

Influence of Crisis Communication on the Relationship between Brand Identity and Employee Brand Support in Aviation Industry: A Bibliometric Review and New Research Paths

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Abstract

This paper examines the influence of crisis communication on the relationship between brand identity and employee brand support within the aviation industry through a bibliometric review. By analyzing existing literature, the study identifies key themes, gaps, and trends in how effective crisis communication strategies strengthen brand identity and foster employee alignment during challenging times. The methodology involves a systematic evaluation of scholarly publications, employing citation analysis, keyword clustering, and thematic mapping to uncover patterns in the research landscape. Key findings reveal that transparent and consistent crisis communication significantly enhances employee trust and commitment to brand values, particularly in high-stakes environments like aviation. However, gaps remain in understanding the long-term effects of crisis communication on employee-brand relationships and its role in mitigating industry-specific risks. Practically, this research underscores the importance of integrating robust crisis communication frameworks into brand management strategies to build resilience and maintain workforce morale. The study concludes by proposing new research paths, emphasizing the need for longitudinal studies and cross-industry comparisons to further inform best practices in the aviation sector.

Keywords: Crisis Communication, Brand Identity, Employee Brand Support, Aviation Industry, Bibliometric Review, Research Paths

Introduction

The aviation industry is characterised by its dynamic nature and intense competition, wherein the success of airlines is heavily influenced by their image and reputation. Within this

particular context, there has been notable interest from both researchers and practitioners in comprehending the complex correlation between brand identity and employee brand support. In addition, the aviation sector is highly vulnerable to a wide range of crises, encompassing incidents such as accidents and service interruptions, as well as global health pandemics. The occurrence of these crises can exert significant impacts on the brand identity, thereby influencing the level of support exhibited by employees towards the brand. In order to provide a comprehensive understanding of this significant intersection, the present study conducts a bibliometric review that thoroughly examines the existing corpus of scholarly literature and identifies areas that have not been adequately addressed. This endeavour aims to facilitate the exploration of new avenues for future research.

Crisis communication holds significant importance within an organization's strategic repertoire, particularly in the aviation sector where the occurrence of catastrophic incidents poses a substantial risk to a brand's reputation. The manner in which airlines engage in crisis communication and management can have a substantial impact on their brand identity, subsequently influencing the level of support and dedication exhibited by their employees. The literature extensively covers the significance of employees in ensuring a consistent brand experience for customers. However, there is a notable gap in understanding how crisis communication strategies impact this relationship, presenting an opportunity for further investigation (Jia and Zhang, 2021).

The objective of this bibliometric review is to offer a thorough examination of the current body of literature concerning the interaction among crisis communication, brand identity, and employee brand support within the aviation sector. Through the implementation of a methodical examination of scholarly literature, our objective is to discern fundamental themes, prevailing patterns, and areas of research that have yet to be explored within this field. The objective of this study is to enhance comprehension regarding the strategic management of crises by airlines, with the goal of fortifying their brand image and fostering employee backing within a highly competitive sector.

Fink (1986) highlights the inescapability of crises within organisational contexts and emphasises the importance of being prepared as a fundamental aspect of effective management. In the aviation sector, where the importance of outcomes is of utmost significance, this state of preparedness assumes even greater significance. Schultz, Utz, and Göritz (2011) conducted an investigation to provide a comparative examination of crisis communication across various mediums. The user's analysis of the influence of contemporary platforms, such as Twitter, offers a contemporary comprehension of the dynamic realm of communication during times of emergency. Aaker (1996) provides a comprehensive analysis of the fundamental elements that constitute the identity of a brand in his influential scholarly publication. When considering the aviation industry, the application of his insights highlights the significant influence of inherent attributes such as safety and punctuality on the perceptions and expectations of customers.

Coombs (2007) explores the strategies derived from the situational crisis communication theory that can effectively safeguard the reputation of organisations in times of crisis. The author's work offers a strategic framework for airlines to effectively manage public relations challenges that arise during unfavourable circumstances. According to

Kapferer (2012), the inclusion of a strategic component in brand management introduces the notion of employing sophisticated techniques by aviation brands to strengthen their reputation during periods of stability as well as times of crisis. In their work, Burmann and Zeplin (2005) emphasise the significance of the human element in the realm of branding, specifically asserting that employees play a pivotal role in the process of brand management. The assistance they provide, particularly within the aviation sector, can determine the outcome of effectively managing a crisis or facing a significant public relations setback. In the final analysis, Gill (2012) provides a comprehensive examination of the intricacies surrounding corporate communication in times of crisis, offering insights into the optimal strategies and potential pitfalls that aviation brands must be aware of.

This study objective is to provide a thorough and nuanced comprehension of the role of crisis communication in maintaining a balance between brand identity and employee brand support, particularly in the high-pressure context of the aviation sector, by synthesising the perspectives of various scholars.

Literature Review

Crisis Communication in the Aviation Industry

Crisis communication is a specialised area within organisational communication that involves the strategic management of communication processes in response to events that present substantial risks to an organization's functioning and public perception. The primary objective of crisis communication is to strategically control the narrative, disseminate precise and reliable information, and reinstate confidence among various stakeholders, encompassing the general public, employees, and investors.

The origins of crisis communication can be traced back to the field of public relations, where the recognition of the necessity to effectively handle unforeseen adverse occurrences was acknowledged at an early stage. According to Fink (1986), the fundamental premise of crisis communication revolves around the concepts of foresight and readiness. The author presented a framework consisting of various stages of the crisis, emphasising the integral role of communication in each stage. Crisis communication is frequently characterised as the strategic and tactical approaches utilised by an organisation to safeguard and uphold its image and reputation in the face of adversarial circumstances (Coombs, 2007). Due to the significant implications for safety and customer confidence, the aviation sector necessitates a heightened level of proficiency in crisis communication. The importance of timely, accurate, and consistent communication during crises, as highlighted by scholars Schultz, Utz, and Göritz (2011), cannot be overstated as it aids in the reduction of potential harm.

The Situational Crisis Communication Theory (SCCT) has established itself as a prominent theoretical framework within the field. According to Coomb's (2007) theoretical framework, there exists a significant correlation between the nature of a crisis, the level of an organization's accountability, and the most effective approach to communication. The Social Cognitive Career Theory (SCCT) proposes the utilisation of customised communication strategies that are contingent upon specific contextual circumstances. The landscape of crisis communication has undergone significant transformation in the Digital Age, primarily due to the emergence of social media platforms and the ability to share real-time information. The study conducted by Schultz et al. (2011) examined the impact of communication medium on public perception in times of crisis. The research findings suggest that prompt responses on

social media platforms such as Twitter can effectively reduce the negative impact on one's reputation. The significance of transparency and authenticity in contemporary literature highlights the pivotal role that transparency and genuine dialogue play in the realm of effective crisis communication. Seeger and colleagues (2003) highlight the importance of organisations demonstrating authenticity, transparency, and integrity in their communication strategies when faced with crises. The findings of their research indicate that employing transparent communication strategies has the potential to mitigate uncertainty and alleviate anxiety among various stakeholders. There has been a noticeable transition in stakeholder engagement practises, moving away from traditional top-down communication approaches towards more inclusive strategies that actively involve stakeholders. The study conducted by Austin et al. (2012) examines the involvement of stakeholders in the collaborative construction of crisis narratives within the context of digital media. The authors suggest that it is essential for stakeholders, including members of the public, to actively participate in influencing the outcomes of crisis communication.

Crisis communication is a complex and multifaceted procedure that involves the prompt and efficient dissemination of information, strategies, and messages in the face of unfavourable circumstances (Coombs, 2007). In the realm of aviation, crises encompass a range of events such as safety incidents, accidents, operational disruptions, security breaches, and public relations challenges. The primary aim of crisis communication is to effectively handle the crisis situation, minimise potential negative consequences, and safeguard the reputation of the aviation organisation. The aviation industry has experienced a transformation in crisis communication strategies throughout its history. The initial methodologies were frequently marked by a dearth of openness, resulting in a sense of distrust and disapproval from the general public. Nevertheless, contemporary patterns place significant emphasis on the principles of transparency, accountability, and a steadfast dedication to ensuring safety (Buchanan, 2019). In contemporary times, airlines and aviation organisations have demonstrated a growing inclination towards employing social media platforms as a means to disseminate immediate updates in times of crisis. This approach facilitates direct communication channels with both passengers and the general public (Fan & Cheng, 2020).

Various stakeholders within the aviation industry, such as passengers, employees, regulatory bodies, and the media, exert a substantial influence on the dynamics of crisis communication. Effectively addressing the expectations and concerns of these heterogeneous stakeholders is of utmost importance. For example, the relatives of individuals affected by aviation incidents frequently seek prompt and precise information, necessitating a careful equilibrium between compassionate understanding and objective reporting (Hearit, 2006). The field of crisis communication within the aviation industry encounters numerous obstacles. A significant obstacle that arises is the necessity for expeditious decision-making and communication in circumstances characterised by intense pressure (Barton & Shenkman, 2005). Achieving a balance between the imperative of obtaining information in a timely manner and the necessity of conducting comprehensive investigations can present a multifaceted challenge. Furthermore, the task of ensuring consistent messaging across various communication channels during a crisis can pose significant difficulties (An & Gower, 2009).

The field of crisis communication in the aviation industry is characterised by its dynamic and ever-changing nature. In the face of an evolving global environment, aviation organisations must prioritise the implementation of efficient crisis communication strategies. The adoption of strategies that place emphasis on transparency, empathy, and accountability is progressively becoming more prevalent. Comprehending the complexities of crisis communication within the aviation sector is imperative, as it serves the dual purpose of safeguarding the welfare and security of passengers and personnel, while also upholding the industry's standing and fostering public confidence. The discipline of crisis communication is characterised by its dynamic and evolving nature, as supported by the existing literature. While the fundamental principles of protecting and restoring organisational reputation continue to serve as the basis, contemporary challenges require organisations to demonstrate adaptability, transparency, and active engagement with stakeholders. The integration of conventional approaches with contemporary tools and methodologies has resulted in the evolution of crisis communication as a complex discipline that necessitates ongoing education and adjustment. The objective of this literature review is to present a thorough and all-encompassing examination of the current status of crisis communication within the aviation sector. Through a comprehensive analysis of pertinent scholarly works and the identification of areas requiring further investigation, this endeavour will make a valuable contribution to enhancing our comprehension of how aviation entities can adeptly navigate and effectively communicate amidst crises within an ever-evolving global landscape.

Brand Identity in the Aviation Industry

The aviation industry relies heavily on brand identity, as it is crucial for establishing trust, ensuring safety, and maintaining a positive reputation. This literature review investigates the notion of brand identity in the aviation industry, delving into its importance, elements, and the obstacles encountered by airlines and aviation organisations in establishing and sustaining a robust and unique brand identity.

The concept of brand identity within the aviation industry extends beyond the superficial elements of logos and marketing campaigns. The aforementioned statement pertains to the representation of commitments, principles, and societal norms that aviation enterprises communicate to their clientele, workforce, and individuals with vested interests. In the context of this industry characterised by significant risks and rewards, the establishment of a clearly delineated and unwavering brand identity assumes paramount importance in fostering confidence and dedication among consumers (Pritchard & Morgan, 2007). The concept of brand identity in the aviation industry encompasses both tangible and intangible components. The components encompassed in this context consist of visual branding elements such as logos, colour schemes, and livery. Additionally, brand messaging elements such as mission statements and slogans are also included. Furthermore, the organization's culture and values are integral components of this framework. The maintenance of consistency across these elements is imperative in order to establish a unified brand identity (Aaker, 1996).

The aviation sector encounters distinct obstacles when it comes to establishing and maintaining brand identity. One notable obstacle pertains to the possibility of safety incidents, which possess the capacity to exert a profound influence on the reputation of an airline. According to Buchanan (2019), the preservation of brand identity necessitates the

implementation of effective crisis communication strategies and a firm dedication to ensuring safety. The contribution of employees within the aviation industry is of utmost importance as they significantly influence and embody a company's brand identity. The overall perception of a brand is influenced by various factors, including the manner in which employees engage with passengers, their compliance with safety protocols, and their alignment with the values of the organisation (Baloglu & McCleary, 1999).

The aviation industry is significantly impacted by brand identity, as it plays a crucial role in shaping customer perceptions and fostering loyalty. Passengers frequently make airline selections based on their subjective assessments of safety, reliability, and compatibility with their individual values. According to Herstein and Jaffe (2011), the establishment of a robust brand identity has the potential to cultivate trust and foster loyalty among consumers.

The brand identity of aviation encounters supplementary challenges due to its global nature. Airlines that operate in various regions face the challenge of understanding and accommodating cultural subtleties. They must modify their brand communication to effectively connect with local populations, while also upholding a unified global image (Kapferer, 2008).

The establishment of brand identity holds significant importance for aviation companies as it plays a crucial role in influencing passenger perceptions, guiding employee conduct, and ultimately shaping the overall reputation of the organisation. In an industry characterised by the utmost importance placed on safety and trust, the establishment of a clearly defined brand identity can serve as a distinguishing factor among airlines and cultivate a sense of loyalty among customers. Nevertheless, the aviation industry presents distinctive obstacles, including safety incidents and cultural diversity, necessitating a sophisticated strategy for the management of brand identity. This literature review offers a comprehensive examination of the complex characteristics of brand identity within the aviation industry. It serves as a foundation for future investigations and analysis of brand-related tactics and obstacles specific to this field.

The provision of support for the brand by employees is an essential element for achieving success within an organisation. This holds particular importance within the aviation industry, where trust, safety, and customer satisfaction are of utmost importance. This literature review examines the notion of employee brand support in the aviation industry, providing insights into its significance, the factors that affect it, and its influence on organisational performance.

Employee brand support encompasses the synchronisation of employees with the core values of their organization's brand, the level of enthusiasm they exhibit in promoting the brand, and their dedication to safeguarding the brand's reputation. Within the aviation sector, where the establishment of brand trust holds significant importance, employees assume the role of brand ambassadors, exerting influence over customer perceptions and fostering loyalty (Herstein & Jaffe, 2011).

There are various factors that exert influence on the degree of employee brand support within the aviation industry. The influence of organisational culture on employee attitudes

and behaviour is a crucial aspect within aviation companies. According to Johnson (2017), organisations that place a high emphasis on safety, integrity, and customer satisfaction are more likely to cultivate a stronger level of employee brand support. The concept of leadership holds significant importance in fostering employee endorsement of the brand. According to Barrett and Mayrhofer (2013), the presence of effective leadership that effectively communicates a well-defined vision and values has the potential to foster employee alignment with the brand. The implementation of effective internal communication strategies plays a crucial role in ensuring that employees are adequately informed about the mission and values of the brand. This, in turn, cultivates a sense of ownership and commitment among the employees (Baloglu & McCleary, 1999).

The provision of employee brand support within the aviation industry has been found to have a significant influence on the overall performance of organisations. According to Baloglu and McCleary (1999), the presence of engaged and supportive employees has been found to positively impact customer service, thereby improving the overall passenger experience and fostering customer loyalty. The significance of employee support for safety protocols and a safety-first mentality in accident prevention cannot be overstated in industries where safety is of utmost importance (Johnson, 2017).

Although there is a desire for employee brand support in the aviation sector, it is not without its challenges. Safety concerns can arise among employees when there is a perceived conflict between the promotion of a brand and ensuring safety, especially during times of crisis. The task of reconciling brand advocacy with safety presents a multifaceted and intricate dilemma (Goonan, 2019). The presence of labour disputes or employee dissatisfaction has the potential to impede the level of support employees provide to the brand, consequently impacting both customer service and the overall reputation of the brand (Barrett & Mayrhofer, 2013).

The provision of support for the brand by employees is a vital component within the aviation sector, as it has significant implications for customer satisfaction, the cultivation of a safety-oriented environment, and the overall effectiveness of the organisation. By cultivating a corporate environment that places importance on brand congruence and effective communication, aviation enterprises can augment brand confidence and establish a competitive advantage within a fiercely contested and safety-conscious industry. This literature review examines the significance of employee brand support, the various factors that influence it, its effects on aviation organisations, and the challenges encountered in fostering it. As the aviation sector undergoes ongoing transformations, conducting additional research on efficacious strategies and optimal approaches to foster and sustain employee brand advocacy will prove to be of immense significance.

Interplay between Crisis Communication, Brand Identity, and Employee Support

The intricate relationship among crisis communication, brand identity, and employee support constitutes a multifaceted and intricate field of research, which holds significant importance within the contemporary business landscape. The effective management of communication during crises holds significant implications for an organization's brand identity and the level of support it garners from its employees. The objective of this literature review is to examine the current corpus of knowledge in this field, providing a comprehensive understanding of

the connections, difficulties, and consequences of crisis communication in the context of brand identity and employee assistance.

The preservation of brand identity during turbulent periods is contingent upon the implementation of effective crisis communication strategies. According to Coombs (2007), studies indicate that organisations that effectively synchronise their crisis communication strategies with their established brand identity are more successful in preserving trust and minimising the extent of damage caused. The alignment of messaging is contingent upon the crucial factors of transparency, authenticity, and consistency. Crisis communication is of utmost importance in influencing employee endorsement. In times of crisis, employees seek guidance and reassurance from their respective organisations (Bundy et al., 2017). Effective crisis communication has the potential to foster a sense of purpose and confidence among employees, thereby resulting in heightened support and alignment with the brand.

The dynamic relationship among crisis communication, brand identity, and employee support presents inherent challenges. In order to effectively address crises, it is imperative for crisis management strategies to take into account the distinct characteristics of each crisis, the brand identity of the organisation, as well as the perceptions and reactions of employees (Coombs & Holladay, 2006). The task of striking a balance between transparency and the management of potential reputational harm necessitates meticulous deliberation.

The literature review conducted by the author has provided valuable insights into the complex interconnections among crisis communication, brand identity, and employee support. The preservation of trust and loyalty among stakeholders, both external and internal, can be achieved through the implementation of crisis communication strategies that are in line with the values of the brand. Nevertheless, effectively managing this dynamic necessitates a sophisticated strategy that considers the characteristics of the emergency, the organization's brand image, and the perspectives of its employees. As organisations persist in encountering a range of challenges, additional investigation in this domain holds the potential to yield valuable perspectives on approaches to upholding brand integrity and cultivating employee backing during periods of crisis.

This study seeks to address the identified conflicts, gaps, and inconsistencies by conducting a comprehensive bibliometric analysis to map existing research trends and identify underexplored areas. It proposes new research paths, including longitudinal studies to examine the long-term impacts of crisis communication and cross-cultural analyses to better understand global-local branding tensions. Additionally, it aims to develop standardized metrics for measuring brand identity and employee brand support, enabling more rigorous evaluations of their effectiveness. Finally, it investigates the role of digital tools in shaping stakeholder perceptions and fostering alignment between crisis communication, brand identity, and employee support. By addressing these unresolved issues, this study aims to provide actionable insights for aviation organizations seeking to enhance their resilience and maintain stakeholder trust during crises.

Methods

Bibliometric analysis is a scholarly and analytical approach that utilises statistical methods to assess and examine diverse attributes of academic publications, including books, journals,

and conference proceedings. Bibliometric analysis is a commonly employed method in the field of library and information science to assess the significance and sway of individual authors, journals, or research domains. The construction of citation graphs, a widely used bibliometric method, involves the visualisation of interconnections among publications based on their citations. This methodology offers a visual depiction of the connections among different scholarly works, aiding researchers in the identification of patterns and trends within the literature. In the initial stages of a bibliometric analysis, scholars commonly initiate the process by opting for a pertinent database, such as Scopus, Web of Science, or Google Scholar. This study presents a search strategy that is developed using keywords or other criteria, such as publication dates, specific journals, or authors. Upon acquiring the search results, researchers proceed to extract and analyse the data utilising suitable statistical methodologies and visualisation tools. The study utilised article titles as the search query and retrieved data from the Scopus database spanning the period from 2022 to 2023. The approach described is commonly referred to as a title-based search, which can be utilised to effectively identify articles that are highly relevant to a specific topic or research inquiry. Nevertheless, there is a possibility that it might overlook pertinent articles that do not contain relevant keywords in their titles or abstracts. Therefore, it is imperative to complement searches based solely on titles with additional approaches, such as incorporating subject headings and author names.

The search is conducted on the basis of the article's title, i.e. TITLE-ABS-KEY (crisis AND communication) AND (brand AND identity) (brand AND employee AND support) (LIMIT-TO (PUBYEAR , 2023) OR LIMIT-TO (PUBYEAR , 2022 AND (LIMIT-TO (LANGUAGE , "Spanish") OR LIMIT-TO (LANGUAGE , "Russian") OR LIMIT-TO (LANGUAGE , "Portuguese") OR LIMIT-TO (LANGUAGE , "German") OR LIMIT-TO (LANGUAGE , "Chinese") OR LIMIT-TO (LANGUAGE , "Italian") OR LIMIT-TO (LANGUAGE , "French") OR LIMIT-TO (LANGUAGE , "Croatian") OR LIMIT-TO (LANGUAGE , "Slovak") OR LIMIT-TO (LANGUAGE , "Turkish") OR LIMIT-TO (LANGUAGE , "Czech") OR LIMIT-TO (LANGUAGE , "Hungarian") OR LIMIT-TO (LANGUAGE , "Korean") OR LIMIT-TO (LANGUAGE , "Polish") OR LIMIT-TO (LANGUAGE , "Arabic") OR LIMIT-TO (LANGUAGE , "Estonian") OR LIMIT-TO (LANGUAGE , "Indonesian") OR LIMIT-TO (LANGUAGE , "Persian") OR LIMIT-TO (LANGUAGE , "Slovenian") OR LIMIT-TO (LANGUAGE , "Ukrainian"))

The researchers obtained the documents utilised in this study from the SCOPUS database, which encompassed publications released within the timeframe of 2022 to 2023. The database encompasses indexes for a total of 1,340 journals. The search function has the ability to retrieve information from multiple sources, including the title, abstract, and keywords, all at the same time. The searches included the utilisation of terms such as "Crisis Communication," "Brand Identity," and "Brand Employee Support." Our search was restricted to documents that were written in the English language. The study investigated several variables, including the document type, output, source type, subject areas, country, institute, source title, keyword, and H index. The analysis was performed utilising the software Microsoft Excel. The research received substantial contributions from various countries and institutions, as evidenced by the affiliation of at least one author with the published papers.

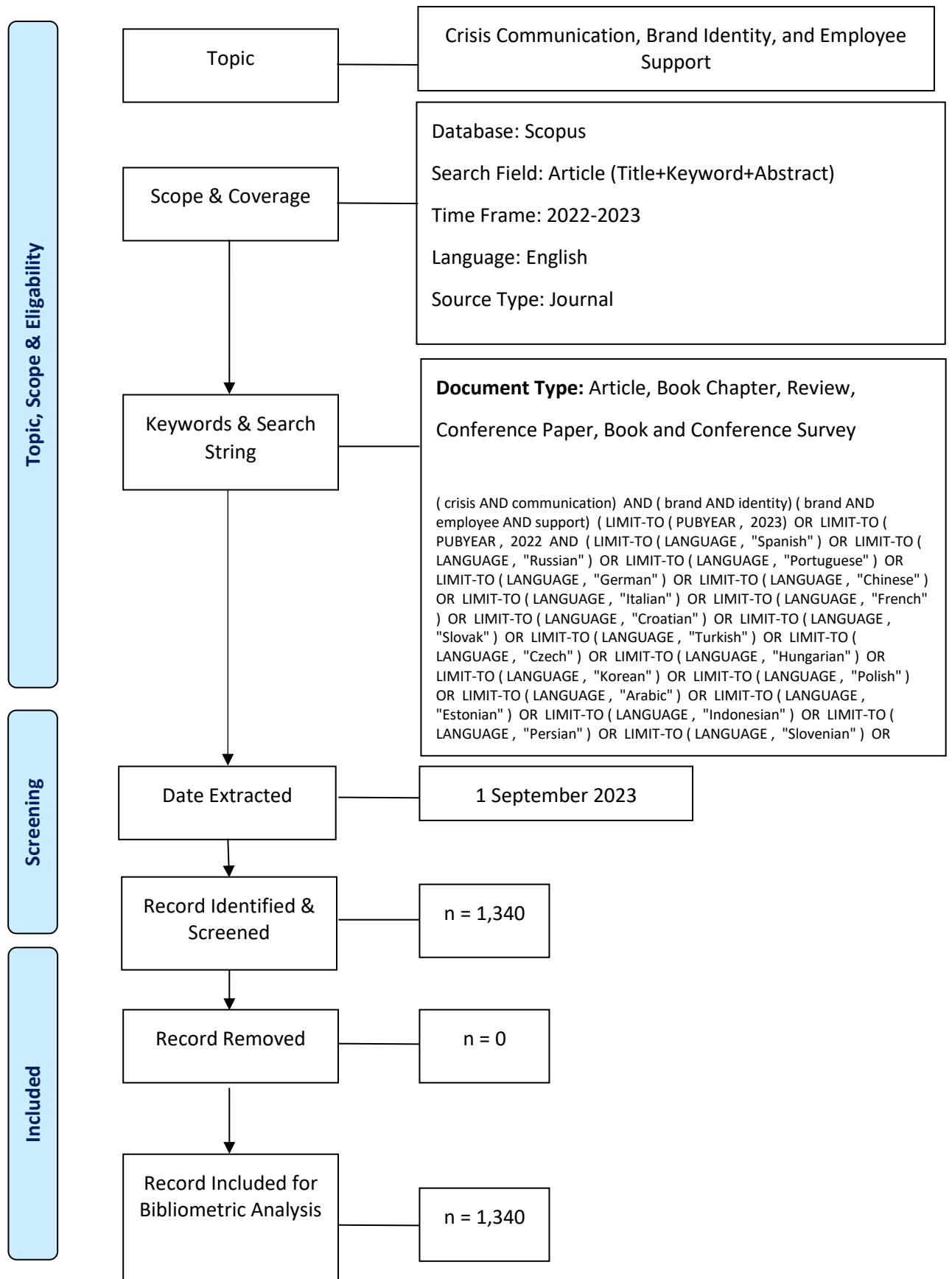


Figure 1: Flow Diagram of the Search Strategy

Results

Documents Profiles

A total of 1,340 documents pertaining to the topic of corporate identity were extracted from the Scopus database. The document profiles obtained from the gathered data were examined through the calculation of the frequency of document types, source types, languages utilised in published documents, and publication regions. Table 2 presents the frequency at which different categories of documents are published. During the period spanning from 2022 to 2023, SCOPUS observed that 78.89 per cent of the total publications were classified as articles. Review papers constitute a majority of the published documents, accounting for over half (178:13.28 per cent). Conference papers make up 105 documents, which corresponds to 7.84 per cent of the total.

Table 2

Document Type

Document Type	Total Publications (TP)	Percentage (%)
Article	1,057	78.89%
Review	178	13.28%
Conference Paper	105	7.84%
Total	1,340	100.00

Table 3 displays the temporal distribution of published documents across diverse fields of knowledge. The field of Social Sciences is represented in the SCOPUS database with a total of 497 documents. Similarly, the field of Business, Management, and Accounting is represented by 495 documents, while Computer Science is represented by 273 documents.

Table 3

Subject Area

Subject Area	Total Publications (TP)	Percentage (%)
Social Sciences	497	37.09
Business, Management and Accounting	495	36.94
Computer Science	273	20.37
Engineering	175	13.06
Medicine	149	11.12
Economics, Econometrics and Finance	133	9.93
Psychology	126	9.40
Arts and Humanities	122	9.10
Environmental Science	72	5.37

A total of 1,340 articles authored by 596 individuals have undergone rigorous peer-review processes and subsequently been published in reputable scholarly journals. The present study focused on an analysis of the ten most prominent source titles that have published scholarly articles pertaining to the domains of crisis communication, brand identity, and brand employee support. The findings presented in Table 4 were summarised by the top quartile of the top ten journals, along with the SJR 2023. The concept of sustainability According to the SCImago Journal Rank (SJR), Switzerland is the leading country in terms of journal activity, accounting for 21% of all published articles. The SJR is a metric that evaluates the impact of a serial journal by considering its weighted citations. The publication titled "Lecture Notes in Networks and Systems" ranks second in terms of the number of publications, with a total of 20. It is closely followed by the "Journal of Product and Brand Management," which has 17 publications.

Table 4

Most Active Source Title

No.	Source Title	TP	Percentage (%)
1	Sustainability Switzerland	21	1.57
2	Lecture Notes In Networks And Systems	20	1.49
3	Journal Of Product And Brand Management	17	1.27
4	Developments In Marketing Science Proceedings Of The Academy Of Marketing Science	16	1.19
5	Journal Of Business Research	15	1.12
6	Springer Series In Design And Innovation	12	0.90
7	Journal Of Retailing And Consumer Services	10	0.75
8	Journal Of Brand Management	9	0.67
9	Asia Pacific Journal Of Marketing And Logistics	8	0.60
10	Journal Of Marketing Communications	8	0.60

Keywords and Co-Occurrence Analysis

A bibliometric study was conducted to observe and assess the trends of publications in the field of research pertaining to prediction models based on intelligent techniques. The application of VOSviewer software was utilised to conduct an analysis of the scholarly literature, with the objective of investigating the progression of published papers, co-authorship patterns, geographical distribution of authors, co-citation relationships, co-occurrence patterns, and text mining in the specific field under study. VOSviewer is a computer programme that is extensively utilised as a visualisation technique for mapping the expanding domain structure of scientific disciplines. It also aids in information retrieval and classification, as stated by Borner et al. (2005). The selection of this particular tool was based on its emphasis on the visual depiction of bibliometric maps and its expertise in effectively presenting extensive bibliometric maps in a manner that is readily understandable and interpretable (Waltman et al., 2010).

Furthermore, Microsoft Excel is employed to ascertain the frequency of keywords utilised by authors in the publication of research pertaining to the given topic. Table 5 displays the frequency of utilisation of the most prominent keywords in scholarly publications pertaining to the crisis. A total of 195 publications, accounting for 14.55 per cent of the sample, were found to incorporate the keyword "crisis communication" in their content. Furthermore, 103 publications, constituting 7.69 per cent of the sample, included this keyword alongside "social media." Additionally, 86 publications, equivalent to 6.42 per cent of the sample, featured both "crisis communication" and "COVID-19" as keywords.

Table 5

Top Keywords

Keywords	Total Publications	Percentage (N=1,340)
Crisis	195	14.55%
Social Media	103	7.69%
COVID-19	86	6.42%
Communication	79	5.90%
Branding	63	4.70%
Interpersonal Communication	58	4.33%
Employee	45	3.36%
Identity	42	3.13%
Marketing	40	2.99%
Gender Identity	35	2.61%

Conclusion

The intricate and multifaceted connection among crisis communication, brand identity, and employee support is a dynamic phenomenon that holds substantial ramifications for organisations operating within the contemporary business environment. In this concluding section, we provide a concise overview of the main findings, underscore the significance of the interplay discussed, and accentuate its practical ramifications. Upon conducting an in-depth analysis of the existing body of literature, it becomes apparent that the intricate relationship between crisis communication, brand identity, and employee support constitutes a complex mechanism that significantly impacts an organization's ability to effectively navigate crises and uphold its reputation. Several significant findings arise from the analysis.

The importance of alignment cannot be overstated. Ensuring the congruence between crisis communication and an organization's pre-established brand identity is imperative in order to uphold trust and preserve the value of the brand amidst times of crisis. The alignment of messaging is significantly influenced by the factors of authenticity and consistency. The significance of employee support: Employees serve as both internal stakeholders and brand ambassadors. The assistance provided by individuals is crucial in maintaining the brand reputation and values of an organisation, particularly in times of difficulty. Numerous Challenges Emerge: The process of navigating this interplay is not devoid of challenges. Achieving a delicate equilibrium between the imperative of transparency and the potential risks to reputation can present a multifaceted challenge. Every crisis possesses its own distinct characteristics and necessitates the implementation of customised communication strategies. The strategic imperative of crisis communication lies in its ability to effectively cultivate brand identity and garner employee support, extending beyond a mere reactive necessity. This phenomenon has the potential to result in heightened levels of customer loyalty, improved brand equity, and enhanced employee morale.

The interaction among crisis communication, brand identity, and employee support is of utmost significance for organisations in the contemporary era characterised by rapidity and interconnectivity. This highlights the imperative for organisations to adopt a proactive approach to cultivating a robust brand identity and fostering a supportive internal culture. The following are several practical implications. The importance of preparation cannot be overstated. It is imperative for organisations to allocate resources towards crisis preparedness, which encompasses the development of well-defined crisis communication

strategies that are in line with their brand identity. The imperative nature of providing training to employees in order to cultivate their effectiveness as brand ambassadors during times of crisis cannot be overstated. Transparency and authenticity are crucial aspects of crisis communication, as they play a pivotal role in maintaining consistency between messaging and an organization's brand promises. Employee engagement is a continuous endeavour that necessitates the establishment and sustenance of employee backing. Employees who are actively involved and provide assistance can be a valuable resource in times of crisis. Research and Adaptation as it is imperative for organisations to consistently engage in research and adapt their crisis communication strategies in accordance with the specific characteristics of the crisis, stakeholder perceptions, and the dynamic nature of the brand identity.

In summary, the interaction among crisis communication, brand identity, and employee support represents a strategic element of organisational management. Organisations that acknowledge the importance of this interaction and take proactive measures to align their brand identity with effective crisis communication can not only navigate crises more successfully but also enhance their brand equity and garner support from employees. In the ever-changing business environment, organisations face a perpetual challenge and opportunity to comprehend and effectively managing the dynamics at play. This is particularly crucial for those aiming to prosper in a globally interconnected society.

Limitation and Future Research

This study acknowledges certain limitations that provide opportunities for further exploration in future research. The reliance on existing literature may introduce biases inherent in the publications reviewed, potentially overlooking unpublished or emerging insights. Additionally, the focus on the aviation industry may limit the generalizability of findings to other high-risk sectors. Future studies could incorporate primary data collection methods, such as interviews or surveys, to capture real-time perspectives from industry practitioners and employees. Expanding the scope to include cross-industry comparisons would enhance the understanding of how crisis communication, brand identity, and employee support interact in diverse contexts. Furthermore, the dynamic nature of crises and technological advancements necessitates longitudinal studies to assess the evolving impact of digital tools and shifting stakeholder expectations on these interrelationships. Addressing these gaps will contribute to a more comprehensive and nuanced understanding of the subject.

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