

# A Qualitative exploration of challenges in leader subordinate communication from the employee perspective

**MDIM Business Review**  
Volume: II, Issue II, December, 2021  
Page No-59-69  
© 2021 MDIM  
**ISSN (Online) 2582-7774**  
<https://www.mdim.ac.in/journal-issues>

*Prerna Panda*<sup>1</sup>  
*Damini Saini*<sup>2</sup>

## Abstract

With the onset of Covid-19 pandemic in the year 2020, many employees of the organisations have to adopt for work from home. Now this different mode and new way of working has posed several challenges for employees and their supervisors especially in terms of effective communication. While referring existing literature it seems quite prominent that the importance of leader communication during a crisis has been severally highlighted but the challenges experienced by employees during work remains lesser explored. The purpose of this paper is to explore the major challenges faced by employees with respect to leader-subordinate communication in a new working mode. A study was designed to qualitatively explore the important aspects of communication which require due consideration from researchers during work from home. The research tool adopted was a semi-structured interview which was telephonic and online because the data was collected during the Covid-19 time. By analysing the interviews, it was found that aspects such as availability of the leader, clarity in communication along with empathetic conversations were of utmost importance. These factors were found to contribute towards the performance and adaptability of the employees. Employees who adopted well to the new working mode reported having effective communication with their leaders. This study is helpful to improve the leader-subordinate communication and contributes towards effective communication during work from home.

## Introduction

The COVID-19 pandemic has resulted in an unexpected, and sudden disruption of billions of employees around the world leading to heightened job demands and stress. The accumulation of stress and anxiety resulting from disruption as such can pose threat to the wellbeing of the individuals both in the short and long run. Organizations and workers have been compelled to change their way of working to match the requirements of virtual workplaces. Crises as such are “landscape events, the coronavirus has created great uncertainty, elevated stress and anxiety, and prompted tunnel vision, such that people can only focus on the present rather than looking forward to the future” (Sanders et al., 2020). In such a case unavailability of information

and asymmetry during a crisis adds to the woes of people. In order to make sense of the situation, people seek guidance and transparency with regard to what has happened and corresponding organizational functioning (Mendy, 2020). During the pandemic as the employees were working from home, a whole range of communication challenges emerged. To adopt to the changing work environment, the organization have made efforts by bringing in technology-driven solutions such that managers can communicate through several channels including but not limited to email, intranet, video calls etc. However, the challenges in implementation and regulation of the new mode of work is yet to be explored.

<sup>1</sup>Prerna Panda: FPM Scholar (IIM Raipur)

<sup>2</sup>Prof. Damini Saini: Faculty (OB and HRM), IIM Raipur

Past literature suggests that in times of crisis like the one posed by the pandemic the organizational members look forward to the response and messages of leaders thereby heightening the need for effective leader communication (Van der Meer et al., 2017). In such a case Argenti (2020) suggests that “the leader’s words and action can help people adjust to the difficult situation and cope emotionally by helping them put their experience into context and draw meaning from it”. In addition to the challenges of transitioning to a new mode of work, this presents leaders with many complicated challenges with no ready-made solution. One of the major challenges is the volume of information that needs to be communicated to the employees simultaneously managing multiple mediums and having multiple senior managers. Tough trade-offs along with tough decisions about communicating complex issues to diverse audiences remains to be handled by the leaders (Mendy, 2020). Issues as such calls for attention of the scholars to further investigate the communication challenges and come up with viable solutions to ensure effective exchange of information during a crisis. Existing literature in the area of human resources, communication and organizational crisis suggest that the what and how aspect of leader’s communication during a crisis requires further scrutiny (Y. Wang et al., 2020). With the aim of filling this research gap, this study intends to conduct a preliminary analysis to understand the challenges in the leader’s communication during an ongoing crisis that is the COVID-19 pandemic. Since employees are the recipient of information from the leader, it is important to understand their experience of effective communication during the crisis. Therefore, this study seeks to examine the leader crisis communication challenges within the organization from the employee perspective. In this context this paper aims to provide insights about the challenges faced

by employee with respect to leader crisis communication.

### Literature review

Pearson and Clair (1998) defined crisis, “as an event that is marked by ambiguity of cause and effect at the same time by the belief that decisions must be made swiftly”. Further an organizational crisis has been defined as “the perception of an unpredictable event that threatens important expectancies of stakeholders and can seriously impact an organization performance and generate negative outcomes” (Coombs and Holladay, 2010). Literature has long emphasized the role of communication in managing crisis effectively (Barton, 1993). More (1995) noted, “[The crisis response phase] puts any organization’s normal communication systems and processes under enormous additional pressure” (p. 37) and hence the need for communication models which can prove most beneficial under such difficult times. Hale et al., (2005) has identified challenges in crisis communication in the response phase of crisis management. Research by Bright et al (2004) suggest that crisis marked by situational uncertainty requires a charismatic leadership style such that communication is a key part of such styles. Mayfield & Mayfield (2007) found a positive correlation between leader communication style (use of motivating language) and employees’ intent to stay showing the significance of leader communication. The study by Vries et al., (2009) supports the similar finding stating that leadership styles mediate the relationship between leader communication style and leadership outcomes. Study by Welch (2011) suggests that leader communication has implication for employee engagement. Top management communication is increasingly considered a crucial component of an organization's strategy especially in

times of crisis, the leader's communication becomes even more important (Farmer and Tvedt, 2005). Many scholars such as Coombs (2007) have emphasized on “understanding post-crisis communication and how organizational messages can be used to cope and prevent the negative effects arising from a crisis”. The messages communicated by an organization in a crisis are play a vital role in the buffering the negative effects of a crisis situation (Fediuk et al., 2010). Jamal and Bakar (2015) studied the role of leader's ability to communicate charismatically and its impact on the employee perceived organizational reputation. Stam et al. (2016) used the regulatory focus theory to study the endorsement of leaders during a crisis based on whether they used promotion-oriented communication or more prevention-oriented communication. Leaders' particular communication styles during times marked by change also influences the subordinates' affective commitment to change (Luo et al., 2016). The organizational crisis is also marked by increased media pressure thus influencing the stakeholder relationships and the management has a key role to play in such difficult times (Meer et al., 2017). The literature has evidence of the fact that leader communication is crucial in the period of crisis and various models based on theories has been proposed. But there is a dearth of evidence on the challenges associated with leader crisis communication, which is the objective of this paper.

### Research question

The purpose of this study was to understand the challenges faced by employees with respect to leader crisis communication during work from home.

What are the challenges faced by employees with respect to leader crisis communication during work from home?

### Method

As an initial investigation of challenges faced by employees with respect to leader communication during crisis, this study was designed to understand and discover concepts. For this a qualitative research method was adopted since it provides the opportunity to present unbiased findings not prejudiced by a priori hypotheses. This method is especially crucial when the body of research has important variables to examine which has not been widely explored in the existing body of literature. Morse (1999) supports this argument by stating that qualitative approach is needed when the topic is relatively new and the subject has not been addressed with respect to a particular group of people and no existing theories have been applied in that context. Based on the arguments presented above this study employed a qualitative approach to find out challenges in leader communication as the employees are working from home during the COVID-19 pandemic.

Data were gathered through extensive telephonic interviews with employees who are working from home due to COVID-19 pandemic. The demographic information of the respondents has been tabulated in the appendix, while ensuring confidentiality of personal information. The semi structured interviews started with analysing the job role and type of work the employee was involved with. It was assured that the participants' organizational and individual identities as well as their responses would be kept confidential. In addition to this the interviews were recorded with due permission from the respondents. The employees were then asked about leader crisis communication and as the interview progressed questions were used to probe challenges in communication process, problems, and their idea of resolving them. The interview questions are listed in the appendix.

## Data analysis and Findings

The interview transcripts were scanned properly and then coded. Followed by this the codes were grouped into themes as presented in the Figure 1.

Themes	Remarks
Mode of communication	<ul style="list-style-type: none"> <li>• Call</li> <li>• Email</li> <li>• Video conferencing apps such as skype and zoom</li> <li>• WhatsApp messenger</li> </ul>
Difference in leader communication	<ul style="list-style-type: none"> <li>• Increased Duration and frequency of communication</li> <li>• Increased gap in communication</li> <li>• Shift from face-to-face to virtual mode</li> </ul>
Important dimensions of communication	<ul style="list-style-type: none"> <li>• Clarity</li> <li>• Availability</li> <li>• Conciseness</li> <li>• Empathy</li> </ul>
Importance of leader communication in crisis	<ul style="list-style-type: none"> <li>• Clear communication of goals and expectations</li> <li>• Managing availability of team for work</li> <li>• Guiding new joiners</li> <li>• Employee performance</li> <li>• Adaptability of employees to the new mode of work</li> </ul>
Challenges faced by employees	<ul style="list-style-type: none"> <li>• Connectivity</li> <li>• Availability of leaders and team members</li> <li>• Clarity in virtual mode of communication</li> <li>• Communication gaps</li> </ul>
Suggestions	<ul style="list-style-type: none"> <li>• Training for effective communication</li> <li>• Improving clarity</li> <li>• Making communication empathetic</li> <li>• Improving listening skills in virtual mode</li> </ul>

Figure 1: Coded themes

### Dimensions of communication

On asked about which dimensions of communication is important in the leader crisis communication context, it was found that clarity in communication is the most essential one. The employees also expect the leaders to show empathy while communicating since we are in a pandemic

and the situation demands much more than work. These dimensions represent the communication effectiveness.

*Even the managers need to understand what the employees are going through. He needs to cooperate with them. (R2)*

*Leader should take care of the candidate not only asking about the work, they have to think like if how the person is doing, before work from home the work pressure was very less, very cool and relaxed, now they are overloading each and every time that shouldn't happen, the candidate will be exhausted. (R7)*

The availability of leaders for communicating is another essential dimension. Since in the office set up employees could directly approach leaders whenever they had doubts, now that is challenging in the work from situation. Given everyone is working from home and the leaders have different calls they need to attend to.

*Availability is important. Because in the online mode you have to see if they are available or not. When it is face to face you can approach them whenever there is a query. (R2)*

Lastly concise communication is desired because it saves time for both the parties and makes the communication efficient.

*I believe if you want to call him, before that you point out your doubts, make a note of points, what you want to discuss with him. Write down the points so whenever you communicate with him it will be easy for you to go from point to point, by this you save your time and he is also saving time. (R4)*

### **Difference in leader communication**

All the respondents agreed on the fact that the leader communication has changed in the crisis time owing to the fact that employees are working from home.

*It has definitely changed, because if you communicate face to face that would be different and you will have better exchange in the sense, he will say something or she will say something, but during these online conferences we face the challenges like sometimes the audio and network level issues are there than we will not hear properly and we will have to wait. (R7)*

The mode of communication has changed from direct to virtual for there is no other option to communicate with the leader. Since everyone is attending to various tasks associated with home and work, the time of communication has changed. The reason for the same ranges from internet connection to work related issues. This is consistent with findings from reports which states that, even getting answers to what seem like simple questions can feel like a large obstacle to a worker based at home (Larson, 2020). Sometimes employee has to attend to calls after the work hours because there is work that needs to be done.

*Earlier we used to get this directly from boss or desk to desk port that we have, whenever we have issue, we get to talk to him. Now in the WFH situation we have to see if he is busy in other meetings or not then we can send him a meeting request, sir we have some issues and we need to talk. If he is available then we can have a word. (R4)*

The respondents have expressed their concern regarding the shift from face to face to virtual interaction which is consistent with the findings of (Larson, 2020). It has been reported that the frequency of communication has increased at the same time gaps in communication have also increased. Again, addressal of the issues faced by the employees is contingent upon the availability of leaders.

### Importance of leader communication in crisis

The findings of this study are consistent with the literature on role of leader communication in crisis. The respondents responded positively when asked about the importance of leader communication in the time of crisis and work from home. From analysis the responses it is observed that different individual has different expectations from their leaders. For instance, freshers who have worked with the organization for less than a year expect guidance in carrying out their respective jobs. The employees expect the leader to communicate the goals and expectations regarding the work so that they can successfully complete their respective tasks. It has been mentioned in several interviews that the work gets delayed when in case not communicated properly.

*I believe there should be a good communication and no gap should be there between leaders and the employee. This is the gap which can lead to completion and success of the project. If we don't communicate properly with my boss or my junior the work may be delayed. (R4)*

The communication effectiveness impacts the performance and productivity of the employees.

*Yes, there is complete clarity in whatever we communicate and moreover I think we can say that the productivity has also increased like during office hours as compared to those times the productivity is much more improved. (R8)*

In addition to that it also influences how well the employee can adapt to the new mode of working. For instance, contrary to the views of other respondents, R8 reported that her productivity has improved in the new mode of work. She also reported that her had

satisfactory communication with her supervisors which also included empathetic aspect to the exchange.

*I can say one thing that the communication has quite improved during this pandemic. Like in office we never got a chance to coordinate with some senior employee of ours or high-level employees. Now we are getting an opportunity to interact with them, because we are working closely with the team. (R8)*

The respondent has pointed out that her organization has a very good work culture where there is a proper work life balance. There is an empathetic aspect to the exchange between the respondent and her supervisors. In addition to this the communication has improved for her along with her productivity during working from home. It can be inferred the communication effectiveness has a role to play in the performance and adaptability aspect of the employees.

*Yes, they do ask, even we have HR survey with each and every team that our office have. Twice in the month we get call from HR, they ask us about whereabouts, how is everything, how is your family doing, if everything is fine, so those interactions are also carried out, also among our team the manager and team lead they also talk about such things during the meeting. (R8)*

### Challenges in leader crisis communication

Among several challenges faced by the employees in working from home, one of the most common one is regarding their communication with co-workers and managers. As reported by Larson, 2020 in their report,

Many employees are struggling with the declined access to managerial communication and support. In some cases,

employees feel that remote managers are out of touch with their needs, and thereby are neither supportive nor helpful in getting their work done.

Employees are working from home and many of them are working in remote areas where the internet connectivity is not stable. Irrespective of the area they are residing in, most of the respondents have said that they are facing internet issues in their day-to-day work.

*Recently I had an internet issue and the server broke down in the middle of the work and my supervisor wouldn't know because we are working from home. It took time to resolve the issue and it created some level of anxiety. (R1)*

*The main challenge here is, all the time you cannot guarantee that the internet connection will be very fast, we face issues regarding the internet sometimes there would be no electricity at your home and you would have no charge in your laptops these kinds of disturbances. (R6)*

*These are the challenges, so communication wise it is lagging, there are other issues also because of that it is extending (the time consumption is more in the work from situation). (R7)*

The clarity is seeming to be compromised in the virtual mode of communication as compared to the face-to-face communication. The availability of leaders to resolve their issues is another challenge faced by employees.

*Currently I am working in a development project and the only means of communication is through online. Even my manager has different calls that he needs to attend. Being*

*a fresher whenever I am facing any challenge, I have to wait for him to get free and then clarify my doubts. (R2)*

The gap in communication could be due to several reasons, sometimes it is because of internet issues where one fails to understand what the other person is saying rather ends up hearing interfering noises.

*Sometimes the hierarchy is not well defined as in how leader should communicate. So the same work is communicated by higher official and middle managers to the subordinate, there is no direct flow of work-related communication. One who is working at the junior level, there is repetition of work as the work is done multiple times. (R3)*

### **Suggestions for leader crisis communication**

Lee (2020) suggests that organization's effort to listen to employees, collaborate with them and respond to their feedback in an open environment is critical to keep them engaged during a crisis. This is made possible by organizations' active two-way communication efforts that empowers the employees, as internal members can have the opportunity to participate in significant decision making which makes them feel heard and valued.

All of the respondents have emphasized on the importance of empathetic communication considering the critical situation of pandemic.

*I think they should be more empathetic right now because right now what situation I am facing is the client is asking us to be in Bangalore office but the current situation is such that traveling is not safe at all. In a situation where I have only my mother in the family and she is a bit old so I can't leave here. So, I think in such a case our leaders should be more empathetic and shouldn't force us to go and sit in the office. (R6)*

As all the employees have entered into a new avenue of working from home, there is no other way but to communicate effectively. Hence it has been suggested that proper training should be given to ensure effective communication with more clarity and lesser gaps. Some of the respondents have pointed out that, in the face-to-face meeting everyone got the chance to communicate and the meetings used to proceed by responding to different members of their team. In the virtual mode they suggest that the leaders should listen carefully and then respond with their point of view.

*if you are in a higher position can't dominate someone. I observed so many times when some others are speaking, they interrupt like anything. They will stop them and say this is not correct, listen properly first and then give your inputs. Everyone should listen carefully even if it is the right thing or wrong thing, once he or she completes then give your inputs. (R7)*

As listening is an essential aspect of effective communication it is suggested that along with improving communication skills, equal attention should be paid to listening carefully. It is noteworthy that while the frequency of the communication has increased in the virtual mode of work, the gaps have also widened. This could be attributed to the shift from face-to-face to virtual mode of communication which also impacts the effectiveness of the exchange between leader and employees. By analysing the themes, it can be said that for the leader-subordinate communication to be effective the dimensions such as clarity, conciseness and availability of the leader is of utmost importance. In a crisis situation, the communication must have an empathetic aspect to it such that the employees feel supported. Connectivity and availability remain a major challenge for the communication. There is still room for

improvement to minimise communication gaps thereby improving aspects of clarity. The employee experience suggests that leader's need to work on improving the effectiveness of the communication and make it more empathetic.

### Validity

Validity is one of the strengths of qualitative research. This allows for understanding the accuracy of findings from the researcher's, the participant's and the reader's point of view (Creswell & Miller, 2000). The validity in this study is attempted by as follows:

**Data triangulation:** The transcripts and coded themes were shared with the respondents in order to maintain consistency in the collected information. This exchange ensured the appropriate comprehension of the themes. Further secondary sources such as industry reports, articles and newspaper were accessed online to check for information on the challenges faced by employees with respect to leader communication while working from home. Several articles have reported employee facing communication challenges such as availability of the leader, misconstruction of information, information communicated lacking clarity etc. The importance of empathetic communication has also been emphasized which is in line with the findings of this study.

### Conclusion

The COVID-19 pandemic has made people to work from home, and impact of remote working is manifold. This rapid shift has surfaced challenges that are to be dealt with along with the threat posed by the pandemic. This paper has attempted to identify such challenges especially in the area of leader crisis communication from the employee perspective. In the result section several

findings have been mentioned which are consistent with articles by various industry whose results are based on employee survey conducting during this work from home. It is noteworthy that the respondents reported how leader's communication effectiveness impacts their work performance and ability to adapt to the new mode of work. This can further be explored understand how the communication effectiveness impact performance and the ability to adapt to change. The research has several limitations

such as sample size to get more information regarding the challenges. In future studies this can further be explored by considering employees working in different industry and whether the organizational climate and culture has a role in influencing the perceived challenges of working from home during the crisis. Communication challenges faced by leader's can further be explored to improve understanding of the challenges in leader-subordinate communication.

### RESPONDENTS' INFORMATION

	GENDER	WORK EXPERIENCE	COMPANY(SECTOR)
RESPONDENT 1	MALE	1 YEAR	TCS (IT)
RESPONDENT 2	FEMALE	LESS THAN 1 YEAR	XYZ SOFTWARE (IT)
RESPONDENT 3	MALE	3 YEARS	IT
RESPONDENT 4	MALE	10 YEARS	IT
RESPONDENT 5	MALE	LESS THAN 1 YEAR	ITES
RESPONDENT 6	FEMALE	4 YEARS	INFOSYS (IT)
RESPONDENT 7	FEMALE	5 YEARS	IT
RESPONDENT 8	FEMALE	3-4 YEARS	IT

### INTERVIEW QUESTIONS

1. How do your leaders/bosses are communicating with you in the crisis time (work from home situation)?
2. What difference do you find in the prior style (before crisis) communication and during crisis? If any, please explain.
3. How important do you find the leader-subordinate talk is in the crisis time? You can give example, if any.
4. Do you find any assurance in leader communication? (Do they ask about family and your wellbeing)
5. According to you what dimensions of communication are important in these times? [promptness, clarity, conciseness, to the point, meaningful]
6. Do you find any issues in leader communication and what is your idea to resolve it?

## References

- Argenti, P.A. (2020). *Communicating Through the Coronavirus Crisis*. [online] Harvard Business Review. Available at: <https://hbr.org/2020/03/communicating-through-the-coronavirus-crisis>.
- Barton, L. (1992). *Crisis in Organizations: Managing and Communicating in the Heat of Chaos*. South-Western Pub.
- Bligh, M. C., Kohles, J. C., & Meindl, J. R. (2004). Charisma under crisis: Presidential leadership, rhetoric, and media responses before and after the September 11th terrorist attacks. *The Leadership Quarterly*, 15(2), 211–239.
- Coombs, W. T. (1995). Choosing the right words: The development of guidelines for the selection of the appropriate crisis-response strategies. *Management Communication Quarterly*, 8(4), 447-476.
- Coombs, W. T., Fediuk, T. A., & Holladay, S. J. (2007). Further explorations of postcrisis communication and stakeholder anger: The negative communication dynamic model. Paper presented at the International Public Relations Research Conference
- Creswell, J. W., & Creswell, D. J. (2018). *Research Design: Qualitative, Quantitative, and Mixed Methods Approaches* (5th ed.). SAGE Publications, Inc.
- De Vries, R. E., Bakker-Pieper, A., & Oostenveld, W. (2009). Leadership = Communication? The Relations of Leaders' Communication Styles with Leadership Styles, Knowledge Sharing and Leadership Outcomes. *Journal of Business and Psychology*, 25(3), 367–380.
- Farmer, B., & Tvedt, L. (2005). Top management communication during crises: Guidelines and a 'perfect example' of a crisis leader. *Public Relations Quarterly*, 50(2), 27-31.
- Fediuk, T. A., Coombs, T. W., & Botero, I. C. (2010). Exploring crisis from a receiver perspective: Understanding stakeholder reactions during crisis events. In W. T. Coombs & S. J. Holladay (Eds.), *The handbook of crisis communication* (pp. 635-656). Wiley.
- Jamal, J., & Abu Bakar, H. (2015). The Mediating Role of Charismatic Leadership Communication in a Crisis: A Malaysian Example. *International Journal of Business Communication*, 54(4), 369–393.
- Langsdorf, L. (1994). Why phenomenology in communication research? *Human Studies*, 17(1), 1–8.
- Larson, B.Z., Vroman, S.R. and Makarius, E.E. (2020). *A Guide to Managing Your (Newly) Remote Workers*. [online] Harvard Business Review. Available at: <https://hbr.org/2020/03/a-guide-to-managing-your-newly-remote-workers>.
- Luo, W., Song, L. J., Gebert, D. R., Zhang, K., & Feng, Y. (2016). How does leader communication style promote employees' commitment at times of change? *Journal of Organizational Change Management*, 29(2), 242–262.
- Madera, J. M., & Smith, D. B. (2009). The effects of leader negative emotions on evaluations of leadership in a crisis situation: The role of anger and sadness. *The Leadership Quarterly*, 20(2), 103–114.

- Mayfield, J., & Mayfield, M. (2007). The Effects of Leader Communication on a Worker's Intent to Stay: An Investigation Using Structural Equation Modeling. *Human Performance*, 20(2), 85–102.
- Mendy, A., Stewart, M.L. and VanAkin, K. (2020). *A leader's guide to crisis communication during coronavirus / McKinsey*. [online] [www.mckinsey.com](http://www.mckinsey.com). Available at: <https://www.mckinsey.com/business-functions/organization/our-insights/a-leaders-guide-communicating-with-teams-stakeholders-and-communities-during-covid-19>.
- Pearson, C. M., & Clair, J. A. (1998). Reframing Crisis Management. *Academy of Management Review*, 23(1), 59–76
- Sanders, K., Nguyen, P. T., Bouckenooghe, D., Rafferty, A., & Schwarz, G. (2020). Unraveling the What and How of Organizational Communication to Employees During COVID-19 Pandemic: Adopting an Attributional Lens. *The Journal of Applied Behavioral Science*, 56(3), 289–293.
- Stam, D., van Knippenberg, D., Wisse, B., & Nederveen Pieterse, A. (2016). Motivation in Words: Promotion- and Prevention-Oriented Leader Communication in Times of Crisis. *Journal of Management*, 44(7), 2859–2887.
- Timothy Coombs, W., Frandsen, F., Holladay, S. J., & Johansen, W. (2010). Why a concern for apologia and crisis communication? *Corporate Communications: An International Journal*, 15(4), 337–349.
- Ulmer, R. R., Seeger, M. W., & Sellnow, T. L. (2007). Post-crisis communication and renewal: Expanding the parameters of post-crisis discourse. *Public Relations Review*, 33(2): 130–134.
- Van der Meer, T., Verhoeven, P., Beentjes, H., & Vliegenhart, R. (2017). Communication in times of crisis: The stakeholder relationship under pressure. *Public Relations Review*, 43(2), 426-440.
- Wang, Y., Kim, S., Rafferty, A., & Sanders, K. (2020). Employee perceptions of HR practices: A critical review and future directions. *International Journal of Human Resource Management*, 31, 128-173.
- Welch, M. (2011). The evolution of the employee engagement concept: communication implications. *Corporate Communications: An International Journal*, 16(4), 328–346.
- Yeunjae Lee (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.