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**EVALUATION OF PUBLIC RELATIONS ROLE IN CRISIS MANAGEMENT AT
ORGANIZATIONAL LEVEL**

BY

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DECLARATION

I hereby declare that this submission is my own work towards the MA and that, to the best of my knowledge, it contains no material previously published by another person or material which has been accepted for the award of any other degree of the university, except where due acknowledgment has been made in the text.

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DEDICATION

This dissertation is dedicated to the Almighty God for his mercies, my parents who laid the foundation for my education, all my family members, friends, and loved ones.

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My first gratitude goes to God Almighty for granting me life to be able to carry out with this research paper. A lot of gratitude also goes to my supervisor Dr. Ike Tandoh, PhD. for his patience and guidance throughout this research process. My special thanks also go to my parents Mr. Evans Yao Sangbey and Mrs. Emma Ohene Sangbey for their immense support during the research process as well as my siblings Elorm and Eli and to the memory of a very special person Essel Essilfie.

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ABSTRACT:

Crises are situations no continent, country or government, organization and individual can exempt themselves from. It is therefore very important to plan before any crisis befalls an organization to remain resilient during such situations. Crises may come in different forms affecting either the individuals, products, customers or the organization as a whole. Their systems or mechanisms that are put in place to address such situations to maintain the image or progress the organization to the next level.

This paper looks into comparing literature on crisis management to find out the different kinds of crisis met in organizations and the role the Public relations play in bringing situations under control to maintain the image of the organization and to satisfy both clients and workers during such difficult times. The objectives of this research were; To identify the common crisis organization face in the Accra Metropolitan Assembly; To understand the crisis management process in such organization. To identify the roles Public relations professionals, play during crisis management. The research strategy used for this work was in two parts; the first questionnaire drafted for Public relations professionals in organizations and a second questionnaire for workers within the organizations. Primary data were collected through a number of questionnaires distributed to workers and Public relations professionals of each selected organization. Quantitative analysis was used to analyze the data collected from the Accra Metropolitan Assembly.

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CHAPTER ONE

1.0 INTRODUCTION

Crises are met globally, in governance and everywhere transactions are made. This chapter covers and discusses the background of the study, its justification, questions and significance. The background of the study gives a brief description of crisis management in the organization. It further explains the role of the media and Public relations in the management of such crisis.

1.1 Background to the Study

Crisis is the perception of an unpredictable event that threatens important expectancies of stakeholders and can seriously impact an organization's performance and generate negative outcomes. These crisis situations pose risks to the organization's publics and the sustainability of the organization. In most circumstances, crisis causes an organization's various publics and stakeholders to be eager to have knowledge of what caused such crisis to occur and in the long run poses the tendency of cutting off business prospects. The expectation of stakeholders as well as sabotaging the integrity of the business, thus the need for a better management of the crisis. The propensity of an organization to communicate quickly and effectively is an important component of a successful and effective crisis management. Ideally, it is important for Public relations practitioners develop communication plans to help provide information relevant to their publics during crisis. Communication is one of the most important elements of almost all successful crisis management efforts. Most often, organizations and individuals that do not communicate properly during crisis often make bad decisions worse (Sapriel, 2003).

Crisis management is key to every organization. This process can promote progress in an organization or otherwise. Most organizations that progress in every area owe this to a well-

managed crisis system in the various departments found in them. A poor crisis management in such departments can demoralize workers and customers who may have a negative influence on an individual's output and in the long term affect the organization.

An important area of crisis management is based on devotion to spotting and to averting crises, since the best crisis is the one that is avoided. An organization can't avoid all possible crisis because it will befall an organization eventually. When this happens, the ingredient is communication; communication is sent across to stakeholders to draft a crisis response which is not to be taken lightly. At this juncture, the organization's actions or response is key and Public relations professionals take exceptional interest in the process because they mostly lead the stakeholders in crisis management (Coombs, 1999).

Social media is a good way of communication between stakeholders and organizations. Most organizations use it as a positive way of marketing new products and most importantly the fastest way of getting through to the public. Research in the US and China have proven that social media is the fastest way that has influenced crisis communication. The use of Twitter, WhatsApp, Facebook, etc. In the US in reaching out to the public is an example. China on the other hand has integrated such features and uses WeChat in reaching over 1.5billion Chinese users as a means of communication. Even though social media has its positive sides as a means of communication, it can also give a negative impact especially in addressing the crisis. Information reaching the public through the media during times of crisis could be reported negatively or twisted by the media, by the time it gets to the public (Cheng, 2020).

Public relations have been in existence and practiced in firms, organizations, government, etc. for so many years. People have practiced Public relations as an occupation (it was not discipline and did not need a formal education before for practice) in the past and it has developed into a

profession currently (Alzahrani, 2016). Public relations can be a management tool considered to build support in an organization's activities which include its image to the public. It is to establish and keep the best relations with people (both internal and external) and the society at large (Rivero & Theodore, 2014).

1.2 Justification for the research

Both small and big organizations face major management crisis which affects workers, customers and the organizations at large. There is no way an organization can run without facing any crisis in its lifespan. Most organizations fall from the ladder because of poor crisis management. Others blossom because of proper crisis management. What do is the truth behind the fall or rises in such organizations. The need to make these discoveries to serve as a guide to those organizations that are straggling with crisis and other smaller and upcoming organizations.

1.3 Research Objectives

This paper seeks to probe into crisis, its management and the role of the Public relations professional play in the management process. Below are the objectives that will guide the researcher into achieving the above;

- To identify the common crisis organization face in the Accra Metropolitan Assembly
- To understand crises management process in such organization
- To identify the roles Public relations professionals play during crisis management

1.4 Research Questions/Hypothesis

Below are the questions developed to guide the study with a selected organization within the Accra Metropolitan Assembly;

- Explain some major crises at the organizational level?
- Which major factors contribute to crisis management?
- Which major roles do Public relations play in crisis management?

1.5 Significance of the study

Every organization has its own crisis at a point in time. These crises could be in relation to human relationship, products among others which intend affect the organization negatively. It is said that the bigger the organization the bigger their crisis. These crises must go through good management in order to maintain the flow of services and most importantly maintain the good name of the organization if not lifting it higher.

CHAPTER TWO

2.0 LITERATURE REVIEW

This chapter looks into what various literature say about major crisis management in various organizations and the approach of Public relations to these crises. It is interested in the different roles Public relations play in managing these crises, some factors that contribute to its management and conceptual framework of the paper.

2.1 Conceptual Framework



Figure 1 1 Crisis Management Image, source: (<https://www.ihdigital.com/crisis-management/>)

The image above depicts the outcome of crisis management when handled well or otherwise. A good attitude and management skill of Public relations professionals can lead an organization to a positive outcome which will intend to make a good effect on the organization. A negative approach to crisis management may end in a negative effect which may run down an organization. The goal of every organization is to make a positive impact on society in or out of crisis, hence the need to give its management the right attitude.

2.2 Crises at the organizational Level

This section will look into the various literature that elaborates on crisis and some organizational crisis that are faced by producers and their effect on their customers. Few organizations seem to give crisis management any thought. The capacity to manage crises should not be taken for granted as something that can simply be developed if need be. Developing the crisis management capability, will necessitate collaboration with ordinary business management processes and arrangements, information security and incident management activities. Organizations should be in the habit of learning from their past crises as well as of those of other organizations. Recovery from crisis should be seen as an opportunity to re-establish, restructure or realign an organization. The goal of recovery should not necessarily be a return to the former state of things, but rather a move toward a new model of business and organizational structures (Hamidovic, 2012).

2.2.1 Crisis

Crisis be defined as an inherently complex situation that poses danger to an organization. It cannot be likened to incidents that happen in organizations; however, crises are likely to arise from such incidents (Hamidovic, 2012). There is much money involved in crisis which enables motivation to avoid, mitigate and respond in dimensions best to shield capital, human resource and the reputation as a whole for effective crisis management. Negative or destroyed reputation can affect businesses and stakeholders (Tang et al., 2018). The attention stakeholder gives to crisis management is directly related to the threat or danger that crisis poses to the organization. Here, a greater attention is given to the situation when realized it is intensified. Major crisis types such as product tampering, human-error accidents, organizational misdeeds and natural disasters must be given greater attention in any way (Coombs, 2004). The origin of crisis can take different forms such as economic, political and socio-cultural systems. The approach of its management depends keenly

on its origination (Habermas, 1975). Crisis that originate from technology will be handled differently from that which is from another source (Coombs, 2007).

During crisis, individuals are much more opened to trying different mechanisms to either help stabilize or solve the situation. In such times, the individual may need help (i.e. if not in the position to curb the situation personally) and so may be supported by an outsider which becomes an opportunity. This opportunity may lift the individual to a higher level than before the moments of the crisis (Callahan, 1994). Crisis is currently used in different situations depending on how it is understood in various circumstances; Organistic – where crisis is described as a physiological stress which may result in chronic situation; Ego integrative - dealing with the situation in a habitual way to maintain equilibrium; Developmental – transitional situations where crisis is seen as affecting growth etc. It should be noted that crisis cannot be replace neither can stress be substituted to crisis (Ramsey, 1978).

2.2.3 Organizational Crisis

The crisis organizations face is termed to be an exact, unforeseen, irregular series of trials that brings about increased uncertainty and danger to these organizations' main goals. These crises threaten the very essential goals of these organizations, where norms, established structures, routines among others are affected. Crises in this way can be termed as another level of doubt that challenge the capacity of professionals to envisage their consequences. These become a threat to organizations which render them vulnerable to decline in market shares among others (Seeger, Ulmer, Novak, & Sellnow, 2005).

The British standards Institution prescribes Guidance and good practice a framework within which a company can manage crisis as well as builds capacity in crisis management. Notably, it provides four basic demands of capability. Firstly, an intellectual requirement, which includes the knack to

synthesize situations, set strategy, prescribe alternatives, and make decisions and evaluate their effects. Secondly, an organizational requirement, which includes a framework within the organization required to translate decisions into action and evaluate their effect. Also, a cultural requirement, which manifests staff readiness to go along with managers' vision and programs. Lastly, a logistic requirement, which exhibits the competency to support solutions by the timely application of resources (Hamidovic, 2012).

In crisis management, the roles of Public relations practitioners and or experts cannot be overemphasized. Closely linked to this is the individual's perception of assigned roles in an organization. The thought that each of us performs a specific function through our daily behaviour has become widely accepted in several academic disciplines (Wainwright, 1973). The public in crisis management perceives organizations adjust to suit their maximization of profit without necessarily considering their benefit. To stakeholders within organizations, it is the opportunity to measure the capabilities of management (Appelbaum, Keller, Alvarez, & Bédard, 2012). There are many situations that contribute to organizational crises, among them are the following; Employees who feel insecure will not give their all when it comes to work delivery, it is believed that organizations lack the knowledge of the root cause of crisis (this is very crucial in crisis management) and others lack plan for managing crisis in the organization (O.Oparanma & Wechie, 2014).

2.3. Factors that Contribute to Managing Crisis at Organizational Level

One major theory in organizational crisis management is Role Theory, which is primarily concerned with the signals that guide an individual behavior in a social setting. According to this theory, people are considered to be social actors who learn and adopt behaviors appropriate to the positions they occupy in society. For role theorists, individuals assimilate roles based on a socially

constructed position and by examining the roles adopted, one makes inferences about the social construction of their actions. If this notion of individuals impersonating roles is assented to, it manifests in ways such as confidence in one's role, the competence of the performance, the dedication to role, and role identity. Research into practitioner's role in Role Theory has been extensive and was originally expounded. Later, a four-role classification of Public relations practitioners emerged. They are, the expert prescriber, the communication facilitator, the problem-solving process facilitator as well as the Communication technician. In performing the first role type, the expert prescriber, is tasked with identifying and defining, as well as developing and implementing a scheme for which he takes credit if successfully executed (Wainwright, 1973).

Crisis is an essential interruption or disturbance of organizational permanency and status quo, which includes systemic disorder, high doubt, lack of a strong explanatory setting and insufficient thoughtfulness of what might have happened and the greater consequences. During these times of crises, organizational systems, including communication systems, are disturbed in basic ways. Actions may cease, services closed and significant personnel distracted, incapacitated, missing, or dead (Seeger et al., 2005). There are various strategies that have been in place to ensure the effectiveness of crisis management and have been divided into three stage model within a time period. These stage models are namely; strategic implementation, up to the resolution, evaluation and feedback stage (Ping, Cui, & Pan, 2011).

The efficiency of crisis management is demonstrated when likely crises are prevented. On the other hand, management plans for crisis management must be matured in their total crisis response competence. This needs crisis management to handle adversity and reduce effect most efficiently and simplifying the management procedure during chaos. In order to achieve these, there is the

need to set up a crisis management process such as (a) Preparation, (b) Response and (c) Recovery. It is trusted that managing crisis is linked to these three stages. In the first place before the activation of any crisis, there is the need for its prediction and preparation, then the type and degree of harm evaluated and finally getting a formula to control or solve the situation and its implementation. There the need to also evaluate the efficiency of recovery stage with a feedback loop for reformulation until the crisis is put under control (Ping et al., 2011).

According to (Ouedraogo, 2007), the most suitable way of crisis management is the resources and competency approach is most since it is flexible and can be easily adopted and reacted to by many professionals. He describes crisis management in this approach as based on incidental than a planned process; crisis management here is regarded as a method one can build upon and adjust to in case crisis advances to another level. When strong leadership, resources and competencies when practiced can speedily organize and adapt to a fluctuating condition in the crisis. His emphasis is that tacit competencies are convenient during crisis because they offer solutions through creativity, innovation, imagination, renewal of ideas and permanent readjustment.

2.4 Role Public relations Play in Crisis Management at Organizational Level

A crisis team is said to have members from Public relations, finance, legal, security, operations and human resource. However, the combination of such a team depends on the type of crisis an organization encounter, for instance, crisis that originates from information technology requires the attention of managers from such department. A spokesperson who will explain such situations to management / public and those concerned during crisis must be well endowed to be able to get personnel involved to understand every detail of the crisis being managed (Coombs, 2007). In Public relations, contact is key in crisis management and represents the genesis of the scenario of its management which protects the reputation of an organization in times of crisis, however, can be

related to high financial cost to an organization and so must be handled with caution (Coombs, 2004). Even though contact is very much important in crisis management, weak communication during crisis management can be infectious. It is argued that crisis communication includes all practices and activities during all stages of crisis management. Public relations and communication activities with roles played by organizations and in the period of crisis are within the space of crisis communication. In Public relations, some writers have considered three phases to help solve the crisis; they are namely; pre-crisis, during a crisis, and post a crisis. In the **pre-crisis stage**, the dilemmas crisis management faces are trying to deal with crises before they occur, which represents the essential building blocks for any effective crisis management. Planning is crucial in the pre-crisis phase in crisis management to prevent possible crises, and to prepare to respond to them when they occur. Prevention includes finding ways to reduce known risks that could lead to a crisis. Every organization should include a pre-crisis phase in their crisis management program. Preparation includes generating a crisis management plan, selecting and training the crisis management team, and conducting exercises to examine the crisis management plan and crisis management team. During the **crisis phase**, tasks requiring Public relations in institutions to resolve such as those relating to the mental image of the institution, wrong treatment situations, or management issues come up. Outside conventional tasks generally accepted among crisis managers, there are other tasks incumbent on the Public relations performed during the management of a crisis. It is therefore crucial to come to terms with the subject of dealing with crises as an important part in its management. **Post-crisis phase** of an organization is described as a reversion to usual business. At this stage, the crisis ceases to be the central point of management's concentration, but may still require some attention. For example, the process of repairing reputations may be initiated or continued during this phase. The importance of follow-ups at this

stage cannot be overemphasized. It is essential because each time an organization goes through a crisis, managers often promise to deliver additional information about the situation at hand to the public. This is very vital as it ensures that the organization does not unnecessarily lose the trust of the public and all other interested parties. Additionally, it becomes incumbent on the organization to release updates on the recovery process, corrective actions, including investigations bothering on the crisis at hand. The quantum of follow-up communication released hinges on the amount of information promised during the crisis and the extent of time it takes to wrap up the recovery process. For instance, when a reporter is promised a package i.e. damage estimate, certain to deliver. A classic example in following through with promises during a crisis phase is that of *West Pharmaceuticals*, a company incorporated in Pennsylvania, USA. Management thought it essential to provide recovery updates for over a year because that is how long it took to build a new facility to substitute the one demolished in an explosion. (Alzahrani, 2016).

Crisis is also described to be divided into four stages to enable its management according to another article. They include the incubation stage, detection period, the crisis itself, then the repair and learning period. It must be emphasized that some crises do not go through all the above-mentioned processes, but rather, the extent to which crisis increases from one stage to another depends on how well management identifies and handles every stage or period (Appelbaum et al., 2012). It is also argued that an emergency crisis management there are three important areas to focus on to enable a smooth process. These include communication, coordination, and control; language is key when it comes to communication in every area of work. The communication among the different media within a system is termed coordination and the management of these two (communication and coordination) within the period is called control (Connelly et al., 2019).

2.4.1 Communication

Language is best considered when it comes to communication, two parties (i.e. producer and consumer) who do not understand each other will not tread smoothly when it comes to working together. Text is therefore a fundamental feature needed during communication.; It operates within a field of meaning abilities exchanged by the producers and the customers within a given period. When the atmosphere and the condition change, so will there be a text change. Thus, textual meaning centers on the selections made by the producer and the receivers of texts (Halim, 2014). The internet is open to all and most stakeholders are currently abreast with internet to the extent that, they informally discuss and make some unofficial decisions about the organizations they are involved with before these come to bear to the Public relations professional and team. A Public relations professional must therefore be on top of the game by familiarizing with the internet to gain the necessary information before any issue in relation to crisis within the organization and among stakeholders not to be caught up unaware (Petrovici, 2014).

The *communication facilitator* is primarily concerned with information flow between management and subordinates. One acting in this role is more concerned with communication than with general organizational governance issues or operations. At variance with the expert adviser's role, the *problem-solving process facilitator* sees to it that senior management is taken through a problem-solving process consisting of planning, organizing, and coordinating Public relations activities.

A *communication technician*, the last but not the least of the roles describes practitioners who are involved in production work but not in policy or program making. Employing skills such as writing, editing and conference organizing, they implement Public relations programs, but are limited somewhat in their ability to make decisions bothering on the organization without management's input. Given the above research and a multitude of others, (it is evident that Public

relations practitioners play various but pivotal roles in the organizational environment. They act as focal persons in the complex web of interactions between the organization and the individual (Wainwright, 1973).

2.5 DISCUSSIONS

With a focus on the research questions of this paper, the literature of the various writers has argued that organizations do not face a particular or same crisis, but rather a different crisis could come from any department within an organization within a period. The crisis could be one at a time or numerous. Crisis such as financial, technical, social, among others could arise at any point in time. Crises are situations that most organizations do not look forward to and are often termed as emergencies. Crisis most often test the capacity of management where the outcome of such crisis tells stakeholders the kind of management they have (Seeger et al., 2005). There are crisis that may be internal without involving the public and vice versa. An internal crisis may arise from unsatisfied employees who may want management's attention to address them. Such crisis, when handle with care may not have any impact on the organization. Crisis that involves the public must be handled with extra care since the outcomes of such situations may be very unpleasant. An example of such crisis may be an expired product that mistakenly got into the hands of consumers on the market. How must management handle such situations to calm the angry customers who may have been affected negatively? With the use of internet currently, the organizations may find this complaint in the media before realizing how turn of the situation. It will be wrong then to state that, all crises do not have the same management process, but rather the need to study its trend to draw a plan that best suits its management.

Factors that may contribute to crisis management may either come from the management team or the public. The skill of the management team that may handle the situation is key because it can

either bring a positive or negative outcome. A positive outcome will bring the organization to a lime light in case the organization was previously a growing one, but will maintain the position of a bigger organization that already has the market and name. Management team and stakeholders to such an organization also turn to benefit from such outcomes. A negative outcome from a poor performance of the management team may either run down the organization's performance on the market setting where it may affect them without getting back their good image in a long time. The public on the other hand can influence crisis management in any organization either positively or negatively. However, a positive influence on an organization will be beneficial, but a negative one can decrease its growth financially and socially. The reportage of crisis management can lead the public into tarnishing an organization's image or promote it, hence the need for every organization to look out to the information or communication package put to the public through any various means.

Throughout literature, the major ingredient stated to be needed by the Public relations during crisis management is communication. Communication can take any form that best suits the situation, but must be packaged well to attract the necessary outcome expected. For instance, crisis in the IT department needs a team that best understands the situation within that jurisdiction. This is important because they will in the best position to communicate their term of problem or situation clearly to management or even the lay person. The explanation given to the management team and their understanding of the type of crisis at hand is the beginning of the management process (Halim, 2014). The Public relations are said to go through different processes to stabilize a situation, these processes must carefully be calculated with individuals being given different roles to help manage crisis within a setting. These calculations and role plays are spearheaded by the Public relations, who must prove their capabilities and skill during crisis management to bring a

positive outcome (Coombs, 2007). These processes the Public relations device are put into stages such as; identify the form of crisis, put down a plan to tackle the situation and finally evaluate the impact of the whole process (Alzahrani, 2016). Since the world has evolved and is now prone to the internet, most of them use this channel within and outside the organizational environment to address such situations. The proper use of the internet can go a long way to ease the management process and visa. The internet will be a great help for them if the language will be well packaged and channeled to especially consumers or stakeholders for quick access to information. Most Public relations to organizations play major roles in crisis management and need to be accorded that recognition. Even though there are sometimes nuts to crack on their journey of crisis management, they are either able to manage the situation or uplift the organization to another phase of triumph.

CHAPTER THREE

3.0 RESEARCH STRATEGY AND METHODOLOGY

This chapter discusses the research covers research strategy, methodology, sample size, and data collection method that would have been used. Data collection strategy and limitations of the research. There would have been a questionnaire which covers the is paper looks forward to

3.1 Research Strategy

The research was in two parts; the first questionnaire drafted for Public relations professionals in organizations and a second questionnaire for workers within the organizations.

The first questionnaire would help this paper practically tease out the kind of crisis most organizations face, their impact, and the factors that come into play during crisis management in the selected organizations. These factors of crisis management would be compared to know the common factors and vice versa.

The second questionnaire would confirm responses from the Public relations professionals and the effect of such a crisis on their work as employees and the organization as a whole.

3.2 Research Methodology

This paper would have dealt with primary data where a number of questionnaires distributed to workers and Public relations professionals of each selected organization. This research looked into using a survey as the strategy, hence data collected will be primary. The survey aims at describing and testing large number of units with variables, it focuses on the breadth of a research with evidence based (empirical) subjects. It is usually used for quantitative research and since this research is quantitatively related, there is the need for this data collection method. It is the best method used to collect factual information and gather data on the opinions and attitudes of individuals on a particular topic. Survey method is used for either deductive or theory driven

research and also to explore or describe the attitudes of people. This method is also described to be efficient because of the high level of standardization, which promotes or gives high external and internal validity (van Thiel, 2014).

3.3 Sample size and Selection

The research selected 10 major organizations from the Accra Metropolitan Assembly. 10 questionnaires each to an organization giving a total of 100 questionnaires (1 questionnaire for Public relations manager and 9 for workers in each organization). Therefore, a total number of 10 questionnaires for Public relations professional and 90 questionnaires for workers.

3.4 Data Collection Method

Public relations professionals were interviewed and questionnaires were distributed to the workers. Since this paper was keen on knowing the practical factors of crisis management in these organizations, there was the need to have a face-to-face interview with Public relations professionals to know the kind of crises their organizations may have faced. It further led to knowing the kind of process they went through in curbing such crises in comparison with literature. A final comparison was conducted between the 10 organizations selected to find out common measures used in crisis management and then tease out those that were not common for further publication.

The questionnaires for the other 9 employees in each of the selected organizations were to look out to confirmation to the responses from Public relations professionals. It was also to verify from the impact such crises had on them as workers and the impact of the management of such crises on them (employees), customers and the organization as a whole.

3.5 Data Analysis

A quantitative analysis was performed in this research. There will be a selection of 10 major organizations in the Accra Metropolitan Assembly in the Greater Accra region of Ghana. The paper is keen on using quantitative analysis because of the following;

Numbers are more precise than words, it pushes the researcher to think and not to prolong or exaggerate with situations but goes straight to the point. It should also be noted that at the end of every analysis of a quantitative research, the figures are not the basics but their explanation and defense are key (van Thiel, 2014).

The quantitative analysis focuses on quantifiable variables and inferences from the sample taken from the population, uses structured processes and very formal instruments for data collection, and uses statistical processes such as SPSS (Almeida, Superior, Gaya, Queirós, & Faria, 2017). This paper looks into structuring questionnaires to suit the selected organizations and to code all responses into SPSS and finally analyze the data, hence the reason for using a quantitative process for its analysis.

In conclusion, a primary data collection would be the best data collection process to enable the objectives of this paper to be met. Quantitative data analysis method would give an in-depth evaluation of data from the different organizations selected.

CHAPTER FOUR

4.0 Chapter Overview

This chapter discusses the conclusion, author's reflection and recommendation of the research work.

4.1 Conclusion

The purpose of this study is to access the role of Public relations in managing crisis and the factors that contribute to crisis management. Literature has proven that organizations at any level (small or big) may face crises and the management of these crises are crucial to the organization. There are different phases this management must take to prevent any negative effect; communication they stressed is very important. Currently the internet plays a major role in these communication processes, hence, the need to be cautious since any rectification on the internet after a message is sent across is difficult.

In the opinion of the writer,

4.2 Author's Reflections

The research establishes that organizations should bear in mind that crisis can occur at any stage in time and Public relations plays an important role in these management processes. Communication, periodical revision of crisis plans and staff trainings should not be taken lightly, hence there is the need to invest in individuals and the sector as a whole. This is to say that investment into the Public relations will impact every sector within the organization positively.

4.3 Recommendations

Gleaned from the findings and conclusions drawn from the study, it is fundamental for every organization to have a plan for managing crisis and adjust it from time to time because even the best plans need adjustments when a crisis arises.

As a result, it is required of Public relations practitioners to revise and modernize the execution of crisis plans from time to time and strive to ensure they do not wait for a crisis to surface before coming up with a mitigation plan.

In conclusion, an organization must remain resilient during any crisis management to make a positive impact.

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