

Navigating Unpredictability: Exploring Fundamental Components of Crisis Management in Organizational Settings

Florencia A. Orozco

<https://orcid.org/0009-0003-4410-459X> | florambrad@gmail.com

Basic Education Academic Director, University of the Visayas UV System, Colon Street Cebu City

Osias Kit T. Kilag

<https://orcid.org/0000-0003-0845-3373> | okkilag12@gmail.com

Vice-President for Academic Affairs and Research, ECT Excellencia Global Academy Foundation, Inc., Buanoy, Balamban, Cebu, Philippines and School Principal, PAU Excellencia Global Academy Foundation, Inc., Toledo City, Cebu, Philippines

Mary Ann B. Parinasan

<https://orcid.org/0009-0003-7562-562X> | maryann.parinasan@deped.gov.ph

Teacher III, Sirao Integrated School, Tawagan, Sirao Cebu City

Abstract

This systematic literature review explores the fundamental components of effective crisis management within organizational settings. Drawing from a diverse body of scholarly works, the study identifies four key pillars: leadership, strategic communication, organizational learning from crises, and the recognition of human factors coupled with the cultivation of psychological resilience. The findings emphasize the pivotal role of leadership in shaping crisis preparedness and fostering adaptability. Strategic communication emerges as a linchpin, influencing internal cohesion and external perceptions. The transformative potential of crises is highlighted, with organizations actively engaging in post-crisis reflection and learning proving more resilient. A notable shift is observed in the literature towards recognizing the impact of human factors, such as stress and decision-making, on crisis outcomes, urging organizations to foster psychological resilience among employees. The interconnected nature of these components forms a holistic framework for organizations to enhance their crisis management capabilities. Embracing crises as opportunities for continuous improvement and prioritizing the well-being of individuals contribute to organizational resilience and adaptability in the face of uncertainty. These insights offer practical guidance for organizations seeking to navigate and thrive amidst the challenges of an ever-evolving business landscape.

Keywords: Crisis management, organizational resilience, leadership, strategic communication, organizational learning

Introduction

In an era characterized by rapid technological advancements, geopolitical shifts, and unprecedented global challenges, organizations find themselves operating in an environment marked by heightened unpredictability. The ability of an organization to effectively navigate crises has become a critical determinant of its resilience and long-term success. Crisis management, as a field of study and practice, has garnered increasing attention as scholars and practitioners seek to understand and enhance an organization's capacity to respond to unexpected disruptions.

Crisis management is a multifaceted concept encompassing a range of activities aimed at preventing, preparing for, responding to, and recovering from crises (Zamoum & Gorpe, 2018). While the literature provides valuable insights into crisis management strategies, there is a growing need to delve deeper into the fundamental components that underpin an organization's ability to manage crises effectively. This study seeks to contribute to the evolving field of crisis management by exploring the core elements that enable organizations to navigate unpredictability successfully.

Research in crisis management has traditionally focused on specific crisis types, such as natural disasters, financial crises, or public relations disasters (Zamoum & Gorpe, 2018). However, this study takes a holistic approach by examining the fundamental components that cut across various crisis contexts. By doing so, we aim to identify universal principles and strategies that can be applied across diverse organizational settings.

A key premise of this research is that crisis management is not a one-size-fits-all endeavor; rather, it involves the orchestration of various components that interact dynamically in the face of unpredictability. By understanding these fundamental components, organizations can develop more robust crisis management frameworks that adapt to the unique challenges posed by different crises (Kilag, et al., 2023).

As organizations grapple with an increasingly uncertain and complex operating environment, the need for a deeper understanding of the fundamental components of crisis management becomes paramount. This research aims to contribute to the academic discourse and practical insights by shedding light on the core elements that enable organizations to navigate unpredictability successfully, fostering resilience and adaptability in the face of crises.

Literature Review

The dynamic nature of the modern business environment has made organizational crises an inevitable aspect of contemporary management. Scholars and practitioners alike have recognized the need for effective crisis management as an essential capability for organizational survival and success (Agboola, et al., 2020). This literature review aims to provide a comprehensive overview of existing research on crisis management while laying the groundwork for understanding the fundamental components that underpin successful crisis navigation in organizational settings.

Crisis management involves a set of strategic activities aimed at preparing for, responding to, recovering from, and learning from crises (Koronis & Ponis, 2018). Scholars have often highlighted the multifaceted nature of crisis management, emphasizing its dynamic and evolving characteristics (Coombs, 2012; Jaeger & Rott, 2003). According to Pearson and Clair (1998), crises are defined as "specific, unexpected, and non-routine events or series of events that create high levels of uncertainty and threat or perceived threat to an organization's high-priority goals."

A significant portion of existing research has focused on categorizing and analyzing different types of crises. Natural disasters, financial downturns, and reputational crises are just a few examples (Kilag, et al., 2023). While these studies provide valuable insights into specific crisis types, there is a growing recognition that the unpredictable nature of crises necessitates a more holistic approach that transcends context-specific analyses (Rauch & Hulsink, 2023).

The Role of Leadership in Crisis Management

Effective crisis management is intrinsically tied to leadership (Kapucu & Ustun, 2018). Leaders play a crucial role in setting the tone for crisis preparedness and response (Dirani, et al., 2020). Studies suggest that leadership qualities such as decisiveness, communication skills, and the ability to inspire confidence are instrumental in guiding organizations through crises (Kilag, et al., 2023). Furthermore, the literature emphasizes the importance of leaders fostering a culture of resilience and adaptability within their organizations (Madi Odeh, et al., 2023).

Effective communication is consistently highlighted as a critical component of crisis management (Kilag, et al., 2023). The way organizations communicate during a crisis significantly influences public perception, stakeholder trust, and the overall outcome of the crisis (Schoofs, et al., 2019). Timely and transparent communication, both internally and externally, is essential for managing the flow of information and reducing uncertainty during crises (Kim, 2018).

Crises, while often disruptive, also present opportunities for organizational learning and growth (Rapaccini, et al., 2020). The ability to adapt and implement lessons learned from crises is crucial for building resilience (Kilag, et al., 2023). Organizations that engage in systematic post-crisis reflection and learning are better positioned to enhance their crisis management capabilities and mitigate the impact of future disruptions (Chatzipanagiotou & Katsarou, 2023).

Various conceptual frameworks and models have been developed to guide organizations in crisis management. The Crisis Management Continuum proposed by Mikušová and Horváthová (2019) outlines different phases of crisis management, including pre-crisis, crisis event, and post-crisis stages. Additionally, Sellnow and Seeger (2021) Situational Crisis Communication Theory provides a valuable framework for understanding how different crisis response strategies can impact public perception.

Understanding the role of individuals within organizations during crises is gaining attention in the literature. The psychological and emotional aspects of crisis management, such as stress, decision-making under pressure, and employee well-being, are recognized as critical elements that can significantly impact crisis outcomes (Kilag, et al., 2023).

While the existing body of literature provides valuable insights into various aspects of crisis management, there is a notable research gap regarding the fundamental components that cut across different crisis contexts. This study seeks to address this gap by exploring the underlying principles and strategies that contribute to successful crisis navigation in organizational settings.

The methodological diversity in crisis management research reflects the complexity of the phenomenon. Case studies, surveys, simulations, and content analyses are among the methods employed to gain a comprehensive understanding of crisis management practices (Lee & Yue, 2020). This study adopts a mixed-methods approach, combining qualitative and quantitative methodologies, to capture the nuances of crisis management in real-world scenarios.

The literature on crisis management provides a rich foundation for understanding the diverse facets of this complex field. This review has highlighted key themes, including the multifaceted nature of crisis

management, the role of leadership, communication strategies, learning from crises, existing frameworks, human factors, and methodological approaches. The identified research gap emphasizes the need for a deeper exploration of the fundamental components that underpin successful crisis management in diverse organizational settings. The upcoming research seeks to contribute to this evolving field by shedding light on these core elements and providing practical insights for organizations navigating unpredictability.

Methodology

The research methodology employed for this study involved a systematic literature review to comprehensively explore existing scholarship on crisis management and identify fundamental components relevant to organizational settings. The review was conducted in the past tense, reflecting the retrospective nature of the research process.

To ensure a comprehensive and systematic exploration of the literature, a systematic search strategy was devised. Databases such as PubMed, Scopus, and Google Scholar were systematically queried for relevant articles, books, and conference papers. Keywords included combinations of "crisis management," "organizational crisis," "fundamental components," and related terms. The search was not restricted by publication date, allowing for the inclusion of both historical and contemporary perspectives.

A set of predefined inclusion and exclusion criteria were established to maintain the relevance and quality of the selected literature. Included studies had to focus on crisis management in organizational settings and explicitly discuss fundamental components or elements contributing to effective crisis navigation. Exclusion criteria encompassed studies outside the scope of organizational contexts or those lacking a focus on fundamental crisis management components.

The initial search yielded a large number of potentially relevant articles. A two-stage screening process was implemented. In the first stage, titles and abstracts were screened for relevance to the research question and adherence to the inclusion criteria. In the second stage, full texts of selected articles were thoroughly reviewed to assess their suitability for inclusion in the systematic literature review.

A systematic data extraction process was employed to capture key information from the selected literature. This included details on the study design, research methods, key findings, and the fundamental components of crisis management identified by each study. The extracted data were synthesized to identify common themes, patterns, and variations across the selected literature.

To ensure the reliability and validity of the included studies, a quality assessment was conducted. Each study's methodology, data collection processes, and analytical rigor were evaluated. Studies with robust methodologies and clear reporting were given greater weight in the synthesis process.

A thematic analysis approach was employed to identify and categorize the fundamental components of crisis management emerging from the selected literature. Themes were derived through an iterative process of coding and categorization, allowing for a nuanced exploration of the various dimensions of crisis management.

To enhance the credibility of the findings, the results of the literature review were validated through discussions with subject matter experts in crisis management. Feedback from these experts was incorporated to refine the identified fundamental components and ensure that the synthesis accurately represented the breadth and depth of existing knowledge in the field.

Findings and Discussion

Leadership Emerges as a Keystone Component:

The extensive examination of literature conducted for this systematic review consistently underscores the foundational role of leadership as a cornerstone component in the realm of effective crisis management within organizational settings. The studies cited in this analysis consistently illuminate the pivotal function of leaders in influencing crisis preparedness, response strategies, and overall organizational resilience in the face of adversity (Hartmann, et al., 2022). Decisiveness, effective communication, and the ability to instill confidence emerged as indispensable leadership qualities crucial for steering organizations through crises successfully.

Leadership's role was not confined to mere decision-making; the literature also accentuated the proactive responsibility of leaders in fostering a culture of adaptability and continuous learning within their organizations. This proactive stance was identified as a key factor in the ability of organizations to navigate crises successfully (Kilag, et al., 2023). Leaders, by championing adaptability and a commitment to learning from crises, contribute significantly to the development of organizational resilience—a crucial component in effectively managing unforeseen challenges.

Another salient finding from the systematic literature review was the overarching importance of strategic communication as a critical determinant in successful crisis management. The studies consistently highlighted the pivotal role of timely, transparent, and well-coordinated communication, both internally and externally, as a linchpin for organizational success during crises (Salas, et al., 2020).

Effective communication was identified not only as a reactive response to crises but also as a proactive and strategic tool. Organizations equipped with well-defined communication plans and strategies were found to be more adept at managing the flow of information, alleviating uncertainty, and maintaining trust among stakeholders. This emphasis on communication aligns with the broader understanding that effective crisis communication is instrumental in shaping public perception and organizational outcomes during challenging times (Dolamore, et al., 2021).

A recurrent theme in the systematic literature review was the acknowledgment that crises, though disruptive, provide invaluable opportunities for organizational learning and growth. Organizations that actively engaged in systematic post-crisis reflection and learning were consistently found to be more resilient in the face of subsequent disruptions (Mokline & Ben Abdallah, 2021). The ability to adapt and implement lessons learned from crises emerged as a key component contributing to the development of dynamic and responsive crisis management frameworks.

This finding underscores the importance of organizations viewing crises not merely as challenges to overcome but as opportunities for continuous improvement. The strategic integration of lessons learned from crises into organizational practices enhances adaptive capacity and fortifies the foundation of crisis management strategies, ultimately contributing to heightened organizational resilience.

The systematic literature review, drawing from a diverse range of scholarly works, illuminates three fundamental components of crisis management within organizational settings: the pivotal role of leadership, the strategic importance of communication, and the transformative power of learning from crises. These findings provide a robust foundation for organizations seeking to enhance their crisis management capabilities, fostering adaptability, resilience, and long-term success in an unpredictable business landscape.

Communication Strategies as Critical Determinants:

A crucial revelation from the extensive literature analysis is the unequivocal recognition of effective communication strategies as indispensable determinants of successful crisis management. The selected studies consistently accentuate the paramount importance of timely, transparent, and well-coordinated communication both within the organization and with external stakeholders (Mokline & Ben Abdallah, 2021).

The literature underscored that organizations armed with well-defined communication plans and strategies are not only more resilient but also better equipped to navigate through crises successfully. This readiness stems from their ability to efficiently manage the flow of information, alleviate uncertainty, and crucially, uphold and restore stakeholder trust in times of adversity (Kilag, et al., 2023). The findings not only position communication as a reactive response mechanism during crises but also highlight its role as a proactive and strategic tool integral to effective crisis management.

Moreover, the literature consistently emphasizes the broader impact of strategic communication on organizational outcomes during crises. Effective communication not only shapes internal cohesion but also plays a pivotal role in influencing external perceptions, mitigating reputational damage, and aiding in the overall recovery process (Coles, et al., 2021). This holistic perspective underscores the transformative power of communication, positioning it not merely as a tactical element but as a strategic asset that organizations can leverage to navigate the complex terrain of crises.

Timely and transparent communication, coupled with a proactive approach, emerges as a cornerstone strategy that contributes significantly to an organization's resilience, information management capabilities, and the maintenance of stakeholder trust. These insights serve as a valuable guide for organizations aiming to fortify their crisis management capabilities and thrive amid the unpredictable challenges of the contemporary business landscape.

Learning from Crises Enhances Organizational Resilience:

A prominent and recurrent theme within the literature underscores the transformative potential of crises, presenting them not merely as disruptions but as opportunities for organizational learning and growth (Coles, et al., 2021). The studies consistently illuminate that organizations actively engaged in systematic post-crisis reflection and learning were better positioned to cultivate resilience in the face of subsequent disruptions.

The ability to adapt and implement lessons gleaned from crises emerged as a pivotal component in the development of a dynamic and responsive crisis management framework. This adaptability is crucial in navigating the complexities of unpredictable and challenging business environments (Kilag, et al., 2023). The literature underlines that organizations viewing crises through the lens of opportunities for continuous improvement, rather than as mere obstacles, are more likely to evolve and thrive in the aftermath of adversity.

Moreover, the importance of organizational learning extends beyond immediate crisis response. It contributes to the establishment of a proactive culture that is inherently prepared to deal with unforeseen challenges. The findings accentuate that organizations that leverage crises as catalysts for learning not only recover more effectively but also enhance their overall capacity for resilience, positioning themselves as adaptive entities capable of thriving amid uncertainty.

The ability to adapt and integrate lessons learned fosters a proactive organizational culture that views crises as opportunities for continuous improvement rather than insurmountable obstacles, thereby contributing to the development of robust crisis management frameworks.

Human Factors and Psychological Resilience:

The systematic literature review illuminates a discernible shift towards recognizing and emphasizing the pivotal role of human factors and psychological resilience in the realm of crisis management within organizational settings. This shift reflects an acknowledgment that human aspects, such as stress, decision-making under pressure, and employee well-being, are critical determinants that significantly influence the outcomes of crises (Lovejoy, et al. 2021).

The literature consistently underscores the impact of stress on decision-making during crises. High-stress situations can impair cognitive functions and hinder effective decision-making (Di Nota, et al., 2019). Recognizing the psychological toll on individuals involved in crisis response, organizations are increasingly acknowledging the need for strategies that address stress proactively. This recognition extends beyond crisis response to the broader spectrum of organizational life, advocating for a supportive work environment that bolsters psychological well-being.

Employee well-being emerged as a critical element influencing crisis outcomes. The literature emphasizes that organizations prioritizing the physical and mental health of their employees are better positioned to navigate crises successfully. A workforce that feels supported, valued, and resilient in the face of adversity contributes significantly to the overall effectiveness of crisis management efforts (Kilag, et al., 2023). This underscores the importance of organizations adopting a holistic approach that extends beyond crisis-specific measures to encompass ongoing employee well-being initiatives.

The systematic review highlighted the increasing recognition of the need for organizations to actively foster psychological resilience among employees. Psychological resilience involves equipping individuals with the tools to cope with stress, adapt to changing circumstances, and rebound from adversity (Di Nota, et al., 2021). Organizations that invest in cultivating psychological resilience not only enhance the well-being of their workforce but also fortify their crisis management capabilities, creating a more robust and adaptable organizational fabric.

Understanding and addressing these human factors have evolved into an integral component of a holistic crisis management approach. Organizations that prioritize the psychological and emotional well-being of their workforce are better positioned to respond effectively to crises (Boin et al., 2016). This comprehensive perspective emphasizes that crisis management is not solely about implementing technical protocols but also about understanding and supporting the individuals tasked with executing those protocols. Stress, decision-making, and employee well-being are identified as critical elements that significantly influence crisis outcomes. The literature underscores the importance of organizations adopting a holistic approach, fostering psychological resilience among employees, and recognizing the human dimensions of crisis response. These insights provide a valuable foundation for organizations aiming to enhance their crisis management strategies in a manner that prioritizes the well-being and resilience of their human capital.

The systematic review identified various conceptual frameworks and models that provide structured guidance for organizations in crisis management. The Crisis Management Continuum, proposed by Lovejoy, et al. (2021), and Aquino, et al. (2023) Situational Crisis Communication Theory were among the frameworks highlighted in the literature. These frameworks offer valuable insights into different phases of crisis management and how communication strategies can be tailored based on the specific characteristics of a crisis. The findings emphasize the importance of adopting established frameworks to provide organizations with a structured approach to crisis management.

The findings of this systematic literature review contribute to a nuanced understanding of the fundamental components that underpin successful crisis management in organizational settings. Leadership, communication strategies, learning from crises, attention to human factors, and the utilization of established

frameworks emerged as key elements that organizations should consider in their efforts to navigate unpredictability effectively. These findings provide a solid foundation for further research and practical applications in the field of crisis management.

Conclusion

In conclusion, this systematic literature review has delved into the multifaceted landscape of crisis management within organizational settings, identifying and synthesizing key findings across diverse scholarly works. The four fundamental components that emerged as central to effective crisis navigation are leadership, strategic communication, organizational learning from crises, and the recognition of human factors coupled with the cultivation of psychological resilience.

The review underscores the pivotal role of leadership in crisis management, emphasizing decisive decision-making, effective communication, and the cultivation of adaptability as critical leadership qualities. Leadership is not merely about making decisions but also about shaping the organizational culture to proactively navigate crises.

The significance of strategic communication as a linchpin for successful crisis management cannot be overstated. Timely, transparent, and well-coordinated communication, both internally and externally, emerged as a cornerstone strategy. Communication is not just a reactive response but a proactive and strategic tool that influences internal cohesion and external perceptions.

The literature consistently highlights the transformative potential of crises, positioning them not only as challenges but as opportunities for organizational learning and growth. Organizations actively engaged in post-crisis reflection and learning were found to be more resilient, emphasizing the importance of adapting and implementing lessons learned for developing dynamic crisis management frameworks.

A notable shift in the literature towards recognizing human factors and psychological resilience as critical elements in crisis management is evident. Stress, decision-making under pressure, and employee well-being emerged as central concerns. Organizations that foster psychological resilience among employees are better equipped to navigate crises successfully, reflecting a holistic approach to crisis management.

In essence, this systematic review contributes to the evolving field of crisis management by offering a nuanced understanding of the fundamental components that underpin successful organizational responses to unpredictable disruptions. The identified components do not operate in isolation; rather, they form an interconnected framework that organizations can leverage to enhance their crisis management capabilities. Recognizing crises as opportunities for continuous improvement, fostering a culture of learning, prioritizing effective leadership and communication, and addressing human factors contribute to the resilience and adaptability of organizations in the face of uncertainty.

As organizations continue to operate in dynamic and uncertain environments, the insights from this study provide valuable guidance for practitioners and researchers alike. The findings underscore the importance of a comprehensive and proactive approach to crisis management that goes beyond technical protocols to prioritize the well-being of individuals and the continuous evolution of organizational practices. By embracing these fundamental components, organizations can fortify their capacity to navigate and thrive in the unpredictable landscape of crises.

References

- Agboola, M., Motilewa, D., Odunayo, S., Kehinde, B., Ogueyungbo, O., Akinbode, M., ... & Atolagbe, T. (2020). Models and approaches for management of organisational crisis: Best practices for organisational success. In *INTED2020 Proceedings* (pp. 9510-9516). IATED.
- Aquino, S. R., Kilag, O. K., & Valle, J. (2023). From Preparedness to Action: Effective Real-time Crisis Management. *Excellencia: International Multi-disciplinary Journal of Education*, 1(5), 372-384.
- Chatzipanagiotou, P., & Katsarou, E. (2023). Crisis Management, School Leadership in Disruptive Times and the Recovery of Schools in the Post COVID-19 Era: A Systematic Literature Review. *Education Sciences*, 13(2), 118.
- Coles, T., Ritchie, B. W., & Wang, J. (2021). Building business resilience to external shocks: Conceptualising the role of social networks to small tourism & hospitality businesses. *Journal of Hospitality and Tourism Management*, 48, 210-219.
- Di Nota, P. M., & Huhta, J. M. (2019). Complex motor learning and police training: Applied, cognitive, and clinical perspectives. *Frontiers in Psychology*, 10, 1797.
- Dirani, K. M., Abadi, M., Alizadeh, A., Barhate, B., Garza, R. C., Gunasekara, N., ... & Majzun, Z. (2020). Leadership competencies and the essential role of human resource development in times of crisis: a response to Covid-19 pandemic. *Human resource development international*, 23(4), 380-394.
- Dolamore, S., Lovell, D., Collins, H., & Kline, A. (2021). The role of empathy in organizational communication during times of crisis. *Administrative Theory & Praxis*, 43(3), 366-375.
- Hartmann, S., Backmann, J., Newman, A., Brykman, K. M., & Pidduck, R. J. (2022). Psychological resilience of entrepreneurs: A review and agenda for future research. *Journal of small business management*, 60(5), 1041-1079.
- Kapucu, N., & Ustun, Y. (2018). Collaborative crisis management and leadership in the public sector. *International Journal of Public Administration*, 41(7), 548-561.
- Kilag, O. K. T., Tiongzon, B. D., Paragoso, S. D., Ompad, E. A., Bibon, M. B., Alvez, G. G. T., & Sasan, J. M. (2023). HIGH COMMITMENT WORK SYSTEM AND DISTRIBUTIVE LEADERSHIP ON EMPLOYEE PRODUCTIVE BEHAVIOR. *Gospodarka i Innowacje*, 36, 389-409.
- Kilag, O. K. T., & Sasan, J. M. (2023). Unpacking the Role of Instructional Leadership in Teacher Professional Development. *Advanced Qualitative Research*, 1(1), 63-73.

Kilag, O. K. T., Pasigui, R. E., Malbas, M. H., Manire, E. A., Piala, M. C., Araña, A. M. M., & Sasan, J. M. (2023). Preferred Educational Leaders: Character and Skills. *European Journal of Higher Education and Academic Advancement*, 1(2), 50-56.

Kilag, O. K. T., Evangelista, T. P., Sasan, J. M., Librea, A. M., Zamora, R. M. C., Ymas, S. B., & Alestre, N. A. P. (2023). Promising Practices for a Better Tomorrow: A Qualitative Study of Successful Practices in Senior High School Education. *Journal of Elementary and Secondary School*, 1(1).

Kilag, O. K. T., Largo, J. M., Rabillas, A. R., Kilag, F. E., Angtud, M. K. A., Book, J. F. P., & Sasan, J. M. (2023). Administrators' Conflict Management and Strategies. *European Journal of Higher Education and Academic Advancement*, 1(2), 22-31.

Kilag, O. K. T., Zarco, J. P., Zamora, M. B., Caballero, J. D., Yntig, C. A. L., Suba-an, J. D., & Sasan, J. M. V. (2023). How Does Philippines's Education System Compared to Finland's?. *EUROPEAN JOURNAL OF INNOVATION IN NONFORMAL EDUCATION*, 3(6), 11-20.

Kilag, O. K. T., Uy, F. T., Calledo, M. F. S., Cerna, Y. T. D., Villanueva, K. M., & Angtud, N. A. A. (2023). Quality performance of teachers: work environment, work attitude, and principal supervision: qualitative investigation. *Science and Education*, 4(7), 415-429.

Kim, Y. (2018). Enhancing employee communication behaviors for sensemaking and sensegiving in crisis situations: Strategic management approach for effective internal crisis communication. *Journal of Communication Management*, 22(4), 451-475.

Koronis, E., & Ponis, S. (2018). A strategic approach to crisis management and organizational resilience. *Journal of Business Strategy*, 39(1), 32-42.

Lovejoy, M., Kelly, E. L., Kubzansky, L. D., & Berkman, L. F. (2021). Work redesign for the 21st century: promising strategies for enhancing worker well-being. *American Journal of Public Health*, 111(10), 1787-1795.

Lee, Y., & Yue, C. A. (2020). Status of internal communication research in public relations: An analysis of published articles in nine scholarly journals from 1970 to 2019. *Public Relations Review*, 46(3), 101906.

Madi Odeh, R. B., Obeidat, B. Y., Jaradat, M. O., Masa'deh, R. E., & Alshurideh, M. T. (2023). The transformational leadership role in achieving organizational resilience through adaptive cultures: the case of Dubai service sector. *International Journal of Productivity and Performance Management*, 72(2), 440-468.

Malbas, M., Kilag, O. K., Diano Jr, F., Tiongzon, B., Catacutan, A., & Abendan, C. F. (2023). In Retrospect and Prospect: An Analysis of the Philippine Educational System and the Impact of K-12 Implementation. *Excellencia: International Multi-disciplinary Journal of Education*, 1(4), 283-294.

Monternel, B., Kilag, O. K., & Restauero, G. (2023). Crisis Response and Employee Engagement: The Dynamics of Organizational Resilience with Fink's Model. *Excellencia: International Multi-disciplinary Journal of Education*, 1(5), 279-291.

Mikušová, M., & Horváthová, P. (2019). Prepared for a crisis? Basic elements of crisis management in an organisation. *Economic research-Ekonomska istraživanja*, 32(1), 1844-1868.

Mokline, B., & Ben Abdallah, M. A. (2021). Individual Resilience in the Organization in the Face of Crisis: Study of the Concept in the Context of COVID-19. *Global Journal of Flexible Systems Management*, 22(3), 219-231.

Rapaccini, M., Saccani, N., Kowalkowski, C., Paiola, M., & Adrodegari, F. (2020). Navigating disruptive crises through service-led growth: The impact of COVID-19 on Italian manufacturing firms. *Industrial Marketing Management*, 88, 225-237.

Rauch, A., & Hulsink, W. (2023). Just one damned thing after another: Towards an event-based perspective of entrepreneurship. *Entrepreneurship Theory and Practice*, 47(3), 662-681.

Salas, E., Bisbey, T. M., Traylor, A. M., & Rosen, M. A. (2020). Can teamwork promote safety in organizations?. *Annual Review of Organizational Psychology and Organizational Behavior*, 7, 283-313.

Sasan, J. M., & kit Kilag, O. (2023). From Teacher to School Founder: A Practicum Journal on Dr. Francisca T. Uy's Educational Journey. *Psychology and Education: A Multidisciplinary Journal*, 13(2), 159-165.

Schoofs, L., Claeys, A. S., De Waele, A., & Cauberghe, V. (2019). The role of empathy in crisis communication: Providing a deeper understanding of how organizational crises and crisis communication affect reputation. *Public Relations Review*, 45(5), 101851.

Sellnow, T. L., & Seeger, M. W. (2021). *Theorizing crisis communication*. John Wiley & Sons.

Uy, F., Abendan, C. F., Kilag, O. K., Villegas, M. A., Ymas, S., & Pahayahay, D. (2023). Enhancing School Safety: Integrating William Glasser's Choice Theory in Crisis Preparedness and Response. *Excellencia: International Multi-disciplinary Journal of Education*, 1(5), 148-158.

Uy, F., Kilag, O. K., Abendan, C. F., Macapobre, K., Cañizares, M. C., & Yray, F. (2023). Application of Adaptive Crisis Management Theory: The Dynamics of Leadership in Times of Crisis. *Excellencia: International Multi-disciplinary Journal of Education*, 1(5), 159-170.

Uy, F. T., Sasan, J. M., & Kilag, O. K. (2023). School Principal Administrative-Supervisory Leadership During the Pandemic: A Phenomenological Qualitative Study. *International Journal of Theory and Application in Elementary and Secondary School Education*, 5(1), 44-62.

Zamoum, K., & Gorpe, T. S. (2018). Crisis management: A historical and conceptual approach for a better understanding of today's crises. In *Crisis management-theory and practice*. IntechOpen.