

RESEARCH ARTICLE

Interacting Effect of Social Media Crisis Communication and Organizational Citizenship Behavior on Employees' Resistance to Change During the COVID-19 Crisis: Evidence From University Employees in the Philippines

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Abstract: This research analyzes the effect of social media crisis communication on resistance to change of university employees in the Philippines during the COVID-19 situation. The study also consider the role of organizational citizenship behavior (OCB), which is hypothesized as a predictor of employees' resistance to change, as well as a moderator that strengthens the effect of social media crisis communication on employees' resistance to change. Survey data were collected from 522 employees from three public universities in the Philippines. The hypotheses are tested using partial least squares structural equation modeling. The results show that social media crisis communication and OCB are negatively related to employees' resistance to change. Moreover, the moderating effect analysis indicated that OCB significantly intensified the negative effect of social media crisis communication on the employees' resistance to change. This result implies that social media crisis communication can have a stronger impact on lowering employees' resistance to change when OCB is highly expressed among employees.

Keywords: change management, corporate communication, crisis management, organizational citizenship behavior

The onset of the unprecedented COVID-19 pandemic has disrupted and challenged educational landscapes across the globe. The substantive disruption caused by the COVID-19 pandemic has tremendously changed how works are done at universities worldwide (Rapanta et al., 2020). All universities have now been

transforming education from traditional settings into a new way of learning, by relying on technological advancement and innovation. However, the change initiatives undertaken by the educational institutes in response to the COVID-19 crisis seem to face many obstacles (Charoensukmongkol & Puyod, 2021; Puyod

& Charoensukmongkol, 2021). For example, the change to an online mode of learning tends to create ambiguity and difficulties among faculties and staffs, as they lack training on how to maximize the use of the technology in an abrupt manner (Toquero, 2020).

Moreover, the significant decline in the student enrollment rate that affects the financial stability of the universities has forced many universities to alter the work process, procedures, and policies of faculties and staffs to maintain the vitality of the institutions during the crisis (Charoensukmongkol & Phungsoonthorn, 2020a). Some departments and work units have been restructured and downsized, thereby causing many faculties and staffs to undertake heavier workloads and more job responsibilities than ever before. Given these substantive changes in the educational institutions caused by the COVID-19 crisis, it is not unusual for some employees to develop some degree of resistance to change during this transformation period.

Basically, resistance to change is a common phenomenon that happens among employees during the period of organizational change and transformation (Oreg, 2006; Piderit, 2000). Literature indicates that resistance to change is fundamentally counterproductive to the success of the change initiatives and is also detrimental to work morale and the well-being of employees (Lines et al., 2015; Wagstaff et al., 2016). Particularly amid the period of transformation caused by the COVID-19 crisis, employees' resistance to change can be deleterious to the organization's vitality to get through the crisis. Thus, it is essential for research to examine some organizational practices that could prevent employees' resistance to change during the COVID-19 crisis.

In literature, communication from management has been proven to be an effective practice to prevent and lessen employees' resistance to change and their negative reactions during an organizational crisis (Godbole, 2017). Especially in the COVID-19 context, Charoensukmongkol and Phungsoonthorn (2020b) recently confirmed that the quality of crisis communication that management provides to employees through traditional channels could mitigate employees' uncertainties regarding the impacts of COVID-19. Despite this finding, there is a limited amount of knowledge on how social media can be used as a communication channel to deal with negative reactions that cause resistance to change among employees during the COVID-19 situation. Although

extant literature has shown that social media play an essential role in keeping citizens in many countries informed and updated during the COVID-19 crisis (Qin et al., 2020), there is still no research that examines the effectiveness of social media as a communication channel used by organizations to prevent possible negative reactions of employees toward organizational change caused by the COVID-19 crisis.

This research aims to examine the effect of crisis communication that management provided via social media on the degree of employees' resistance to change caused by the COVID-19 crisis. The study is grounded in the uncertainty-reduction theory (Berger, 1986), as a framework to support this role of social media crisis communication. This research is based on the case of public universities located in the Philippines. According to Toquero (2020), many Philippine universities have utilized social media to communicate with employees and students during the COVID-19 crisis. Nonetheless, whether social media communication actually reduces the negative reaction of employees is still the issue that needs to be investigated. Apart from the effect of social media crisis communication, this research also examines the role of employee behavior. Given the disruption from the COVID-19 crisis, which creates substantive workloads for and psychological demands on employees, this research additionally proposes that the role of crisis communication alone may not be sufficient to prevent the negative reactions of employees if employees are not willing to support their colleagues and organizations to get through the crisis together. Therefore, this research also extends prior crisis communication research by integrating the role of organizational citizenship behavior (OCB) of employees as the moderator that might enhance the effect of social media crisis communication on employees' resistance to change. OCB is a relevant variable in Filipino culture, which is considered a collectivistic society (Kirkman & Shapiro, 2001; Puyod & Charoensukmongkol, 2019). Because collectivists generally have the goal of promoting the welfare of the group and tend to have altruistic motives for helping their group members and their organizations (Finkelstein, 2012), OCB could likely play an essential role in promoting helping behaviors and collaboration among Filipino employees during the crisis, thereby facilitating them to embrace the change initiative communicated by management collectively.

The overall results from this research are expected to clarify the role of social media as the communication channel that could be utilized by the management to prevent the negative reactions of employees during the COVID-19 crisis. Moreover, the results are expected to clarify if social media communication needs to be integrated with employee behavior to help the organization effectively prevent the negative reactions of employees.

Review of Literature

Resistance to Change

Resistance to change was defined as “any conduct that serves to maintain the status quo in the face of pressure to alter the status quo” (Zaltman & Duncan, 1977, p. 63). According to Piderit (2000), resistance to change includes three dimensions: affective, behavioral, and cognitive. The affective dimension refers to how an individual feels about the change in the organization and whether that person feels angry and anxious about the situation (Oreg, 2006; Piderit, 2000). The cognitive dimension involves what an individual thinks and believes about the changes happening in the organization and whether such changes are needed and are advantageous (Oreg, 2006; Piderit, 2000). Lastly, the behavioral dimension includes action or intention in acting and responding to the change, such as making complaints and convincing other people of the negative impacts of the change (Oreg, 2006).

Resistance to change normally creates negative impacts on the work motivations of employees. Oreg (2006) asserted that individuals who develop resistance to change are not satisfied with their daily duties. When employees develop change resistance, they become upset by the change and somehow develop negative attitudes toward their organization (Charoensukmongkol, 2016). Furthermore, Lines et al. (2015) purported that resistance to change decreases employees’ work efficacy. Bateh et al. (2013) also asserted that employees’ change resistance could potentially lead to work disruptions and conflicts among employees in the organization. Eventually, this can deteriorate job motivation and amplify turnover intention (Wagstaff et al., 2016).

Theoretically, resistance to change normally arises due to the perceived uncertainties that individuals have

toward the change. For example, Charoensukmongkol (2017) and Demerouti et al. (2017) showed that employees resist change because they are anxious about the uncertainty related to job stability caused by the change. This is consistent with Li et al. (2016), who posited that employees are basically reluctant to give up the familiar things they were used to, are suspicious about unaccustomed practices, and are afraid to take risks. Laumer et al. (2016) noted that individuals resist change because they fear they need to learn new things from the changes levied by the organization. In addition, Lin and Ling (2018) stated that employees might perceive that the change may bring them voluminous work, as they may have new job descriptions and work roles. The tendency to resist change seems to be aggravated when individuals believe they do not have sufficient resources or the capability to deal with the change (Canning & Found, 2015). From the organizational perspective, employees’ resistance to organizational change usually happens when the communication from the organization is not adequately or effectively delivered to employees. Godbole (2017) contended that due to a lack of communication regarding the purpose of the change, and how employees may be affected by the intended change, employees are unlikely to accept the change.

Social Media Communication

Social media has been defined as the Internet-based services that enable individuals to create, share, and seek information, as well as to communicate and collaborate online (Lee & Ma, 2012; Suntrayuth & Novák, 2015; Tarsakoo & Charoensukmongkol, 2019). In a workplace context, social media has also been used as a communication tool for internal communication in the organization (Moqbel et al., 2020). The growing trend of incorporating social media into organizations is reshaping internal communication strategies (Ewing et al., 2019; Sasatanun & Charoensukmongkol, 2016). Wehner et al. (2017) claimed that organizations use social media to facilitate employee collaboration and knowledge management, as well as to achieve other organizational goals such as increased reputation, employee engagement, and enhanced relationships among employees. In particular, social media empowered a dynamic and interactive process that happens in regular communication among employees (Moqbel et al., 2020). It provides employees with

an easy way to communicate and share personal and professional information (Haddud et al., 2016). Scholars have also shown that utilizing social media enables organizations to conduct virtual brainstorming and focus group discussions, fostering various ways of thinking and creativity among employees (Leonardi et al., 2013). Using social media for internal communication also allows organizations to quickly determine employees' needs (Moqbel et al., 2013). Social media can link organizational members to several sources of knowledge and provide helpful explanations of the knowledge, fostering a new form of information exchange among employers and employees (Pongton & Suntrayuth, 2019). Moreover, social media communication helps bring the employees and the top management closer together, hence building relationships on and off the company premises.

Effect of Social Media Crisis Communication on Employees' Resistance to Change During the COVID-19 Crisis

Apart from the benefits of social media for internal communication in the workplace, prior literature has shown that social media can serve as an open communication network that organizations can utilize to help employees obtain information about real-time happenings during a crisis. The role of social media communication is to carry out real-time information with employees, sharing facts, and responding to employees' urgent queries (Pongton & Suntrayuth, 2019). For example, Civelek et al. (2016) showed that information regarding the firm's actions to cope with the crisis could be disseminated to the employees clearly through social media. Organizations that provide frequent and timely updates through social media could help employees stay tuned about what is going on in the organization, thereby easing their concerns related to the crisis (Pongton & Suntrayuth, 2019). Moreover, it also increases employees' confidence concerning how the firm will deal with crises (du Plessis, 2018).

Given these benefits of social media communication, it seems that social media communication from university management can play an important role in easing the concerns that employees have during the COVID-19 crisis, thereby lowering the likelihood of resistance to change that employees demonstrate. According to Conrado et al. (2016), the quantity and

the quality of the information being communicated to employees can influence their reaction. From the uncertainty-reduction perspective, employees are motivated to seek information about others to reduce the uncertainty they feel (Berger, 1986; Eriksson, 2018). For instance, the study of Charoensukmongkol and Phungsoonthorn (2020b) adopted the uncertainty-reduction theory to support how crisis communication of management is vital in lessening perceived uncertainties of employees during the critical time of the COVID-19 outbreak. When employees obtain sufficient information conveyed by the management through social media communication, they can have a clear understanding of the difficulties the organization is facing and the underlying reasons for the changes that need to be done to deal with the crisis (Elving, 2005). For instance, whenever employees are being informed about the new working protocols from university management through social media, they feel secure about how to cope with the new norms. Official communication from the management through the social media channel also reduces employees' reliance on rumors and grapevines, which potentially cause them to be agitated by misinformation (Bordia et al., 2006). Overall, these benefits of social media communication during the COVID-19 crisis play an essential role in helping employees overcome the negative feeling of uncertainty that triggers change resistance. Therefore, the following hypothesis is presented:

H1: Social media crisis communication from university management is negatively related to employees' resistance to change during the COVID-19 crisis.

Moderating Effect of Organizational Citizenship Behavior

Given the substantive job demands and responsibilities that employees inevitably encounter during the disruption caused by the COVID-19 crisis, the role of social media crisis communication alone may not be sufficient to prevent employees' resistance to change. Employees may also need to support each other and be devoted to the organization to make the change initiative successfully happen during the crisis (Basu et al., 2017). Therefore, apart from the previously proposed hypothesis, this research adds that the role of social media crisis communication is to

interact with the quality of organizational citizenship behavior (OCB) that employees demonstrate to minimize employees' resistance to change. OCB is defined as individuals' behavior characterized as discretionary and not directly associated with the organization's reward system (Organ, 1997). Examples of OCB are volunteering to help coworkers to handle work overload, offering help for coworkers who experience work problems, willing to work overtime without requesting extra compensation, and giving up leisure times to help coworkers and the organization (Podsakoff et al., 2018; Spector et al., 2010). With the noteworthy characteristics of OCB, a growing body of literature claimed that it has a positive relationship with employee job satisfaction, employee organizational commitment, increased interpersonal trust, and employees' enhanced working mood (Devece et al., 2016; Lavy & Littman-Ovadia, 2017; Leelamanothum et al., 2018; Wang & Sung, 2016).

OCB could directly reduce employees' resistance to change during the COVID-19 crisis. Literature has shown that OCB has a beneficial impact on the survival of an organization and for employees' efficiency, particularly during the time of managing the crisis (Basu et al., 2017; Chelagat et al., 2015). For example, Kaya (2015) noted that OCB among employees is a key driving force that allows organizations to adapt effectively to changes. Because OCB makes employees voluntarily contribute to the organization beyond the scope of their responsibilities (Osman et al., 2015), it can play a crucial role in motivating employees to give up personal interests and to help each other in the workplace to deal with the challenges and difficulties during the crisis. When OCB is expressed among employees, employees tend to recognize the need to devote personal time and energy to support their colleagues and organization to help them get through the crisis together (Podsakoff et al., 2018). Given that employees with OCB tend to have strong concerns about the well-being of other members and the organization (Spector et al., 2010), they are likely to view resistance to change as a counterproductive practice that is harmful to the vitality of the organization to survive during the crisis (Msweli-Mbanga & Potwana, 2006). As a result, it is highly expected that OCB expressed by employees can lessen their propensity to develop resistance to change. This leads to the following hypothesis:

H2: OCB is negatively related to employees' resistance to change during the COVID-19 crisis.

Apart from the direct effect of OCB, this research adds that OCB of employees is also required to enhance the effect of social media communication on lessening employees' resistance to change during the COVID-19 crisis. Even when crisis communication is effectively delivered to employees through social media, employees may still feel reluctant to support the change when they do not gain sufficient support from their colleagues (Charoensukmongkol & Phungsoonthorn, 2020b). The beneficial role of OCB in this regard is to promote helping behaviors and collaboration among employees (Osman et al., 2015), which facilitates them to embrace the change initiative communicated by management collectively. Because employees who exhibit high OCB tend to be more concerned about how to help the organization get through the crisis (Podsakoff et al., 2018), the crisis communication that management conveys through social media is likely to be regarded as critical information for those employees to follow to support the organization. When employees with high OCB receive clear crisis communication from the management, they are less likely to engage in resistance to change. On the other hand, employees who lack OCB may view the message conveyed by the management as a burden or irrelevant to them; therefore, they are less likely to accept and follow the change initiative that management communicates. Under the low OCB scenario, it is likely that the crisis communication itself may not have much of an effect on reducing employees' resistance to change. For this reason, the crisis communication that management provides through social media needs to be supported by OCB among employees to effectively minimize employees' resistance to change during the COVID-19 crisis. Hence, this research hypothesizes that the degree to which social media communication lessens employees' resistance to change will be strengthened when OCB among employees is high; however, the effect will be weakened when OCB among employees is low. This logic leads to the following hypothesis:

H3: OCB moderates the effect of social media crisis communication on resistance to change of employees during the COVID-19 crisis.

Methods

Sample and Data Collection Process

The respondents of this study are faculties and staffs from three universities in the Philippines that are categorized as public universities. One university is in Metro Manila, located within the Luzon region, whereas the other two universities are located in the Visayas region, specifically in Dumaguete City, Negros Oriental and Tacloban City, Leyte. These three universities have approximately 5,000 faculty members and staff. We collected the data online through self-administered survey questionnaires created in Google Form. The ethics procedure of the research was approved by the institutional review board of the National Institute of Development Administration (COA. No. 2020/0070). Because the data collection was done through an online platform, we followed the protocol of the concerned universities. The presidents of these three universities were contacted through a personal connection to ask consent in collecting the data among faculty members and staffs at the university. As soon as permission was granted, the head of human resource management was contacted, and kind help was sought to disseminate the link for the research questionnaire to faculty members and staffs through official university emails. Faculty members and staffs were encouraged to take part in the survey voluntarily. The data collection process took about a month. At the end of the survey timeframe, 522 viable and complete questionnaires—around 10% of the total sample frame—were collected.

The faculty members and staffs' average age was 40, with a standard deviation of 9. There were 291 (55.7%) males and 231 (43.3%) females. One hundred seventy-one respondent (32.8%) were single, and 351 (67.2%) were married. There were 132 (25.3%) who were currently holding a supervisory position, and 390 (74.7%) were in the non-supervisory level. There were 164 (31.4%) who worked 6–10 years, 124 (23.8%) worked 11–15 years, 85 (16.3%) worked 1–5 years, 81 (15.5%) worked less than 1 year, 51 (9.8%) worked 16–20 years, 15 (2.9%) worked 31 years and above, 2 (4%) worked 26–30 years, and 1 (0.2%) worked 21–25 years.

Measures

The study used the COVID-19 crisis communication scale developed by Charoensukmongkol and

Phungsoonthorn (2020b) to measure social media crisis communication. The original scale reflects communication from management made through offline channels. This research made some wording adjustments to make the content reflect communication through social media. The scale consists of seven items. The sample items contain “The university uses social media to keep you informed about the policies to deal with the effects of COVID-19 situation,” and “The university uses social media to involve or seek feedback from employees about the COVID-19 situation.” The questions were rated using a 5-point Likert scale from 1 (Strongly disagree) to 5 (Strongly agree).

Resistance to change was measured by the scale developed by Oreg (2006), consisting of 14 items. The scale reflects the cognitive, affective, and behavioral components of resistance to change. The sample items contain “I thought that it’s a negative thing that we were going through this change” (cognitive component), “I had a bad feeling about the change” (affective component), and “I looked for ways to prevent the change from taking place” (behavioral component). The questions were rated using the 5-point Likert scale from 1 (Strongly disagree) to 5 (Strongly agree).

OCB was measured by the short version of the OCB Checklist (OCB-C) developed by Spector et al. (2010), consisting of 10 items. The sample items contain “Helped coworkers learn new skills or shared job knowledge” and “Volunteered for extra work assignments.” The questions were rated using a 5-point Likert scale from 1 (Strongly disagree) to 5 (Strongly agree).

Control Variables

Control variables included age measured in the exact number of years, gender coded as a categorical variable indicating females as 0 and males as 1, marital status coded as a dummy variable indicating single as 0 and married as 1, supervisory position measured as a categorical variable indicating the supervisory position as 0 and non-supervisory as 1, and job tenure measured as a ranked variable).

Data Analysis

The list of the hypotheses proposed in this research was tested statistically using partial least squares structural equation modeling (PLS-SEM). Hair

et al. (2019) argued that whenever the variables in the research model are not normally distributed in terms of their pattern, PLS-SEM is a suitable statistical tool to be used. This is because it can lessen the bias estimation, as the variables used in this model are not normally distributed. This observation of the PLS-SEM tool is advantageous for this current research because, from the test of Jarque-Bera normality, it does not follow the normal distribution curve. We used WarpPLS version 7 in performing the PLS-SEM estimation technique.

Results

Measurement Model Analysis

The evaluation of the validity and reliability of all latent constructs used in this current study was done before the PLS-SEM assessment, to guarantee that the quality criteria of the scales met the condition. Firstly, the convergent validity was measured by the factor loadings, which must be higher than 0.5, as suggested by Hair et al. (2011). The results revealed that the

factor loadings of all constructs were higher than the requirement suggested; hence, the convergent validity was sufficient. Apart from the convergent validity, the discriminant validity was assessed by comparing whether the square root of the average variance extracted (AVE) of the latent variable was higher than other correlations between variables (Fornell & Larcker, 1981). The results are shown in Table 1. All the criteria were adequate.

This research also used the heterotrait-monotrait ratio of correlations (HTMT) to confirm the quality of discriminant validity (Henseler et al., 2015). The results from the HTMT analysis are reported in Table 2. The results indicated that all values were below 0.9, which satisfied the HTMT criterion recommended by Henseler et al. (2015). Next, the reliability of the constructs was measured by Cronbach's alpha and composite reliability coefficients. All indicators were supposed to be 0.7 and above (Nunnally, 1978). The results shown in Table 1 revealed all the latent constructs passed the required criteria.

Table 1

Correlation Among Variables and the Square Root of Average Variance Extracted

Variables	Cronbach's Alpha Coefficient	Composite Reliability Coefficient	CCSM	OCB	ERC	JTEN	JTYPE	AGE	SAL
CCSM	.958	.954	(.866)	.243**	-.104*	.024	-.091*	.072	-.014
OCB	.904	.924		(.748)	-.137**	.103*	-.092*	.069	.088*
ERC	.969	.972			(.846)	.175**	.089*	.182**	.229**
JTEN	n/a	n/a				(1)	-.005	.502**	.208**
JTYPE	n/a	n/a					(1)	.093*	.039
AGE	n/a	n/a						(1)	.251**
SAL	n/a	n/a							(1)

Notes: * p-value < .05, ** p-value < .01;

The square root values of Average Variance Extracted are displayed in the parentheses.

CCSM = social media crisis communication, OCB = organizational citizenship behavior,

ERC = employees' resistance to change, JTEN = job tenure,

JTYPE = job type (faculty = 0; staff = 1), AGE = age of employees, SAL = salary.

Furthermore, multicollinearity was confirmed in this study by checking the variance inflation factor (VIF). According to Kock (2017), the value of all the constructs must be lower than 3.3. The result showed that the highest value of all the variables was 1.457, which clearly showed that the requirement was met. Hence, the multicollinearity issue in this research may not be a serious concern. The study used Harman’s single-factor test to check the common method bias (CMB) issue. The analysis of all indicators in the model was performed by extracting a single factor in the principal component analysis. The assessment showed that the one-factor solution only explained 33.112% of the variance, which was below the recommended level of 50%. In addition, the result from a one-factor confirmatory factor analysis indicated that the model did not fit the data well ($\chi^2 = 9,001.091$; d.f. = 3,409;

$p < .001$). These results ruled out the concern of the CMB issue in the data.

Hypotheses Testing

The results from hypotheses testing are summarized in Figure 1.

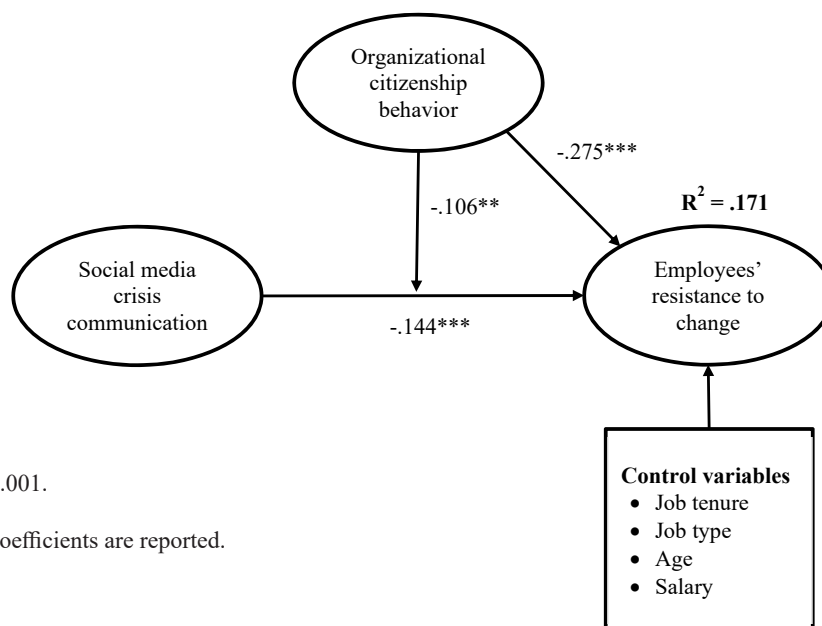
Hypothesis 1 states that social media crisis communication is negatively related to the employees’ resistance to change. The result from the PLS-SEM estimation shows that social media crisis communication and employees’ resistance to change are negatively related ($\beta = -.187$; $p < .001$), suggesting that the increase in the social media crisis communication score correlates with the reduction in the employees’ resistance to change score. The result is statistically significant; thus, it supports Hypothesis 1.

Table 2
Heterotrait-Monotrait Ratio of Correlations

Variables	CCSM	OCB	ERC
CCSM			
OCB	.289		
ERC	.098	.184	

Notes: CCSM = social media crisis communication, OCB = organizational citizenship behavior,

ERC = employees’ resistance to change.



Notes: *** $p < .001$.

Standardized coefficients are reported.

Figure 1. Results From Hypotheses Testing

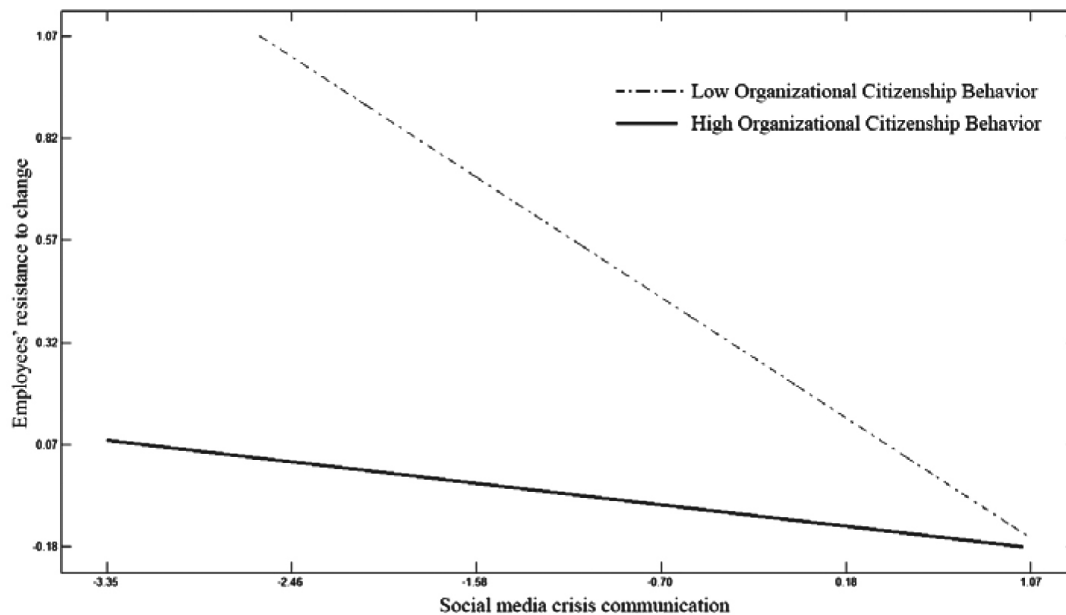


Figure 2. Moderating Effect of Organizational Citizenship Behavior

Hypothesis 2 states that OCB is negatively related to employees' resistance to change. The result from the PLS-SEM estimation shows that OCB and employees' resistance to change are negatively related ($\beta = -.275$; $p < .001$), suggesting that the increase in the OCB score correlates with the reduction in the employees' resistance to change score. The result is statistically significant; thus, it supports Hypothesis 2.

Hypothesis 3 states that OCB moderates the effect of social media crisis communication on employees' resistance to change. The moderating effect is tested by adding the interaction between social media crisis communication and OCB and estimating its beta coefficient. The result shows that the beta coefficient of the interaction takes a negative sign ($\beta = -.106$; $p = .003$), suggesting that the OCB strengthens the negative effect of social media crisis communication on employees' resistance to change. The result is also statistically significant. Simple slope analysis was performed to get a clear picture of the moderating effect. The simple slope graph is illustrated in Figure 2. The graph illustrates that the negative effect of social media crisis communication on employees' resistance to change is much stronger in magnitude for the group of employees who reported high OCB scores than the group of employees who reported low OCB scores. For the group with high OCB scores, the increase in social

media crisis communication score associates with a sharper reduction in employees' resistance to change score than the group with low OCB scores. Given all these findings, Hypothesis 3 is supported.

For the control variables, the analysis found that employees' resistance to change was significantly related with job tenure ($\beta = .1$; $p = .005$), age ($\beta = .082$; $p = .018$), and salary of employees ($\beta = .145$; $p < .001$), and job type ($\beta = .08$; $p = .021$).

Discussion

The main objective of this research is to analyze the effect of social media crisis communication on resistance to change of university employees in the Philippines during the COVID-19 situation. Moreover, this research considered the role of OCB, which was hypothesized as a predictor of employees' resistance to change, as well as a moderator that strengthens the effect of social media crisis communication on employees' resistance to change. Firstly, the data analysis found that social media crisis communication was negatively related to employees' resistance to change. The result implies that the degree of employees' access to the crisis communication that management provided via the social media channel could mitigate the degree of

resistance to change that the employees demonstrated. The result corresponding to the findings from prior studies that emphasize the role of communication from management during a crisis as a key organizational practice to reduce employees' resistance to change (Conrado et al., 2016; Godbole, 2017). This result also supports prior studies demonstrating that social media could serve as a powerful channel that organizations can harness to deliver crisis communications to employees to lessen their concerns during the crisis (Civelek et al., 2016; du Plessis, 2018). Particularly in the case of the COVID-19 crisis faced by the Philippine universities, the result adds extra evidence to the study of Charoensukmongkol and Phungsoonthorn (2020b), which found similar results regarding the benefit of crisis communication on the well-being of employees at the universities in Thailand. In particular, the present research adds more knowledge contribution to the study of Charoensukmongkol and Phungsoonthorn (2020b) by showing that the crisis communication that management provided via a social media channel also played a vital role in preventing employees from developing negative work attitudes in terms of resistance to change during the COVID-19 crisis.

Apart from the effect of social media crisis communication, the analysis found that OCB is also negatively related to employees' resistance to change. The result implies that OCB among employees could play a crucial role in easing the resistance to change of the university employees in the Philippines during the COVID-19 crisis. Moreover, the moderating effect analysis indicated that OCB significantly intensified the negative effect of social media crisis communication on the employees' resistance to change. This result implies that social media crisis communication could have a stronger impact on lowering employees' resistance to change when OCB was highly expressed among employees. The result regarding the moderating effect of OCB provides extra support to prior research, which found the benefits of OCB on employees during the time of organizational crisis and change (Chelagat et al., 2015). The result suggests that the crisis communication from management alone may not be sufficient to reduce employees' resistance to change without interacting with OCB from employees.

Theoretical Contributions

This research provides a knowledge contribution to the literature regarding the role of corporate

communication during a crisis. Firstly, this research strengthens the main prediction from the uncertainty-reduction theory by showing that communication provided by management through social media during the COVID-19 crisis also plays a vital role in preventing employees from developing negative reactions toward the changes that are caused by the crisis. The study suggests that social media could be an important communication channel that facilitates employees to access necessary information from management to gain a clear understanding of the crisis. Particularly from the perspective of the uncertainty-reduction theory in the context of organizational change, the present study adds some empirical evidence to confirm the benefit of social media communication in easing perceived uncertainties of employees that might trigger change-resistance propensity. Secondly, this research adds that crisis communication, from the uncertainty-reduction-theory perspective, may not significantly reduce employees' change resistance during the crisis if OCB is not expressed among employees. Given the impacts of the COVID-19 crisis, which created a substantial quantitative workload for and psychological pressure on employees, just receiving a crisis communication from management may not be sufficient for the organization to prevent employees' negative reactions efficiently. Therefore, the present study adds that OCB is a desirable behavior that may need to be integrated with the uncertainty-reduction-theory perspective to understand better employees' reactions to crisis communication from management during the crisis. From the cultural perspective of Filipinos in terms of collectivism, the results also provide more understanding about the role of OCB, which tends to be particularly relevant for employees in a society that embraces this cultural value. The present study clarifies that the cultural characteristics of employees could influence how they react to communication from management and whether they display helping behavior toward their colleagues during the crisis. Therefore, it is important to take the cultural characteristics of employees into account when examining employees' reactions to management practices during the crisis.

Directions for Future Research

The results from the present study provide some directions for future research. Because the issue regarding the impact of the COVID-19 crisis on

behaviors of employees in the organizational context is still in an embryonic stage in literature, there is a need for future research to explore some other work characteristics and personal characteristics of employees that could potentially produce or prevent employees' negative reactions to organizational change that happens due to the COVID-19 crisis. In the area of crisis communication, future studies will need to integrate some other moderating factors that could strengthen or hinder the effectiveness of crisis communication. For example, future research will need to explore if the leadership styles of the management team and the personal characteristics of the employee could affect how employees react to the crisis communication (Harris & Jones, 2020; Phungsoonthorn & Charoensukmongkol, 2019; Suthatorn & Charoensukmongkol, 2018). Moreover, future research may conduct a cross-cultural comparison to explore if national culture characteristics (e.g., power distance, collectivism) could affect employees' responses to crisis communication in different nations (Charoensukmongkol, 2020; Kirkman & Shapiro, 2001; Pandey & Charoensukmongkol, 2019). Lastly, to confirm the causality that could not be proven by the cross-sectional data used in the present study, it is important for future research to incorporate an experimental method to investigate how employees react to crisis communication from management. For example, a future study may randomly assign participants to different groups that receive different styles of crisis communication and then compare the results. Moreover, a qualitative interview may need to be incorporated in data collection to gain a more in-depth understanding of how crisis communication affects the attitudes and behaviors of employees during the crisis.

Recommendations for Management

Some recommendations to management can be derived based on the study's results. This research suggests that an organization must quickly communicate crisis information efficiently and effectively to employees during the COVID-19 crisis to ensure their employees have a clear knowledge of the situation and avoid negative employee reactions. In particular, the crisis communication provided through an official social media channel of the organization is considered a reliable source of information that clarifies to employees the policy in place to deal with the crisis,

as well as the underlying reasons for the policy implementation. The timely information provided through an official social media communication channel can help employees understand their roles and how the organization is supporting them. In practice, whenever employees received timely information related to the upcoming changes in the organization, employees' concerns and negative responses could be lessened. Apart from its role in crisis communication, it is equally important for management to encourage its employees to support each other and the organization by engaging in OCB. In this regard, the communication from management during the crisis must also contain a message that inspires employees to realize the importance of OCB as an imperative practice to help organization members and the organization itself collectively and successfully get through the crisis. Moreover, management needs to persuade and involve employees to help each other to handle workloads and to solve problems that arise during the crisis. In addition, OCB among employees can be promoted by considering it as part of work-evaluation criteria. For example, employees should be applauded or rewarded collectively based on their contribution to support their colleagues and the organization during the tough time.

Limitations

Some limitations of this research are reported as follows. The first limitation is related to the sample size, which was limited only to three public universities in the Philippines. This limited scope of the sample selection may affect the generalizability of the research results. The second issue is about the utilization of cross-sectional data, which makes it difficult to conclude the direction of causality. The third limitation is using the self-evaluation instrument, which may be susceptible to subjective bias from the respondent's point of view.

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