understanding how organisational communication practices influence the trust among employees, supervisors, and managers and their perceptions of the organisation. The study was done in the new normal after the COVID-19 pandemic in the banking sector in Nepal. During the COVID-19 pandemic, bank employees were forced to work almost regularly from their offices. Though there were mandatory provisions for maintaining physical distance and other health regulations, employees worked under psychological pressure (Gautam & Gautam, 2024b; Giorgi et al., 2020). This study focuses on how corporate symmetrical communication and supportive peer communication influence the engagement and organisational trust of employees of commercial banks in Nepal.

Internal communication in the banking sector is crucial for ensuring regulatory compliance, managing risks, driving customer service and sales, fostering a strong organisational culture, engaging employees, and facilitating professional development. Effective communication channels and practices contribute to trust, transparency, and collaboration, improving performance and customer satisfaction. Workload, role ambiguity, and growth opportunities are everyday occupational stressors in the Nepalese banking sector (Gautam & Gautam, 2022), demanding the effectiveness of internal communication to relieve them.

## Literature Review

### *Theoretical Understanding*

The relationship between internal communication, engagement, and organisational trust is important in organisational behaviour research. Exploring how these elements interact can offer valuable insights into improving workplace dynamics, employee satisfaction, and organisational trust. The theoretical framework linking internal communication, engagement, and organisational trust highlights a dynamic interaction where effective communication promotes optimism, subsequently strengthening trust. Understanding these relationships can improve organisational health and employee well-being as organisations navigate complex environments.

Internal communication encompasses the methods and channels that facilitate the flow of information within an organisation (Togna, 2014), which plays a crucial role in aligning employees with organisational objectives, promoting collaboration, and boosting engagement (Downs & Adrian, 2004). Research shows that effective internal communication is associated with increased trust among employees and between staff and management (Heide & Simonsson, 2021; Men, 2014). Based on Shannon and Weaver's (1949) communication model, the clarity and frequency of messages significantly impact how employees perceive and behave, indicating that well-organised internal communication can reduce misunderstandings and establish a solid basis for trust (Tkalac Vercic, 2019).

In an organisational context, employees' engagement results from optimism (i.e., the general expectation of positive outcomes) (Dursun, 2021; Seligman, 1990). Optimistic employees tend to be more resilient and open to change, fostering a positive workplace atmosphere (Kim et al., 2016; Scheier & Carver, 1985) and more engaged in their job responsibilities. Internal communication enhances optimism, which helps to boost employee engagement and trust in the organisation. They are more inclined to view challenges as opportunities rather than threats (Luthans et al., 2007; Malik & Garg, 2017). Regarding internal communication, optimistic employees are more likely to interpret messages positively, strengthening their trust in organisational leadership (Goleman, 2000; Malik & Garg, 2017).

Organisational trust is the belief that the organisation and its leaders will act in employees' best interests (Bligh, 2017; Mayer et al., 1995). It is essential for effective teamwork, collaboration, and overall organisational performance (Dirks & Ferrin, 2001; Serrano et al., 2018). High levels of trust within an organisation can result in more outstanding employee commitment, lower turnover intentions, and higher job satisfaction (McAllister, 1995). The relational trust model indicates that trust is cultivated through consistent and transparent communication, especially in uncertain situations (Berry et al., 2021; Lewicki & Bunker, 1996). Therefore, effective internal communication can be crucial in establishing and sustaining trust.

The connections between internal communication, engagement, and organisational trust can be analysed through Social Exchange Theory, which asserts that relationships are founded on reciprocal exchanges (Blau, 1964). When organisations emphasise clear and open internal communication, employees feel valued and respected, which helps build trust. Additionally, optimistic employees are more likely to respond positively to these communication efforts, creating a positive feedback loop where trust and optimism reinforce one another.

### ***Empirical Findings***

***Internal communication and components.*** Employees tend to personify the management system and overall communication process (Togna, 2014) based on their psychological characteristics, such as optimism, significantly influencing organisational trust. Employees with an optimistic outlook are more likely to trust their organisation, its leadership, and their colleagues (Eisenbeiss et al., 2008). The internal communication should comprise of the following:

*Transparency and information sharing:* Effective internal communication promotes transparency (Ruck et al., 2017) by providing employees with timely and accurate information about organisational decisions, strategies, and goals. When employees have access to relevant information, it creates a sense of trust and reduces uncertainty.

*Two-way communication and feedback:* Encouraging two-way communication channels allows employees to express their opinions, concerns, and ideas (Meng & Berger, 2020). When organisations actively listen to and respond to employee feedback, it demonstrates respect, values employee input, and strengthens trust.

*Leadership communication:* Open and honest communication from organisational leaders helps build trust. When leaders share information, explain decisions, and actively engage with employees, it enhances transparency, reduces rumours, and fosters trust in leadership (Welch & Jackson, 2007).

*Clear and Consistent messaging:* Internal communication ensures that messages are clear, consistent, and aligned across different levels of the organisation. Consistency in communication builds trust (Jansen & George, 2007) by eliminating confusion, reducing ambiguity, and reinforcing organisational values.

*Internal communication and employee engagement:* Employee engagement is a positive psychological state marked by dedication, vigour, and absorption (Schaufeli et al., 2002), considered an element of psychological capital (Luthans et al., 2007). Effective internal communication practices enhance vigour, dedication, and absorption, i.e., engage employees (Men, 2014) in the organisation's mission, values, and goals. Engaged employees are more likely to trust the organisation, feel connected to its purpose, and be motivated to contribute to its success. Based on this, the following hypothesis has been derived:

*H1: Internal communication has a positive significant effect on developing employee engagement.*

***Internal communication and employee organisational trust:*** Organisational trust refers to the belief that an organisation and its leaders are reliable, transparent, and act in the best interests of its employees and the organisation (Mubashar et al., 2022; Saunders, 2012; Ugwu et al., 2014). It is the confidence that

employees have in the integrity, competence, and fairness of the organisation, including its leadership, policies, and processes (Mubashar et al., 2022). Organisational trust is built over time through consistent actions, open communication, and ethical behaviour, and it plays a crucial role in fostering positive workplace relationships, enhancing employee engagement, and ensuring organisational stability. Internal communication enhances organisational trust by promoting transparency, consistency, and clarity in employee information (Bligh, 2017; Dunn & Schweitzer, 2005; Serrano et al., 2018). When leaders openly discuss organisational goals, challenges, and decisions, it minimises uncertainty and demonstrates a commitment to honesty.

Moreover, when employees perceive that leadership listens to and addresses their concerns appropriately, it deepens mutual respect and strengthens confidence in the organisation. This transparent and open communication prevents misinformation and establishes a strong trust foundation for sustaining employee engagement, loyalty, and overall organisational resilience. Based on the discussion, the following hypothesis was formulated:

*H2: Internal communication positively and significantly influences the employees' organisational trust.*

**Employee engagement and organisational trust:** Employee engagement strengthens trust by promoting transparency, fairness, empowerment, and emotional connection (Alshaabani et al., 2028; Bulińska-Stangrecka & Iddagoda, 2020). When employees are engaged, they feel appreciated, well-informed, and involved in the organisational process, which increases their trust in both leadership and the organisation. Engaged employees are more likely to have confidence in the organisation's integrity, reliability, and effectiveness, fostering a continuous cycle of trust (Alfes et al., 2016; Schaufeli et al., 2002) and commitment that contributes to overall organisational resilience. Further, employee engagement mediates the effect of internal communication on predicting organisational trust. Based on this, the following hypotheses were formulated:

*H3: Employee engagement positively and significantly influences organisational trust.*

*H4: Employee engagement positively and significantly mediates the relationship between internal communication and organisational trust.*

## Research Methods

This research employed a mixed approach to effectively explore a specific definition of situations. The researchers aimed to address the unique pandemic circumstances, so the study was divided into two tiers: interviews with the employees working in banks in different designations during the pandemic to explore communication practices and a survey of the employees to examine their engagement and trust.

### Data Collection

This study followed the quali-quantitative sequence. Qualitative data was collected through semi-structured interviews with bankers just after the first wave of the COVID-19 pandemic. The open-ended questions allowed for flexible sequencing and encouraged a range of responses from the participants (Marshall et al., 2015). The interviews focused on the importance of internal communication during a crisis, social media networks, internal communication and crisis, internal communication and engagement, and internal communication and trust. Before the interviews, participants were informed about the study's purpose and sought permission to record significant issues in the conversation sessions and use their data to explore the study framework. Participants were assured that their identities would remain confidential to protect their privacy.

After confining the research framework, a 5-point Likert scale questionnaire was developed. The questionnaire was distributed to bank employees during the pandemic (the second wave of the pandemic) via Google Forms. The personal approach and snowball sampling were used to collect the

data from 383 respondents.

**Table 1. Respondents for interview**

Respondent	Responsibility	Work experience (Yrs.)
1	HR Assistant	5
2	Operating employee	4
3	Operation Manager	6
4	HR Manager	10
5	Front Desk Officer	5
6	Cash Operator	4
7	HR Manager Bank B	12
8	Credit Assistant	6
9	Operating employee	5
10	HR Assistant	7

## Data Analysis and Results

After collecting the data, the researcher transcribed and reviewed the interviews attentively. The transcribes were prepared immediately after the interview so there would be no chance of losing the contents. Initial codes were developed using a data coding approach pertinent to the research problem. Three themes were identified from these codes, each accompanied by a descriptive text based on the transcription. In this way, the inductive data were analysed using content analysis.

**Findings from initial exploration (Qualitative data analysis):** The role of internal communication significantly expanded during the COVID-19 pandemic. It was crucial in strengthening the organisation's and its employees' connections, promoting a sense of connectedness and harmony. Nepalese banking institutions prioritised the well-being of employees.

For instance, one of the respondents emphasised, "For managing service delivery, we prioritise the safety of employees and their family members. We are careful about the employee's family responsibility and obligations towards family members." (Participant 1, HR Assistant). Following the statement of the HR assistant, one of the operating-level employees claimed, "We enjoyed the work flexibility and frequent communication within departments and across the bank."

Internal communication promoted equality during the COVID-19 pandemic. Banks established a mechanism for internal communication during the pandemic to listen actively and address the concerns of both employees and managers. In turn, managers were committed to being inclusive, fair, and equitable to all staff, regardless of their position and functional responsibility. They established social media for additional communication except for regular memos and notes. One of the respondents reported that they had *WhatsApp* for social networking, while the other reported that they had *Messenger* for group communication. This approach can deeply resonate with employees, strengthening their family ties as they feel a sense of connection during the challenges of the pandemic.

During the COVID-19 pandemic, Nepalese banks communicated face-to-face and mediated communication with employees. Following the health regulations, they conducted in-person meetings while implementing safety measures such as mask-wearing, limiting the number of participants, and practising social distancing. These meetings aimed to gather direct feedback from employees and uplift their spirits during the crisis through motivation and support.

“The COVID-19 pandemic presented challenges for every business, and the banking sector is no exception,” responded an Operation Manager (Respondent 3) of a bank; “in adapting to the situation, internal communication played a crucial role in instilling hope among employees, helping them maintain optimism during emotionally difficult times.” This optimism is vital for employees navigating the pandemic and remaining motivated to perform at higher levels, accepting the pandemic risk. Supporting the statement, one respondent who works at the operating level added, “Internal communication helped employees reinforce their reasons for working.”

“Effective communication promoted internal networking and enhanced employee productivity and connection during the pandemic. We had daily circulars and weekly personal calls to provide updates on the business, our direction, and how we can contribute.” The HR manager (Respondent 4) of a commercial bank reported. “For the few employees we allowed remote work, we squeezed the work schedule.”

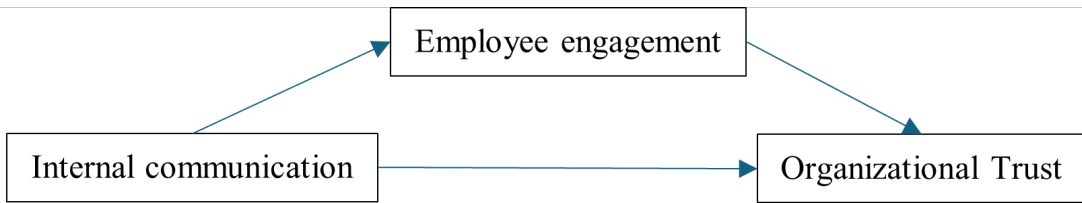
Respondent Five (Front Desk Officer) reported that “internal communication served multiple functions, essential for keeping me informed about COVID-19.” He argued, “Internal communication provided a basic understanding of the virus and its variant, ways to prevent transmission, and information on affected individuals and high-risk areas.” Similarly, for another respondent (Cash operator), “internal communication helped address employees’ anxieties of the pandemic.” HR manager (Respondent 7) mentioned, “... organisational leaders in her organisation communicated with urgency, honesty, and empathy to help alleviate these feelings to enable employees to focus entirely on ensuring that employees feel safe and comfortable at work during this uncertain time. In internal communication, our organisation focused on employees’ health and well-being, providing protective equipment, and upholding their rights.”

Respondents 2, 7, 8, and 10 reported that “the internal communication during the pandemic fastened the decision-making and deepened their understanding of employee concerns.” Respondents argue that internal communication could lessen employee worries and improve their trust in management and the organisation. For instance, financial difficulties became a significant source of stress for employees, prompting organisations to handle the matter sensitively and recognise the importance of aiding. This allowed executives to connect directly with employees, reassuring them of their safety.

Regarding the support of employees, Respondents 3, 5, 6, and 9 reported, “Our bank prioritised the well-being of all employees during this pandemic, which was regularly communicated through different networks. Employees supported management by avoiding layoffs, allowing them to continue earning an income and keeping their jobs.” In the same line, respondents 1, 4, 7, and 10, who were directly involved in HR responsibilities, reported that they experienced the utmost support from their employees in the service delivery as planned by the Bank Management.

During the COVID-19 pandemic, the role of internal communication in Nepalese banks expanded significantly, enhancing connections between the organisation and its employees while fostering a sense of unity. Banks prioritised employee well-being by considering their family responsibilities and implementing flexible work arrangements, as highlighted by various respondents. To promote equality and address concerns, management committed to inclusive communication through social media platforms like WhatsApp and Messenger, alongside regular memos. In-person meetings adhered to health guidelines to gather feedback and uplift employee morale. Internal communication was crucial in instilling hope and optimism among employees, helping them navigate the challenges of the pandemic while maintaining motivation. It provided essential information about the virus and addressed anxieties, with leaders communicating with urgency and empathy to ensure a safe work environment. Furthermore, effective communication facilitated decision-making and deepened understanding of employee concerns, alleviating worries and strengthening trust in management. Respondents emphasised the bank’s commitment to avoiding layoffs, thus supporting employees in maintaining their income and job security, which contributed to a collaborative and supportive work atmosphere.

Based on the inductive investigation of effect of internal communications on organisational trust, the following framework has been developed.



A quantitative approach with a cross-sectional survey was conducted to confirm the framework developed from the inductive exploration. Further, the framework was examined quantitatively based on a cross-sectional survey incorporating 383 bank employees. The survey was conducted using Google Surveys during the second web of the pandemic.

**Findings from the survey (Quantitative data analysis)**

*Descriptive statistics.* The descriptive analysis (Table 2) reveals that participants rated the transparency in information provided during the pandemic by their organisation as moderate (M = 3.41, SD = 1.09). Employees rated more than moderate satisfaction with the communication and feedback (M = 3.53, SD = 1.05). Likewise, the respondents were satisfied with the internal communication components, i.e., leadership communication (M = 3.35, SD = 1.03), clear and consistent communication (M = 3.79, SD = .93), employee engagement (M = 3.92, SD = 1.12), overall internal communication (M = 3.43, SD = 1.02), and Organisational Trust (M = 3.54, SD = .97).

**Table 2. Descriptive Statistics of Variables in the Study (Mean, Standard Deviation, and Correlations)**

	Alpha	Mean	SD	1	2	3	4	5	6	7
1	0.90	3.41	1.09	1						
2	0.89	3.53	1.05	.81**	1					
3	0.91	3.35	1.03	.76**	.82**	1				
4	0.93	3.79	0.93	.81**	.83**	.80**	1			
5	0.91	3.92	1.12	.58**	.56**	.57**	.57**	1		
6	0.92	3.43	1.02	.50**	.46**	.49**	.57**	.76**	1	
7	0.91	3.54	0.97	.53**	.50**	.52**	.56**	.83**	.85**	1

*Note.* \*\*Correlation is significant at  $p < .01$  (2-tailed). 1 = Transparency in communication; 2 = Communication and feedback; 3 = Leadership communication; 4 = Clear and consistent communication 5 = Employee engagement; 6 = Internal communication; 7 = Organisational Trust

*Measurement model results.* Confirmatory factor analysis (CFA) supported the theoretical model with an acceptable fit with the data (CFI = .94; SRMR = .05; RMSEA = .040;  $\chi^2 = 1314.42$ ,  $p < .001$ ;  $df = 949$ ;  $n = 383$ ).

*Direct effects.* A positive and significant relationship was found between internal communication and employee engagement ( $\beta = .32$ ,  $p < .001$ ), thus confirming H1. The R-squared value for employee engagement was .69. Furthermore, the relationship between internal communication and organisational trust ( $\beta = .48$ ,  $p < .001$ ) and the relationship between employee engagement and organisational trust ( $\beta = .17$ ,  $p < .05$ ) were significant, and positive supporting H2 and H3. The R-squared value for trust



was .86.

*Indirect effects.* Mediation analysis was performed using a bootstrapping procedure with 10,000 samples to assess the indirect effects of the model (Figure 1). The results revealed a significant indirect effect of internal communication on organisational trust via employee engagement ( $\beta = .19$ ,  $p < .001$  [95% CI: .41 to .78]) supporting H4.

## Discussion

This study further substantiates the importance of employee engagement in fostering trust within organisations. Defined as a positive psychological state marked by vigour, dedication, and absorption (Schaufeli et al., 2002), employee engagement can be considered an element of psychological capital (Luthans et al., 2007). Employee engagement represents confidence in tackling challenging tasks, adaptability in goal setting during tough times, optimism regarding future achievements, and resilience in overcoming obstacles to reach objectives. Engaged employees are more likely to trust the organisation, feel connected to its purpose, and be motivated to contribute to its success, supporting the findings of Men (2014).

Conversely, organisational trust is a form of relational capital (Eikeland, 2015) rooted in relational experiences. The significant and positive correlation between employee engagement and organisational trust revealed in this study indicates a pathway to developing and enhancing relational capital through psychological capital, supporting the argument of Luthans et al. (2007) and Bligh (2017). A positive mindset characterised by employee engagement can lead to increased trust in other parties, including in the organisation (Bligh, 2017; Dunn & Schweitzer, 2005; Jones & George, 1998; Serrano et al., 2018).

Effective internal communication with ample transparency, prompt feedback, leadership involvement, clarity, and consistency fosters employee engagement. It indirectly mediates the relationship, boosts employees' confidence and encourages them to commit to greater personal productivity and organisational performance. A strategic focus on internal communication contributes to expanding organisational outcomes and employee trust (Men & Stacks, 2014; Rawlins, 2009). Additionally, it highlights the crucial role of internal communication in developing an engaged workforce (Strom et al., 2014), which is vital for achieving organisational trust (Saks, 2006; Strom et al., 2014; Taiminen et al., 2015). Further, internal communication's effect on organisational trust strengthens employees' engagement.

## Conclusion

In conclusion, this study underscores the critical role of internal communication and employee engagement in fostering trust within organisations. By highlighting employee engagement as a key component of psychological capital, the findings reveal how a positive mindset characterised by vigour, dedication, and resilience can enhance employees' confidence and connection to the organisation. This connection bolsters their trust in the organisation and motivates them to contribute to its overall success.

The research illustrates that organisational trust, viewed as relational capital, is significantly influenced by employee engagement. The established positive correlation suggests that enhancing psychological capital can serve as a pathway for building and reinforcing relational capital within organisations. Furthermore, effective internal communication—characterised by transparency, timely feedback, and leadership involvement—emerges as essential in nurturing employee engagement and, consequently, organisational trust.

By strategically focusing on internal communication, organisations can create an environment that supports higher employee commitment and productivity, leading to improved organisational performance. This study contributes to understanding how strategic communication management can impact organisational outcomes, reinforcing that a well-engaged workforce is vital for cultivating

lasting trust and achieving long-term success. As employee engagement strengthens, so does the overall trust within the organisation, establishing a solid foundation for future growth and resilience.

### ***Limitations and Future Scope***

This study focused only on the quality of internal communication, especially crisis communication. The same concept with more comprehensive communication can be incorporated with leadership style and organisational culture for typical situations. Future studies can be more significant by comparing industries.

### ***Declaration of conflict of interest***

The author declares the absence of a conflict of interest in the paper's publication.

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