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**The Impact of Perceived Authenticity and Employees' Empowerment on  
Communicative Behaviors: An Integrated Model of Positive Megaphoning**

*Institute for Public Relations Top Three Papers of Practical Significance Award*

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**Abstract**

The purpose of this study is to (1) develop an integrated model of employees' megaphoning behavior, (2) examine how perceived authenticity of organizational behavior and employees' empowerment affect their communicative behaviors, and (3) compare employees' positive megaphoning behavior during crisis and non-crisis situation. A web-based survey of 306 current employees who are working full-time in a semi-conductor company in Italy explored the antecedents of a newly introduced employees' communicative behavior, megaphoning. It refers to the likelihood of employees' voluntary information forwarding or sharing about organizational strengths or weaknesses. Results suggest that both organizations' authentic behavior and employees' empowerment are positively related to their positive megaphoning behavior, mediated by organization-employee relationship and intrinsic motivation, respectively. Moreover, it revealed that perceived authenticity of organizational behavior was more effective than employees' intrinsic motivation to lead their positive megaphoning behavior during crisis situation. Theoretical and practical implications for future research are discussed.

*Key words:* Internal Communication, Employee Communication Behavior (ECB), Megaphoning, Organization-Public Relationship (OPR), Perceived Authenticity, Psychological Empowerment, Intrinsic Motivation