

THE IMPACT OF USER-GENERATED AND ORGANIZATION'S INFORMATION AND SYMPATHY BASED CRISIS RESPONSE STRATEGIES ON ORGANIZATIONAL REPUTATION AND SECONDARY CRISIS COMMUNICATION: A CASE ON UNIVERSITY OF MANAGEMENT AND TECHNOLOGY, LAHORE, PAKISTAN

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ABSTRACT: *Crisis communication represents a rapidly growing body of research. The study evaluates the effects of different crisis response strategies from different sources; organizational and user-generated on organizational reputation and secondary crisis communication. A real crisis case from University of Management and Technology was taken to explore the extent to which public complies with organizational or user-generated crisis response and its impact on organization's reputation and secondary crisis communication. The study investigated the impact of user-generated information based crisis response strategy, user-generated sympathy based crisis response strategy, organizational information based crisis response strategy, and organizational sympathy based crisis response strategy on organizational reputation and secondary crisis communication. The result indicated that both information and sympathy based crisis responses from the organization had a significantly positive impact on the reputation of the organization and secondary crisis communication, whereas, user-generated both information and sympathy based crisis responses held an insignificant impact on the reputation of the organization and secondary crisis communication. Moreover, findings of the intended study suggested that reputation of the organization is more positively influenced and audiences use complementarily positive word of mouth during secondary crisis communication when responded by consideration and greater sympathy by the organization as compared to information or explicit notification released by the organization.*

Key Words: User-Generated, Organization, Information, Sympathy, Organizational Reputation, Secondary Crisis Communication, Crisis Communication, Public Relations

INTRODUCTION

Any organization can undergo through unforeseen circumstances that may lead to the negative reputation of an organization and can emerge out as a severe crisis. A crisis affects stakeholders and also shapes the perception of organizations in crisis and ultimately also affects potential interactions with these organizations. Many previous researches have been done to find how effectively crisis messages should be formed to prevent organizations during a crisis. Scholars have also found out the role of medium to communicate effective crisis messages, but little has been researched to explore the effectiveness of source in communicating crisis messages. During a crisis, both organization and general public associated with the organization create crisis communication. Most people presume organization's messages to be more credible and reliable, but when an organization doesn't communicate messages quickly during a crisis, then in this case mostly people tend to seek information from user-generated material and make opinions about organizations accordingly.

While the integration of social web and the internet into crisis communication is discussed intensively, the effect of crisis response strategies; information and sympathy via organizational spokesperson and a user-generated source has not yet been analyzed experimentally. This study addresses this research gap within the field of public relations. The study will deal with the interrelationship between message source, communication strategies, organizational reputation and secondary crisis communication. This study overcomes the research deficit by analyzing the effects of information and sympathy based crisis response strategies on

organization's reputation and secondary crisis communication.

While crisis communication is a burgeoning field, still a many questions remain to be answered about the effectiveness of crisis response strategies from different sources. People can rely more on some sources than the other during a crisis. This study will help public relations practitioners especially crisis communication managers to understand the significance of source; organizational spokesperson and online community during a crisis and how crisis managers can effectively use the source to craft communication messages to mold people's opinion that could help to reduce negative word of mouth and save organization's reputation.

LITERATURE REVIEW

Most of the research focuses on how different crisis communication strategies through different communication channels affect people's intentions, but less work has done to explore how different crisis response strategies utilize by different sources can affect the reputation of an organization and secondary crisis communication. This study will analyze the impact of crisis message source and response strategies on organization's reputation and secondary crisis communication.

Different scholars have defined crisis. [1] as "an event that is unpredictable ,or a major threat that can have a negative effect on the organization, industry, or stakeholders if handled improperly." (p.2). According to Fearn-Banks [2] crisis can be defined as "a major occurrence with a potentially negative outcome affecting the organization,

company, or industry, as well as its publics, products, services, or good name” (p.2).

Crisis message source plays an important role in crisis communication. The existing literature in Public Relations focused on the role of official spokesperson in communicating messages to a various audience. This specific communication model features the dissemination of information that focuses from one to many, but now social media has allowed many people to interact with the one, especially, during crisis social media has opened up many avenues for people to communicate with the organization being in crisis. Stakeholders, the general public, and influencers can instantly use online tools to generate information about an organization being in crisis. Although social media has made it possible for organizations to communicate with publics instantly, sometimes the organizational spokespersons might also have difficulty being heard against the noise of many people.

The goal of this study is to make a direct comparison between the effects of organizational and user generated information and sympathy crisis response on a person’s intent to comply with crisis messages thereby, affecting the organizational reputation and secondary crisis communication. User-generated and organizational crisis response may have a different effect on stakeholders, and an understanding of the potential impact of user-generated and organizational framed messages would be helpful for crisis managers in constructing crisis communication plan effectively.

User-Generated Information Based Crisis Response and Organizational Reputation

Reputation is an important asset of an organization, and an organization develops its reputation through the information generated from the interaction with the stakeholders and news media. Second-hand information such as word of mouth, weblogs, and news also play an important role to develop the reputation of an organization [3,4],5]. User-generated content has the power to influence people’s perceptions at the same time as the message from organization’s official spokesperson. Public spend even more time online during a crisis [6, 7] and little is currently known about the factors contributing to the credibility of user-generated content or its power to influence relative to content originating from organizations [8]. Public consider the internet to be the most reliable source of news, especially ideal for generating unique information, timely communication, and interactive conversations [9;10]. The digital age has made easier for people to generate content. During a crisis, organizations are in a critical situation, and content against organization from an online community can hurt the reputation of an organization.

H₁: User-generated information based crisis response has a negative effect on organization’s reputation.

User-Generated Sympathy Based Crisis Response and Organizational Reputation.

Coombs suggested different crisis response strategies; denial, accuse, scapegoat, and rebuild that can help crisis managers to develop an effective crisis communication plan. Emotional support tends to pacify victims, and the public also uses different online channels during a crisis for three motivations: information seeking/ sharing, issue relevance, and emotional support [11]. The online community provides emotional support to the public after a crisis occurs as well as a way to share information, virtually band together, and demand resolution [12,13]. This indicates that sympathy messages from the online community against the organization could mold public towards user-generated perception about a crisis. The public may blame the organization for the crisis and sympathy from an online community can hurt the reputation of the organization and leads to the hypothesis.

H₂: User-generated sympathy based crisis response has a negative effect on organization’s reputation.

Organization’s Information Based Crisis Response and Reputation Threat

When an organization is hit by a crisis, the most important thing on the stake is organization’s reputation. Therefore, it is important for organizations to fill its stakeholders with information after a crisis. According to William and Treadaway [14] when an organization adopts an active stance, it helps an organization to set the tone for coverage of the crisis and also influence which issue will be considered in a discussion of the crisis. This indicates that information about the crisis from organization’s spokesperson would give an impression that organization cares about its stakeholders and would help to gain the trust of people and prevent from the negative reputation.

Reputation is valuable and intangible assets of an organization, therefore organizations always seek to protect reputation [15,16]. Coombs and Holladay [17] suggested that the reputational threat of an organization is related to the perception of responsibility for a crisis. The perception of responsibility for crisis or level of responsibility helps crisis managers to choose crisis response accordingly. According to Coombs and Holladay [18] using information crisis response strategy during a crisis did not overcome reputation problem because providing information is regarded as a necessary action during a crisis.

During a crisis, people are looking for instant information. Online media has given instant access to people to find and create information on online networks. According to Dilenschneider and Hyde [19] stated the most common prescriptions for organizations involved in the crisis is tell it all and tell it fast. When an organization breaks the news about the crisis before the online community, it gives an edge and puts the organization on a higher credibility level and portrays that organization values its stakeholders to inform them about major happening and save the organization from the bad reputation. This leads to our hypothesis

H₃: Organizational generated information based crisis response has a positive impact on the reputation of an organization.

Organization's Sympathy Based Crisis Response and Reputational Threat

Coombs and Schmidt [20] suggested that when an organization expresses sympathy with victims, the organization is regarded more honorable and sympathetic. The severe crisis demands strong crisis responses, sympathy crisis response pacifies people's emotions and helps to create an impression that organization fully understands and also involve in victim's grievances.

When an organization is considered responsible for the crisis and its aftermath it's ought to provide sympathy to the victims. Sympathy from the organization itself puts a lot more weight than the sympathy from an online community. According to Coombs and Schmidt [20] when the crisis responsibility generated by the organization is greater, then the response strategies should be more accommodative and less defensive because it leads to higher organizational reputation and more positive reactions [21]. This leads to the hypothesis:

H₄: Organization sympathy based crisis response has a positive impact on the reputation of an organization.

User-Generated Information Based Crisis Response and Secondary Crisis Communication

Crisis response strategies impact on important crisis communication outcomes that may include anger, negative emotions towards the organization, organizational reputation, and negative word of mouth. Social media has changed the communication pattern and now people can instantly inform and express their opinion about a crisis and sometimes faster than the organization itself. The role of social media influencers is important in this scenario in making public opinion about a crisis. Social media creators can even create and spread their version of the crisis rather than forward information from the original source or traditional media [22]. An active response and opposite opinion or perspective of the online community than that of organization can lead to severe negative secondary crisis communication. Another important feature of social media to make things viral is very sensitive regarding the crisis, the information about crisis can spread instantly to millions, and the situation can go out of the hand of organizations in no time. This indicates that user-generated information crisis response can generate negative secondary crisis communication and leads to the following hypothesis.

H₅: User-generated information based crisis response increases negative secondary crisis communication.

User-Generated Sympathy Based Crisis Response and Secondary Crisis Communication

According to Coombs & Holladay, [23] emotional support public receive from different sources can directly impact their perception of crisis response strategies. McDonald et.al [24] stated that crisis could generate undesired outcomes such as anger and negative word of mouth. A single type of source is unlikely to be adequate or efficient for reaching all affected publics. An organization suffered from crisis may have different publics having different age cohorts that may resonate more with user-generated crisis response as compared to organizational responses.

User-generated sympathy response in case of intentional crisis can have a prominent effect on publics. In an

intentional crisis, people consider organization responsible for crisis and sympathies from organizations in this regard doesn't account well. Sympathies from an online community and other people than the organization itself account more to people grievances, and it can spark negative feelings and words about an organization as well, which leads to the hypothesis.

H₆: User-generated sympathy based crisis response sparks negative feelings and words about an organization.

Organization's Information Based Crisis Response and Secondary Crisis Communication

A crisis usually disrupts a social order with potentially negative outcomes and affects the interaction of stakeholders with the organization [25] and ultimately generates secondary crisis communication about the organization. Secondary crisis communication includes word of mouth, to share the received information with others, intention to tell friends about the crisis, and to leave comments that intend stakeholders to boycott or get a certain product and decline or increase in the purchase of that product. This indicates that secondary crisis communication can either be positive or negative about the organization during or after a crisis. According to Herrero and Pratt (1996) [26] when an organization releases information related to crisis later in the crisis communication cycle or after it's broke on news media, it makes the crisis communication plan less persuasive. This indicates that disclosure of crisis information by organization results in the perception of the crisis as less severe and decrease negative secondary crisis communication.

H₇: Organization generated information based crisis response makes people say positive things about the organization.

Organization's Sympathy Based Crisis Response and Secondary Crisis Communication.

Severe crisis can create panic among public and stakeholders. It is, therefore, very important for organizations to help public and inform how they can cope with any psychological threat [27]. When an organization is perceived highly responsible for the crisis, the intensity of negative emotions also increased that could result in negative secondary crisis communication. A sympathy is a form of emotional support, and emotional support public receive from the organization during a crisis helps to deal with negative emotions and also prevents negative secondary crisis communication.

H₈: Organization's sympathy based crisis response helps deal with negative emotions of the people and share positive information about an organization.

METHODOLOGY

The study employed two types of crisis response strategies from two different sources. Information and Sympathy were selected because both are frequently employed in crisis communication and both effects on organization's outcomes. Sympathy response strategy is more connected to the emotional outcome because it establishes a personal and positive connection with the audience.

Participants

The experiment included samples of 154 students from University of Management and Technology. Their ages

ranged from 18-49. The participants were 58.4% male (n = 90) and 41.6% female (n = 64).

Design and Stimulus Material

The experiment had a 4 (user-generated information, user-generated sympathy, organizational information, organization sympathy) x 2 (organizational reputation, secondary crisis communication) design. A real crisis case from the University of Management and Technology was taken involving the sudden death of a student on campus during the month of Ramadan.

the notion that heatstroke caused Moin's death. Our deep condolences are with Moin's family and friends. All faculty and leadership of UMT stand in firm solidarity with bereaved family"—Naveed Afzal, Director School of Health Sciences. The university student body reacted differently during the crisis. Some students posted online videos and wrote blogs expressing their concerns about the situation. Sympathy response from students selected for the study read: "One of our class fellows, Moin's sudden death has left all of us very shocked. Moin Manzoor suddenly fainted and fell on the ground that appeared because of heatstroke. Moin was not

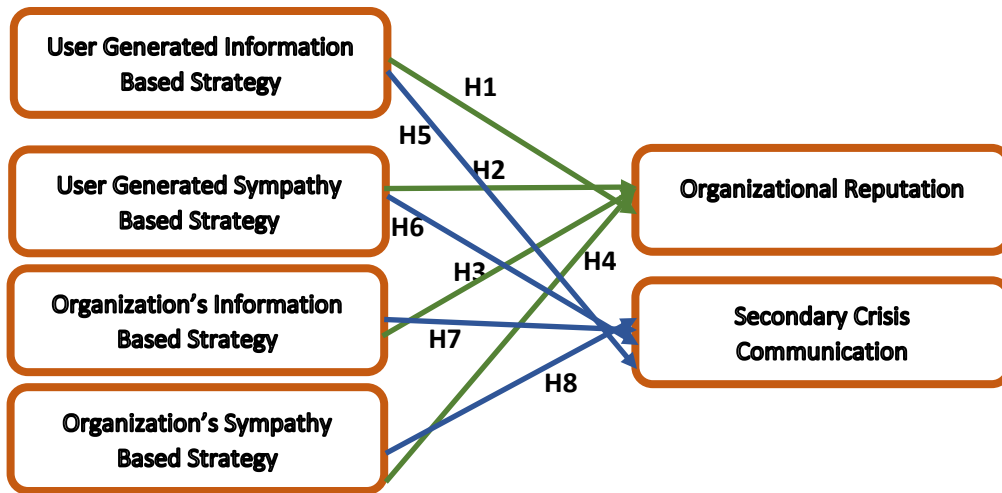


Figure 1 Conceptual model

Scenario Description

The crisis raised different rumors about the university. The students were presented with two crisis response from both the sources e.g. the organization and the user-generated. The University spokesperson's information about crisis read: "University of Management and Technology (UMT) announces with deep regret that one of our beloved participant Moin Manzoor of BBIS breathed his last earlier today in front of the library building. Moin suffered a sudden cardiac arrest at the UMT walkway. Moin Manzoor was an outstanding student of the University and to remember and commemorate Moin's achievement a memorial will be held on campus".

While the information from Moin's friend was entirely different and read: "Moin Manzoor, one of my friends died on Monday due to heat stroke while he was in the university. The University remained opened during the month of Ramadan, and also pressurized students to attend the University and took mid-terms examination during the month of hot weather when the temperature was over 40-degree centigrade. The hot weather resulted in severe heatstroke and took Moin's life".

The university used sympathy crisis response strategy in response to the crisis, which read: 'We are greatly sorrowful on the sudden death of Moin Manzoor. Moin was a brilliant student. Moin suffered from sudden cardiac arrest caused from Hypertrophic Obstructive Cardiomyopathy (HOCM) that resulted in his death. The thorough medical examination of Moin revealed the symptoms of heart attack and dispelled

only a good contributor in the class but a good friend and a good human being. Our deep condolences are with the entire family. May his soul rest in peace".

Procedure

Students received an invitation email with a link to the online survey. On the first page, demographic were assessed. After a short instruction, participants viewed screenshots of communication scenario involving crisis response strategies from both organization and the students. While the crisis responses were available, respondents answered some questions. On the last page, participants were thanked and debriefed.

Independent Variables

Message sources were manipulated in the study. Participants viewed messages from organization's spokesperson and then user-generated messages. Four independent variables; organization's information response, organization's sympathy response, user-generated information response, and user-generated sympathy response were selected and measured by four items.

Dependent Measures

Organizational reputation was measured by four items such as UMT is an organization that I admire and respect. Participants indicated their agreement with the statements on a five-point Likert scale. Three indicators of secondary crisis communication were measured. Respondents were asked how likely they were 1) tell their friends about the crisis, 2) say positive things about the university in their circle, and 3) recommend the institute's services to other students. Answers

were recorded on a five-point scale ranging from “1 = never” to “5 = always”.

DATA ANALYSIS AND RESULTS

Descriptive Statistics

The descriptive figures of statistics of all the questionnaire items have been performed using SPSS. The mean of User Generated Information Based Response to Crisis is 3.3263 with a standard deviation of .76874. The value of standard deviation is less than the mean value which reveals that the distribution of students’ perceptions regarding information based crisis response strategy generated by the users is very slightly skewed. The overall mean of User Generated Sympathy Based Response to Crisis is 3.3003 with a standard deviation is .76823. The overall mean of Organization’s Information Based Response to Crisis of all scale items is 3.2370 with a standard deviation of .84588. The mean of Organization’s Sympathy Based Response to Crisis is 3.6802 with a standard deviation of .73013. The mean of Organizational Reputation is 3.4140 with a standard deviation of 1.06081. Secondary Crisis Communication has a mean of 3.2706 and standard deviation 1.14635.

Descriptive Statistics					
	N	Min	Max	Mean	Std. Dev
UGSBR	154	1.00	5.00	3.300	.768
OIBR	154	1.25	5.00	3.237	.845
OSBR	154	1.00	5.00	3.680	.730
SCC	154	1.00	5.00	3.270	1.146
UGCI	154	1.25	5.00	3.326	.768
OR	154	1.00	5.00	3.414	1.060
N	154				

Frequency Distribution

The demographic analysis reveals that 58.4% of the student respondents were male and 41.6% of the respondents were females. 94.2% of the respondents belonged to the age group of 18-29 years, and only 5.8% of them were of the age group of 30-49 years. There were 54.5% college graduates, 26.6% high school graduates, 13% of the respondents were from high school, and only 5.8% of the students belonged to vocational or technical trainings.

Gender					
			Perce nt	Valid Percent	Cumula tive Percent
Vali	Male	90	58.4	58.4	58.4

d	Female	64	41.6	41.6	100.0
	Total	154	100.0	100.0	

Age					
		Frequen cy	Perce nt	Valid Percent	Cumula tive Percent
Valid	18-29 Years	145	94.2	94.2	94.2
	30-49 Years	9	5.8	5.8	100.0
	Total	154	100	100	

Education					
		Frequen cy	Perce nt	Valid Percent	Cumula tive Percent
Valid	High School	20	13.0	13.0	13.0
	High School Graduate	41	26.6	26.6	39.6
	Technical/Voc ational Training	9	5.8	5.8	45.5
	College Graduate	84	54.5	54.5	100.0
	Total	154	100	100	

Reliability Analysis

Respective reliabilities of all measured constructs have been calculated. The reliability for constructs of User-Generated Information Based Crisis Response Strategy had Cronbach’s alpha value of .666, .610 for User-Generated Sympathy Based Crisis Response Strategy, .720 for Organization’s Information Based Crisis Response Strategy, .800 for Organization’s Sympathy Based Crisis Response Strategy, .859 for Organizational Reputation and .854 for Secondary Crisis Response Strategy. Whereas the Cronbach’s value of all the variables of the questionnaire is 0.839, this shows the reliability of the overall questionnaire.

User Generated Information Based Crisis Response Strategy

Reliability Statistics	
Cronbach's Alpha	N of Items
.666	4

User Generated Sympathy Based Crisis Response Strategy

Reliability Statistics	
Cronbach's Alpha	N of Items
.610	4

Organization's Information Based Crisis Response Strategy

Reliability Statistics	
Cronbach's Alpha	N of Items
.720	4

Organization's Sympathy Based Crisis Response Strategy

Reliability Statistics	
Cronbach's Alpha	N of Items
.800	4

Organizational Reputation

Reliability Statistics	
Cronbach's Alpha	N of Items
.859	4

Secondary Crisis Communication

Reliability Statistics	
Cronbach's Alpha	N of Items
.854	3

Overall Reliability of the Questionnaire

Reliability Statistics	
Cronbach's Alpha	N of Items
.839	23

Correlation Analysis

Correlations for Organizational Reputation

SPSS results of Correlations using Pearson's Correlations Coefficients have been estimated. The result found out the major relationships between the constructs can be deduced as follows: p-value of link between user generated information based crisis response strategy and organizational reputation is

.712 > .05 showing a highly insignificant correlation between the both; Pearson's correlation value is -.030, hence we do not reject our null hypothesis (H₁) and find that there is no significantly positive relationship between user generated information based crisis response strategy, and the reputation of the organization. The p-value of association between user-generated sympathy based crisis response strategy and organizational reputation is .910 > .05; Pearson's correlation value is -.009; hence we do not reject our null hypothesis (H₂) and find that there is no significantly positive relationship between user generated sympathy based crisis response strategy and organizational reputation. The p-value of the relationship between organization's information based crisis response strategy and organizational reputation is .000 < .05; Pearson's correlation value is 0.393; hence we reject our null hypothesis (H₃) and find that there is a significant positive relationship between organization's information based crisis response strategy and organizational reputation. The p-value of the relationship between organization's sympathy based crisis response strategy and organizational reputation is .000 < .05; Pearson's correlation value is 0.395; hence we reject our null hypothesis (H₄) and find that there is a significantly positive relationship between organization's sympathy based crisis response strategy and organizational reputation.

Correlations for Secondary Crisis Communication

The p-value of link between user-generated information based crisis response strategy, and secondary crisis communication is .643 > .05 showing a highly insignificant correlation between the both; Pearson's correlation value is -.038, hence we do not reject our null hypothesis (H₅) and find that there is no significantly positive relationship between user generated information based crisis response strategy and negative secondary crisis communication. The p-value of association between user generated sympathy based crisis response strategy and secondary crisis communication i.e. negative word of mouth is .557 > .05; Pearson's correlation value is -.048; hence we do not reject our null hypothesis (H₆) and find that there is no significantly positive relationship between user-generated sympathy based crisis response strategy and negative secondary crisis communication. The p-value of the relationship between organization's information based crisis response strategy and positive secondary crisis communication is .000 < .05; Pearson's correlation value is .282; hence we reject our null hypothesis (H₇) and find that there is a significantly positive relationship between organization's information based crisis response strategy and positive secondary crisis communication. The p-value of the relationship between organization's sympathy based crisis response strategy and secondary crisis communication i.e. positive word of mouth is .000 < .05; Pearson's correlation value is .321; hence we reject our null hypothesis (H₈) and find that there is a significantly affirmative relationship between organization's sympathy based crisis response strategy and positive secondary crisis communication.

Correlations among Variables

Variables	1	2	3	4	5	6
1. User-Generated Sympathy Based Response to Crisis	1					
2. Organization’s Information Based Response to Crisis	.144	1				
3. Organization’s Sympathy Based Response to Crisis	.097	.524	1			
4. Secondary Crisis Communication	-.048	.282	.321	1		
5. User Generated Crisis Information	.507	.188	.047	.038	1	
6. Organizational Reputation	-.009	.393	.395	.727	.712	1

Level of Significance: 0.05

Regression Analyses

Regression Analysis for Organizational Reputation

The results of analysis by SPSS computations suggest that user-generated information based crisis response strategy has an insignificant impact on the reputation of the organization (standardized $\beta = -.106$; $t = -.900$). The effect is insignificant because $p = .370$ i.e. > 0.10 . Table 2 represents the model summary. The 90% confidence interval (C.I) for the effect of user-generated information based crisis response strategy on organizational reputation was $-.301$ for lower bound and $.089$ for upper bound. The results revealed that 90% confidence interval contained zero which meant that user-generated information based crisis response strategy was an insignificant factor for determining the variation in organizational reputation.

The results of analysis by SPSS computations suggest that user-generated sympathy based crisis response strategy has an insignificant impact on the reputation of the organization (standardized $\beta = -.048$; $t = -.414$). The effect is insignificant because $p = .679$ i.e. > 0.10 . The 90% confidence interval (C.I) for the effect of user-generated sympathy based crisis response strategy on organizational reputation was $-.242$ for lower bound and $.145$ for upper bound. The results revealed that 90% confidence interval contained zero which meant that user-generated sympathy based crisis response strategy was an insignificant factor in determining the variation in organizational reputation.

The results of analysis by SPSS computations suggest that the organization’s information based crisis response strategy has a significant impact on the reputation of the organization (standardized $\beta = .350$; $t = 3.212$). The effect is significant because $p = .002$ i.e. < 0.10 . This shows that there exists a positive relationship between organization’s information based crisis response strategy and organizational reputation, exhibiting that with 1 unit increase in the value of organization’s information based crisis response strategy, the value of organizational reputation increases by 35%. The 90% confidence interval (C.I) for the effect of organization’s

information based crisis response strategy on organizational reputation was $.170$ for lower bound and $.531$ for upper bound. This revealed that 90% confidence interval did not contain zero which meant that organization’s information based crisis response strategy was a significant factor in determining the variation in organizational reputation.

The results of analysis by SPSS computations suggest that organization’s sympathy based crisis response strategy has a significant impact on the reputation of the organization (standardized $\beta = .371$; $t = 2.983$). The effect is significant because $p = .003$ i.e. < 0.10 . These results indicate that there exists a positive relationship between organization’s sympathy based crisis response strategy and organizational reputation, exhibiting that with 1 unit increase in the value of organization’s sympathy based crisis response strategy, the value of organizational reputation increases by 37.1%.The 90% confidence interval (C.I) for the effect of organization’s sympathy based crisis response strategy on organizational reputation was $.165$ for lower bound and $.577$ for upper bound. The result revealed that 90% confidence interval did not contain zero which meant that organization’s sympathy based crisis response strategy was a significant factor in determining the variation in organizational reputation.

R-square tells us how much variability in the dependent variable, organizational reputation, caused by its linear relationship with independent variables including user-generated information based crisis response strategy, user-generated sympathy based crisis response strategy, organization’s information based crisis response strategy, and organization’s sympathy based crisis response strategy. Using Multiple Linear Regression Model, it is observed that $R^2 = .213$, which exhibits that 21.3% variability in the reputation of the organization is explained by its linear relationship with the four independent variables. The remaining 78.7% information goes to error which is unobservable. The difference between the adjusted R-square and R-square also indicates that the model is less good for prediction.

Model Summary ^b										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.462 ^a	.213	.192	.95346	.213	10.097	4	149	.000	1.597

a. Predictors: (Constant), User Generated Crisis Information, Organization’s Sympathy Based Response to Crisis, User Generated Sympathy Based Response to Crisis , Organization’s Information Based Response to Crisis

b. Dependent Variable: Organizational Reputation

Coefficients ^a									
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	90.0% Confidence Interval for B		
		B	Std. Error	Beta			Lower Bound	Upper Bound	
1	(Constant)	1.427	.532		2.682	.008	.547	2.308	
	User-Generated Sympathy Based Response to Crisis	-.048	.117	-.035	-.414	.679	-.242	.145	
	Organization’s Information Based Response to Crisis	.350	.109	.279	3.212	.002	.170	.531	
	Organization’s Sympathy Based Response to Crisis	.371	.124	.255	2.983	.003	.165	.577	
	User Generated Crisis Information	-.106	.118	-.077	-.900	.370	-.301	.089	

a. Dependent Variable: Organizational Reputation

Regression Analysis for Secondary Crisis Communication

The results of analysis by SPSS computations suggest that user generated information based crisis response strategy has an insignificant impact on the secondary crisis communication i.e. negative word of mouth (standardized $\beta = .088$; $t = .657$). The effect is insignificant because $p = .512$ i.e. > 0.10 . Table 3 represents the model summary. The 90% confidence interval (C.I) for the effect of user generated information based crisis response strategy on secondary crisis communication was -.133 for lower bound and .309 for upper bound. The results revealed that 90% confidence interval contained zero which meant that user generated information based crisis response strategy was an insignificant factor in determining the variation in negative secondary crisis communication.

The results of analysis by SPSS computations suggest that user generated sympathy based crisis response

strategy has an insignificant impact on the secondary crisis communication i.e. negative word of mouth (standardized $\beta = -.185$; $t = -1.399$). The effect is insignificant because $p = .164$ i.e. > 0.10 . The 90% confidence interval (C.I) for the effect of user-generated sympathy based crisis response strategy on secondary crisis communication was -.405 for lower bound and .034 for upper bound. The results revealed that 90% confidence interval contained zero which meant that user-generated sympathy based crisis response strategy was an insignificant factor in determining the variation in negative secondary crisis communication.

The results of analysis by SPSS computations suggest that organization’s information based crisis response strategy has a significant impact on the positive secondary crisis communication (standardized $\beta = .216$; $t = 1.746$). The effect is significant because $p = .083$ i.e. < 0.10 . This shows that there exists a positive relationship between organization’s information based crisis response strategy and positive secondary crisis communication, exhibiting that with 1 unit increase in the value of organization’s information based

crisis response strategy, the value of positive secondary crisis communication increases by 21.6%. The 90% confidence interval (C.I) for the effect of organization’s information based crisis response strategy on secondary crisis communication was .011 for lower bound and .421 for upper bound. The results revealed that 90% confidence interval did not contain zero which meant that organization’s information based crisis response strategy was a significant factor in determining the variation in secondary crisis communication i.e. positive word of mouth.

The results of analysis by SPSS computations suggest that organization’s sympathy based crisis response strategy has a significant impact on positive secondary crisis communication (standardized $\beta = .387$; $t = 2.741$). The effect is significant because $p = .007$ i.e. < 0.10 . The results show that there exists a positive relationship between organization’s sympathy based crisis response strategy and positive secondary crisis communication, exhibiting that with 1 unit increase in the value of organization’s sympathy based crisis response strategy, the value of positive secondary crisis communication increase by 38.7%. The 90% confidence interval (C.I) for the effect of organization’s sympathy based

crisis response strategy on secondary crisis communication was .153 for lower bound and .621 for upper bound. The results revealed that 90% confidence interval did not contain zero which meant that organization’s sympathy based crisis response strategy was a significant factor in determining the variation in positive secondary crisis communication.

R-square tells us how much variability in the dependent variable secondary crisis communication is explained by its linear relationship with independent variables including user generated information based crisis response strategy, user generated sympathy based crisis response strategy, organization’s information based crisis response strategy, and organization’s sympathy based crisis response strategy. Using Multiple Linear Regression Model, it is observed that $R^2 = .132$, which exhibits that 13.2% variability in secondary crisis communication is explained by its linear relationship with the four independent variables. The remaining 86.8% information goes to error which is unobservable. The difference between the adjusted R-square and R-square also indicates that the model is less good for prediction.

Model Summary ^b										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.363 ^a	.132	.109	1.08219	.132	5.670	4	149	.000	1.801
a. Predictors: (Constant), User Generated Crisis Information, Organization’s Sympathy Based Response to Crisis, User-Generated Sympathy Based Response to Crisis , Organization’s Information Based Response to Crisis										
b. Dependent Variable: Secondary Crisis Communication										
Coefficients ^a										
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	90.0% Confidence Interval for B			
		B	Std. Error	Beta			Lower Bound	Upper Bound		
1	(Constant)	1.467	.604		2.429	.016	.467	2.467		
	User-Generated Sympathy Based Response to Crisis	-.185	.133	-.124	-1.399	.164	-.405	.034		
	Organization’s Information Based Response to Crisis	.216	.124	.159	1.746	.083	.011	.421		
	Organization’s Sympathy Based Response to Crisis	.387	.141	.247	2.741	.007	.153	.621		

User Generated Crisis Information	.088	.134	.059	.657	.512	-.133	.309
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a. Dependent Variable: Secondary Crisis Communication

DISCUSSION AND CONCLUSION

The result of this analysis allows us to draw numbers of conclusions. The study examined the effect of crisis communication strategies on organizational reputation and secondary crisis communication. One of the goals of the study was to observe whether message source; organizational or user-generated would affect organization’s reputation and secondary crisis communication. The result indicated that organizational crisis response matter more than the user-generated crisis response on organizational reputation and secondary crisis communication. The main effect of organization’s crisis response strategy was observed for the two dependent measures; organizational reputation, and secondary crisis communication, against user-generated crisis response strategies.

This study has extended prior research in several ways. First, the case gives insight into effects of different crisis response strategies and secondly the research extends Situational Crisis Communication Theory (SCCT) by taking into account the role of message source in dealing with the crisis effectively. The experiment showed that the effect of source of message and communication strategies are not the same on the dependent variables. The result indicated no significant positive relationship between user-generated information and sympathy based crisis response on organizational reputation and secondary crisis communication. This was interesting to observe because it is often argued that user-generated information about a crisis is not bias and people tend to sympathize with the user-generated sympathetic response more during a crisis. However, the result showed that students were less likely to believe in user-generated information related to the cause of the student’s death on campus. Students developed rear negative feelings and also showed less tendency to communicate negatively about the university after reading user-generated information and sympathy based crisis responses.

The experiment has found a significant positive relation between organizational information and sympathy based response on organizational reputation and secondary crisis communication. Students believed on the university official spokesperson’s information related to the cause of the student’s death on campus and sympathized with the university on this tragedy. A positive relationship was found between organization sympathy crisis response and positive secondary crisis communication. Students showed less tendency to spread negative word of mouth about the university after reading sympathy messages from the university management. This explains that people discuss public issues with others, they might rely on or trust more. The study findings indicated that people believe more in organizational crisis response because organizations might be considered more credible, and reliable. It can be concluded that people presume organization response as one to be

presenting a broad spectrum of social reality than user-generated crisis responses.

Public relation professionals and crisis communicators need to understand the effect of different communication strategies and their source to tailor effective crisis response to the target audience segment. Although user-generated message seems more appealing to Echo Boomers, but research has proved that people rely more on organizational crisis response.

Credibility factor is the most important in this regard, and people comply with organizational crisis response because they perceived organization to be more reliable. This indicated it is very necessary for organizations to gather complete and reliable information before informing or sympathizing with public.

LIMITATION AND SUGGESTION FOR FUTURE STUDY

This study predicts how crisis communication strategies from different sources; organizational and user-generated effects public perception and on organization’s reputation and secondary crisis communication. However, the study is limited in several aspects. First of all the intended study is limited to private university students facing university crisis. In order to validate the results, future results may require taking account of other private as well as public academic institutions to test whether the information and sympathy based crisis response strategies from an online community and organization hold valid and reliable results across different publics. It is also important to observe past behavior of students in other crisis because past behavior in similar situation serves as a strong predictor to show any bias towards the university or organization.

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