

RESEARCH ARTICLE

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The Interaction Effect Crisis Communication on Emotional Exhaustion: A Study on the Banking Sector of Pakistan

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Abstract

In this study the researcher wants to examine the impact of crisis communication on employee's emotional exhaustion with mediating role of perceived uncertainties in the banking sector of Gujranwala district of Pakistan with the moderating impact of organizational intransigence, which may cause workers to rely less on official communication to alleviate those doubts. Moreover, this study analyses the impact of crisis communication on the perception of uncertainty based on uncertainty reduction theory. Furthermore, the moderating influence of social support in terms of perceived uncertainties on the relationship between crisis communication and emotional exhaustion is investigated in this study. 300 sample sizes are used by the investigator in this study, however 298 responses were selected for final analysis. Employees from all private banks completed a questionnaire in all over the Pakistan. The SPSS and process by Hayes used for the outcome analysis. SPSS is used for demographic results, Cronbach's alpha and Pearson's model correlation. Results of significances of variables would be determined in process by HAYES. Results indicates that Crisis communication has correlation with emotional exhaustion. Crisis communication also has significant negative relationship with emotional exhaustion. Moreover, crisis communication has a negative and significant relationship with perceived uncertainties. Perceived uncertainties have a positive and significant impact on emotional exhaustion. However, perceived uncertainties play a mediating role among crisis communication and emotional exhaustion Practical Implications.

Keywords: Emotional exhaustion, perceived uncertainties, organizational intransigence, communication crisis.

INTRODUCTION

The concept of crisis communication has been examined at various times in the workplace (Charoensukmongkol and Phungsoonthorn 2020). The clarity and accuracy of information of data of knowledge that the organization provides to its employees regarding this poignant situation reflects the quality of crisis communication. However, as a result of the actions that the organization takes, the quality of crisis communication reflects the actions that the organization takes in response (Mroz, Allen et al. 2018). Organizations that provide comprehensive communication during a crisis gather employee input and concerns about the case and provide information to directly address them (Claeys and Coombs 2020). Scholars point out that crisis communication should be properly controlled by the organization's management during the crisis (Mehta, Liu, et al. 2021).

Organizations must provide effective crisis communication in order to improve employees' views of the uncertainty generated by the crisis, as well as the consequences of their actions. Immediate and effective communication is critical for reducing ambiguity during crises because it allows employees to gain a clear grasp of the situation. It all adds up to increased employee trust in management's handling of the situation (Bordia, Hunt et al. 2004). All agencies will judge to face crises that might harm emblem image and reputation, looking forward to how the corporation responds. For that reason, it's far vital to determine how a corporation has to create and broaden techniques to reply to different kinds of crises to first-rate guard the corporation's reputation. Research has tested public responses to company disaster reaction techniques, which includes consumer perceptions of organizational obligation and consumer behavioral intentions as reflected in word-of-mouth (WOM) remarks and buy intentions (Almutairi, Alonazi et al. 2018).

Previous studies has proposed a few disaster reaction techniques utilizing verbal exchange approximately the company's earlier records of company social obligation. The simple assumptions and findings of the research endorse that verbal exchange approximately company social obligation (CSR) has the capacity to set the poor effect of a disaster (Ham and Kim 2020). However, the function of such CSR-primarily based totally disaster reaction messages need to be analyzed in phrases of different situational variables found in a disaster (Dwivedi, Kelly et al. 2018). In different words, CSR-primarily based totally disaster reaction messages have to be cautiously crafted primarily based totally on situational elements unique to a given disaster situation (Almutairi, Alonazi et al. 2018).

Support from the top management and supervisors work as a moderator to thrill the overall performance relationships. The authors hypothesized that supervisors perceived organizational support (POS) would possibly slight the relationships among leader-member alternate (LMX), activity delight, and activity overall performance. On the concept of social alternate theory, supervisor's exchanges with the enterprise and subordinates need to be interconnected. We used general hierarchical regression evaluation to evaluate the moderating impact of the supervisor's perceived organizational fame at the PSS-POS relationship. To lessen the capacity collinearity among the interplay time period and its aspect variables, we observed Aiken and West's (1991) advice to middle the impartial variables (supervisor's perceived organizational fame) worried with inside the presumptive interplay.

Researchers have discovered in prior studies that emotional labor causes emotional dissonance, or a state of discord between an emotional presentation necessary for the use of the enterprise and an actual feeling of one's personal mood (Grandey and Diamond 2010). According to the cognitive dissonance hypothesis (Spence, Ferris, et al. 2011), people experience discomfort or emotional dissonance when they realize they must act or feel in ways that are inconsistent with their own values or cognitions. According to studies, prolonged emotional dissonance lowers or even encourages strong

opposite (pseudo) identification, resulting in tension, dissatisfaction, or burnout/emotional exhaustion. (Judge, Woolf et al, 2009).

Given that changes in the way things are done at work tend to surface slowly in this type of organizational climate, supervisors confront challenges in exercising their expertise to deal with personnel concerns as soon as possible in order to reduce uncertainty. Even though overseers are encouraged to assist employees cope with a crisis, their assistance will be ineffective if the extrude projects are no longer supported by means of the business. Thus, it's far workable that the poor impact of manager help on perceived uncertainties will gift a place of job that is characterized with the aid of using low organizational intransigence, however now no longer with inside the place of job characterized with the aid of using excessive organizational intransigence.

Process of innovation is has a lot of importance in any producing industry, and corporations cannot treat it as further choice ((Barden and Petty 2008). From previous few years, structure innovation in producing industry has been a accepted subject of attention by totally different researchers. In the consequences from the studies suggests that manager aid and perceived uncertainties have been undoubtedly related and the speculation suggesting that the terrible impact of manager aid at the emotional exhaustion of personnel is mediate with the help of exploitation perceived uncertainties was confirmed the employment of the Sober take a look at (Baron & Kenny, 1986).

We tend to believe that the standard of crisis communication given by structure management might negatively impact staff perceptions of the COVID-19 issue after reading and seeing the previous analysis and hypothesis. Perceived uncertainties will act as a mediator between the quality of crisis communication and, as a result, employee emotional fatigue. Employees' emotional fatigue will be accompanied by perceived uncertainty. We'll introduce with adding 2 alleviative effects of structure intransigency on supervisors support and perceived uncertainties and also the other are going to be on emotional exhaustion with perceived uncertainties. Perceived uncertainties beyond any doubt mediate the linkage among manager aid and emotional exhaustion. Given the now non-statistically significant positive association between manager help and emotional tiredness, it'll be all over that perceived uncertainties completely moderate the influence of manager aid on emotional exhaustion. In the consequences from the studies suggests that manager aid and perceived uncertainties have been undoubtedly related and the speculation suggesting that the terrible impact of manager aid at the emotional exhaustion of personnel is mediated with the aid of using perceived uncertainties turned into confirmed the use of the Sober test (Baron & Kenny, 1986). Perceived uncertainties are almost certainly a mediator in the relationship between management assistance and emotional fatigue. Isn't it statistically significant that there's a link between management assistance and emotional exhaustion?

LITERATURE REVIEW

Crisis communication

Crises communication is go long as defined as "an explosive associate degreed unforeseen occurrence that threatens to disrupt an organization's operations while also posing a financial and reputational risk" (Coombs & Holladay, 2005). A crisis is defined as a "perception of a random incident that threatens stakeholders' need for anticipation and censoriously impacts an organization's performance and results in bad effects" (Coombs, 2012). A problem might be a "debatable point, a difference of opinion about fact, value, or arrangement, the resolution of which has implications for the organization's strategic plan and future success or failure" (Heath, Lee et al. 2009).

Emotional exhaustion

Emotional Exhaustion can be defined as uncertainty generated by crisis situations usually has severe repercussions for employees, leading to a decline in mental health. Emotional fatigue, in particular, is a typical psychological condition that employees face when confronted with uncertainty connected to crises. Emotional weariness is a form of duty burnout that occurs when personnel are subjected to psychological stress for a lengthy period of time and are unable to properly deal with the stresses (Charoensukmongkol 2021). Employees at non-public foreign institutions affected by the COVID-19 situation are frequently expected to suffer from emotional weariness.

Organizational intransigence

Research focuses in particular on the role of resistance to climate change in a highly spatial context, notably structural bullheadedness. Which might limit the supervisor's ability to provide support in order to alleviate employee anxiety? At its core, a corporation defined by pleasant stubbornness tends to cling to antiquated methods of organizing workplace operations (Haakonsson, Burton et al. 2008). Furthermore, top managers in this type of organization are less likely to try out new ideas, preferring to stick to tried and true geographical point procedures and processes. Furthermore, changes in how things are wiped away in an organization tend to occur at a glacial pace (Patterson et al., 2005). Given that the discretion of supervisors is strongly bounded by the influence of this organizational climate (Dov, 2008).

Perceived uncertainties

In various ways crisis creates uncertainty for bank employees. To begin with, the crisis has resulted in a sharp reduction in student enrolment. Given that personal international colleges' earnings are primarily reliant on the enrolment of new students from outside, this dramatic drop in registration has the potential to create job instability among employees due to the probability of layoffs Furthermore, administration, as well as college members and staff, should devise strategies for maintaining student

involvement throughout the crisis. COVID-19 might be a new disease, posing a significant challenge to the global health system. The COVID-19 eruption has become a symbol for enterprises and organizations all around the world. Private international universities are one industry that has been hit hard by the recession (Gonzales, Gonzales et al. 2020).

H1: The standard of crisis communication given by structural management may interact negatively with workers' perceptions of the COVID-19 issue.

The idea of disaster conversation has been widely explored with inside the place of business setting (Charoensukmongkol and Phungsoonthorn 2020) The pleasant of disaster conversation displays the readability and accuracy of statistics that the agency affords to its personnel concerning the current state of affairs affecting the agency, in addition to the actions taken by the agency in response (Allen et al., 2007). Organizations that provide extensive communication during a catastrophe also pay attention to employees' remarks and concerns about the situation and provide data to address them quickly (Schulte, Alegret et al. 2021). Intellectuals accentuate that disaster conversation remains an exercise that desires to be achieved correctly via way of means of the agency's control in the course of the time of disaster (Ikonen, Luoma-Aho et al. 2017; Zerbino, Achuthan et al. 2018).

H2: Perceived uncertainties will mediate the relationship between the quality of crisis communication and, as a result, employee emotional fatigue.

Intellectuals accentuate that disaster conversation remains an exercise that desires to be achieved correctly via way of means of the agency's control in the course of the time of disaster (Ikonen, Luoma-Aho et al. 2017; Zerbino, Achuthan et al. 2018). Effective disaster conversation supplied via way of means of businesses is vital to enhance personnel' perceptions approximately the uncertainties induced via way of means of the disaster and the following influences skilled via way of means of them. Emotional fatigue, in particular, is a typical mental annoyance that personnel experience when confronted with crises-related uncertainty. Emotional fatigue is an essential component of activity burnout, which occurs when employees are exposed to mental tensions for a lengthy period of time and are unable to effectively deal with the stresses. Employees at personal international colleges afflicted by the COVID-19 tragedy are frequently warned that they may suffer from emotional weariness If the accident disrupts normal painting operations, planning, financial circumstances, or even the institutions' existence, it will create a lot of uncertainty amongst university staff about what will happen next. Modeling with the (COR) model (Hobfoll & Freedy, 1993).

H3: Employees' emotional fatigue will be entirely associated with perceived uncertainty.

A catastrophe is defined as "an unforeseen event that threatens to interrupt an organization's operations while also posing a financial and reputational risk" (Coombs & Holladay, 2005). According

to previous research, crises often cause an excessive feeling of uncertainty among those who are directly impacted by them (Liu et al., 2016). Uncertainties brought on by disasters usually result in negative consequences for workers, leading to a decline in mental health. Emotional fatigue, in particular, is a typical mental annoyance that personnel experience when confronted with crises-related uncertainty. Emotional fatigue is an essential component of activity burnout, which occurs when employees are exposed to mental tensions for a lengthy period of time and are unable to effectively deal with the stresses. Demands, such as display dominance, the body of employees might squander their resources, imagination and this leads to feelings of weariness. The level of demand imposed on people by the show rules formula varies. Despite the fact that display rules play a critical role in workplace emotion management, there has been little systematic research into the characteristics that predict worker reactions to display rules. according to the COR hypothesis, we tend to examine 2 potential moderators of the display-rules emotional exhaustion relationship: self-efficacy and career line identity.

H4: The calming effect of organizational intransigence on crisis communication.

Organizations must deliver effective crisis communication in order to increase employees' awareness of the crisis's uncertainties and, as a result, the consequences they will face. Rapid and effective communication is critical for reducing ambiguity during crises because it allows workers to have a clear picture of the issue and determine what they should do to deal with it. It also boosts employees' trust in management's handling of the situation at hand (Bordia et al., 2004). Organizations that maintain open lines of contact with workers during a crisis also listen to their concerns and suggestions and give information to directly address them (Schulte, Alegret et al. 2010). Although supervisory assistance is thought to reduce employees' perceived uncertainty, it's possible that this benefit is limited by qualities inherent in the organization's work environment. This research focuses in particular on the role of resistance to climate change in a highly spatial context, notably structural bullheadedness. Which might limit the supervisor's ability to provide support in order to alleviate employee anxiety? At its core, a corporation defined by pleasant stubbornness tends to cling to antiquated methods of organizing workplace operations (Haakonsson, Burton et al. 2008).

H5: Organizational stubbornness has a moderating influence on perceived uncertainty.

Caregiver support describes how much younger children will receive caregiver support (Montag, Maertz Jr et al. 2012). Superintendents reaffirm employee knowledge about the quality of their relationship with supervisors (Marique, Stinglhamber et al. 2013).It also reflects how many employees feel their boss cares about their anxiety and well-being. The importance of support is defined as the position in which the leader evaluates the employee's contribution. Why is support for caregivers so important for effective leadership? For example, Kelliath has shown strong (and weak) support for supervisors, and therefore a skilled manager is one of the most important services provided after an employee passes to a supervisor. Beck (2001) found that robust attention support helped scale back

fatigue and a temperament to quit smoking. Munn et al. (1996) found that nursing support was the most effective read of retirement plans and job satisfaction. This research focuses in particular on the role of resistance to climate change in a highly spatial context, notably structural bullheadedness. Which might limit the supervisor’s ability to provide support in order to alleviate employee anxiety? At its core, a corporation defined by pleasant stubbornness tends to cling to antiquated methods of organizing workplace operations. According to research, companies and work units that are known for their obstinacy are less efficient at handling change and uncertainty in a fast-paced environment (Almutairi, Alonazi et al. 2018).

The theoretical framework of this study

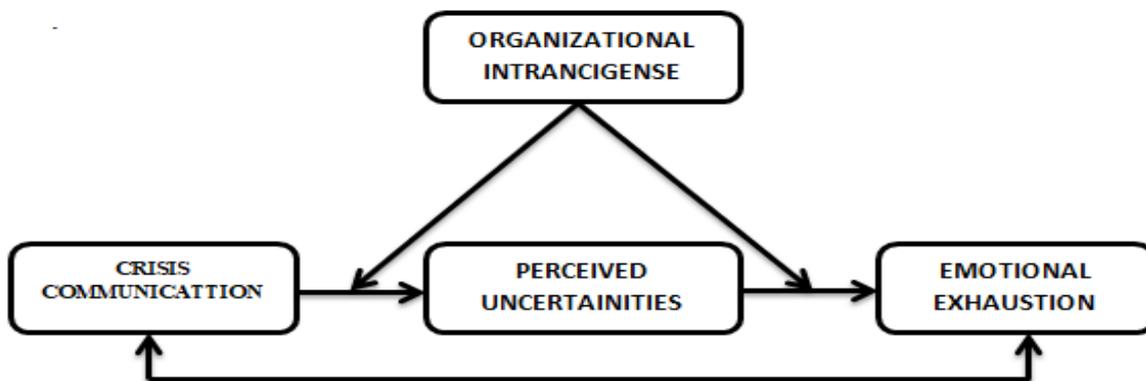


Figure 1: Research Model for the Study

RESEARCH DESIGN

The investigator used probability sampling and non-probability sampling techniques for survey. A total of 300 research questionnaires were distributed in banking sector of Gujranwala District which is easily available in this sector.. Out of the total 298 responses, 20-24 years old respondents were 126, 25-29 years old were 59, 30-35 years old were 59 and 12 respondents were 36 years old or above. Moreover, the banking sector of Pakistan is a male dominant sector therefore ratio of male respondents is higher than female respondents which are 129 and 102 respectively. All the information are recorded in the Table 1.

Demographic Description of Participants

Table 1: Demographics of the Study

Demographic	Demographic Features	Frequency	Percentage%
Age	20-24	4	54.5%
	25-29	103	25.5%
	30-35	137	14.5%
	36 or greater	41	5.2%
	Total	231	100%
Gender	Male	268	87.2%
	Female	36	12.8%
Qualification	Under graduation	19	6.4%
	Graduation	195	65.4%
	Post-graduation	84	28.2%
	Total	298	100%
Marital Status	Married	177	59.4%
	Unmarried	121	40.6%
	Total	298	100%
Job Experience	Less than 1 year	87	29.2%
	1-5 years	142	47.7%
	6-10 years	51	17.1%
	Above	18	6%
	Total	298	100%

Measures

Instrument for the study was adopted from the previous studies. For emotional fatigue, 5-items instrument was adopted from Maslach and Jackson (1981). Similarly, to assess the structural stubborn 5-item questionnaire was adopted from Patterson et al., (2005) study, who used Likert scale its measurement.

To measure the crises communication 41 minutes (average time) interview was conducted with the respondents online to get and measure the responses. They were also asked the same kind of questions and rated with the 5-Likert scale. For the measuring uncertainties of the COVID-19, items from Allen Jimmison (1996) were adopted.

RESULTS

Table 2. Preliminary analysis and descriptive statistics Correlation analysis:

Variables	M	SD	EE	OI	PU	CC
EE	3.86	1.0	1			
OI	2.50	0.70	.449**	1		
PU	3.76	0.71	.789**	.480**	1	
CC	3.77	0.79	.739**	.430	.790**	1

(Means, Standard Deviation and Pearson’s Moment Correlation)

***P<.01; M= Mean; SD= Standard Deviation; CC= crisis communication; OI= organizational intransigence; PU =; perceived uncertainties; EE= emotional exhaustion.*

In the above table the mean of E.E is 3.86 whereas 1.0 is its standard deviation

Table 3. Descriptive Analysis

	N	Minimum	Maximum	Mean	Std. Deviation
Emotional exhaustion	298	1	5	3.74	.779
Organizational intransigence	298	1	5	3.71	.633
PU	298	1	5	3.78	.782
CC	298	1.29	5.00	3.8212	.76452
Valid N (list wise)	298				

Descriptive facts are accustomed justify the first functions of the statistics in Associate in Nursing observer. They provide straightforward summaries or so the pattern and also the measures. Along with easy pictures analysis, they form the premise of very every quantitative evaluation of statistics.

Process macro hayess

The PROCESS macro developed by Hayes was used in this work to assess all three theoretical hypotheses in SPSS (2013). Using model 5 of the PROCESS macro, we were able to do simple mediation, simple moderation, and conditional indirect impact analyses. To evaluate Hypothesis 1 and Hypothesis 2, model number 5 was used to place employee creativity in the Outcome Variable (Y) box, crisis communication in the Independent Variable (X) box, and transparent internal communication in the Outcome Variable (M) box. Model number 5 elucidates the link between many empowered leaders

And employee innovation, as well as the same link through open internal communication. Next, using model 5, the leader's encouragement was added to the Proposed Moderator W box to assess the last hypothesis. Model 5 shows how the conditional indirect effect changes with the proposed moderator's value. Results the number of participants, averages, standard deviations, minimum scores, maximum scores, and correlations among all predictor and control variables employed in this study were all examined to acquire a better understanding of the data under review. Table 2 shows the descriptive statistics. A correlation matrix based on a Pearson Correlation analysis is shown in table 3 to see if the variables are associated. Hayes (2013) used model 5 of the PROCESS macro to test the hypotheses of this study. Model 5 was used to conduct a basic mediation analysis, as well as to test and conduct a simple moderation analysis and a moderated mediation analysis.

Regression analysis

Square define total variation explain by (actual variation) significant variable in dependent variable the purpose of this test is to check the association among independent and dependent variables. Adjusted R. This test also gives assurance that the model is fit, suitable or not. Through this researcher decide further analysis can be run or not. Through the coefficient table it defines with the change of independent variable from 1 unit how much it affects the dependent variable and with the help of this test multi collinearity can also check for it tolerance and FIV available. The range of tolerance is +1 and of VIF does +5 if values come under this range then no M.C exist.

Table 4

Model : 5
Y : Emotional Exhaustion
X : Crisis Communication
M1: Perceived uncertainty
W : organizational intransigencies

First Model

In first model independent variable is crisis communication and mediator is perceived uncertainty. In model summary R Square defines .6493 or 64.93 % crisis communication effect on the perceived uncertainty. ANOVA table determine that model is accurate, fit and it is testable for further analysis. It is highly significant at point P.000

Outcome variable:

Table 5. Perceived Uncertainty Model Summary

R	R-sq	MSE	F	df1	df2	p
.8058	.6493	.2167	181.4660	3.0000	294.0000	.0000

Model

	coeff	Se	T	p	LLCI	ULCI
Constant	-.3007	.6200	-.4851	.6280	-1.5209	.9195
Crisis communication	.8732	.1748	4.9946	.0000	.5291	1.2172

Coefficient table define if I unit increase in crisis communication then .8732 or 87.32% increment in perceived uncertainty. It is highly significant which is P=0.000. With the help of unstandardized coefficient.

Second Model

In second model independent variable is crisis communication and dependent variable is emotional exhaustion. In model summary R Square define .6580 or 65.81% crisis communication affect emotional exhaustion. The amount of Durbin Watson comes under the range 959 which is good. Its range is 1 to 4. ANOVA table determine that model is accurate, fit and it is testable for further analysis. It is highly significant at point P = .000.

Outcome variable:

Table 6. Emotional exhaustion

Model Summary

R	R-sq.	MSE	F	df1	df2	p
.8111	.6580	.2088	283.7248	2.0000	295.0000	.0000

Model

	coeff	Se	T	p	LLCI	ULCI
Constant	.4890	.1404	3.4824	.0006	.2126	.7653
Crisis communication	.3141	.0566	5.5497	.0000	.2027	.4255

Coefficient table define if I unit increase in crisis communication then .3141 or 31.41% increment in emotional exhaustion. It is highly significant at the point of P=.000

Third Model

In third model dependent variable is emotional exhaustion and mediating variable is perceived uncertainty. In model summary R Square define .6580 or 65.8% emotional exhaustion effect on perceived uncertainty. Its range is 1 to 4. ANOVA table determine that model is fit and it is testable for further analysis. It is significant at point P = .0000.

Outcome variable:

Table 7. Emotional Exhaustion Model Summary

R	R-sq	MSE	F	df1	df2	p
.8111	.6580	.2088	283.7248	2.0000	295.0000	.0000

Model

	Coeff	Se	T	P	LLCI	ULCI
Constant	.4890	.1404	3.4824	.0006	.2126	.7653
Perceived uncertainty	.5428	.0553	9.8123	.0000	.4339	.6517

Coefficient table define if I unit increase in perceived uncertainty then .5428 or increment in emotional exhaustion. It is highly significant at the point of P=.000.

Moderation analysis

Moderation test's applicable at that time when actual relationship is significant. If actual relationship is not significant then not question of moderation exist. It is moderated regression. Relation of crisis communication and perceived uncertainty is insignificant now moderation can exist or not this is a question. Interaction between crisis communication and organization intransigencies has insignificant relationship at the point of 0.4104 which is more than 0.05, which show that moderation does not exist. Now examine the coefficients and the moderation is -.3007 or -30.07%

Outcome variable:

Table 8. Perceived uncertainty Model Summary

R	R-sq	MSE	F	df1	df2	P
.8058	.6493	.2167	181.4660	3.0000	294.0000	.0000

Model

	Coeff	se	t	p	LLCI	ULCI
Constant	-.3007	.6200	-.4851	.6280	-1.5209	.9195
Crisis communication	.8732	.1748	4.9946	.0000	.5291	1.2172
Int_1	-.0398	.0482	-.8244	.4104	-.1347	.0552

Under this study organizational intransigence is not affecting the relationship between crisis communication and perceived uncertainty.

Moderating model 2

Relation of emotional exhaustion and perceived uncertainty is insignificant now moderation can exist or not this is a question. Interaction between emotional exhaustion and perceived uncertainty has insignificant relationship at the point of 0.6280 which is more than 0.05, which show that moderation does not exist. Now examine the coefficients and the moderation is -.3007 or -30.07%

Outcome Variable:

Table 9. Emotional exhaustion Model Summary

R	R-sq	MSE	F	df1	df2	P
.8058	.6493	.2167	181.4660	3.0000	294.0000	.0000

Table 10. Model

	Coeff	se	T	p	LLCI	ULCI
Constant	-.3007	.6200	-.4851	.6280	-1.5209	.9195
Perceived uncertainty	.5428	.0553	9.8123	.0000	.4339	.6517
Int_1	-.0398	.0482	-.8244	.4104	-.1347	.0552

Under this study organizational intransigence is not affecting the relationship between crisis communication and employee’s emotional exhaustion.

DISCUSSION

In the present day research, the investigator used such contraptions for operationalization which have been already utilized in preceding research however in different international locations with distinct contextual elements which includes servant management is operationalized with the aid of using 14 objects scale evolved with the aid of using Ehrhart (1998) that have 2 objects on every measurement of crisis communication which might be on emotional healing, growing fee for others, conceptual skills, empowering subordinates, assisting subordinates to develop and succeed, placed subordinates first and behave ethically. Emotional exhaustion is measured with the aid of using 5 object scales from distinct scales that is evolved with the aid of using Scale (Maslach et al., 1996). In this look at perceived uncertainties may be operationalized with the aid of using a seven objects scale evolved with the aid which is likewise followed with the aid of using Real et al (2014).

Additionally, for operationalization, the assemble of organizational crisis communication may be measured with the aid of using 7 objects scales. Organizational intransigence may be measured by 15 objects scale. Furthermore, the researcher additionally calculated the values of Cronbach’s alphas of every scale in line with this context that allows you to be useful for upcoming research. Contextually, this research has any other contribution that those variables usually investigated in western international locations and additionally omitted in Asian studies mainly in production region. To date, the investigator did now no longer observed any look at of crisis communication with mentioned variables in banking sector of Punjab.

LIMITATIONS

The investigator tried to analyse an extensive variety of things that have an impact on at the organizational crisis communication of the banking area of Gujranwala. However, the investigator confronted a few constraints even as finishing this take a look at which have to be prevented through the researcher in subsequent studies. Theoretically, every assemble of this take a look at is primarily

based totally on unmarried thing and does now no longer investigated through every dimension. Perceived uncertainties have mediation among crisis communication and emotional exhaustion, however there is probably a mediation of perceived uncertainties amongst one of kind dimensions of crisis communication and emotional exhaustion.

Moreover, perceived uncertainties have a full mediation among those variables and there are probably probabilities of complete mediation amongst their dimensions. Furthermore, this take a look at suggests the consequences of simplest banking area of Pakistan so; it's also its quandary that because of problems of generalizability, consequences might not be relevant on some other district or country. This take a look at used non-chance sampling through adopting handy sampling method and because of having constrained assets in addition to time pass sectional statistics has been used it's also its quandary. Unit of evaluation for this take a look at changed into companies so researcher collects statistics from to be had consultant of the organization who can be from center control, directors, and supervisors or some other so it's every other quandary that can be each stage of control companies have one of a kind response.

The CAMELS version was utilized by Rastogi and Saxena (2013) to analyze and examine the overall performance of public and private quarter banks. The Bank of India, Punjab National Bank, HDFC Bank, and AXIS Bank are the four basic public and private sector banks in the applied mathematics pattern. The findings revealed that private banks had attempted greater overall performance on all CAMELS sizes. Bhatt (2013) reviewed the CAMELS scoring method in today's dynamic environment in order to deal with the consequences of the subprime and monetary unit area disasters. The author put it to the test using a selection of hand-picked Indian banks: SBI, Union Bank, IDBI Bank, HDFC Bank, BOB, AXIS Bank, IndusInd Bank and PNB, which are a mix of public and private banks. Banks' balance on capital adequacy ratio, plus fine ratio, management fine ratio, incomes ratio, liquidity ratios, and sensitivity ratio are all evaluated by CAMELS. Perceived uncertainty have a full mediation among those variables and there are probably probabilities of complete mediation amongst their dimensions.

Furthermore, this take a look at suggests the consequences of simplest production area of Gujranwala District of Pakistan so; it's also its quandary that because of problems of generalizability, consequences might not be relevant on some other district or country. This take a look at used non-chance sampling through adopting handy sampling method and because of having constrained assets in addition to time pass sectional statistics has been used it's also its quandary. Unit of evaluation for this take a look at changed into companies so researcher collects statistics from to be had consultant of the organization who can be from center control, directors, and supervisors or some other so it's every other quandary that can be each stage of control companies have one of a kind response. The findings of this

investigation revealed that this strategy is critical in the bank's present lackluster scrutiny balance. However, it may also be utilized to make an initial funding choice.

CONCLUSION

In above mentioned discussions, the investigator investigates the mediating position of structure perceived uncertainties among higher-up facilitate and personnel emotional exhaustion. However, perceived uncertainty shows any mediation amongst both. Therefore, it's the duty of the head management that they need to make a easy environment in which all subordinates and colleagues can perform and understand their duties as well. They need to try to recognition of problems which are the banks facing. Innovation can't be followed at excessive degree on this sector, attributable to power crises, political instability and regulation and order conditions so, anytime those conditions can't be changed uncertainties can't be oriented through the banking sector. However, this analysis failed to make sure the numerous alleviative results of crisis communications, significantly once.

The role of organizational stubbornness as a moderator was considered. This conclusion contrasts earlier study findings, which suggested that supervisors might play a significant role in giving support, particularly in terms of resources and data, to help workers cope with the crisis (Lucia-Casademunt et al., 2018). The many types of crises that employees encountered might explain some possible explanations for this unsubstantiated conclusion. The COVID-19, for example, is considered an external, non-preventable, and non-intentional catastrophe, similar to a natural disaster (Marsen, 2020). According to Morris and Goldsworthy (2012), a catastrophe crisis can have negative effects for companies that are comparable to those of an accident or natural disaster. Basically, COVID-19 may result in new natural disaster phenomena.

The consequences of this open crisis communication remain unclear and unexpected. Workers may not anticipate managers to provide help since the COVID-19 epidemic is a new problem for businesses and their employees, and they recognize the inherent uncertainty even for their superiors. Similarly, the attribution theory of crisis management predicts how people tally up a negative fourteen International Journal of Business Communication 00(0) episode of the crisis, which explains this, unsupported finding (Weiner, 1985). According to Coombs (2014), the attribution theory may be used to determine whether or not the organization should be blamed for the disaster and how much responsibility they should bear. Coombs (2010) divided crises into three categories based on the amount of culpability: victim crisis, accidental crisis, and preventable crisis (Coombs & Holladay, 2002).

The COVID-19 pandemic appears to be a victim crisis, implying that the organization is also a victim and suffers severe consequences as a result of the crisis. When it comes to victim situations, the organization is the least responsible and cannot be held responsible (Zhou & Ki, 2018). As a result, workers are more understanding and should not expect their bosses to demand action to deal with the

crisis' uncertainty. Overall, this may explain why supervisor support hasn't played a significant part in the COVID-19 situation at banks. Nonetheless, the choice model study suggests that supervisor assistance may play an important role in helping employees minimize uncertainty by enabling their subordinates to provide more support to their peers during a crisis. This enabling function of supervisors may be aided in some way by the organization's standard of crisis communication. In this sense, good organizational communication may help supervisors have a better awareness of the crises and the difficulties that their subordinates face, enabling them to encourage service behaviors in their subordinates of department or staff. Because banking management has a strong link to organizational innovation, it's worth praising, especially because the COVID-19 event has had a significant impact on employees' work and mental health. This study demonstrates that communication from college administration about catastrophe updates, as well as how colleges may influence or relieve people's issues and uncertainties at some point during the disaster, may be critical in assisting employees to deal more successfully.

A forceful verbal interchange from the universities' control is particularly important to allow workers to get greater confidence in control's objectives to help them influence the catastrophe. When communication isn't managed well, employees may need to rely on a variety of social-oriented banks to help them cope with their problems at some purpose of the disaster. In addition, managers must motivate employees to provide guidance and assistance to one another so that they can deal with the issues that they encounter throughout the catastrophe. The advice that employees receive from their coworkers, in particular, may be critical in helping them deal with the uncertainties that arise as a result of the tragedy. But the level of catastrophe communication from universities is ineffective or insufficient to alleviate their problems.

Author's contribution:

Unsa Bibi contributed to the main idea, data collection and first draft writing, and contributed to the literature collection and methods

Hafiza Safia Shaukat worked on formal analysis and English language and worked on methods, reviews and corrections.

Consent to Participate

The authors declared that they have no known competing financial interests or personal relationships, which seem to affect the work reported in this article. We declare that this deals with human participants and human data or human rights issues are discussed and evaluated.

Consent for Publication

We do not have any individual person's data in any form.

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