

**THE MODERATING EFFECT OF THE ISLAMIC APPROACH  
ON THE RELATIONSHIP BETWEEN PUBLIC RELATIONS  
ROLES AND CRISIS COMMUNICATION STRATEGIES IN  
YEMEN**

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## **Abstrak**

Kajian ini meneliti peranan perhubungan awam dalam pengurusan krisis dalam organisasi kerajaan dan swasta di Yemen, khususnya, pengaruh peranan perhubungan awam, strategi komunikasi dan budaya organisasi dalam menguruskan krisis serta meneliti sama ada terdapat perbezaan antara organisasi kerajaan dan swasta di Yemen dalam konteks peranan perhubungan awam, strategi komunikasi, budaya organisasi dan pengurusan krisis. Kajian ini juga berusaha menentukan sama ada pendekatan Islam bertindak selaku penyederhana kepada perhubungan awam, strategi komunikasi, budaya organisasi dan pengurusan krisis. Kajian ini mengaplikasikan reka bentuk penyelidikan kuantitatif melalui soal selidik tadbir sendiri. Data dikumpulkan daripada sejumlah 200 orang pengurus perhubungan awam di Yemen dengan 73% mewakili organisasi kerajaan dan 27% lagi mewakili organisasi swasta. Data dianalisis menggunakan analisis korelasi dan analisis regresi. Hasil kajian menunjukkan bahawa peranan perhubungan awam, strategi komunikasi krisis, dan budaya organisasi berhubungan secara positif dengan pengurusan krisis. Pendekatan Islam ialah penyederhana bagi sebahagian daripada hubungan antara peranan perhubungan awam, strategi komunikasi, budaya organisasi dan pengurusan krisis. Walau bagaimanapun, kajian ini mendapati tiada perbezaan antara organisasi kerajaan dan swasta dalam konteks peranan perhubungan awam, strategi komunikasi, budaya organisasi dan pengurusan krisis. Berdasarkan hasil kajian, dicadangkan agar kajian akan datang mengambil kira reka bentuk kualitatif untuk memahami hubungan antara peranan perhubungan awam, strategi komunikasi, budaya organisasi dan pengurusan krisis secara lebih mendalam. Adalah dicadangkan juga supaya dimensi pendekatan Islam diteliti melalui pelbagai cara untuk melihat kepelbagaian guna pendekatan Islam selaku penyederhana sepenuhnya dan kesannya dalam hubungan antara peranan perhubungan awam dan pengurusan krisis.

**Katakunci:** Peranan perhubungan awam, Strategi komunikasi krisis, Budaya organisasi, Pengurusan krisis

## **Abstract**

The general aim of this study is to investigate the role of public relations in crisis management in public and private organizations in Yemen. Specifically, the study examines the relationship among public relations role, crisis communication strategy and organizational culture in managing crisis and determines whether there is any differences between public and private organizations in Yemen in terms of public relations role, crisis communication strategies, organizational culture and crisis management. The study also examines the moderating effects of Islamic approach on public relations role, crisis communication strategies, organizational culture and crisis management. The study employs a survey research design. The data is collected through questionnaires administered to 200 public relations managers; 73% from public organizations and 27% from private organizations in Yemen. The study uses correlation and regression analyses to analyze the data. The findings indicate that public relations role, crisis communication strategy, and organizational culture are positively related to crisis management. In addition, the Islamic approach has been found to partially moderate the relationship among public relations role, crisis communication strategy, organizational culture and crisis management. However, the study does not find any significant differences between public and private organizations in Yemen in terms of public relations role, crisis communication strategy, organizational culture and crisis management. Based on the results of this study, it is recommended that further research be undertaken using qualitative research methodology to understand better the relationship among public relations role, crisis communications strategy, organizational culture and crisis management. It is also recommended that further research be conducted to explore the dimensions of the Islamic approach as a moderating variable to determine its effects in relation to public relations role and crisis management.

**Keywords:** Public relations role, Crisis communications strategy, Organizational culture, Crisis management

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# **CHAPTER ONE**

## **INTRODUCTION**

### **1.1 Background**

Public relations (PR) have a management function that determines the general policies and strategies of an institution or organization. The organizational policy introduced is normally aimed to provide public understanding and acceptance of the prescribed policies. PR department helps to reduce the negative effects of the policy introduced between the internal and external organizational communication with the public opinion. In most cases during crisis, public relations strategies are helpful in spearheading the return to normality and minimizing the losses in terms of bottom line effect and reputation brought by the crisis (Burnett, 1998).

Public relations, therefore, is the art and science of managing communication between and within an organization. It plays an important role in building, managing and sustaining positive organizational image. In short, PR involves various activities such as the following: (1) evaluating public attitude and opinions toward the organization, (2) overseeing procedures and policies are implemented successfully, (3) communication programmers, (4) developing rapport, good-will through two-way communication, and (5) building and sustaining healthy relationship between the organization and the public (Brown, 2007).

All organizations face various crises and issues within the organizations and with competitors as well as the public. Today it is becoming a common practice that all public relations departments are responsible and constitute the primary team

members that are responsible to handle crises and solve them amicably. Crisis communication strategies are a new area within public relations and mass communication. They function to evaluate all possible crises and help to solve the crises. Crisis communication strategies are a term and concept that first appeared in the work of Dewey (1922, 1923) whose work related to image restitution (Benoit, 1997).

It is appalling to learn that in the past decades, crises have led to significant losses and economic damages on the lives of hundreds of people in organizations throughout the world (Putman & Pool, 1987). Numerous events in Yemen and several experiences expressed by Yemenis have provided this researcher the motivation to study crisis in communication strategies. The public and private sectors in Yemen faced many crises that constituted threats to the achievement of their objectives. Fortunately, most of them did not lead to loss of lives. The fire in one of the cigarette factories called Kamaran, the global agent in Yemen, caused stoppage of cigarette production in 1999. However, the company acted quickly by importing similar brands from other countries so that customers did not experience shortage of the cigarettes. The subsequent public relations campaign pertaining to the problem assured Kamaran's customers that they will pay the same price with the same quality despite the fact that product was being imported from elsewhere. The company, with the help of public relations had therefore, successfully managed the crisis and preserved the reputation of the company (Al-Bawab, 2003). This handling of crisis is an example of how public relations safeguards the good reputation of the



business and helps organization like the one above to protect the organizational image and trust from their customers and clients.

The important role of public relations in business organizations is evidently to provide new concepts and approaches, using modern scientific and innovative trends and ways to improve relations and to address crises that organizations face from time to time (Daugherty, 2001). Similarly, public relations efforts performed in the community benefit both the organization and all the stakeholders involved. Altman (1998) believes that the corporate citizenship concept paints many positive images and meanings to benefit an organization. These include good corporate images and identity ethically, sound practices and management socially responsible, and proactively promoting the interests of the community and stakeholders.

Public relations bring about the preparedness needed in dealing with crises. Today, public relations is a set of management, supervisory, and technical functions that fosters an organization's ability to strategically listen to, appreciate, and respond to those persons whose mutually beneficial relationships with the organization are necessary if it is to achieve its missions and values. Essentially, it is a management function that focuses on two-way communication and foster of mutual beneficial relationships between an organization and its publics.

Preparedness is the key to wither a crisis and to successfully manage it. Therefore, establishing a committed crisis management team and developing a customized crisis management plan is essential for any organization. An organization can substantially reduce direct economic losses caused by such adverse occurrences as natural

disasters, plant shutdowns, crashing of computer networks or the disruption of product distribution networks, with an effective plan in place.

A crisis communication plan can also help to minimize damage to the organization's reputation and goodwill. To be effective, every crisis management plan must be customized to reflect each organization's unique business activities and risk exposures. Crises result in losses and dreadful consequences. Organizations need focused, pragmatic and useful advice to help them deal with difficult situations immediately and strategically, while limiting collateral damage from occurring.

A crisis may occur on a personal or societal level. It may be a traumatic or stressful change in a person's life, or an unstable and dangerous social situation, in political, social, economic, military affairs, or a large-scale environmental event, especially one involving an impending abrupt change. More loosely, it is a term meaning 'a testing time' or 'emergency event'. It is any situation that threatens the integrity or reputation of an organization or company, usually brought on by adverse or negative media attention.

These situations could vary, and include any kinds of legal dispute, theft, accident, fire, flood or manmade disaster that could be attributed to a company. It can also be attributed to wrong decision or solution adopted and implemented by the organization. Crisis communication on the other hand involves identifying a crisis, planning a response to the crisis and confronting and resolving the crisis. It can be applied in almost any fields but it is most commonly used in international relations, political science and management. In short, crisis management is the systematic

attempt to avoid organizational crises or to manage those crises or events that do occur (Pearson & Clair, 1998). A crisis is a major, unpredictable event that threatens to harm an organization and its stakeholders. Although crisis events are unpredictable, they are not unexpected (Coombs, 1999).

Crises can affect all segments of society businesses, churches, educational institutions, families, non-profits and the government and crises are caused by a wide range of reasons. Although the definitions can vary greatly, three elements are common to most definitions of crisis: (a) a threat to the organization, (b) the element of surprise, and (c) a short decision time (Seeger, Sellnow & Ulmer, 1998).

Generally, the theory of crisis management can be divided into crisis bargaining and negotiation, crisis decision making, and crisis dynamics. If handled correctly, crisis management is capable of minimizing damage to the organization (Flynn, (2004). Nevertheless, in managing crisis, we need to understand that there are a variety of ways, approaches, models that one can use in attending to a particular crisis. There are similarities and differences, and the variables could also be different in different countries with different cultural norms and beliefs.

Malaysia and Yemen for example, are similar and different in many ways and that also include how crises are handled by the local organizations. Yemen for example is a unique country. Its social life including the economic developments is governed by Islamic values. Therefore, management and communication of crises are likely to be influenced by Islamic teachings in the country.

Thus, this study has been designed to explore and examine the objectives, delivery mechanisms and support system of the public relations managers in both the public and private sectors in Yemen. This chapter discusses, among other things, research questions, statement of the problem and significance of the study. It also discusses the logic and necessity for public relations institutions to determine and evaluate corrective actions taken to solve the crisis encountered.

## **1.2 Statement of the Problem**

Previous studies on crisis communication management have provided us with some insights and understanding of managing crises. However, the model of crisis management, developed by modern administrative theory, ignores certain Islamic aspects (Taylor, 2003). The inclusion of Islamic perspectives in the western model would bring a holistic administrative model of crisis management. Moreover, Yemen is a Muslim country and has to follow Islamic perspectives when solving problems including organizationally related crises.

The public and private sectors in Yemen, like elsewhere in the world, are not immune from encountering crises that are required to be managed. One classic case of a public sector organization that has a negative image in the eyes of the public is an electrical company. Over the years, there have been frequent blackouts in the country on a daily basis because the electricity company fails to provide uninterrupted power to the nation. As a result, the electricity company has got a bad image. Since the power failure continues even until today, this respective organization or company has the monumental task of performing a damage control

on reviving her image and trust in the eyes of the public. They need to work hard in solving and rectifying the problem and become a better service provider.

Another case or example is a crisis that occurred in a bank in Yemen in 2000. The top management of the bank siphoned and misused the money for the depositors and subsequently customers failed to withdraw their money because the bank had no money. After the news made rounds, several customers besieged the bank demanding their money. The bank could not do anything as it did not prepare for such eventuality and as a result the government intervened and consequently closed down the bank and the top management was sent to jail.

These are just few examples of crises in Yemen that require mature public relations to handle. Therefore, what is the role of public relations in all these crises? What kind of communication strategies are used to manage the crises? Does the top management's perception of public relations contribute to the manner in which crises are managed in Yemen? The prevalence of crises in the country indicates that the public relations role as described in western literature is very weak in Yemen particularly in as far as crisis communication is concerned.

In the absence of a mature and effective public relations role in Yemen, it is curious as to how crises in the public and private sectors are being handled. Studies on the role of public relations in the Arab world including Yemen indicate that public relations is not used in the western sense such as problem solving, technical aspects, providing expert advice to top management and facilitating communication (Cutlip, Center & Broom, 2000). To the contrary, public relations practitioners are mostly

involved in routine work and the top management decides what role they should play (Al-Said, 2006 & Bikri, 1999). Al-Said and Bikri also claimed that the public relations practitioners are not even involved in crisis management, whether before, during or after. However, it is difficult to put the blame on either top management or PR practitioners regarding the role of PR in crisis management because both top management and PR practitioners lack of awareness on the importance of PR in crisis management because the field is relatively new in Yemen compared to the West (Musallam, 2004).

The western concept of PR role is almost inseparable with crisis communication strategies in which they are best implemented with a communication plan in place. However, many organizations in Yemen, both public and private sectors have no crisis communication strategies as the systems do not care about the strategy, planning or preparedness of crisis management. (Bikri, 1999).

Elsewhere in the world, the national culture influences the organizational culture (Musallam, (2004). Yemen as a country is not an exception in this regard. The type of culture found in Yemen as categorized by Hofstede (1980) is collectivism, which places importance on the group and not individual. Employees in Yemen respect their superiors and the top management tells PR practitioners what to do. This explains why public relations practitioners serve the needs of top management. Moreover, there is a linkage between corporate culture and communication, which is important for public relations scholars. Public relations is seen as a communication activity. Like other forms of communication, public relations are both a product of culture and agent of culture.

Therefore, the goal of this research is to objectively evaluate these aspects and arrive at scholarly conclusions and consequently make recommendations on how the country as a nation can better deal with crises that are frequently faced by both public and private sectors in the country.

### **1.3 Research Questions**

Based on the problems and the objectives, this study intends to answer the following questions:

1. What is the relationship between public relations roles, crisis communication strategies, organizational culture and crisis management in Yemen organizations?
2. What is the role of an Islamic approach in moderating the relationship between public relations roles, crisis communication strategies, organizational culture and crisis management in Yemen organizations?
3. What is the difference between public and private organizations in terms of public relations roles, crisis communication strategies, organizational culture and crisis management?

## **1.4 Research Objectives**

### **1.4.1 General Objectives**

This study is designed to examine the objectives, delivery mechanisms and support systems of the public relations personnel in public as well as private sectors in Yemen when managing organizational crisis.

### **1.4.2 Specific Objectives**

The objectives of the study are as follows:

1. To examine the relationship between public relations roles, crisis communication strategies, organizational culture and crisis management in Yemen organizations.
2. To explore the role of Islam approach in moderating the relationship between crisis communication strategies, public relations roles, organizational culture and crisis management in Yemen organizations.
3. To investigate whether the role of public relations roles, crisis communication strategy, organizational culture and crisis management are different between public and private sectors in Yemen.

## **1.5 Significance of the Research**

After identifying the problem, it could be argued that the importance of this study lies in dealing with the role of public relations in public and private sectors in Yemen. Various aspects of administrative, organizational and communicative exercises in crisis management exist such as helping specialists and those interested



in the field of public relations in the Yemeni government and in the identification of the roles of public relations in crisis management. Identifying the problems of public relations in Yemen and the recommendations could contribute to better understanding of possible improvements that could be undertaken in Yemen in solving problems and crises. This study could also contribute some important insights information to future studies in the field of crisis management and public relations in Yemen.

The present study will investigate the role of public relations personnel in managing crises and their consequences on companies in the event that crises are not properly dealt with. The findings of this study will help other researchers to understand how PR institutions play their roles in crisis management and provide a direction for future studies in Yemen. Furthermore, the results will enhance and strengthen understanding based on the assumptions made by contingency, the two-way symmetric model and image restoration theories that have been supported in studies similar to the current one.

The results of this study will therefore be of value to several stakeholders. Faculty members who are, or who will be, involved with the implementation of PR studies will find the results of this study helpful as a guide or a point of reference. Academic leaders, administrators and policymakers will gain insights into the crises that are possible with the advent of the information age and how to handle them. The study is a contribution to the body of knowledge by pooling together previous works on the PR and crises and providing recommendations based on the data gathered. It also helps further enhance the management and delivery practices of PR institutions,

which is tantamount to helping these institutions and organizations to better prepare themselves for unwarranted publicity. This present study has therefore been designed to act as an avenue for further research.

### **1.6 Limitation of the Study**

The study is limited to information obtained from the respondents from the departments of public relations in selected organizations in the Republic of Yemen. In addition, the findings of the study are limited to the Yemenis, as the research focuses on Yemen only. Thus, generalization of the study is limited to Yemen only. The research is also subject to limitations and shortcomings attributed to any social research applying survey research methods such as low response rate. Some limitations that are related to the survey research design include but are not limited to: (a) the evaluation of the respondents in the organizations under study; and (b) data collected from the respondents of the study. However, the researcher plans to distribute the questionnaires in person, carefully select the respondents and increase the size of the sample, so that the collected data will be more reliable.

### **1.7 Definition of Terms**

In this study, five (5) variables are investigated including: public relations roles, crisis communication strategies, organization culture, Islamic approach, crisis management and public and private organizations. Each variable has the following definitions.

### **1.7.1 Public Relations Roles**

Cutlip, Center and Broom (2006) defined public relations as a management function that establishes and maintains mutually beneficial relationships between an organization and the publics on whom its success or failure depends. According to Newsom et al. (2000), public relations relates to the various activities and communications that organizations assume to monitor, evaluate, influence and adjust to the attitudes, opinions and behaviors of groups or individuals who constitute their publics.

Public relations is defined based on its roles. Public relations has an important role to play in organizations during times of crises. It acts as a guiding force in the ethical, social, and moral behaviors of a corporation as it fosters and strengthens relationships between an organization and its stakeholders, local community, and global community. Public relations are seen as a management function devoted to interacting with local communities while promoting the interests of the company and its community. However, public relations cannot achieve everything related to the organization's objectives, nor can it be responsible for all aspects related to different publics but that it can only manage the process of communication with the publics (Grunig, 2004).

The primary role of public relations personnel lies in managing communication, but they can also participate in providing counseling and giving suggestions to other departments within the organization. These public relations tools and practices enhance the company profits when a prospect turns to you (the industry leader) for answers and advice. The following are other common definitions of public relations:

1. Gordon (1997) indicated that “public relations is the active participation in social construction of meaning”.
2. “Public relations helps an organization and its publics adapt mutually to each other” and “public relations is an organization's efforts to win the cooperation of groups of people (Seitel, 2002)
3. The public relations Institute of Australia (PRIA 2006) defines public relations as "the deliberate, planned and sustained effort to establish and maintain mutual understanding between an organization (or an individual) and its (or their) publics."
4. Public relations is a distinctive management function which helps establish and maintain mutual lines of communication, understanding, acceptance and cooperation between an organization and its publics; involves the management of problems or issues; helps management to keep informed on and be responsible to public opinion; defines and emphasizes the responsibility of management to serve the public interest; helps management keep abreast of and effectively utilize change, serving as an early warning system to help anticipate trends; and uses sound research and ethical communication techniques as its principal tools (Harlow, 1976).
5. Grunig, Grunig, and Ehling (1992) point out that public relations makes an organization more effective by matching the organization's goals with the expectations of its strategic constituencies and by building long-term relationships with these constituencies.

Associated with public relations is corporate community relations. Specific activities conducted by the corporate community relations include employee voluntarism, community-based programs, and relationships with civic, professional, and nonprofit organizations (Altman, 1998). Where corporate community relations is concerned,

public relations practitioners monitor and evaluate social attitudes, analyze corporate policies, make recommendations for maintaining programs, and develop communication strategies. Practitioners often respond to social needs of the community. They act as “social sensors” to identify and measure changes in public values, attitudes, and expectations that could affect company performance (Daugherty, 2000). Those performing the role of the “social sensor” also act as “boundary spanners.” Like social sensors, boundary spanners serve as the gatekeepers and interpreters of activities and communication involving an organization. According to Wood (1990), boundary spanners are the people who gather information from and conduct transactions with stakeholders within the environment. Once the boundary spanners and public practitioners get an understanding of the public and environment with which they interact, they implement systems of feedback within the organization and establish two-way communication channels with social groups (Daugherty, 2000). Therefore, in this research, public relations roles thus imply a range of technical communication necessary for the implementation of certain public relations program (Grunig, 1984). Broom and Smith (1979) studied the practitioners role performance in organization and based on Steele’s (1982) typology of basic role models, they conceptualized a four-role typology of public relation practitioners (1) expert prescriber, (2) communication facilitator, (3) problem solver, and (4) communication technician, while Dozier (1986) simplified the four role typology as managerial and technical. The managerial function is defined as expert prescriber and problem solving process communicator, the public relations manager who solves organizations problems. a Technical role is defined as the role of public relations officer who offers the

communication and journalistic skills such as writing and editing. Communication facilitator public relations department or organizations serves as a sensitive to communicate between organization and public two way communication as mediator. Communication technician of public relations organizations provides the communication and all technical skills and the main function is to disseminate information from an organization to its public. Therefore, in this research, PR roles refer to communication technician, the expert prescriber, the communication facilitator and problem solver as classified by Cutlip et al. (2006).

### **1.7.2 Crisis Communication Strategies**

The word crisis originates from the Greek word “krisis”, which means judgment, choice or decision. The use of the term, however, varies depending on the context in which it is being used and the researcher’s discipline (Preble, 1997).

However, some researchers feel that the crisis label is often applied to any organizational problem, which may have negative consequences, and require quick decision to resolve the situation positively. The popularity of the term is a slightly deceiving as it provides difficulties for those who seek to explain and define it closely (Elliott, Harris & Baron, 2005).

Holsti (1980) defines crises as situations “characterized by surprise, high threat to important values, and a short decision time” (cited in Guth, 1995). It is a disruption that affects a system as a whole and threatens its basic assumptions, subjective sense of self and purpose. A crisis has the tendency of affecting the credibility of an organization in a negative way. Any type of organization can experience crises, and

it is not the question of "if" it will be hurt, but rather it is "when" and "how bad" it will be hurt (Brundage, 2000).

A crisis could threaten the legitimacy of an industry, reverse the strategic mission of an organization and disturb the way people see the world themselves. Fink (1986) defines a crisis as a changing time, a state of things when a significant change is unavoidable and contains two possibilities (1) an unwanted, negative result, and (2) an appropriate extreme positive outcome. In a crisis situation, it is therefore important that an organization addresses the unavoidable press and public inquiries directly by providing timely and accurate information through a designated spokesperson.

Therefore, for the purpose of this study, crises is understood to refer to the disruption or blockade into the normal functioning of system within an organization caused by internal or external factors or both and leads to complicated situations in the public and private sector in Yemen. The crisis might be attributed to human factors, financial factors, socio-economic factors, political factors and this disruption puts the organization into a state of tension, fear and insecurity which leads to responses. Depending on the way sharing of handling the crisis, the individual or organization may transform the crisis into opportunity or into negative conceptions.

The term communication has several meanings such as sharing ideas. Communication is very important in any organization especially if it is used by managers. Information technology has significantly changed the working environment. This has resulted in changes in the way employees (internal publics)

perceive their jobs and working environment. They now have a voice and can even demand a role in decision-making and responsibilities. In addition, there are changes in workplaces considering the external publics' expectation of organization's performance.

Communication can help managers to improve an organization's performance (Axley, 1996). However, the misuse of communication can lead to lying, cajoling, controlling, and misinformation, distorting and misrepresenting (Heath, 1994). In her study, Kellermann (1992,) found that communication is strategic because "all communication is goal directed and constraint-responsive; all communication is adjusted for these goals and constraints and this constant process of adjustment makes communication inherently strategic."

In this study communication is defined as communication strategies used by PR practitioners in public and private sectors in Yemen.

Strategy is probably the lifeblood of public relations. It is a plan or a consciously intended course of action designed to balance the internal and external goals and objectives (Oliver, 2001). Without putting strategies in place, it becomes difficult for a company client to succeed. Communication strategies between levels in organizations have to remain consistent and the role of the public relations practitioner or specialist is to make sure that there is consistency throughout the organization and its key stakeholders (Oliver, 2001).

In this research context, strategy refers to the availability of a plan that public and private sector in Yemen use when managing organizational crisis.



Communication strategies help organizations in attaining their goals. Mintzberg and Waters (1985) identified the following strategies: planned, entrepreneurial, ideological, umbrella, process, disconnected, consensus and imposed. Of these strategies, the ideological, umbrella, consensus and imposed strategies can be used to design communication strategies for crisis and conflict management (Mintzberg, 2003). With the ideological strategy, an organization can come produce a strategy considering shared norms and being proactive to its environment. The umbrella strategy is used by organizational leaders who identify targets and how they should within organization's boundaries. The consensus strategy requires an organization to have a mutual adjustment to the environment. The imposed strategy suggests that one takes an external environment's needs into account "either through direct imposition... or through implicitly preempting or bounding organizational choice" (Mintzberg, 2003).

In this research communication strategies refer to the practice of concession, justification, excuse, diversion, denial the intention of managing a crisis situation, and measured by instrument proposed by Hung Hsuan Lin and Su (2005).

### **1.7.3 Crisis Management**

Crisis management continues to be a growth area in public relations (Coombs, 2001). In crisis management, an organization issues public statements that acknowledge known facts, whether favorable or not, and detail the actions that the organization intends to take with regard to the situation. In crisis management, a crisis is

considered as a dramatic and negative change of routine, representing a challenge for the people as well as the society.

A crisis consists of a number of stages regardless of the source natural phenomenon, human activity or inactivity - and no matter what type it is destructive or not, sudden, emerging or stable. To deal with crises, a number of procedures, initiatives and activities are involved before, during and after the crisis event. What is important in crisis management is prevention and the use of primary intellectual, moral, social and technological efforts before crisis occurs in order to prevent negative effects for people. This prevention usually involves thinking about and planning for the unexpected. In this way, the future becomes less unexpected, unknown and unpredictable and thus it becomes easier to deal with the future.

Managing crises is a skill that considers their prevention and the chance for managing them in the event they become real. As Richard Brundage (2000), president of the Center for Advanced Media Studies in Kansas, USA, pointed out, crisis management is a plan that attempts to reduce the probable damage of a crisis, and in some cases can be effective in eliminating a potential crisis altogether. According to Madzharov (2001), the principal stages of managing crises include the following:

1. providing information for the management process,
2. setting up mechanisms for early detection of signals (symptoms) and warnings about the crisis,

3. prognosis of potential catastrophes and possible consequences from them,
4. planning of crisis scenarios and crisis management,
5. preparation of specialists, teams and technological means for crisis management,
6. strategic planning of restorative activities

Therefore, in the context of this research, crisis management refers to the implementation of a plan that attempts to reduce the negative effects of external environmental factors that may cause loss of life, injuries or environmental damage. The instrument used to measure integrative, distributive, third party and non confrontation byHuang (2001)

#### **1.7.4 Organizational Culture**

Basically, organizational culture is the personality of the organization. Culture is comprised of the assumptions, values, norms and tangible signs (artifacts) of organization members and their behaviors. Members of an organization become aware of the particular culture of an organization. Culture is one of those terms that are considered difficult to express distinctly, but everyone knows it when they sense it. For example, the culture of a large, for-profit corporation is quite different than that of a hospital, which is quite different from that of a university. One can tell the culture of an organization by looking at the arrangement of furniture, what they brag about, and what members wear(Shein, 1992).

The concept of culture is particularly important when attempting to manage organization-wide change. Practitioners have realized that, despite the best-laid down plans, organizational change must include not only changing structures and processes, but also changing the corporate culture as well.

There has been a great deal of literature generated over the past decade about the concept of organizational culture, particularly in regard to learning how to affect change in organizations. Organizational change efforts are rumored to fail the vast majority of the time. Usually, this failure is credited to lack of understanding about the strong role of culture and the role it plays in organizations. That is one of the reasons that many strategic planners now place as much emphasis on identifying strategic values as they do mission and vision. In this study, organizational culture is defined as shared values and beliefs of organization regarding its relationship with external publics in public and private organizations in Yemen. It is the type of relationship between an organization and its public and how this relationship affects handling and responding to crisis based on the organizational types (Mussalam, 2004) and measured by an instrument proposed by Sriramesh, Grunig & Dozier (1996) to measure collectivism and individualism.

#### **1.7.5 Islamic Approach**

Islam is a complete way of life that requires a total submission to the oneness of Allah. It propagates teachings as to one's own conduct of his life, how to deal with his neighbors and business partners, and the manner in which one should behave in times of joy as well as distress according to the Qur'an, *Sunnah* and *Hadith*.

Therefore, the Islamic approach to crises and crisis management is based on the teachings of the Holy Qur'an as the word of the Almighty Allah, *Sunnah* and *Hadith* as the sayings and deeds or simply the way of life of Prophet Muhammad (Peace be upon him).

Muslims say praises to Allah and seek help and refuge with Allah from all evils and the evils of their own doings. Whoever Allah guides, no one can mislead, and whoever Allah leaves astray, no one can guide. The Almighty says in the Qur'an, the meaning of which is; "O you who believe! Fear Allah as He should be feared and die not except in a state of Islam (as Muslims) with complete submission to Allah" (Qur'an 3:102). In another verse, the Almighty Allah says, the meaning of which is; "O you who believe! Keep your duty to Allah and fear Him, and speak (always) the truth. He will direct you to do righteous good deeds, and will forgive you your sins. And whoever obeys Allah and His Messenger; he has indeed achieved a great achievement" (Qur'an 33:70).

Muslims are advised to turn to Allah and His Messenger when they are inflicted with problems in an Islamic way to dealing with crises. According to Taylor (2003), the Islamic approach derives its rules and practices from religious sources, as in this case, from the Holy Qur'an and by following the example of the Prophet (peace and blessings of Allah be upon him). This Islamic approach to dealing with various concerns nowadays attracts widespread recognition and interest (Dudly, 2004).

### **1.7.6 Public and Private Sectors**

Government is defined as any organization that belongs to the government or state-owned. Operationally, government refers to any organization that is owned by the government the republic of Yemen and is operating under the Yemeni laws and regulations. The public sector might provide services that non-payers cannot be excluded from (such as street lighting), services which benefit all of society rather than just the individual who uses the service (such as public education), and services that encourage equal opportunity. Some examples of the public sector organizations include: Ministry of Education, Foreign Affairs, Planning, Health, Interior, Finance and Ministry of Industry and Commerce. The private sector is defined as nongovernmental organizations, companies and enterprises owned by individuals. In this category includes service companies, universities, non-governmental organizations, and manufacturing companies. The private sector refers to economic activities of profit-making organizations other than that of government. (Musallam, 2004).

### **1.8 Summary**

This chapter is designed to provide a foundation upon which the whole study is based. It seeks to examine the objectives, delivery mechanisms and support systems of the public relations practitioners when managing organizational crises in public as well as private sectors in Yemen. The general objective of the chapter is to provide the basis for the evaluation of these aspects in order to arrive at scholarly conclusions and accordingly make recommendations for the betterment of dealing with crises in both public and private sectors in the country. The chapter outlines the background

of the study, discusses the statement of the problem, presents the research objectives which are divided into general and specific, provides the research questions as a direction of the research, offers the significance of the research, discusses the limitations of the research and defines the key terms used in the study. The chapter is centred upon providing the groundwork for the investigation of the role of public relations personnel in managing crises. Specifically, it was designed to be an initial step into the study of the relationships of public relations role, crisis communication strategies, and organizational culture with crisis management by incorporating Islamic perspectives in the western model of public relations and crisis management.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This section reviews previous studies in the field of public relations discussing crisis management and communication strategies used to resolve crises encountered. Crisis management is an emerging area of study that has taken the public relations field from the technical aspect of communicative process to the strategic role in management process. It is an area that determines survival of businesses based on the strategy of crisis management. In this chapter, the topics discussed include public relations in Yemen, public relations role, crisis communication strategies, organizational culture, and crisis management. In addition, the theoretical framework of the study is presented together with the research hypotheses. Towards the end, the topics covered in the chapter are briefly summarized.

#### **2.2 Public Relations in Yemen**

Yemen is known for its great civilization, which goes back to ancient times. Many great states have emerged on its land, and the ruins of these states are still visible to this day. The people of Yemen are the people of civilization; while they preserve their traditions and customs they use the means of modern life and develop with it.

Ancient Yemen practiced the art of public relations in its conventional concepts thousands of years ago through its trade relations. This is because Yemen was known in the ancient times to be prosperous, and flourishing to the extent that they called it happy Yemen, and the happy land of the Arabs. The Holy Quran described it as a



good land. Allah the Almighty says: “Certainly there was a sign for Saba in their abode; two gardens on the right and the left; eat of the sustenance of your Lord and give thanks to Him: a good land and a Forgiving Lord!” (Sabaa: 15).

After the Yemeni revolution of 26 September 1962, the country inherited backward economic and administrative systems. Civil society and infrastructure were non-existent, which was due to the absolute control of Al-Imam Yahya. In the beginning, Al-Imam Yahya used the administrative divisions, which were introduced by the Turks during their rule of the country. Later on, he tried to change these administrative divisions by canceling out many districts and substituting them with municipalities, which were administered by his sons or relatives. He divided Yemen into six regions, including Sana’a, Ta’iz, Al-Hudaydah, Ibb, Sa’dah, and Hajjah. During the royal period, there were no systematic central bodies in the conventional sense of the term. However, there were offices, which carried inherited names from the Turkish era (Al-Soofee, 2003).

These offices covered areas such as: accounting, construction, education, mail, army, and external and internal administration. During that period, the number of government servants did not exceed 2000 officials and they used an Austrian bronze Riyal of Maria Teresa currency. Thus, the challenge that was faced by the post-revolution government was to build the country from the scratch, so that it could take its place in the world of the twentieth century.

Throughout the ten years that followed the revolution, and under the pressure of steady growth in the responsibilities of the state, and the expansion of the civil

service sector, the process of substituting, reforming, and organizing the ministries, and administrative bodies continued unabated, so that it could accommodate the ever growing demands and tasks that had to be performed by the state. At the same time, the government relied on Arabian and foreign expertise, and studied the applied systems in the neighboring countries. In this regard, it is important to note that the Yemeni government transferred and copied many of the modern administrative systems that were applied in Egypt at the time. This is due to the close relations between the two governments.

During the first few months after the revolution, the Yemeni government issued several decisions to establish ministries and government agencies. As a result, new regulations started to emerge with the aim of regulating the work of these new government establishments. Some of these establishments included departments for public relations in 1963 in the ministry of justice that dealt with the secretarial work, documentation, and other services. In this way the concept of public relations began to emerge in most of the newly formed ministries and government agencies. With the establishment of the department of public relations, it becomes necessary to put in place strategies and policies that clarify the means for the administration of the public relations to serve public interest. In addition, the deeds which reflect the core philosophy behind these strategies and policies must be specified. As Al-Soofee (2003) pointed out, this is because writing down the sentences which specify the strategy or policy gives a sense of the nature of the commitments.

Public Relations in Yemen is a new field in both public and private organizations. It dates back only in 1962. The function was mainly used by the government as

exemplified by the mention of the function in government documents that indicated that PR existed in government ministries. According to Al-Soofee (2003), it is only recently that the private sector has started using PR due to increasing business activities in the country and the need for the organizations to improve their image. Universities in Yemen started offering courses in Public Relations in 1991 in the faculty of Human Sciences. Later, as Al-Soofee indicated, PR moved to the Faculty of Communication and is now one of the most important departments in the Faculty, enrolling more students than the other departments. However, the practice of public relations is limited and not well understood due to a lack of understanding regarding the role of public relations and functional roles of other departments within the organization. A study conducted on the role of PR established that the function's role in the minds of many senior administrators was limited to media efforts and not paying attention to other functions such as research, planning and evaluation (Al-Bakri, 1999; Al-Soofee, 2003).

The study of Sa'ood 'Abdul-'Azeez Barakaat (1989) focused on the study of the administrative and organizational aspects of public relations and the links and methods employed by government agencies and the petroleum sector in Saudi Arabia. The researcher employed a survey methodology as well as a case study of the Institute for Petroleum and Minerals (Petromin) in order to apply his research to it. The researcher conducted his study on a sample of 31 governmental institutions, which comprised all the government institutions in the Kingdom of Saudi Arabia. The most important conclusions of the study were as follows:

There was a public relations department in every government agency of the Saudi government. However they had various names and places in the administrative structures of the various agencies. Most of them, however, were called public relations departments.

The public relations departments of many government agencies performed functions unrelated to the task of public relations. A high proportion (74.7 %) of public relations departments of Saudi government agencies engaged in planning their activities and programs.

Albwab (2004) focused on public relations and its role in managing crises in organizations and banks in Yemen. The researcher employed a survey methodology. His study focused on administration, organization and allocation of human resources, as well as the organizations' goals and activities and the extent to which they actually employed public relations. The researcher also conducted a comparative study, identifying the areas of consistency and difference in the attitudes of the top management of organizations that did employ public relations personnel. The researcher also emphasized the prominent role of public relations in managing crises in some organizations, particularly within the private companies.

Another important study is that of Al-Soofee (2003), which focused on the attitudes of administrators towards the management of public relations and its responsibilities in government departments in Yemen. The researcher used a survey methodology in the context of a descriptive study. The study investigated a random sample of 37

government agencies and 245 questionnaires were distributed among top administrators of these agencies to find out their opinions regarding public relations.

The finding of the study indicated that the practice of public relations continues to be far removed from any scientific understanding. This is due to a lack of understanding of the boundaries of the role of public relations and a mingling of the functional roles of public relations departments with other functions. Ironically, although 88.2% of respondents acknowledged the importance of public relations, the study established that the role of public relations in the minds of senior administrators centered upon media efforts to the exclusion of other functions such as research, planning and evaluation.

A more relevant study to the current research is the one conducted by Musallam (2004) in Kuwait. The study investigated whether public relations had been used as a source and base for designing communication strategies in crisis situation for both public and private sectors in Kuwait. The study, which employed a survey method, involved all major public and private sector organizations with a sample of 50 public and 50 private organizations in the country. A total of 400 questionnaires were administered to public relations managers and high ranking officials in both sectors. A total of 262 questionnaires were returned, representing a response rate of 65 per cent. The results evidently showed that there were small numbers of well defined communication strategies used by organizations for dealing with crises. The research further indicated that there was a limited role played by public relations practitioners in dealing with crises in the country. Such findings called for more research attention

and investigation for better understanding of crises and the various ways of dealing with them.

### **2.3 Public Relations Role**

The research concerning public relations roles began when Broom and Smith (1979) defined four roles describing the activity patterns of public relations practitioners. They proposed the existence of four public relations roles including Expert Prescriber, Problem-Solving Process Facilitator, Communication Facilitator, and Communication Technician.

Expert Prescribers are experts on matters related to public relations in defining and solving problems. These professionals develop programs in organizations and take responsibility for their implementation. Problem–Solving Process Facilitators plan and coordinate public relations activities alongside the top management through a rational problem –solving process. As Broom and Smith (1979) indicated, the role of Expert Prescribers leads to one way communication from practitioners to management, whereas the role of Problem-Solving Process Facilitators involves the top management in a decision-making process about public relations. Broom and Smith pointed out that Communication Facilitators ensure a two-way communication between the organization and its publics, paying attention to the quality and quantity of information flow between management and publics. Communication Technicians are involved in production work by implementing public relations programs, using skills such as writing, editing and conference organizing, but depend on other

managers' abilities to identify, evaluate and make decision about issues that affect an organization (Broom & Smith, 1979).

Later, Broom (1982) was to concede that practitioners often performed multiple roles, but argued that practitioners could be classified according to the role they played most frequently. The role of Expert Prescribers and Problem-Solving Process Facilitators is predominantly managerial, serving as liaison to interpret and mediate between the organization and its publics, while the role of Communication Facilitator and Communication Technician is largely technical in the sense that it is concerned with organizing promotional materials, writing, editing and preparing speeches in addition to coordinating activities among various functional groups to achieve public relations objectives (Broom & Smith, 1985).

In a factor analytic study, Dozier (1992) concluded that the four role typology could be collapsed into two roles: public relations managers and public relations technicians, where public relations technicians were mainly concerned with writing, producing and disseminating information. On the other hand, the role of public relations managers went beyond communication tactics for it called for research skills, an aptitude for strategic thinking, and a tendency to think of the outcomes of public relations activities. According to Dozier, a number of studies have confirmed that these two factors were stable across time and samples of different public relations practitioners.

Several scholars, particularly those from the Arab World (e.g. Farid, 1999; Al-Bakri, 1999; Yusuf, 1999; Abdul Maujud, 2000; Al-Barghouth, 2002) have focused their

attention on examining the role of public relations department during crisis. In a study aimed at measuring the communication role of the public relations department during crisis, Farid (1999) found that the Arabian company for electronic equipments and its public relations department did not pay much attention to the development of a crisis communication plan for studying the risks the company might face. However, according to Farid, the company focused on communicating with the media, and took into consideration the type of communication message it tried to convey and its suitability with the target audience. The company issued press statements to media outlets, and the managers of the company showed great skill and experience in dealing with the crisis. As a result, the crisis was successfully managed, but without clear role of the public relations department.

Al-Bakri (1999) reported the role played by the public relations department when the Egyptian Airline company faced a crisis. In this company, the higher management did not assign any duties or roles to the public relations department during the crisis. Instead, the role of the public relations department was limited to routine duties, and meeting the needs of the higher management. Moreover, the company relied on random reaction when dealing with crises, without paying much attention to aspects of planning and preparation (Al-Bakri, 1999).

When organizations do not involve public relations department during crisis, journalists, who depend on public relations officers for information are affected. Yusuf (1999) reported that public relations practitioners acted negatively to the journalists, and did not cooperate with them. Requirements of the journalists such as procedures, the most important of which is identifying and introducing the official



spokesman of the organization, so that journalists can contact him when a crisis takes place, a well thought-out plan to deal with any possible crisis, providing accurate information and data about the crisis quickly, allowing the journalists to hold meetings and interviews with the higher management of the organization, organizing field visits to the locations of the crisis, and providing the necessary data, images, and blueprints of these locations were not adequately provided for.

Abdul Maujud (2000) recommended that companies should stress on the importance of improving public relations by developing a strategy that focuses on dealing with the public and the media outlets during crisis. According to Abdul Maujud (2000), there are differences between crisis communication and normal communication and organizations are yet to pay attention to the issue of designing plans for crisis communication, dealing with the public, and media outlets. Moreover, organizations are also not concerned enough with having procedures for improving their image, tracking crises, evaluating them, and identifying shortcomings in managing any crisis.

Despite the fact that many companies do not involve public relations department during crisis as outlined above, the study Berguth (2002) conducted showed that public relations department contribute positively in dealing with crises by tracking the reaction of the public, organizing media campaigns that are related to the crisis, and explaining the position of the company to its public. According to Berguth (2002), the process of predicting a crisis is one of the activities of public relations, because it deals with measuring opinions, attitudes, and risks before they happen.

Studies of public relations in the western countries or developed nations have grown past the stage of administration, organization, activities and other aspects compared to studies undertaken in the Arab countries or cases. Naturally, this was due to the advancement of these nations in the area of public relations which have emerged in America and other Western countries since the beginning of the 20<sup>th</sup> century. Therefore, PR studies in these developed nations focus on other areas, such as the role of public relations in crisis management, power struggles, the appropriate environments for the practice of public relations, the most effective media for supporting the relations between an organization and its constituency, the personal traits required of PR leaders in the field of public relations in our era, and the most effective means of employing the rules of information science in promoting the relations between an institution and its constituency. All of these studies support modern approaches to public relations in its vigorous attempts to make a clearly defined place for itself in the administrative apparatus and secure the confidence and support of top management, which has come to rely upon public relations professionals for guidance in making any policy decisions that could affect the institution or its public constituency. The most important results of foreign studies based on the literature are as follows:

The importance of ongoing training to promote the skills of public relations personnel. Higher management of Western institutions has demonstrated a highly developed understanding of the importance of public relations.

The literature suggests that crisis management can be grouped into three categories (Coombs, 2001). Public relations practitioners should be aware of three categories

and leverage on them intelligently when crises hit their organizations. The categories are: (1) approaching crisis management, which include collecting and analyzing information for potential sources of risk, (2) understanding key concepts that involve understanding the core elements for the crisis sensing mechanism and guidelines for selecting crisis team members, and (3) Skills and abilities that involve demonstrating the ability to diagnose crisis vulnerabilities and suggest ways to avert crises. These techniques of dealing with a crisis situation can be observed in several studies on crisis communication and management (e.g. Taylor & Perry, 2005; Maier, 2005; Huang, Lin & Su, 2005; Christen, 2005; Martin & Boynton, 2005; Kauffman, 2005; Cloudman & Hallahan, 2006).

A survey of US public relations practitioners found that two thirds of their employer organizations had a written crisis communications plans or procedures. Generally, organizations, as a whole, were reasonably prepared to engage in crisis communications (Cloudman & Hallahan, 2006). The skill and ability applied here was preparedness, which according to Hill (2002), is an important element of anticipating a crisis that involves mentally rehearsing scenarios and equipping the organization with systems and procedures so that responses are appropriate, sufficient, and timely.

In fact there is a positive relationship between long-term strategy and crisis respondents' readiness. A significant statistical relationship between external strategic orientation and crisis readiness and organizational complexity was found to be significantly and negatively associated with perceived crisis readiness (Mostafa, Sheaff, Morris & Ingham, 2004). That is to say, the size of an organization matters

and that the size is a good predictor of the organizational ability to handle a crisis situation.

Preparedness was found to positively correlate with organization size, the level of autonomy and delegation of authority within the organization, and the process orientation of the organization, but not organization type nor involvement in international versus domestic-only operations (Cloudman & Hallahan, 2006).

Several studies highlight reasons why efforts to manage crises are sometimes unsuccessful. Christen (2005) used five perspectives from organizational theory to interpret the public relations crisis surrounding the restructuring and downsizing of AT&T in 1995-1996. The results indicated that the failure of AT&T to construct shared systems of beliefs that made sense of the need to downsize, and its inability to cope with the conflicting demands of key external publics, underscored the value of using organizational theory when trying to understand and respond to crisis situations.

Another example of crisis communication failure due to causes related to organizational theory was the NASA public relations effort following the explosion of the Challenger in 1986 (Martin & Boynton, 2005) and NASA's crisis communications in the Columbia disaster in 2003 (Kauffman, 2005). Using a quantitative content analysis to analyze the extent to which news stories following Challenger and Columbia disasters contained evidence of successful crisis communication, Martin and Boynton (2005) found that successful crisis

communication stories about the challenger appeared less frequently compared to successful crisis communication stories for Columbia.

According to Martin and Boynton (2005), the Challenger disaster was an example of crisis communication failure, while the Columbia disaster reflected preparedness of NASA to manage crisis situations successfully. Kauffman (2005) could not agree that the NASA crisis communication was successful. He argued that the space agency undertook the feasible corrective measures in responding to Columbia crisis, but it made errors that reflected serious and long-standing problems with its organizational culture and suggested that the space agency could have fixed flaws with its organizational culture, or it may have been forced into the unenviable position of relying on crisis communication to protect its image and reputation.

A preferred approach to crisis management is developed from the notion of crisis typologies and impact assessment of range of problems that might possibly affect the organization. The literature identifies seven groups of major crisis events including: (1) Economic-related: Labour problems, stock market falls, economic downturns, changes in trade policy, and sharp declines in profitability; (2) Informational: Loss of data, data tampering, loss of records, etc; (3) Physical: Loss of key plant and facilities – loss and long-term breakdown, product failures, plant explosions, long-term quality problems; (4) Human resources: Death of key personnel, in-company vandalism, corruption, resignations; (5) Reputation-related: Adverse rumors, loss of reputation, tampering with corporate logos and web-sites, etc.; (6) Psychopathic acts: Product tampering, terrorism, criminal acts, kidnapping, etc.; and (7) Natural disasters: Fire, flood, gale damage, earthquakes (Pollard & Hotho, 2006).

Strategies involve imagination of future scenarios of particular incidents and planning different ways or approaches for tackling the problems encountered. One common feature shared by the different approaches is that strategic thinking is used by organizations to plan for future action using a range of analysis techniques and decision-making processes. As such, it has become a common activity for many types of organizations and in many industries. According to Pollard and Hotho, such development is a result of increasingly competitive organizational behavior.

The literature provides various communication strategies when an organization faces a crisis situation. However, below are communication strategies that are commended by many scholars (e.g. Ihlen, 2002; Artinelli & Briggs, 1998) that can be employed when engaging in a crisis situation. These include:

Attack: confront or attack the accuser; might include threat of a law suit.

Deny: state that no crisis exists.

Excuse: minimize the responsibility by denying intention, claiming no control, and so forth.

Justify: minimize the perceived damage by downplaying seriousness.

Ingratiate: take action to make stakeholders like the organization.

Correct: take corrective action to repair the damage and take steps to prevent a repetition.

Apologize: offer a full apology, for example, statement of responsibility and plea for forgiveness

In a study, *Defending the Mercedes A-Class: Combining and Changing Crisis Response Strategies*, conducted by Ihlen (2002), the company used the mixture of the seven communication strategies typology mentioned above and they proved useful in containing the crisis. The strategies, evidently however, work well in an organization which has a crisis plan in place.

The survey of public relations managers in Canada and the United States showed that organizations were getting more prepared for potential crises as more organizations (73%) reported having a crisis plan and crisis team (72%) (Flynn, 2004). Despite the importance of using the Internet in response to crises, which offers organizations new ways of communicating with journalists and key publics or audience, few organizations seldom use the web or Internet as a communication tool to manage crisis (Flynn, 2004; Taylor & Perry, 2005). However, more and more organizations are deciding to integrate Internet and traditional tactics into their crisis response despite the resistance of some organizations that regarded the Internet as inferior in terms of its ability to perform “traditional” tasks and because of its potential for undesirable dialogue. When the web was acknowledged as useful, it was considered as supplementary to existing approaches. There was little recognition of the need for online dialogue (Taylor & Perry, 2005; Fjeld & Molesworth, 2006).

One of the reasons for rejecting Internet as a crisis communication tool was that good crisis communication developed from good strategies rather than from attention to individual tools, of which the Internet was felt to be only one of them and therefore, the Internet contradicted the organization’s aspiration of being proactive (Fjeld & Molesworth, 2006).

## **2.4 Crisis Communication Strategies**

Crisis management goes through three stages: Firstly the early days of the crisis, represents the beginning, discovery, and the appearance of unpleasing situation; secondly, the middle days, in which the crisis increases and that marks the worst stage; and thirdly, the last days when the company offers the corrective measures and announces end of crisis in the media and also returning the products to the shelves (Martinelli & Briggs, 1998).

However, to accomplish these three stages successfully, there should be effective strategies. Martinelli and Briggs (1998) compared legal and public relations strategies during crisis management. Their findings indicated that public relations strategies overwhelmed other strategies and are very important in dealing with crisis situation but other strategies should also be employed along with the public relations strategies to guarantee effectiveness. However, these findings are contrary to that of Fitzpatrick and Ribin (1995) who found that legal strategy was considered the most useful one than others in the management of crisis (Martinelli & Briggs, 1998).

The literature proposes several strategies. For instance Mintzberg and Waters (1985) identified eight different types of strategies: planned, entrepreneurial, ideological, umbrella, process, disconnected, consensus and imposed. According to Mintzberg (2003) out of these eight strategies, four of them could be used for designing communication strategies for crisis and conflict management. For example the ideological strategy is deliberately designed to establish strong shared norms among the organizational members and protecting the environment. However, Coombs (1998) proposed different strategies that should be used as crisis responses:



To attack on the accuser is when the crisis manager confronts individuals or groups who claims the existence of crisis,

- Denial is when the crisis manger states that there is no crisis, Statements that deny the occurrence of the questionable event or that deny that the accused organization is the cause of the event.
- Excuse is when the crisis managers try to minimize the organization's responsibility for the crisis, Statements that argue that the accused organization should not be held responsible for the occurrence and impact of the questionable event because certain factors limited the organization's control of the occurrence and/or impact of the event.
- Justification is when a crisis manager tries to reduce the perceived damage associated with the crisis, Statements that argue that although the accused organization is responsible for the questionable event, the standards being used by the accusers to evaluate the impact of the questionable event are inappropriate.
- Integration is designed action that makes external publics like the organization,
- Corrective action is when crisis manager either seek to repair the damage and prevent any recurrence of the crisis, Statements that agree that the questionable event did occur, that the accused organization caused the event, that the accused organization had control of the occurrence and/or impact of the

event, and that the evaluative standards being used by the accusers are appropriate (Huang 2006)

Full apology when a crisis manager publicly proclaims that the organization takes the full responsibility for the crisis and ask for forgiveness.

In this study, the Crisis Communication Strategies used are adopted from Coombs' strategies for crisis response including Concession, Justification, Excuse, Diversion and Denial. An example of organization that used some of the strategies proposed by Coombs is the General Motors. Heart (1996) reported that when N.B.C net broadcasted that the Lorries from the model C/K produced by the company were not good, the officers of the company used the excuse and justification strategy to minimize the impact of the crisis by responding to the broadcast that most organizations faced the same situation, besides blaming the network for the broadcasting the story.

Another example is reported by Herrero and Pratt (1998) who compared crisis-response strategies of marketing-communication professionals in tourism organizations (TOs) in the United States and Spain, especially the extent to which they used proven crisis-management strategies. The results indicated significant differences between the countries' TOs in both their extant plans for responding to marketing crises and in their strategies for handling those crises.

For instance in United States, the individual charged with a company's external communications (during normal times) tends to be one of the people in charge of

those communications during crises. In Spain, however, that responsibility tends to be delegated. Moreover, the results also suggested a more symmetrical management response in the United States, where companies seemed to address simultaneously issues that have implications for both consumer and organizational interests.

Communicating courageously and having crisis communications plans and strategies do not determine successful crisis management (Marra, 1998). However, Marra is of the view that communication is an important element in almost all successful crisis management efforts. Organizations or individuals that communicate poorly during crises often make bad situations worse.

Nevertheless, success of crisis management is determined by the communication culture present within an organization at the time of a crisis and autonomy. These are far better predictors of successful crisis management than the presence or absence of a crisis communication plan (Marra, 1998).

Therefore, Marra recommended a shift in the way practitioners view crises because strategy determined by an organization's dominant coalition determines which communication techniques are used during a crisis. Good strategy, will, in most cases, lead to successful crisis management. Poor strategy, in turn, will worsen a crisis. Excellent crisis public relations skills, however, cannot save bad management, poor policies, and weak strategy.

Bronn and Osion (1999) reported the importance of public relations practitioner to be part of the strategic decision makers during crisis. Similar recommendations have been suggested by several scholars, especially the importance of public relations

practitioners before, during and after crisis, such as Abdul Hameed (2000: 168), Fried (1999), Williams & Olaniran (1998) and Marra (1998).

## **2.5 Organizational Culture**

Another important aspect in crisis management is organizational culture. The review of previous studies suggests that the effect of organizational culture influences crisis management. If the organization adopts a strong culture, the better they can manage crises. As Flynn (2002) reported, a successful organization empowers its employees with a culture that allows them to anticipate, adapt and successfully respond to challenging events.

The culture of an organization could determine how successful it is for an organization to deal with crises. This finding is similar to the study by Schein (1992: 12) who indicated the importance of organizational culture in dealing with crises because the upper management and the public relations managers worked together towards the establishment of “a pattern of shared basic assumptions that the group learned as it solved its problems of external adaptation and internal integration.” The finding is also similar to Marra (1998) who reported that communication is an important element in almost all successful crisis management efforts of an organization. The author pointed out that the success of crisis management was only achieved with supportive organization culture, because without culture, even an effective crisis management plan was destined to fail. Therefore, organization culture significantly affects how organizations respond to crises. Mara also added that, the organization must have a systematic active culture for the improvement of crisis

management, and the effect of public relations in crisis management. This study shows that organizational culture was significantly adopted during crises according to the respondents. In summary collective, integration, innovation, liberal and individual dimensions were all related with crisis management.

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The present study attempts to advance the research on crisis communication and crisis management in several ways. First, it responds to the call by Taylor (2003) to examine the moderating effect of Islamic principles on relations between an organizational culture and crisis management in a non western context. To do so, Islamic approaches are tested as a moderating variable that influences the relationship between public relations role, crisis communication strategies and crisis management. Exploring these relationships using causality analysis is theoretically and practically imperative because it provides a more comprehensive and realistic picture of the crisis management in non-Western organizations.

Seminal work of Hofstede (1980) has been commonly used as a foundation of culture and business communication. Hofstede (1980) defines culture as the collective programming of the mind which distinguishes members of one human group from another. He points out cultures are built on values; values create the collective programming. Collective programming means that people share patterns of thinking, feeling, acting, and reacting. Thus, people from different cultures can see and respond to the same event in every different ways. The key concepts in Hofstede (1980) work are individualism versus collectivism dimension that focuses on the relationship between the individual and social group. Individualistic culture values tend to care about self-actualization and career progression in the

organization, whereas collectivist culture values tend to value the overall benefits to the organization more than their own individual interests (Taylor, 2001). Hofstede (1980) outline five culture dimensions namely the Individualism/collectivism, uncertainty avoidance, masculinity/femininity, future orientation and power distance.

According to Hofstede (1980) individualists culture value the individuals are independence, and tend to believe that personal goals and interests are more important than group interests. In contrast, collectivists tend to view themselves as members of an extended family or organization, and place group interests ahead of individual needs (Hofstede 1980; Triandis, 1995; Schwartz, 1992). Based on Hofstede (1980) works, Sriramesh, Kim, and Takasaki (1999) study found that collectivism culture values as major influence on Yemen public relations practices. Sriramesh et al (1999) further elaborated that the concept *wa*, meaning harmony, and *amae*, meaning other's goodness are clear results of Hofstede (1980) concepts that describes Yemeni organization culture values.

Uncertainty avoidance refers to the degree to which uncertainty causes anxiety in individuals and groups (Hofstede et al. 2009). Therefore, uncertainty avoidance dimension is useful in understanding how certain cultures find solutions for future orientation. Cultures that have high uncertainty avoidance are not tolerant of risk or crisis. Taylor (2001) suggests that "organizations that operate in high uncertainty avoidance nations must recognize that situations that may appear to be low risk may actually be perceived as crisis. Taylor (2001) also noted that uncertainty avoidance and power distance are most related and affect an organization's communication and public response to crisis. Accordingly, Taylor's (2001) findings show uncertainty

avoidance in Yemen is high compared to countries in Asia, North America and Europe. Therefore in dealing with crisis, Yemeni organization tends to seek rules, rituals, and laws as their guidance in dealing with uncertain crisis situations.

The masculinity versus femininity dimension specifically looks at the relationship between gender and work roles. In masculine cultures, sex roles are distinguished and traditional “masculine values,” such as achievement and the effective exercise of power, determined cultural ideals. Accordingly, Al-Nashmi’s (2011) overall findings reveal that the masculinity versus femininity dimension is high in Yemen. This result confirms similar findings with context nations such as India and Malaysia where people are mostly close to each other in terms of the masculinity dimension. This dimension serves as indicator that in dealing with crisis situations, Yemeni organizations are most likely to adopt the traditional masculine values.

Power distance dimension is concerned with the extent to which power is distributed unequally in institutions and societies. The society views power as privileges and the person with absolute authority is accepted (Hofstede, 1980). High power distance indicates that the society and organization are more likely to have centralized control over decision-making, and have control-oriented culture and mechanistic structures. In addition, employees in high power distance culture are likely to view participative management with fear, distrust and disrespect because participation is not consistent with collectivist culture (Newman & Nollen, 1996). Hofstede (1980) indicates that Yemen is high power distance nation therefore, in dealing with crisis; Yemeni organization tends to exhibit greater acceptance of autocratic behavior of the top management as their guidance in dealing with uncertain crisis situations.



Finally, the long-term orientation dimension refers to a person's point of reference about life and work. Cultures that promote a long-term orientation toward life admire thriftiness, perseverance, and the desire for orderly relationships with others. Accordingly, Al-Nashmi's (2011) findings show that the future orientation in Yemeni culture is more group-oriented and caring in which a long-term orientation is preferable as their guidance in dealing with uncertain crisis situations. Chinese societies (China, Hong Kong, Taiwan, Singapore), Japan, Korea, Thailand, etc., are ranked as more future and long term oriented cultures, whereas Pakistan, Nigeria, the Philippines, Canada, Zimbabwe, the UK, the USA, New Zealand, Australia and Germany are more past and short-term oriented cultures. Therefore in dealing with crisis, we can predict that Yemeni organizations tend to have respect for traditions and fulfilling social obligations, therefore, Islamic principles may influence the way of handling crisis situations in Yemeni organizations.

In the Muslim world, Organizational Culture and Islamic principles are intertwined concepts that influence each other. At some point, these two concepts are used interchangeably and sometimes can be misleading. For example, the national culture of Arabs is totally different with the core of Islamic principles, but Islamic principles directly or indirectly influence the daily lives of Muslims. Previous studies on crisis communication management based on Western concepts have provided us with insight understanding of managing crises. However, the model of crisis management, developed by modern administrative theory, ignores certain Islamic aspects especially in countries governed on Islamic principles (Taylor, 2003). Therefore, the

attempt of including Islamic perspectives on western model in this study is expected to create a holistic administrative model of crisis management.

Crucial elements of culture, latently embedded in individuals and groups, emerge as shared meanings or symbols (Mitroff, 1983). The difficulty, however, is in identifying and measuring cultural idiosyncrasies because most individuals are unaware of many of their own cultural traits. However, organizational culture has been referred to as the rules of the game for getting along in the organization, or as the *ropes* that a newcomer must learn in order to become an accepted member.

Wallach (1983) referred to corporate culture as "the shared understanding of an organization's employees—how we do things around here" (p. 26). Schein (1984, 1985) addressed it as the synthesis of "basic assumptions and beliefs" that members of an organization share. Therefore, corporate culture is an important variable that may help explain the communication and public relations activities of organizations (Sriramesh, Grunig & Dozier, 1996).

According to Sriramesh, Grunig and Dozier (1996), if an organization's culture cannot be changed or "managed," we can do little more than to use the concept to explain why organizations have the type of communication systems they have. On the other hand, if culture can be changed, then it is possible to change its communication system in order to make the organization more effective.

The relation between culture and communication is also a reciprocal one. Not only does culture define the nature of communication in an organization, but communication is one of the ways by which organizations develop and maintain

their cultures (Sriramesh, Grunig & Dozier, 1996). The linkage between corporate culture and communication is therefore important for public relations scholars. Public Relations is seen as a communication activity. Like other forms of communication, public relations are both a product of culture and also an agent of culture.

Other researchers such as Pauchant, Pauchant and Mitroff, and Roberts and La Porte, examined how corporate culture affects organization's response to crisis (Marra, 1998). However, the literature identifies many dimensions of organizational culture. In their study, Sriramesh, Grunig and Dozier (1996) described dimensions of organizational culture that have appeared in the literature as follows: shared mission, collective responsibility, rewards, style of decision making, holistic concern for people, long-term employment, social atmosphere, collective values, speed of evaluation and promotion, innovation versus efficiency, extent of integration, authoritarianism versus participation, importance of tradition, conservatism versus liberalism, open versus closed system, domination versus cooperation, and consensual behavior.

In their analysis of 48 indicators of the characteristics of organizational culture, Sriramesh, Grunig and Dozier found that the indicators can be explained to a large extent by two major dimensions of culture identified by exploratory factor analysis—two factors they call the participative and authoritarian dimensions of culture as outlined in Sriramesh, Grunig and Dozier's (1996) study on Observation and Measurement of Two Dimensions of Organizational Culture and Their Relationship to Public Relations. In this study, the measurement of Organizational

Culture of the Public Relations managers in the public and private organizations in Yemen is based on the following five dimensions: Collective, Integration, Innovation, Liberal and Individual.

The pragmatic view identified the strategic opportunities that open a window for changes in culture and in presuppositions about public relations: when a founder passes from the scene; when an organization's culture is misaligned with its environment; when the environment changes; when the organization performs poorly; or when the organization expands, grows rapidly, or is divested. Therefore, the public relations manager who wants to gain power in the organization or who is waiting for a strategic opportunity to suggest a new, more effective model of public relations should be aware of these windows of opportunity to make a political move in the organization or suggest changes in public relations policy.

## **2.6 Crisis Management**

With the world becoming borderless, organizations in the world are not immune from encountering crises. If not managed well, crises can have negative implications on organizational image.

Crises have the potential of disrupting the operations of an organization for they contain dysfunctional properties that could damage the corporate image and reputation of an organization. However, the dysfunctional syndrome could be changed to useful function if properly managed. On the other hand crisis would have functional properties that would propel the organization image to remarkable light success, and would enhance the organization goodwill.

Thus, crisis management is relevant to public relations experts concerned not only to put in place crisis detection strategies but equally devise possible mechanism for prevention, effective and efficient management as well as better ways of transforming and channeling them in a manner that will be beneficial to the organization. According to Nkwocha (1999), crisis is any event, issue, occurrence or situation that is described as a turning point for better or for worse. Crisis is also a period of heightened uncertainty that increase the demand to plan at the time in which both external and internal pressure change the goals and operational practices of an organization.

Crisis is a departure or expected and usual. In other words it is dysfunctional and is a disturbance in the normal functioning of the organization. It is wise to comment that crisis and conflict occur because it is functional and strengthening for solid change as well as organizational change at specific time. This is so because crisis can strengthen organization internally, that relations, among department and units could reinforced and grow for instance, challenge and competition with other organizations. This may bring about unprecedented co-operation and unity that further strengthened the internal unity of the organization.

It is interesting to know that crisis can empower organization. For example, a group of organization with in an industry that many have been discriminated against, and could have been left out in taking part in coming together which will be healthy to these minority group by strengthening their unity bond. In this direction, Salu (1994), view crisis as one of the agents and path of effective change unimaginable in

organization. A crisis in some way causes something never to be the same again in a way.

According to Newsam (1995) classify crisis into two broad categories namely – violent crisis and Non violent crisis. Violent crisis this is a class of crisis which is usually immediate involving loss of lives and property and is exemplified by ethnic riots, earthquakes, storm, fire accidents among many others. Non violent crisis this second class of crisis as the name imply is less catastrophic and immediate but nevertheless potentially by dangerous and can be less destructive and is exemplified by disinformation misinformation, scandal, destructive, propaganda epidemics, drought and flood to mention but few (Salu, 1994; Nwosu 1996).

From the above classification of crisis, it can be deduced that the carious classes of crisis can further be grouped from the view point of whether the crisis is an acts of God or Gods design, man made an intentional human mistake, not a deliberate mistake. Act of God crisis are national and are characterized by natural forces such as rain, storm, earthquake among other, man-made or intentional mistake this could be characterized by management, wrong decision, conflict of interest, poor among others. Not deliberate mistake could be ignorance on the management. That is management is not knowledgeable about the situation and such management is ignorance.

Crisis equally has a life cycle which starts from conception, birth, growth according to Nwosu (1996), is able to assist to forecast and prevent expected negative occurrences at earth stage of the crisis life cycle with timely and effective

management watchfulness and intervention, a crisis may not progress to both the growth and maturity stages before it is aborted or terminated. Nwosu (1996), outline numerous cause of crisis to include manager corporate ego, natural mistake by managers or other workers, our founded and unfounded fears, ignorance, non preparedness, act of God occurrence, wrong decision, crisis of interest, environment waste, poor personnel management and ,motivation, poor communication, manufacture of substandard goods, inability to read the warning hand writing on the wall inform of signs, lack of vigilance, poor power of corporate problem detection, non existence of crisis plan, poor understanding and handling of the important stages in a crisis life cycles, existence of trigger threat adverse government policies, legal battles, community and employee dissatisfaction, sexual harassment in work place, political and religion instability, leakage, lack or inadequate security, downsizing, product, poor financial management embezzlement, accident, sudden death, poor reputation war, mental disorder among others are the cause of crisis (Okereke, 1994; Fink 1980).

Nkwocha (1999), states that crisis conception stage is the pre-crisis period when the features of the crisis are mounting up, in fact, the stage is the warning stage giving signals that a crisis is likely to occur. Crisis at this stage can be fully prevented through effective management crisis at this stage can be terminated before it is born. Crisis in the birth stage has overcome the conception stage and is now born. The crisis given birth at this stage is probably reported in the mass media or it is no longer hidden. This period is always problematic to organization. Timely creative measure and intervention models should be applied to reduce the negative

consequences that could be capable to stop further damage. At the growth stage, crisis is nurtured and probably escalates until it reaches a large scale. At this stage crisis is capable of wrecking up the organization as negative headlines and negative media publicity attracts the public interest. At the maturity stage, crisis has reached its climax, its apex after defiling all other stages. Here crisis is full-brown wide spaced. This stage is very unpleasant possible for the organization, management should as much as possible to direct effects and resources not to allow crisis get to this level. The mature stage poses the greatest challenge to both public relations experts and management of the organization. At the decline stage, the response of the crisis to the various corrective measures adopted in the previous stages. Here, this crisis is shaping down and peace is returning, the duct is settling and anger are laying off. The weapons of mass destruction are under control. At this stage appropriate measure must be taken to put a final rest and possibly, never to occur again.

As oppose to some theorists who postulate that crisis and conflict are generally unhealthy and dysfunctional but that organizations, government and societies can be strengthened internally, that relations between or among employees of organization, organization-management, government or regions could be maintained and reinforced and the social pathology could be reduced. In this proposition which relate to circumstance existing to situation at particular stages in a crisis, example is seen in situation like war with another nation, crisis with another organization in an industry. This will bring internal strength to an organization and there form be functional to organization.



Also, crisis can empower organization and community. This is possible, when community has an industry and been discriminated against and excluded from important matters affecting the industry by the so-called powerful leaders. These discriminated against will seek for equalization of power which will be healthy for both the powerful group and the discriminated minority group at the end.

Crisis brings pursuance of incomparable nation and organization interest, the interest centers around security, power and prestige. The theorists behind this postulation see the nation-state as nation embodies concept of national sovereignty, the organization is empowered by the principle that it is an entity. This makes it impossible and difficult for an organization or nation to enforce constraints and sanction on national or organization behavior in both the national and international system. After a thorough discussion of what crisis is all about and its associated elements, we now proceed to the definition of crisis management.

Crisis management according to Nweke (2001) is advice advanced on the need to plan and possibly do everything within your reach to ensure and prevent an uncanny event not to occur. Nwaocha (1999) views crisis management to involve the application of appropriate steps to either prevent a crisis not to occur or to promptly control it once it occurs. Crisis management is proactive, preventive and pre-planned in nature.

Public relations practitioners are mostly concerned in the proactive crisis management. To be effective and efficient the public relations experts are required to be skilful, technically knowledgeable and aimed with full information necessary to the

effective crisis management. One of the best methods of handling crisis is to plan ahead anticipate crisis at any moment or point in time, mapping of preventive control measures and strategies in the eventful occurrence of crisis at all look. Management of crisis is very wasteful compared to timely crisis management.

Crisis management method and plan results from the premise established after an elongated discussion which has led us to grasp the meaning of crisis cause of a crisis and other valences associated with crisis we now proceed to the methods and plans that will enable a public relations practitioner management. There are many approaches to crisis management as postulated by many experts but what is interesting among those methods is the much related similarities and it depends on the nature of the crisis. Effective crisis management involves capturing the initiative, taking control situation before the company is swallowed, planning for the crisis is another major determine out for the life of the organization.

Crisis can be unifying, precisely because most of the people have same characteristic feature of fears and weakness that are common and connecting them like a bond that cannot be seen. What is importance is that crisis can be change; attitude can be altered to seek for positive mutual out come and behavior can equally be focused toward reconciliations and cooperation. This is the stepping stone for understanding and dealing with crisis.

One way of handling crises is through public relations roles and the Western concept of public relations role is almost inseparable with crisis communication strategies and this is done through well planned communication strategies. However, many

organizations in third world countries, planned communication strategy is almost non existence, as the systems do not care much about strategy, planning or preparedness of crises. Thus, the top management in third world countries mostly depends on random response (Al-Bakri, 1999).

In their content analysis of mass communication channels on the coverage of the chemical leakage at Bombay City in India in December 1984, Wilkins and Patterson (1987) found that the media focused on the negative side of the incidence and neglected the specific detail of the disaster. Such coverage frightened members of the public and stimulated public opinion against the company.

The influence of the media over the public opinion cannot be over emphasized. For example Lyenger and Symon (1993) analyzed the nature of news coverage in the Gulf crisis, its influence on the public opinion, the politicians' point of views and the impact on American politics. The results indicated that the media influenced the direction of the American public opinion on the gulf crisis by supporting the stance of the American government.

However, the coverage of the media sometimes is not fair. The coverage of NATO bombing in Kosovo in 1999 is a case in point where most news coverage focused on supporting the politics of NATO, its supporters and the views of military politicians who were responsible in the alliance. Most American mass communications coverage was biased towards the American politics. There was little coverage that criticized the air attack of NATO, which caused the death of the civilians (Vincent, 2000).

But not all the media are the same on effective coverage of the crisis due to either lack of experience or training. Tuggle (1991) analyzed the content of CNN and CBS on the coverage of the death of a female university student and compared with other mass communication channels. The results showed that television had significant dominance in the coverage of the news over the other mass communication channels.

Tuggle (1991) attributed this dominance to television's dependence upon the analysis and reality in the news coverage and recommended that correspondents should be provided with suitable experiences and training that will qualify them in covering the crises and writing experiential stories.

Kauffman (1997) reported NASA's public relations efforts regarding the Hubble Space Telescope in 1990. This is an example of how crisis should not be handled. According to Kauffman (1997), NASA experienced problems because officials oversold the capability of the telescope, thereby providing inaccurate information in the process.

Moreover, the officials dodged questions when it became clear that the agency was facing problems with the telescope. The result of all these was that NASA's image was tarnished and Kauffman suggested that there was need for the agency to improve its crisis communications.

## **2.7 Contingency Theory**

Cutlip, Center, and Broom (cited in Guth, 1995) for instance, developed a four-prolonged model of public relations roles to include the following: the definer of

problems and implementer of solutions, non-manager concerned with preparation of communication, a mediator concerned with maintaining two-way communication, and collaborator with other managers in defining and solving problems.

There are four models of public relations role that guide organizations as they communicate and interact with the community. These four models include the Publicity model, the Public Information Model, the Two-ways Asymmetric model, and the Two-ways Symmetric Model (Grunig & Hunt, 1984). The publicity model relies on one-way communication between the source and the receiver. Promotions, propaganda, and lack of truthfulness characterize this model. The Public Information Model also relies on a one-way flow of communication between the source and the receiver. It differs from the Publicity Model by placing great importance on truth in the dissemination of information. The Two-ways Asymmetric Model relies on two-way imbalanced communication between the source and the receiver. It is imbalanced in its flow of communication, for the source and receiver do not equally engage in sending, receiving, and feedback of messages. The Two-ways Symmetric Model focuses on mutual understanding through balanced communication between the source and the receiver. It focuses on evaluating and understanding messages between the two bodies. Two-way Models provide a means for guidance in the public relations world.

Response to crisis situations are best achieved through following various models or theories that scholars in the field of crisis management have developed or postulated such as Murphy's (1996) explanation of the Chaos Theory as model of managing

issues and crises and Benoit's (1997) use of Theory of Image Restoration Discourse as an approach for understanding corporate crisis situations.

According to Benoit (1997), Theory of Image Restoration discourse can be used by public relations practitioners to help design messages during crises and by critics or educators to critically evaluate messages produced during crises. Image Restoration Theory provides key to understanding image repair strategies through knowing the two components of attacks for corporate crisis, which include: the accused is held responsible for an action and the act is considered offensive. The theory, further, focuses on message options- what can a corporation say when faced with crisis? It offers five broad categories of image repair strategies, including:

1. Denial, such as refusing to accept responsibility of performing or shifting blame to someone else.
2. Evasion of responsibility, a firm's justification of offensive behavior citing provocation, lack of information, accident or the offensive behavior might be performed with good intentions.
3. Reduce offensiveness, by offsetting the negative feelings connected with the wrongful act, minimize the negative feelings, employ differentiation, place the act in a more favorable context attack their accusers and through compensation, but only if it is acceptable to the victims.
4. Corrective action where the company promises to correct the problem and
5. Mortification: confess and beg for forgiveness. The disadvantage of the last strategy is that it might invite lawsuits from the victims.

The theory had been applied to several studies such as the Exxon *Valdez* oil spill, Bhopal gas leak and hostile story published in the *New York Times* (Benoit, 1997). Benoit suggested that the ideas of the strategies for resolving crisis can be organized under three topics: (1) preparation of crisis contingency plans, (2) analysis of the crisis and the accusations, and (3) identification of the relevant audiences. Huang, Lin, and Su (2005) conducted a research in Taiwan to examine actual experiences of handling crises among top 500 companies. The five communication strategies of denial, diversion, excuse, justification and concession emerged from the factor analysis, confirming the Theory of Image Restoration discussed above.

Martin (2005) used the Image Restoration Theory in his study, *Crisis Management: The Effective Use of Image Restoration Strategies* when an organization individual is faced with a crisis. The study concentrated on the five strategies of image repair of denial, evasion of responsibility; reduce offensiveness, corrective action and mortification. Findings of the research suggested that with the use of corrective action, a crisis can be successfully evaded.

## **2.8 Islamic Approach**

The numerous and diverse tools that are used in investigating crises originated from various secular rules and theories. The purpose of these theories and rules is to find permanent solutions to the crises that can emerge from time to time due to the nature of human life. However, most of these theories and rules rely on the principle of balance of interest, which usually sides with the strong party. On the other hand, the method of finding solution to crises in most Arabian and Islamic context is derived

from the rules laid down by Allah, even though it sacrifices one's personal interests for the sake of legitimate public interests.

The Holy Quran contains several verses that suggest how to resolve all types and forms of discords, crises, and conflicts. Allah said: "But no, by the Lord, they can have no (real) Faith, until they make thee judge in all disputes between them, and find in their souls no resistance against Thy decisions, but accept them with the fullest conviction" (*Al-Nisaa*: 65).

As explained above, the model for crisis management found in modern administrative theory ignores certain Islamic perspectives. In other words, the modern theories of crisis management are not necessarily consistent with Islamic principles which are crucial for development of a comprehensive understanding of crisis management.

The Messenger of Allah (pbuh) has set an excellent example for humankind on how to deal with crises, in which threats could be turned into opportunities and negative situation could be changed into positive ones. For instance, the war of *Khandaq* provides us one of the best examples of communication in and management of crisis. In this section, the Islamic perspectives on crisis management will be explained. The perspective is based on strong faith, determination and dependence upon Allah.

## **2.9 Crisis in Islam**

Crisis usually occurs because it is determined by Allah. Therefore, Islam considers crisis as something natural. The Qur'an made it clear that crisis exists because Allah



willed them to be so. *“And if your Lord had willed, He could have made mankind one community; but they will not cease to differ, except those whom your Lord has shown mercy”* (Hūd: 118-119). Crisis has to occur because it is natural. From the verses of the Qur’an quoted above one could rightly conclude that crisis is inevitable among human beings and the only alternative is to either plan before their occurrence or resolve and manage them when they occur.

## **2.10 Fundamentals of Crisis Management in Islam**

In Islam, crisis management is based on principles derived from the Qur’an and the Sunnah of Prophet Muhammad (pbuh). The Qur’an comprises of confirmation, or affirmation, or punishment, or censure, or concealment, or rebuke, or the order to be patient; and also passages that discuss crisis events related to the life of the Prophet (pbuh). The Qur’an contains many verses that discuss crisis (Muhammad, 1999). Principles of crisis management in Islamic perspective are as follows:

### **2.10.1 Maintaining Relationship with Allah**

A believer should have a sense of serenity and confidence in Allah, the Exalted when conflicts and crisis occur and after that, confidence in one’s self, keeping in mind the statement of Allah, *“And whoever depends upon Allah, He is sufficient for him”* (Aṭ Ṭalāq:3).

Having confidence in Allah during crises is explained in the following verse: *“For, indeed, with hardship [will be] ease. Indeed, with hardship [will be] ease”* (Surah al-Shua’ara: 5-6). Allah, the Exalted encourages the believers not to grieve or worry,

“So do not worry and do not grieve, and you will be superior if you are [true] believers” (*Al-Imran*: 139).

Indeed before the Battle of Badr, the Prophet (pbuh) stood and pointed at various places on the ground, saying, “This is the place where so-and-so will meet his end, and this is the place where so-and-so will meet his end.” The Sahabah said, “He didn’t make a mistake about the place of any of them.” After their deaths, their corpses were dumped in a dry well, and the Prophet (pbuh) stood before the well and said, “We have already found what our Lord promised us to be true. Have you found what your Lord promised to be true?”

### **2.10.2 Learning from the Past**

Allah’s Messenger (pbuh) emphasized the importance of not falling into the same error twice: “The believer is not stung from the same hole twice” (*Sahih al-Bukhari* and *Muslim*). One can benefit from a crisis by finding out who is a supporting a friend and who is a running away from an enemy. The poet says: We must take benefit from our past experiences as well as the experiences of others and take steps to make projections about the future based upon knowledge of the past in order to benefit from our time; otherwise it will slip away and go to waste.

Ja’bir (may Allah be pleased with him) reported that Allah’s Messenger (pbuh) would teach them how to seek guidance from Allah in all affairs just as he would teach them a Surah of the Qur’an. Notice that he said, “all affairs,” that is, in major affairs but also in minor ones; so what do you think about decisions related to crises? Allah’s Messenger (pbuh) would say, “When one of you is concerned about a matter,

he should perform two *rak'aahs*, other than an obligatory *salat*, and then say, 'O Allah, I seek a decision from You by Your knowledge...'" Allah's Messenger (pbuh) would also say, "One who performs *salat* to seek Allah's help in a decision will not fail, and one who consults others will not regret."

### **2.10.3 Consultation and Unity**

When a crisis occurs, it has to be managed through consultation. Allah says, "*...and consult them in the matter. And when you have decided, then rely upon Allah.*" (*Surah Al-Imran: 159*). There must be cooperation between individuals of the organization to solve problems and resolve crises that may confront the institution; Allah says in the Qur'an: "And cooperate in righteousness and piety, but do not cooperate in sin and aggression" (*Surah al-Ma'idah: 2*).

After consultations have been made, available alternatives should be weighed and choose the one most likely to solve the problem and secure benefit for the project and the organization without violating the Shariah. This is what the Prophet (pbuh) did when he gathered his companions before the battle of the Trench and sought their opinions. Among the suggestions was that from Salman, the Persian (may Allah be pleased with him) who proposed the digging of a trench. Allah's Messenger (pbuh) accepted his suggestion, for it was the closest to what was needed.

The Western perspective of crisis management could be enhanced with the inclusion of Islamic principles, which are based on the Shariah and transmitted to us through the Qur'an and the Prophetic Sunnah, which left no matter related to this life or the hereafter. Allah says, "This day I have perfected for you your religion and completed

my favor upon you and have approved for you Islam as religion”(Surah al-Ma'idah: 3).

#### **2.10.4 Adherence to Good Values and Courage**

When the Prophet (pbuh) faced crises and economic trials did not make any concessions regarding the values, morals and ethical behavior which Allah had commanded. This is the reason why he deserved divine intervention after the onset of the crisis and deserving of ease after hardship.

A Muslim must not look at crises as if they are all evil. Pessimism has a crippling effect on straight thinking, which is necessary for finding appropriate solutions. Al-Shaffie said, regarding this, don't you see the ocean? On its surface corpses float, while in its deepest depths pearls abide. Related to values is avoiding anger during crises: Anger interferes with clear thinking and the ability to concentrate, which leads to haphazard decisions.

Abu Hurayrah reported that a man asked the Prophet (pbuh) for advice. He told him, “Do not get angry.” He repeated it several times: “Do not get angry.” Patience is one of the most important qualities a leader must possess at a time of crisis. The importance of patience is made clear by the stand taken by the Prophet (pbuh) in solving the crisis of the economic boycott imposed upon him and those who believed in him before the Hijrah. Allah says “O you, who believe, seek help through patience and prayer. Indeed, Allah is with the patient” (Surah al-Baqarah: 153).

Generally, most of the statements advanced by Muslim scholars in their own academic context support the Islamic methodology in managing crises on the basis of affirming the definitive solution, which does not function ideally unless we submit to the following verse in which Allah said:

*O ye who believe! Obey Allah, and obey the Messenger, and those charged with authority among you. If ye differ in anything among yourselves, refer it to Allah and His Messenger, if ye do believe in Allah and the Last Day: That is best and most suitable for final determination (Al-Nisaa: 59).*

This is the command of the creator revealing that person may differ whether in the principles and peripheries of religion, or daily life matters, or politics or anything else. As such, people should refer to Allah and the Sunnah of his Prophet in seeking help and direction in solving problems. Thus, any injunction based on the Quran and Sunnah, and is authenticated will be considered the truth, and anything else is considered a deviation from the right path. In case of disobeying the command of Allah the God All Mighty says: “But if they turn away, thy duty is only to preach the clear Message” (*Al-Nahl*: 82).

Therefore, Allah plays a role in preparing the causes that will assist in dealing with crises. This is done by grouping together things which were contradictory or hostile and moving aggressively towards each other in solving the crisis. As a result of that, hearts which used to hate each other can be rejoined together and become united and in agreement. In this context, Allah tells the believers after commanding them to hate the disbelievers, the following: “It may be that Allah will grant love (and friendship)

between you and those whom ye (now) hold as enemies. For Allah has power (over all things); And Allah is Oft-Forgiving, Most Merciful” (*Al-Mumtahna*: 7).

Moreover, Allah reminded *Al-Ansar* of his assistance to them when he said:

*And hold fast, all together, by the rope which Allah (stretches out for you), and be not divided among yourselves; and remember with gratitude Allah's favour on you; for ye were enemies and He joined your hearts in love, so that by His Grace, ye became brethren; and ye were on the brink of the pit of Fire, and He saved you from it (Al Imran: 103).*

This verse talks about the story of the two tribes of *Awas* and *Khazraj*, who were fighting each other continuously before the rise of Islam, and after they embraced it they became brothers in Islam and Allah saved them from the disaster that was awaiting them, when they were on the brink of the pit of fire.

### **2.11 Case Study: the False Slander Incident of Sayidah Aisha (R.A)**

Crisis management has been given due attention in Islam as an essential part of leadership domain. This is reflected in the way the prophet (pbuh) dealt with and handled crises during his life time. Studying how the prophet (pbuh) tackled crises shows that crisis management in a systematic way as embodied in contemporary scientific approach was well known during the existence of the first pan-Islamic state established by the prophet (pbuh) A careful and thorough examination of his life history and biography be it his early social life or his political and leadership career, reveals countless principles and roots of scientific approach to crisis management.

The false slander incident was one of the most critical crises which the prophet (pbuh) had to deal with in a very delicate manner. This case has been chosen for analysis due to several factors:

1. **Timeframe (Duration):** No doubt that the time factor has a very essential role in dealing with any given crisis and finding a convenient exit. Time factor is also considered important for diagnosing the negative consequences associated with the crisis. The longer the crisis persists, the more it becomes complex, and the greater its ramifications will be. Taking into consideration the time factor of the false slander incident which continued for one full month, the prophet (pbuh) had been hearing grapevine and hurting comments about his own family for the whole month. Aisha (r.a) narrated that: “the prophet (pbuh) stayed for a month with no single Qur’anic verse revealed to him with regard to my case” (Vol 5, Book 59, Hadith 462, Swahi Bukhari). The *Ansar*, *Aws* and *Khazraj* were on the verge of fighting each other over this case as there was neither clear evidence nor acquittal. This bothered the prophet (pbuh) over and over again for a full one month.
2. **Creating family instability:** The incident was meant to create a state of family instability for the prophet (pbuh) being a public figure. It was not a sheer coincidence to defame and accuse Aisha (r.a.). In fact, by defaming Aisha and accusing her of adultery, the hypocrites found a very suitable opportunity to damage the prophet’s reputation.
3. **Discrediting the Prophet (PBUH):** The incident was aimed at discrediting the prophet (pbuh) and his leadership. Public figures have

social status and they represent frame of reference and authority. In the Islamic society they are deemed as safety valve during critical circumstances, be they internal or external. Thus, discrediting these public figures has a very negative impact on the society. Islamic history is full of circumstances which the prophet (pbuh) faced throughout his career as public figure. A case in point is the false slander incident of his wife Aisha (r.a). Besides this incident, there are numerous cases in which the prophet (pbuh) demonstrated high level of competence and excellent skills of crisis management.

4. **Causing confusion and chaos:** The incident was also aimed at causing confusion and chaos within the Islamic society, and creating a state of psychological defeatism. In this case, people are dragged into waves of crises which in turn create mistrust among the Muslims. Then some people start to spread accusations, others believe them, and then internal controversy emerges. This controversy aggravates dissension and disagreement among the members of the society. Amidst this chaotic situation, it becomes very easy for the enemy to onslaught on the Muslim society at a time in which the society members disassociate themselves away from the leadership. This creates psychological frustration and a state of weakness and submissiveness to the enemy.
5. **Diverting Attention:** Finally, not of least significance, the incident was meant to divert the leadership attention from high priority issues to turmoil, unrest, and internal crisis. During crisis time in any society, development cripples and comes to a state of idleness and the march of



contribution towards the betterment of the society faces a slowdown. The idleness may persist for short or long time depending on the size, intensity, enormity and repercussions of the crisis unless it is dealt with in the most effective approach. Islamic society is no exception to that rule. Hence, we see unrest and chaos jeopardizing the coherence of the society. After having and enjoying numerous victories and accomplishments, the Islamic society suffered huge loss due to the false slander incident of Aisha (r.a) with regard to reputation and integrity of the society. Crises squander and waste time, efforts and potentials. After having great military victories under the leadership of the prophet (pbuh). Besides the achievements with regard to laying the foundations of the first Islamic society, the hypocrites syndicate tried to create such a “fitnah” so that the leadership will be preoccupied with this problem and deal with its aftermath instead of focusing on high priority issues.

All of these factors are the rationale of choosing this specific incident (The false slander of Aisha). In addition to that, there are some similarities between this incident and the strategies of creating unrest and internal turmoil in our time.

### **2.11.1 Stages of Tackling Crises**

Having an in-depth analysis of the different stages of tackling crises will enable us to see how the Muslim Ummah suffered from this incident, how the prophet (pbuh) dealt with it, and finally studies the crisis management approach adopted by the prophet (pbuh). These stages of crises include the following: pre-crisis, during crises, and post-crises as described below.

### **Stage 1: The Pre-Crisis Stage**

In this stage speculations start and this phase is characterized by some particularities which include: surprise, lack of information, upward flow of information, loss of control, siege mentality, and short-term focus.

**Surprise:** it is quite difficult to stop a crisis from happening or specifying its time of occurrence. Therefore, most crises are characterized by surprise and when they take place, only few people are capable of handling them decisively however in a prudent manner.

Aisha was extremely touched and hurt by this accusation. Um Marwan described Aisha's ordeal, she said: "she (Aisha) fell down and fainted. When she regained her consciousness, she was suffering from fever" (Vol. 4, Book 55 (Prophets), Hadith 602, Swahi Bukhari). This was due to the enormity of the slander she was accused of. She knew and believed deep in her heart that she was innocent, and [wrongly] thought that everyone who heard about this accusation would definitely consider it a sheer lie. It is important in this stage to comfort the person facing the problem and let him/her feel at ease by telling them that as Allah says in the Qur'an, the translation of which is:

*"No misfortune can happen on earth or in your souls but is recorded in a decree before we bring it into existence: That is truly easy for Allah. In order that ye may not despair over matters that pass you by, or exult over favors bestowed upon you. For Allah loves not any vainglorious boaster." (Surah Al-Hadid, 22-23).*

**Lack of information:** information is very important in decision making process. The more accurate information is available, the more likely the decision will be right. In

this case it is important to be careful in collecting the information. Allah says in the Qur'an, the translation of which is: "O ye who believe! If a wicked person comes to you with any news, ascertain the truth, lest ye harm people unwittingly and afterwards become full of repentance for what ye have done" (*Surah Al-Hujurat*, 6).

Al-Saadi emphasized that "being careful in collecting information is a necessary measure which right-minded people should take into account. When an un-trusted source tells an account or news, people must not take it for granted; instead they should investigate its accuracy and credibility. This is because treating a piece of information from un-trusted source will result in a great damage and will jeopardize the society's stability. It is a religious duty to ascertain and filter any information coming from un-trusted source.

With regard to the false slander incident, the prophet (pbuh) at this stage set out to information gathering and looked for wise opinions on how to deal with the crisis (Vol. 6, Book 60, Hadith 274, Swahi Bukhari). In this respect, he consulted Usama ibn Zaid, and Ali ibn Abi Talib. Usama said: oh messenger of Allah they are your family and we know nothing about them except good reputation. Ali however said: oh messenger of Allah, Allah has given you choices other than her, but you may ask her bondmaid about the matter. The prophet then called on the bondmaid and asked her: have you ever seen anything suspicious about Aisha? The bondmaid replied: I swear by He who sent you down with truth I had never seen anything of that sort. She is only a young girl who would fall asleep while making her family's dough to find the eaten away by the chickens the next morning [an indication of innocence] (Vol. 3, Book 48 (Witnesses), Hadith 829, Swahi Bukhari). Therefore, "it is very

important to manage and control the crisis during the information flow. This is because information constitutes a challenge for the crisis management team. Therefore, it is important to continuously provide the team with all necessary information which would enable them to cope with the ever changing situation in order to utilize that information in making good judgment and deal with the situation.

**Upward flow of information:** in times of crisis, soon after its emergence people would talk about the issue creating a state of ebullition. In today's terms, media takes the lead and give different accounts of the same story. Amidst this kind of the information flow, people got perplexed and confused not knowing what the truth is? Meanwhile, the society strives to look for the truth. Meanwhile, the media tries to polarize the public opinion, and interpret the incident in ways deemed suitable to them. In our case (the false slander incident), when the propagandists [the hypocrites in this case] saw Aisha (r.a) on the howdah and her camel being led by Safwan bin Al-Muatal, they spread the accusation. Al-Gurtubi mentioned in his book entitled (Aljami li Ahkam Al-Qur'an) that "the leading propagandist was Abdullah bin Ubai ibn Salul (Vol. 5, Book 59, Hadith 462). Upon seeing Safwan leading Aisha camel, Abdullahi said: I swear by Allah that she is not safe from him nor he is. Then exclaimed: your prophet's wife has spent the night with an alien. Upon hearing that, some of the believers were provoked and started to exchange the information. This led to "loss of control". Had it not been the prophet's wise, prudent and delicate approach in handling the situation, it would have gone out of control.

**Loss of control:** amidst confusion created by the crisis, things might get out of control due to uncertainty surrounding the situation and who should do what? As a result, crisis escalates and the dissension divide becomes bigger. This could lead to the emergence of new trends and split attitudes find their way in, and the situation may get worse by having in-fighting between the different sects of the society. It is therefore, important for the veteran leader to get hold of the situation and control the crisis. Mohammad A. Ghani argues that a good leader must not bow down to pressure in whatever form it comes. Rather, he/she should stay unflinching and calm throughout the crisis. Crises are real test for leaders and require mobilization of capabilities. Leaders need to use all skills of innovation and utilize the opinions and advice of others. Therefore, we find that the prophet (pbuh) managed the situation by addressing the victim and the society in two parallel directions:

1. **The direct target (victim) of the crisis:** In this case it was Aisha. The prophet's intimacy became less. However, he did not completely forsake her. This shows the stages of forsaking of wife depending on the seriousness and the level of the situation.
2. **The society at large:** The prophet (pbuh) had to deal with the whole society which was concerned about the situation. He stood up on the *minbar* (the mosque's platform) to talk to Abdulah bin Ubai bin Salul (the ring leader of the false slander). At this moment, the two major groups of Al-Ansar shouted on each other and they were on the verge of fighting. The prophet (pbuh) tried to calm them down several times until they finally stopped the quarrel.

**Siege mentality:** with crisis escalating very fast clouded with ambiguity, people feel they are victims due to misunderstanding, and no one cares about their account of the story. As reported by Aisha (r.a.): “The prophet (pbuh) came in while we were sitting. He had not come to my house since the incident took place. There was no single Quranic verse revealed to him regarding my case. Then the prophet said: Oh Aisha I have heard of you so and so. If you are not guilty, Allah will acquit you. However, if you have committed any sin repent to Allah, for when a person confess and repent, Allah would accept their repentance. When the prophet (pbuh) finished what he had to say, Aisha said: my tears dried and I said to my father: answer the messenger of Allah. My father replied: by Allah I do not know what to say to the messenger of Allah. Then I (Aisha) turned to my mother and I said to her: answer the messenger of Allah. She replied: by Allah I do not know what to say to the messenger of Allah. Aisha said: I was a young girl by that time, and I did not read much of the Quran. I said to them: I am certain that you have heard too much of the issue until you took it for granted, and believed it. If I tell you I am not guilty, and I God know I am, you not believe me. However, if I make a false confession, you would believe. By Allah, I do not know what to say to you. I will only say as Josef’s father said: “(for me) patience is most fitting against that which you assert it is Allah (alone) whose help is sought” [Surah Yousuf, 18]. Then Aisha said, “I turned to my bed and I was very sure of my innocence, and that Allah would acquit me. But I never thought Allah would reveal Quranic verse regarding my case because I believed deep in my heart that this issue is less significant and worthless for Allah to speak of” (Vol. 3, Book 48 (Witnesses), Hadith 829, Swahi Bukhari).

**Focus on short term technique:** during a crisis it is very important to exercise self-control, and think about how to respond in a logical manner. The most effective way of self-control and psychological tranquility is “to use temporary seclusion strategy. The idea is that people need to have some distance between them and the problem they are facing. That it is because it is more likely that they will not be able to think about the problem in an objective way while being very close to the difficult situation". Therefore, the prophet (pbuh) accepted Aisha's request to move to her father's house when the news about the accusation spread all over the city, although he was certain of her being not guilty.

### **Stage Two: Dealing with Crises**

This is the focal point for the actual tackling of crises. In this stage, crises are dealt with taking into consideration the previously stated factors coupled with the managerial skills of the leader. This is done through three steps:

Dealing with the affected public: in this respect, we have to consider the following: Self-control and managing reactions as well as taking initiatives to cut down seditions, quarrels, and disputes and imbibe and control anger. The leadership has to deal gently with the people causing the crisis. They should not be isolated or expelled, or make them vulnerable to others' attack. For sometimes, out of frustration people who face a crisis may admit to have committed something which they actually did not. Thus, it is important to let them know that “repentance is accepted from a sinner who is sincere about their repentance, and that false confession is not permitted. Therefore, one has to tell the truth or say nothing”; seek advice from right-minded people to tackle the crisis; and seek excuse for reaction. In our case, the

prophet (pbuh) asked for excuse of reaction. Saad bin Muath proposed the accuser to be killed, but Saad ibn Ubadah opposed that action.

1. Making use of feedback by (a) directing the public sympathy to curb the spread of the crisis, (b) revealing the facts and truth to the public so as to contain the crisis and search for a permanent solution of the crisis, and (c) not looking down on opinions from advisors and those sincere about solving the problem even if some of the opinions were difficult to accept.

Specifying the message to be directed to the public. No doubt that the media plays a big role in influencing public opinion. Thus, it is essential to make the message specific with clear objectives, and identify the timing to tackle the crisis. We have to be cautious not to be hasty in delivering the message. Therefore, the Prophet (pbuh) did not make a hasty reaction to deliver his message to the Muslim community. Having asked for advice and consultation, the prophet ascended to the platform and said: “O Muslims, who would not excuse me to react to a man who defamed my family?” This statement carries several characteristics of good and effective press statements, which include: (a) Short, concise and goal-specific; (b) The prophet (pbuh) did not deny nor confirm the accusation but indicated that he did not know anything but good about his family and Safwan b. Mu’attal Sulami Dhakwini; (c) This statement is aimed at conveying a message that the Prophet does not know except which Allah made known to him, and that he should seek the opinions of the companions; and (d) To warn leaders not to give premature judgments.

Based on that, we can identify three important points when conveying a message: (a) Getting all relevant information about the matter in hand before making any



statement, for the worse mistake to commit is to give incorrect information; (b) If we do not know, we should not give any answer because it is very difficult to withdraw a statement we have previously made; and (c) Talk about the core of the problem and build credibility with the media. Therefore, it is important not to accuse others before investigating the real causes of the crisis, and that we should face the crisis in pursuit of having an effective solution to the crisis.

### **Stage Three: Post-Crisis Stage**

It is a big mistake to assume everything is fine when a crisis is over. We have learned from it and take it into consideration for future planning. Regarding the "False slander incident", after the acquittal of Aisha there were some lessons to be learnt from the crisis, one of which is that a crisis that people face may be for their benefits. In this regard, Allah says in the Qur'an:

*"Those who brought forward the lie are a body among yourselves: think it not to be an evil to you; On the contrary it is good for you: to every man among them (will come the punishment) of the sin that he earned, and to him who took on himself the lead among them, will be a penalty grievous." (Surah Al-Nur, 11).*

Another lesson that could be learned from crises is that when the crisis is over, it is important to convey the message directly to the affected people in stages. For instance, upon getting the Quranic verses which acquitted Aisha of the slander, the Prophet (pbuh) first smiled, then gave her the glad tiding about her guiltlessness, and finally read aloud the Qur'anic verses stating her innocence (Book 37, Hadith 6673,

Swahi Muslim). It is important to give due attention to the psychological impact of the crisis. Allah Says in the Qur'an:

*“Let not those among you who are endued with grace and amplitude of means resolve by oath against helping their kinsmen, those in want, and those who have left their homes in Allah's cause: let them forgive and overlook, do you not wish that Allah should forgive you? For Allah is Oft-Forgiving, Most Merciful.” (Surah Al-Nur, 22).*

Finally, people's mistakes or faults cannot be taken as justification for not utilizing their potentials, or to incapacitate their intellectual faculties. As such, from the post-crisis stage, the following observations concerning crises and how to deal with them could be made: (a) Give continuous care and attention to the public; (b) Keep an ongoing close observation and control until the severity is lessened; (c) Assessment of the crisis action plan, and how the management and the employees did responded; (d) Making use of the feedbacks by including them in the crisis management plan, and avoiding future crisis; and (e) Developing a long-term strategy of communication in order to minimize possible risks arising from the crisis.

## **2.12 Hypotheses of the Study**

The flowing hypotheses derived from the theoretical that will be tested as to find the answer to the possible relationship between there independent variable which are public relations roles, crisis communication strategy and organizational culture and the dependent variable which is crisis management. The hypotheses are elaborate from the research Question 1as tested on chapter one.

- H<sub>1</sub>: There is a positive relationship between Public relations role and crisis management in Yemen organizations.
- H<sub>2</sub>: There is a relationship between crisis communication strategies and crisis management in Yemen organizations.
- H<sub>3</sub>: There is a positive relationship between organizational culture and crisis management in Yemen organizations.

The following two hypotheses are proposed in research 4 and 5 as to find the answer to the following question as whether Islamic approach moderates the relationship between Public relations roles, crisis communication strategies, organizational culture and crisis management, therefore the hypotheses proposed are:

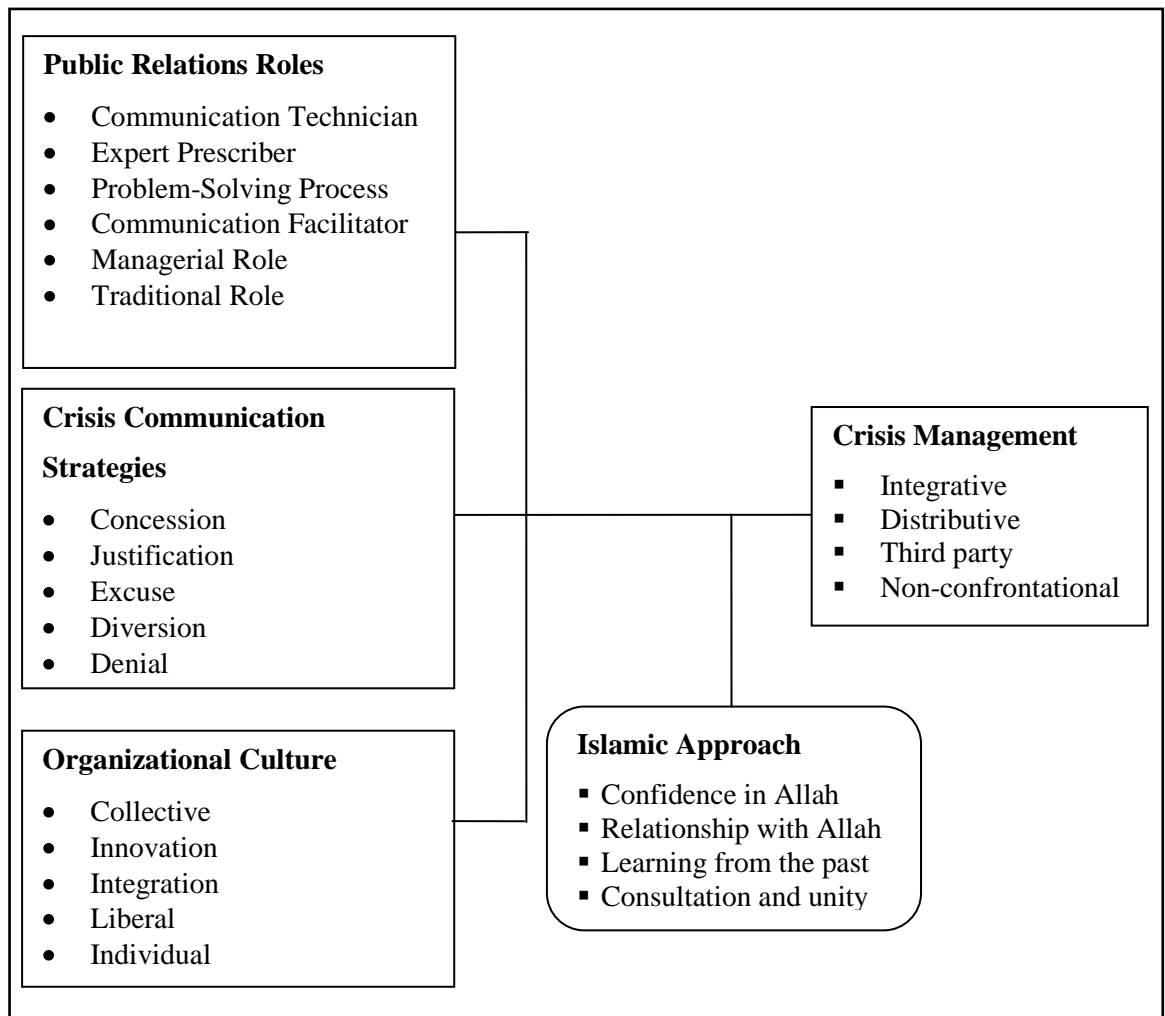
- H<sub>4</sub>: The Islamic Approach moderates the relationship between crisis communication strategies, public relations roles, organizational culture and crisis management in Yemen organizations.

The last three hypotheses which are actually the findings of this study as proposed in research question 3 will show whether or not there is difference in term of public relations roles, crisis communication strategies, organizational culture and crisis management

- H<sub>5</sub>: There is a difference in terms of public relations role between public and private sectors in Yemen.
- H<sub>6</sub>: There is a difference in terms of crisis communication strategies between public and private sectors in Yemen.
- H<sub>7</sub>: There is a difference in terms of organizational culture between public and private sectors in Yemen.

H<sub>8</sub>: There is a difference in terms of crisis management between organizational culture between public and private sectors in Yemen.

This study is designed to investigate how public relations role, crisis communication strategies, and organizational culture as independent variables influence crisis management as the dependent variable. The Islamic approach is incorporated into the model of public relations and crisis management to moderate the relationship between the independent variables and the dependent variable. Therefore, based on the theoretical framework in this study and consistent with the objectives of the study, the above hypotheses were identified and the relationship is represented in the conceptual framework below (see Figure 2.1).



*Figure 2.1: Conceptual Framework*

## **CHAPTER THREE**

### **RESEARCH METHOD**

#### **3.1 Introduction**

This chapter discusses the methods used in this study to answer the research questions stated in Chapter One. The method used to carry out this study is quantitative in nature. In general, this chapter seeks to elaborate issue related to how the current study is carried out including subject selection, instrumentation, data collection procedure, and data analysis. The chapter is organized in such a way that it discusses research design, population and sampling, data collection procedures, results of the pilot study, and data analysis.

#### **3.2 Research Design**

The research events in this study consist of a quantitative research design. The analyses from quantitative data confirm the validity and reliability of composite variables. In addition, the relationships of the variables and moderating model hypothesized in this study are tested. To do so, the strength of the relationship between the constructs using a single level multiple regression of the constructs is tested. The study is descriptive in nature. According to Sekaran (2003), a descriptive study is carried out with the purpose of ascertaining and describing the characteristics of the variables of interest in a situation. In the section that follows below, the quantitative research design that covers the research instrument as well as the locale of the study is discussed.

### **3.3 Quantitative Research Design**

The quantitative research method is a technique in which participants are selected randomly from the study population in an unbiased manner. It is used to provide a more holistic picture of the issue being studied including the target audience and the effectiveness of the program itself (Weinreich, 1996). Quantitative research adds meaning and detail to the study apart from the fact that it helps to identify the strengths and weaknesses that could not be achieved if only one method is used. The strengths of the quantitative paradigm are that its methods produce scientific, reliable data that are usually generalizable to some larger population.

Quantitative research is extensively used in both the natural sciences and social sciences. It is also used as a way to research different aspects of education. The term quantitative research is most often used in the social sciences in contrast to qualitative research. In order to gather information about how public relation roles and its strategies can be used in crisis management, the researcher design a self-administered questionnaire comprising the following six main sections: (1) demographic data of the organization, (2) the role of public relations, (3) crisis communication strategies, (4) crisis management, (5) measures of organizational culture, and (6) the Islamic approach to crisis management.

### **3.4 Population and Sampling Procedure**

The targeted population of this study is public relations managers who work in public and private organizations in Yemen. There are about 325 organizations based on the data from the Ministry of Home Affairs (2008). Out of 325 Organizations,

237 are public organizations and 88 private organizations. Public organizations represent 73% while the private represent 27% of total number of organizations in Yemen.

Consistent with Zikmund (2000), the stratified random sampling technique was adopted for this study because it considers the size of the sample as well as the variation in each group of the population by selecting a separate random sample from each subgroup rather than a single random sample from the entire group. Stratified sampling increases statistical effectiveness, thus satisfying the requirement for improved quality of data. The organizations were selected based on size. In other words, the researchers selected the organizations with the largest number of employees. Only organizations with a total number of employees exceeding 100 were included in the sample. In each selected organization, a senior officer was contacted asking for permission for the participation of the employees in the study. The rule was that the respondents had to be from the public relations department or at least involved in the public relations role. The public relations managers were those responsible in managing and handling public relations roles in the organization in both public and private sectors. When given the green light to conduct the study in that organization, the public relation managers were contacted to participate in the survey. However, some of the organizations did not have public relation managers, so the person in charge of public relations was contacted to participate in the survey.

*Table: 3.1: Summary of Sample Selection*



	<b>Public</b>	<b>Private</b>	<b>Total</b>
Population	237	88	325
Sample	148	44	164

As Baxter and Babbie (2004) pointed out, in sampling, a set of elements are chosen from the population in a way that the characteristics of the elements correctly represent the parameters of the total population. In line with the stratified sampling technique, the researcher allowed a 5 percent error level and a 90 percent confidence interval to select a minimum required sample size, which came up to about 148 consisting of about 104 participants in public organizations and 44 participants in private organizations. To satisfy this minimum requirement, the researcher needed to distribute 164 questionnaires based on an estimated 90 percent response rate. However, to increase the representativeness of the population, the researcher decided to distribute a total of 200 questionnaires by hand and waited to collect the responses on the spot. In some cases, an appointment was made to collect the responses the following day. All the distributed questionnaires were collected and thus the response rate was 100 percent.

### **3.5 Research Instrumentation**

Since the survey was conducted in Yemen and because the questionnaire was originally developed in English, thus, it was necessary to translate the instrument into the Arabic language. In order to ensure that the Arabic version correctly reflects the meaning and nuances of the original instrument, the researcher asked two of the

academic staff at the Department of public relations, Sana'a University to provide the appropriate translation of the items in the original version of the questionnaire. Both academicians were native Arabs. One of them is interested in knowledge management issues, and he had graduated from Cairo University. The other is interested in Islamic perspective, and he is lecturer at International Islamic University Malaysia. In the initial translation process, Arabic text for all English language words and phrases of the questionnaire were utilized. Each of the academicians independently took one week on the translation. After that, each translation was evaluated. Both academicians shared very close translations for the majority of the items. Some items were re-worded to be understood in the Yemeni context. Thus, some revisions for more understandable meaning were made. Additionally, to make sure that the items in the Arabic questionnaire have similar meaning with those items in the original version, back translation was conducted through an academician from the Department of English Language in the Faculty of Arts, Sana'a University. Words or expressions were compared and revised until consensus was attained.

Basically, this study has five variables which are public relations roles, crisis communication strategies, organizational culture, crisis management and Islamic approach. The dependent variables for this study are public relations roles, crisis communication strategies, and organizational culture. And the independent variable for this study is crisis management. Islamic approach, on the other hand is the moderating variable. Independent variable by looking at the model advanced in this study. Public relations roles, which are conceptualized in four dimensions, the

diminutions of which originated from Broom (1982) indicating the following four roles frequently played by public relations practitioners: communication technician, communication facilitator, expert prescribers and solving problem (Broom & Smith, 1984). The diminution has the following elements to measure public relations roles and a total of 34 statements are used to measure the variables. The instrument has been tested in western countries and in Arab countries.

Crisis communication strategies are conceptualized in five dimensions: Concession, Justification, Excuse, Diversion, and Denial used by Hung Hsuan Lin and Su (2005). A total of 19 statements are used to measure the variable. In order to measure organizational culture, this study adopted the questionnaire from Sriramesh, Grunig and Dozier (1996). A total of 48 statements are used to measure the variable. The measures use a five-point Likert scale for measuring each item. The Likert scale is designed to examine how strongly the respondents agree or disagree with certain statement which represent an item of the measurement scale. Islamic approach is assumed to be the moderating variable in this study. The instrument, which is and self-constructed, adopts a number of statements from various sources, is used to measure the crisis communication strategies employed in the public and the private sectors in Yemen. A total number of 24 statements are used to measure the Islam approach variable. In order to measure crisis management, this study adopted the questionnaire from Huang (2001). A total number of 16 items are used to measure four dimensions including integrative, distributive, third party and non-confrontation.

All measures use a five-point Likert scale for measuring each item. The Likert scale is designed to examine how strongly the respondents agree or disagree with certain statement which represent an item of the measurement scale (Sekaran, 2003). The respondents were asked to indicate the degree to which they agreed or disagree with each statement. With five-point Likert scale, this study used 1 to represent strongly disagree; 2 to represent disagree; 3 to represent neutral; 4 to represent agree; and 5 to represent strongly agree.

The survey instrument was divided into various sections based on the variables. For instance, the first section of the instrument was intended to obtain demographic information of the respondents and their organizations. Subsequent sections were based on the variables used in the study including public relations role, crisis communication strategies, organizational culture, crisis management and Islamic approach.

### **3.6 Data Collecting Procedure**

The population of this study consisted of all public relations managers in public and private sectors in Yemen. In order to collect empirical data, questionnaires were prepared, and a cover letter was attached to each questionnaire that outlined the purpose of the study. The questionnaires were personally distributed and administered by the researcher from 25<sup>th</sup> November 2009 to the end of March 2010. To have a good response rate, the methods of distributing the questionnaires personally were chosen. The Yemeni culture in such situations appreciates the personal presence of the researcher. This is what the researcher perceived from the

respondents' hospitality especially when they knew that the researcher came from long distance. The data collected were checked, coded, and entered into the Statistical Package for Social Sciences (SPSS) version 16 for the purposes of data analysis. Prior to the major statistical analyses, preliminary data analyses were conducted to test the internal reliability, the assumptions of the parametric statistical tests, and the construct validity. Details of these tests are in the following section.

### **3.7 Data Analysis**

Completed questionnaires were analyzed using SPSS for Windows Release 16.0, chosen for its ability to perform various statistical applications as well as for its strengths and user friendliness. Correlation analysis will be used to determine the relationship of the variables of the study, especially between each of the scales of crisis communication strategies, public relations role, organizational culture, and the Islamic approach to crisis management. Descriptive statistics to describe the characteristic of respondents, factor analysis and relationship between variable, and hierarchical regression analysis to test the impact of independent variables on dependent variable which include frequencies, percentages, means and standard variations, as well as the influence of the moderating factor on the dependent variables.

The hypothesis of the study would be tested by using multiple regressions to determine the complex relationship among these variables. The multiple regressions will be used to test the proposed model and it serves as a tool to validate the underlying structure of crisis management. Specifically, multiple regressions is a

statistical technique that combines more than one variable, which enables the researcher to assess quite complex interrelated independent relationships and their effect on dependent variables.

Multiple regressions use a number of independent variable to predict the dependent variable. Multiple regressions are closely connected to Pearson's correlation. Regression is a powerful tool for summarizing the nature of the relationship between variables and for making prediction of likely values of the dependent variable. The idea of regression is to summarize the relationship between two variables by producing a line which fits data.

### **3.7.1 Pre-Test**

Pre-test is very important before using the questionnaire to gather data. Those who conduct pre-test are a prudent researcher (Cavana, Delahaye & Sekaran, 2001). They state that among the most important pre-test exercise are face validity, content validity, and a pilot study. Researcher should make sure that questions in the instrument are understood, appropriate and reflect the goal of the study. Sekaran (2002) clarifies that pre-testing survey questions is the test of the understandability and appropriateness of the questions planned to be included in a regular survey.

After the full revision of translation, two public relations experts in offering their comments on the questionnaire in terms of clarity and understandability of words and variables. These experts are lecturer and graduate from the department of mass communication at Sana a university. Their feedback was encouraging and some comments were mentioned which did not lead to any significant changes.

The purpose of pilot study is to test and improve the validity and reliability of the research instrument. This procedure is necessary before performing the actual data collection to ensure that respondents understood the instructions and the questions asked. It was undertaken in May 2009. Therefore, the instruments were -tested before prior to the actual study. The main reason for performing a pilot test is to reduce measurement error and increase reliability and validity of the research, and in particular of the research design and methodology.

To verify the validity and reliability of the instrument after translation process and before conducting the actual study, it was tested for its clarity, validity, and reliability. The instrument was piloted by administering it to 50 public relations officers in public and private sectors in Sana'a. The results of the pilot study were subjected to factor analysis and reliability tests in order to determine the reliability and the validity of the items in the questionnaire. The pilot study was designed to provide the researcher with an opportunity to improve both the format and the language features of the research instrument before administering it in the actual data collection process. The pilot tests strengthened the questionnaire, which was particularly beneficial when translating the English questionnaire into Arabic language to engage with the Arab public relations managers of public and private sectors in Yemen.

### **3.7.2 Reliability Test**

The reliability of an instrument refers to its ability to produce consistent and stable measurements. Kumar (1996) explains that reliability can be seen from two sides:

reliability (the extent of accuracy) and unreliability (the extent of inaccuracy). To test the reliability of the pilot study, the test employed internal consistency method measured by Cronbach's alpha.

The reliability is expressed as a coefficient between 0 and 1.00. The higher the coefficient the more reliable is the test. The most common reliability coefficient is the Cronbach's alpha which estimates internal consistency by determining how all items on a test relate to all other items and to the total test - internal coherence of data. As the measurement of instrument used in this study was the questionnaire constructed in several questions, the measurement instrument used is the internal consistency by Cronbach's coefficient. Cronbach's alpha implies to the positive relationship of one item with another. Acceptable Cronbach's alpha is .70. For this instance the reliability of instrument in each dimension in this study is still acceptable if the Cronbach's alpha is greater than 0.5. (Hair, et al., 1998) Alpha score for each dimension in public relations roles, crisis communication strategies, organizational culture, crisis management, Islamic approach are as follows: Table 3.2.

*Table 3.2: Cronbach's Alpha of the Variables*

<b>Variables</b>	<b>N of item</b>	<b>Alha (Pre test)</b>	<b>Alpha (Actual)</b>
1. Public relations roles	34	0.881	0.94
2. Crisis communications strategies	16	0.920	0.89
3. Organizational culture	48	0.958	0.82



4. Islamic approach	24	0.936	0.75
5. Crisis management	19	0.920	0.93

---

The result of pilot study showed that Cronbach's alpha reliability coefficient for the five variables were in the range of 0.881 to 0.958 with overall estimation for the entire scale is 0.9508 and the coefficient alpha for first variable which is public relations roles (0.881), crisis communication strategies (0.920), organizational culture (0.958) and Islamic approach as moderating (0.936) for the dependent variable crisis management is 0.920 indicating that this instrument is a reliable measure. A measure should have a Cronbach's alpha of at least 0.6 or 0.7 and preferably closer to 0.9 to be considered useful (Aron & Aron, 2002; Sekaran, 2002).

### **3.7.3 Validity Test**

Validity refers to the extent to which an empirical measure adequately reflects the real meaning of the concept under consideration (Babbie, 2005). It is evidence that the instrument, technique or process used to measure a concept does indeed measure the intended concept (Cavana, Delahaye & Sekaran, 2001).

In this study the researcher has conducted the validity of the instrument through the following procedure. For content validity, the researcher conducted the literature review of public relations roles and related studies. The researcher has studied the theories related to the independent variables. Highly selected articles, dissertation and journals of public relations and communication management selected research have contributed significantly to the researcher's understanding of public relations

position in crisis management. To test the validity of instruments factor analysis was used.

#### **3.7.3.1 Public Relations Roles**

A factor analysis with varimax rotation was done to validate whether the respondents perceived the three constructs to be distinct. The results showed a seven (7) factors solution with eigenvalues greater than 1.0 and the total variance explained was 75.73% of the total variance. KMO measure of sampling adequacy was 0.611 indicating sufficient intercorrelations while the Bartlett test of Sphericity as significant chi square = 1473.04,  $p < 0.01$ . The criteria used by Igbaria et al., 1995 to identify and interpret factor were: each item should load 0.50 or greater on one factor and 0.35 or lower on the other factor.

Table 3.1 shows that result of the factor analysis. These result confirm that each of these constructs is unidimensional and factorally distinct and all items used to measure a particular constructs loaded on single factor. According to Hair Anderson, Tatham and Black (1998) the minimum acceptable value of KMO is 0.50 or above. Besides that, the Bartlett's test of sphericity should produce a significant chi-square value. Factor analysis is used for data reduction and summarization. The construct used in this analysis is the total public relations roles, which is consist of 34 items. The following steps are performed to know if factor analysis can be done on the construct.

The first method is to look at the Eigenvalue of each factor in order to determine the number of factors that will be included in the factor analysis. Table 3:3 reports the

Eigenvalue and the percentage variance explained by each factor. The benchmark of Eigenvalue to be considered for the factor analysis is to be more than one. The results showed a seven (7) factor solution with eigenvalues greater than 1.0 and the total variance explained was 1.188 of the total variance.

The second method is to look at the percentage of variance explained by each factor. The percentage of variance criterion is an approach based on achieving a specified cumulative percentage of total variance extracted by successive factors. The purpose is to ensure practical significance for the derived factors by ensuring that they explain at least a specified amount of variance. The rule of thumb adopted was ‘the higher the percentage of the variance of a single factor, the higher the possibility of its inclusion in factor analysis’. Table 3:3 reports the percentage of variance for each factor, it is reported that the total of the percentage of variance explained by the seven factors collectively is 75.73%. Therefore, it is applicable to include the seven factors.

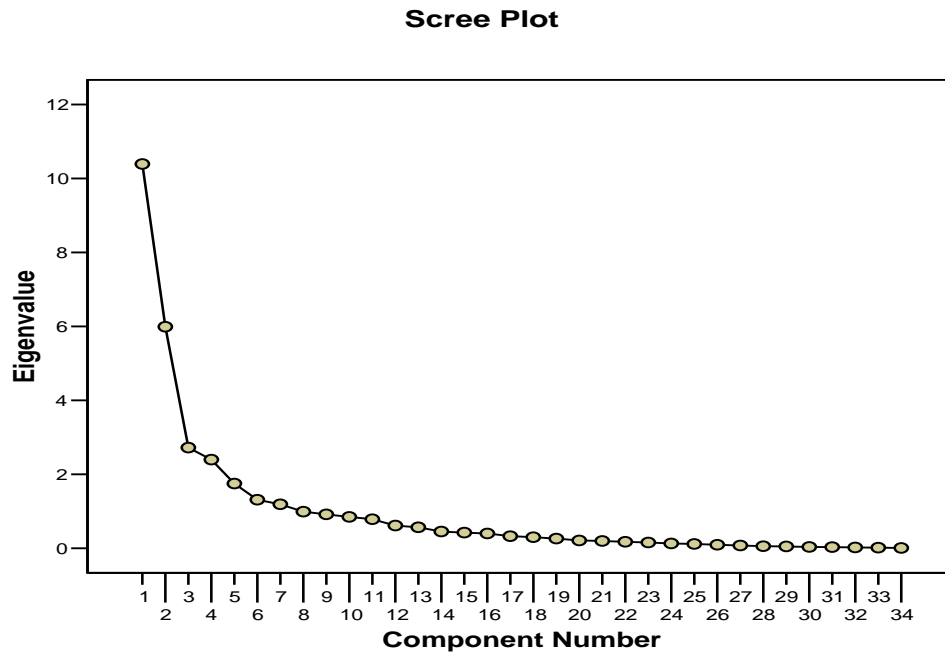
*Table 3.3: Eigenvalue and Total Variance Explained for Public Relations Role Measurement*

Component	Extraction Sums of						Rotation Sums of		
	Initial Eigenvalues			Squared Loadings			Squared Loadings		
	% of		Cumulative	% of		Cumulative	% of		Cumulative
	Total	Variance	%	Total	Variance	%	Total	Variance	%
1	10.392	30.564	30.564	10.392	30.564	30.564	6.744	19.836	19.836
2	5.990	17.617	48.181	5.990	17.617	48.181	5.048	14.847	34.684
3	2.721	8.004	56.185	2.721	8.004	56.185	3.611	10.622	45.305
4	2.396	7.048	63.233	2.396	7.048	63.233	3.482	10.242	55.548
5	1.749	5.145	68.378	1.749	5.145	68.378	3.009	8.850	64.398

Component	Extraction Sums of						Rotation Sums of		
	Initial Eigenvalues			Squared Loadings			Squared Loadings		
	% of		Cumulative	% of		Cumulative	% of		Cumulative
	Total	Variance	%	Total	Variance	%	Total	Variance	%
6	1.313	3.861	72.239	1.313	3.861	72.239	2.416	7.106	71.504
7	1.188	3.495	75.734	1.188	3.495	75.734	1.438	4.229	75.734
8	.990	2.911	78.644						
9	.917	2.696	81.340						
10	.848	2.494	83.834						
11	.785	2.308	86.142						
12	.614	1.806	87.948						
13	.567	1.667	89.614						
14	.452	1.330	90.945						
15	.422	1.242	92.187						
16	.400	1.176	93.363						
17	.328	.964	94.326						
18	.299	.878	95.204						
19	.261	.769	95.973						
20	.211	.620	96.594						
21	.196	.577	97.171						
22	.175	.514	97.684						
23	.156	.458	98.142						
24	.129	.381	98.523						
25	.116	.342	98.865						
26	.095	.279	99.144						
27	.075	.220	99.365						
28	.056	.164	99.529						
29	.049	.144	99.672						
30	.035	.103	99.776						
31	.031	.091	99.866						

Component	Extraction Sums of						Rotation Sums of		
	Initial Eigenvalues			Squared Loadings			Squared Loadings		
	% of		Cumulative	% of		Cumulative	% of		Cumulative
	Total	Variance	%	Total	Variance	%	Total	Variance	%
32	.022	.066	99.932						
33	.015	.045	99.977						
34	.008	.023	100.000						

The third method is the Scree plot. Scree plot test is used to identify the optimum number of factors that can be extracted before the amount of unique variance begins to dominate the common variance structure. The Scree plot technique used is to examine at the minimum Eigenvalue of one and how many items intercept with it at that point. Then it will be decided on how many items to be included. Figure 3.1 shows that about 8 to 9 factors can be extracted from the analysis. The Scree plot analysis shows that the intercept of factor become flat after 8 to 9 factors are extracted.



*Figure 3.1: The Scree Plot for Determining the Number of Factors*

Third, to determine which and how many items are to be included in public relations measurement, we based on varimax rotated component matrix to retain items that significantly loaded in the measurement. Based on Hair et al. (1998) items that load more than 0.5 are consider as highly loaded and items with less than 0.5 will be eliminated for further. **Table 3.4** reports each factor and what items are included in it. This is important because some items may not be consistent with others in terms of theory.

*Table 3.4: Factor Loading for Public Relations Roles Measurement*

Dimension/item	Component						
	1	2	3	4	5	6	7

<b>A:</b>	
7I work with the directors to raise their skills in solving or avoiding problems of the public relation.	.752
11 I encourage participation of the supreme management when taking the decisions of the public relations.	.615
12 I bear responsibility of the success or failure of the public relations programs in the organization.	.764
13 I prepare (produce) the leaflets, booklets or other printings	.764
14 I inform the others in the organization what the information means write or broadcast about the organization.	.684
15 I inform my organization members about information that appear in print and electronic media.	.841
16 I work with top management to design public relations programs for my organization.	.816
24 I write the communication policy of the organization based on researches results.	.591
25 The communication policies written by me is research based.	.796
26 I share the supreme management in the meetings held.	.646
<b>B:</b>	
1 In writing the public relations letter, I focus on the issues & matters that organization.	.754
2 I have entire freedom in taking the administrative decisions related to my field.	.864
3 I inform the supreme management about the general reaction towards policies, steps and behaviors of the organization.	.879
4 I identify the public relations problems & explain them for the others in the organization.	.759
6I photocopy & prepare the drawings for the materials & printings of the public relations.	.586
8 I plan & provide recommendations regarding the	.652

procedures for solving the problems of the public relation.	
9 My duty is to perform the technical works related to production of public relations materials.	.621
10 I urge the supreme management to encourage the organization's audience to display their points of view.	.595
<b>C:</b>	
17 Due to my experience & training, the others consider me as an expert in solving the organization's problems.	.886
18 I conduct studies for assessing the communication performance to know the communication problems between the organization & its different audience.	.741
19 I work as a consultant for the supreme management then taking the decision.	.814
23 I state the alternatives for solving the problems when I work with the directors in the public relations.	.704
<b>D:</b>	
5 I work towards involving the supreme, management in every step of the public relations programs.	-.433
31 My work is only limited to receive & depart the delegations that visit the organization.	.616
32 I organize the visits paid by the delegations into the different regions.	.732
33 I perform more secretariat task than public relations task in my organization.	.867
34 I conduct the works of having the passports, visas & reservations of the organizations' officers.	.726
<b>E:</b>	
27 I put the plans of the communication policy for the organization.	.560



28 I negotiate with the supreme management regarding the budget of running the communication activities.	.792
29 I always meet the senior directors of the organization & provide them with consultations & recommendations about the public relations & different matters	.854
30 When I submit my recommendation about making some changes in the organization's policy, the supreme management often takes such recommendation.	.850
<b>F:</b>	
20 I perceive that the others in the organization consider me responsible for the success or failure of the public relations programs.	.706
21 I perform communications with information means and prepare the press reports.	.799
22 I represent the organization in the public occasions & meetings.	.653

### 3.7.3.2 Crisis Communication Strategies

A factor analysis with varimax rotation was done to validate whether the respondents perceived the constructs to be distinct. The results showed a four (4) factors solution with eigenvalues greater than 1.0 and the total variance explained was 78.95% of the total variance (Table 4). KMO measure of sampling adequacy was 0.705 indicating sufficient intercorrelations while the Bartlett test of Sphericity as significant chi square = 836.123,  $p < 0.01$ . The criteria used by Igbaria et al., 1995 to identify and interpret factor were: each item should load 0.50 or greater on one factor and 0.35 or lower on the other factor. **Table 3:5** shows that result of the factor analysis.

Factor analysis is used in this study for these items significantly loaded the variables will be ration for farther analysis. According to Hair etc al 1998) noted that in social science items with 0.5 and above is consider highly loaded. Therefore in this study adopt this approach, who items more than 0.5 will ration and less than 0.5 will delete data reduction and summarization. The construct used in this analysis is the total public relations roles, which is consist of 38 items.

The first method is to look at the Eigenvalue of each factor in order to determine the number of factors that will be included in the factor analysis. Table 5 reports the Eigenvalue and the percentage variance explained by each factor. The benchmark of Eigenvalue to be considered for the factor analysis is to be more than one. The results showed a four (4) factors solution with eigenvalues greater than 1.0 and the total variance explained was 1.100 of the total variance.

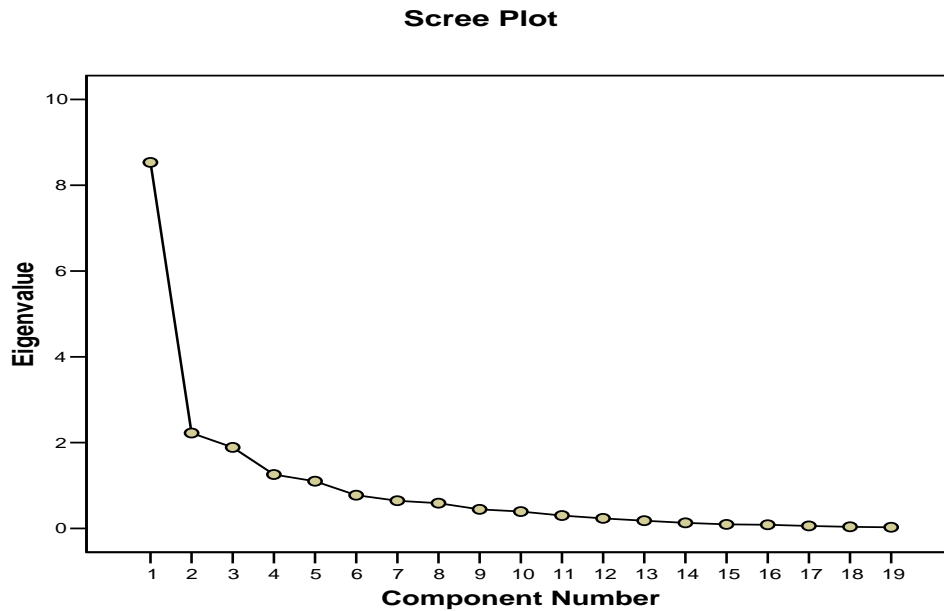
The second method is to look at the percentage of variance explained by each factor. The percentage of variance criterion is an approach based on achieving a specified cumulative percentage of total variance extracted by successive factors. The purpose is to ensure practical significance for the derived factors by ensuring that they explain at least a specified amount of variance. The higher the percentage of the variance of a single factor, the higher the possibility of its inclusion in factor analysis. **Table 3:5** reports the percentage of variance for each factor, it is reported that the total of the percentage of variance explained by the four factors collectively is 78.95%. Therefore, it is applicable to include the four factors.

*Table 3.5: Eigenvalue and Total Variance Explained for Crisis Communication Strategies*

Component	Extraction Sums of Squared						Rotation Sums of Squared		
	Initial Eigenvalues			Loadings			Loadings		
	% of		Cumulative	% of		Cumulative	% of		Cumulative
	Total	Variance	%	Total	Variance	%	Total	Variance	%
1	8.532	44.905	44.905	8.532	44.905	44.905	4.805	25.290	25.290
2	2.224	11.706	56.611	2.224	11.706	56.611	3.016	15.872	41.162
3	1.888	9.938	66.548	1.888	9.938	66.548	2.713	14.277	55.439
4	1.257	6.614	73.163	1.257	6.614	73.163	2.490	13.107	68.546
5	1.100	5.791	78.954	1.100	5.791	78.954	1.977	10.408	78.954
6	.775	4.080	83.034						
7	.646	3.403	86.436						
8	.589	3.100	89.536						
9	.445	2.341	91.877						
10	.394	2.072	93.949						
11	.301	1.582	95.532						
12	.234	1.232	96.764						
13	.180	.950	97.713						
14	.130	.685	98.399						
15	.095	.498	98.896						
16	.086	.452	99.348						
17	.058	.307	99.655						
18	.038	.202	99.857						
19	.027	.143	100.000						

The third method is the Scree plot. Scree plot test is used to identify the optimum the optimum number of factors that can be extracted before the amount of unique variance begins to dominate the common variance structure. Scree plot technique

used is to look at the minimum Eigenvalue of one and how many factors intersect with it at that point, then it is decided how many factors intercept to be included.



*Figure 3.2: The Scree Plot for Determining the Number of Factors*

Third, to determine which and how many items are to be included in, crisis communication strategies, we based on varimax rotated component matrix to retain items that significantly loaded in the measurement. Based on Hair et al. (1998) items that load more than 0.5 are consider as highly loaded and items with less than 0.5 will eliminate for further **Table 3:6** reports each factor and what items are included in it. This is important because some items may not be consistent with other in terms of theory.

*Table 3.6: Rotated Component Matrix for Crisis Communication Strategies Measurement*

Dimension/Item	Component			
	1	2	3	4
<b>A:</b>				
2 My organization promised to change its policy.	.637			
5 My organization provided the public with adaptive information	.628			
7 My organization promised to right the wrong and/or make proactive actions for the future.	.703			
8 My organization stated that the event is not as serious as outside view	.747			
9 My organization stated that it is one of the victims.	.577			
10 My organization reduced the outside attack by emphasizing former positive records or favorable actions.	.767			
15 My organization built a new issue to disperse the attack focus.	.654			
<b>B:</b>				
1 My organization admitted the accused act		.585		
3 My organization promised to compensate the victims.		.869		
4 My organization provided the public with instructive information		.877		
12 My organization reframed the facets or the causes of the event in a more advantageous angle.		.704		
<b>C:</b>				
14 My organization stated that the event stems from its good intentions.			.531	
16 They rotate among areas such as marketing, operations sales, engineering, personnel, or similar functions.			.741	
17 My organization showed regards and/or distress to express feelings			.682	
18 My organization compared the event with other similar or more offensive crisis event			.816	
19 My organization issued a denial of the accused			.671	
<b>D:</b>				
6 My organization apologized and/or asked for forgiveness				.739
11 My organization attacked the accuser or the accusation				.809

### 3.7.3.3 Crisis Management

A factor analysis with varimax rotation was done to validate whether the respondents perceived the three constructs to be distinct. The results showed a seven (7) factors solution with eigenvalues greater than 1.0 and the total variance explained was 77.00% of the total variance. KMO measure of sampling adequacy was 0.751 indicating sufficient intercorrelations while the Bartlett test of Sphericity as significant chi square = 1444.94,  $p < 0.01$ . The criteria used by Igbaria et al. (1995) to identify and interpret factor were: each item should load 0.50 or greater on one factor and 0.35 or lower on the other factor. **Table 7** shows that result of the factor analysis. These result confirm that each of these constructs is unidimensional and factorally distinct and all items used to measure a particular constructs loaded on single factor.

Factor analysis is used for data reduction and summarization. The construct used in this analysis is the total public relations roles, which is consist of 33 items. The following steps are performed to know if factor analysis can be done on the construct. The first method is to look at the Eigenvalue of each factor in order to determine the number of factors that will be included in the factor analysis. Table 8 reports the Eigenvalue and the percentage variance explained by each factor. The benchmark of Eigenvalue to be considered for the factor analysis is to be more than one. The results showed a seven (7) factor solution with eigenvalues greater than 1.0 and the total variance explained was 1.188 of the total variance.

The second method is to look at the percentage of variance explained by each factor. The percentage of variance criterion is an approach based on achieving a specified cumulative percentage of total variance extracted by successive factors. The purpose is to ensure practical significance for the derived factors by ensuring that they explain at least a specified amount of variance. The higher the percentage of the variance of a single factor the high the possibility of its inclusion in factor analysis. Table 3:7 reports the percentage of variance for each factor, it is reported that the total of the percentage of variance explained by the seven factors collectively is 77.00%. Therefore, it is applicable to include the seven factors.

*Table 3.7: Eigenvalue and Total Variance Explained for Crisis Management Measurement*

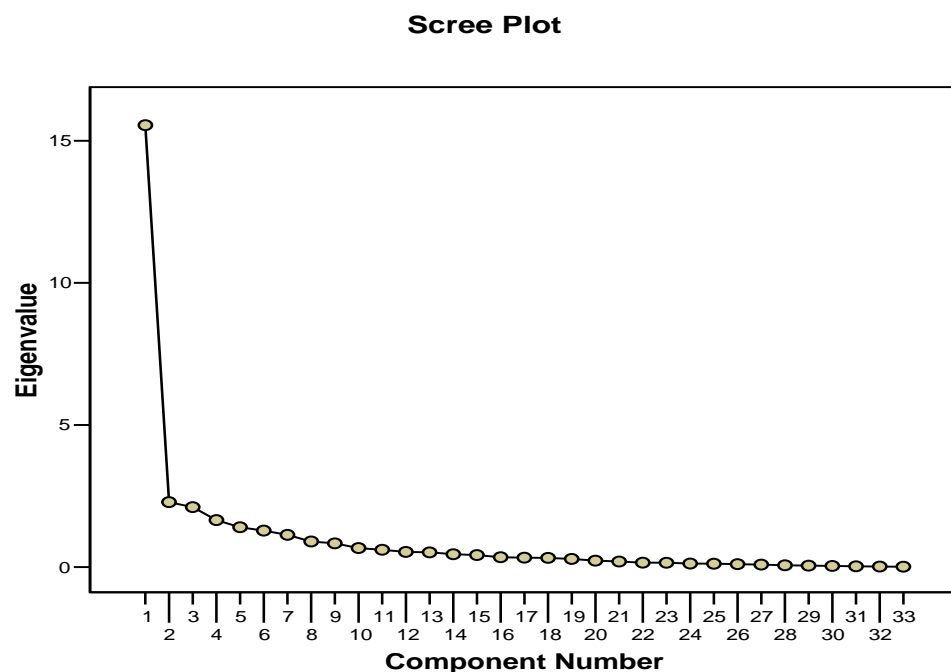
Component	Extraction Sums of Squared						Rotation Sums of Squared		
	Initial Eigenvalues			Loadings			Loadings		
	% of		Cumulative	% of		Cumulative	% of		Cumulative
	Total	Variance	%	Total	Variance	%	Total	Variance	%
1	8.321	52.006	52.006	8.321	52.006	52.006	4.663	29.147	29.147
2	1.183	7.392	59.397	1.183	7.392	59.397	3.361	21.009	50.155
3	1.115	6.970	66.368	1.115	6.970	66.368	2.594	16.212	66.368
4	.972	6.073	72.441						
5	.752	4.700	77.141						
6	.655	4.091	81.232						
7	.517	3.234	84.466						
8	.462	2.890	87.357						
9	.402	2.512	89.869						
10	.322	2.013	91.882						
11	.304	1.900	93.782						
12	.293	1.831	95.612						

---

13	.257	1.607	97.220
14	.178	1.115	98.335
15	.157	.983	99.317
16	.109	.683	100.000

---

The third method is the Scree plot. Scree plot test is used to identify the optimum number of factors that can be extracted before the amount of unique variance begins to dominate the common variance structure. The Scree plot technique used is to look at the minimum Eigenvalue of one and how many factors intercept with it at that point, then it is decided how many factors to be included. Figure 3.3 shows that about 8 to 9 factors can be extracted from the analysis. The Scree plot analysis shows that the intercepts of factor become flat after the factors are extracted.



*Figure 3.3: The Scree Plot for Determining the Number of Factors*



Third, to determine which and how many items are to be included items in crisis management, based on varimax rotated component matrix to retain items that significantly loaded in the measurement. Based on Hair et al. (1998) items that load more than 0.5 are consider as highly loaded and items with less than 0.5 will eliminate for further analysis. The method applied to get the above results is the principle component analysis. Table 3:8 reports each factor and what items are included in it. This is important because some items may not be consistent with other in terms of theory.

*Table 3.8: Rotated Component Matrix for Crisis Management*

Dimension/Item	Component		
	1	2	3
<b>A:</b>			
5 We would strongly adhere to their point of view until we nodded in agreement	.757		
8 We would use the power of interest groups to pressure us into conceding.	.636		
10 We would use a third-party as negotiator or mediator to resolve the conflict	.581		
11 We would search for a third party to act as a go-between to ease both sides' embarrassment	.640		
12 We would ask a higher level person to apply pressure, hoping we might concede	.673		
14 We would claim that they had limited power to avoid conflict	.644		
15 We would avoid addressing crisis issues	.765		
16 We would claim that the problem was trivial and did not necessitate the attention of either side.	.744		
<b>B:</b>			
1 We would apply pressure (e.g., by raising one's voice or frowning) so that we might make concessions		.824	
2 My organization synthesizes both sides' opinions and try to work out a		.749	

mutually acceptable plan.	
3 My organizations come up with creative ideas in resolving the argument.	.631
4 We would suggest that both sides sit down to discussions and jointly seek out a way to solve the problem	.636
6 We would apply pressure (e.g., by raising one's voice or frowning) so that we might make concessions	.547
<b>C:</b>	
7. We would ask a higher level person to apply pressure, hoping we might concede	.768
9 We would use the power of interest groups to pressure us into conceding.	.867
13 We would keep silent to prevent any conflict of opinion	.506

#### 3.7.3.4 Organizational Culture

A factor analysis with varimax rotation was done to validate whether the respondents perceived the three constructs to be distinct. The results showed a three (3) factors solution with eigenvalues greater than 1.0 and the total variance explained was 66.37% of the total variance. KMO measure of sampling adequacy was 0.873 indicating sufficient intercorrelations while the Bartlett test of Sphericity as significant chi square = 464.72,  $p < 0.01$ . The criteria used by Igbaria et al. (1995) to identify and interpret factor were: each item should load 0.50 or greater on one factor and 0.35 or lower on the other factor. Table 10 shows that result of the factor analysis. These result confirm that each of these constructs is unidimensional and factorally distinct and all items used to measure a particular constructs loaded on single factor.

Factor analysis is used for data reduction and summarization. The construct used in this analysis is the total public relations roles, which is consist of 16 items. The following steps are performed to know if factor analysis can be done on the construct.

The first method is to look at the Eigenvalue of each factor in order to determine the number of factors that will be included in the factor analysis. Table 11 reports the Eigenvalue and the percentage variance explained by each factor. The benchmark of Eigenvalue to be considered for the factor analysis is to be more than one. The results showed a three (3) factor solution with eigenvalues greater than 1.0 and the total variance explained was 1.155 of the total variance.

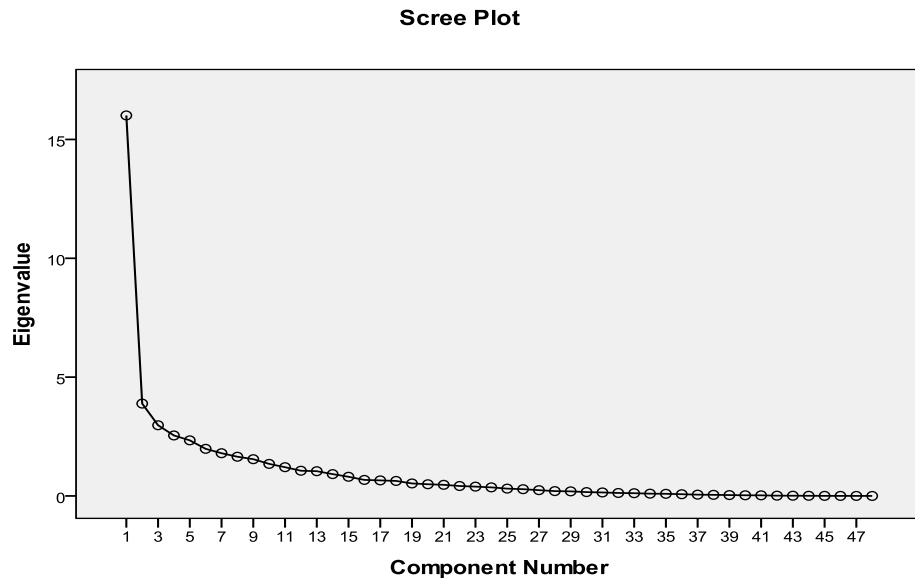
The second method is to look at the percentage of variance explained by each factor. The percentage of variance criterion is an approach based on achieving a specified cumulative percentage of total variance extracted by successive factors. The purpose is to ensure practical significance for the derived factors by ensuring that they explain at least a specified amount of variance. The following rule of thumb was adopted: The higher the percentage of the variance of a single factor the high the possibility of its inclusion in factor analysis. Table 3:9 reports the percentage of variance for each factor, it is reported that the total of the percentage of variance explained by the three factors collectively is 66.37%. Therefore, it is applicable to include the three factors.

*Table 3.9: Eigenvalue and Total Variance Explained Organizational Culture Measurement*

Component	Extraction Sums of Squared						Rotation Sums of Squared		
	Initial Eigenvalues			Loadings			Loadings		
	% of		Cumulative	% of		Cumulative	% of		Cumulative
	Total	Variance	%	Total	Variance	%	Total	Variance	%
1	16.010	33.354	33.354	16.010	33.354	33.354	10.709	22.310	22.310
2	3.886	8.096	41.450	3.886	8.096	41.450	4.587	9.556	31.866
3	2.975	6.198	47.647	2.975	6.198	47.647	3.589	7.477	39.343
4	2.545	5.301	52.948	2.545	5.301	52.948	2.726	5.680	45.023
5	2.339	4.873	57.821	2.339	4.873	57.821	2.525	5.260	50.283
6	1.982	4.129	61.951	1.982	4.129	61.951	2.298	4.787	55.069
7	1.798	3.746	65.696	1.798	3.746	65.696	2.203	4.589	59.658
8	1.650	3.438	69.134	1.650	3.438	69.134	1.964	4.093	63.751
9	1.547	3.222	72.356	1.547	3.222	72.356	1.937	4.034	67.785
10	1.349	2.810	75.166	1.349	2.810	75.166	1.821	3.794	71.580
11	1.210	2.521	77.687	1.210	2.521	77.687	1.773	3.694	75.274
12	1.061	2.210	79.897	1.061	2.210	79.897	1.671	3.482	78.756
13	1.041	2.169	82.066	1.041	2.169	82.066	1.589	3.310	82.066
14	.918	1.913	83.980						
15	.807	1.681	85.661						
16	.675	1.405	87.066						
17	.654	1.363	88.429						
18	.632	1.316	89.745						
19	.526	1.096	90.840						
20	.492	1.025	91.865						
21	.468	.975	92.840						
22	.418	.871	93.711						
23	.392	.817	94.528						
24	.360	.751	95.279						
25	.308	.642	95.921						
26	.284	.592	96.514						
27	.243	.506	97.020						
28	.204	.424	97.444						
29	.193	.402	97.846						
30	.162	.338	98.183						
31	.147	.306	98.490						
32	.125	.261	98.750						
33	.115	.240	98.990						

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
34	.096	.201	99.191						
35	.090	.187	99.378						
36	.072	.151	99.529						
37	.054	.113	99.641						
38	.047	.097	99.738						
39	.037	.076	99.815						
40	.028	.058	99.873						
41	.026	.053	99.926						
42	.012	.025	99.951						
43	.010	.020	99.971						
44	.007	.014	99.985						
45	.004	.008	99.993						
46	.002	.004	99.997						
47	.002	.003	100.000						
48	-	-4.760E-	100.000						
	2.285E-	16							
	16								

The third method is the Scree plot. Scree plot test is used to identify the optimum the optimum number of factors that can be extracted before the amount of unique variance begins to dominate the common variance structure. The Scree plot technique used is to look at the minimum Eigenvalue of one and how many factors intercept with it at that point, then it is decided how many factors to be included. Figure 3.4 shows that about 8 to 9 factors can be extracted from the analysis. The Scree plot analysis shows that the intercept of factor become flat after 8 to 9 factors are extracted.



*Figure 3.4: The Scree Plot for Determining the Number of Factors*

Third, to determine which and how many variables are to be included in each factor, we look at the rotated component matrix which will highlight to the examiner what factors will be included in each factor. The method applied to get the above results is the principle component analysis. Table 3.10 reports each factor and what variables are included in it. This is important because some factor may not be consistent with other in terms of theory.

*Table 3.10: Rotated Component Matrix for Organizational Culture Measurement*

Items/ factor	Component												
	1	2	3	4	5	6	7	8	9	10	11	12	13
<b>Factor 1:</b>													
d3	.542												
d5	.532												
d6	.685												
d7	.715												
d8	.555												
d10	.368												
d13	.517												
d14	.875												
d15	.683												
d18	.689												
d19	.594												
d22	.699												
d23	.594												
d24	.753												
d27	.661												
d28	.826												
d29	.910												
d30	.903												
<b>Factor 2:</b>													
d1		.829											
d2		.567											
d11		.516											
d17		.649											
<b>Factor 3:</b>													
d36			.636										
d38			.721										
d39			.808										
d44			.929										
<b>Factor 4:</b>													
d4				.477									
d9				.416									
d12				.581									
d16				.557									
d21				.485									
<b>Factor 5:</b>													

Items/ factor	Component												
	1	2	3	4	5	6	7	8	9	10	11	12	13
d40					.848								
d42					.882								
d43					.701								
<b>Factor 6:</b>													
d31					.830								
d32					.889								
<b>Factor 7:</b>													
d25							.641						
d26							.702						
d48							-.478						
<b>Factor 8:</b>													
d34								.868					
d35								.782					
<b>Factor 9:</b>													
d41									-.864				
<b>Factor 10:</b>													
d37										.555			
d45										.920			
<b>Factor 11:</b>													
d47											.866		
<b>Factor 12:</b>													
d33												-.915	
<b>Factor 13:</b>													
d46													-.870

### 3.7.3.5 Islamic Approach

A factor analysis with varimax rotation was done to validate whether the respondents perceived the three constructs to be distinct. The results showed a five (5) factors solution with eigenvalues greater than 1.0 and the total variance explained was 78.11% of the total variance. KMO measure of sampling adequacy was 0.654 indicating sufficient intercorrelations while the Bartlett test of Sphericity as



significant chi square = 1433.85,  $p < 0.01$ . The criteria used by Igbaria et al. (1995) to identify and interpret factor were: each item should load 0.50 or greater on one factor and 0.35 or lower on the other factor. Table 3:11 shows that result of the factor analysis. These result confirm that each of these constructs is unidimensional and factorally distinct and all items used to measure a particular constructs loaded on single factor.

Factor analysis is used for data reduction and summarization. The construct used in this analysis is the total Islamic approach, which is consist of 24 items. The following steps are performed to know if factor analysis can be done on the construct.

The first method is to look at the Eigenvalue of each factor in order to determine the number of factors that will be included in the factor analysis. Table 14 reports the Eigenvalue and the percentage variance explained by each factor. The benchmark of Eigenvalue to be considered for the factor analysis is to be more than one. The results showed a five (5) factor solution with eigenvalues greater than 1.0 and the total variance explained was 1.118 of the total variance.

The second method is to look at the percentage of variance explained by each factor. The percentage of variance criterion is an approach based on achieving a specified cumulative percentage of total variance extracted by successive factors. The purpose is to ensure practical significance for the derived factors by ensuring that they explain at least a specified amount of variance. The higher the percentage of the variance of a factor, the higher the possibility of its inclusion in factor analysis.

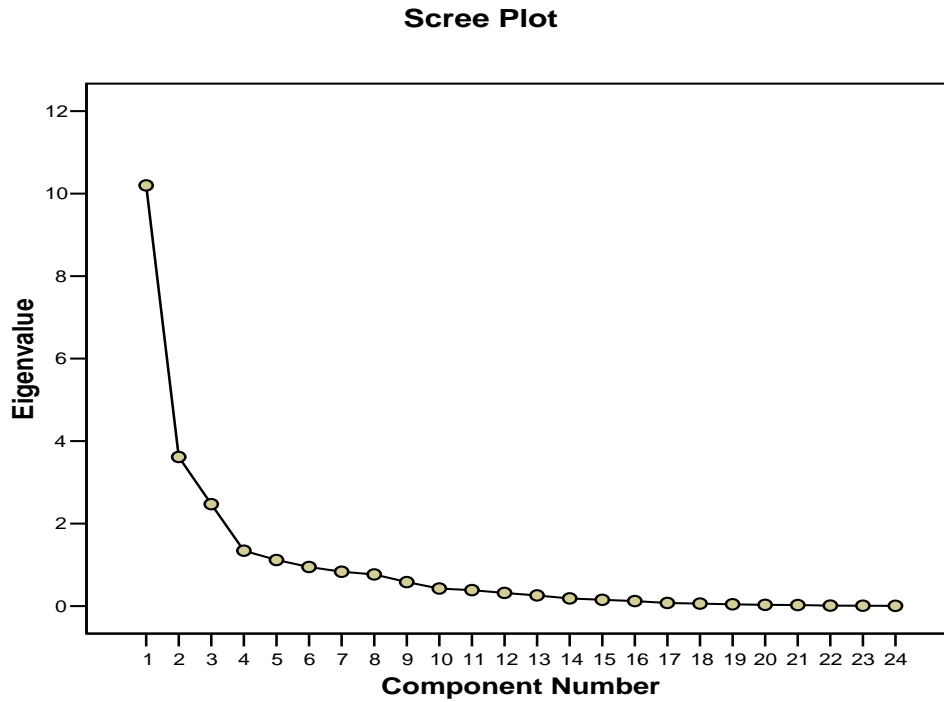
Table 3:11 reports the percentage of variance for each factor, it is reported that the total of the percentage of variance explained by the five factors collectively is 78.112%. Therefore, it is applicable to include the five factors.

*Table 3.11: Eigenvalue and Total Variance Explained Islamic Approach Measurement*

Component	Extraction Sums of Squared						Rotation Sums of Squared		
	Initial Eigenvalues			Loadings			Loadings		
	% of		Cumulative	% of		Cumulative	% of		Cumulative
	Total	Variance		Total	Variance		Total	Variance	
1	10.198	42.491	42.491	10.198	42.491	42.491	7.423	30.931	30.931
2	3.616	15.065	57.556	3.616	15.065	57.556	5.564	23.184	54.115
3	2.472	10.302	67.858	2.472	10.302	67.858	3.041	12.669	66.784
4	1.343	5.596	73.454	1.343	5.596	73.454	1.444	6.016	72.800
5	1.118	4.658	78.112	1.118	4.658	78.112	1.275	5.312	78.112
6	.948	3.949	82.061						
7	.833	3.472	85.533						
8	.768	3.200	88.733						
9	.582	2.426	91.159						
10	.426	1.773	92.933						
11	.388	1.615	94.548						
12	.319	1.331	95.879						
13	.258	1.076	96.955						
14	.187	.780	97.734						
15	.154	.640	98.374						
16	.122	.509	98.883						
17	.077	.320	99.203						
18	.061	.255	99.458						
19	.044	.184	99.641						

Component	Extraction Sums of Squared						Rotation Sums of Squared		
	Initial Eigenvalues			Loadings			Loadings		
	% of		Cumulativ	% of		Cumulative	% of		Cumulative
	Total	Variance	e %	Total	Variance	%	Total	Variance	%
20	.031	.130	99.772						
21	.026	.108	99.879						
22	.012	.050	99.929						
23	.011	.044	99.973						
24	.006	.027	100.000						

The third method is the Scree plot. Scree plot test is used to identify the optimum the optimum number of factors that can be extracted before the amount of unique variance begins to dominate the common variance structure. The Scree plot technique used is to look at the minimum Eigenvalue of one and how many factors intercept with it at that point, then it is decided how many factors to be included. Figure 3.5 shows that about 4 to 5 factors can be extracted from the analysis. The Scree plot analysis shows that the intercept of factor become flat after 4 to 5 factors are extracted.



*Figure 3.5: The Scree Plot for Determining the Number of Factors*

Third, to determine which and how many items are to be included items in Islamic approach we based on varimax the rotated component matrix to retain items that significantly loaded in the measurement. Based on Hair et al. (1998) items that load more than 0.5 are consider as highly loaded and items with less than 0.5 will eliminate for further analysis. The method applied to get the above results is the principle component analysis. Table 3:12 reports each factor and what items are included in it. This is important because some items may not be consistent with other in terms of theory. From Table 15, it seemed that the 24 items have been compressed into five variables as in the table. Component 1 consisted eleven items, component 2 (7 items), component 3 (3 items), component 4 (1 item) and component (2 items). These components (dimension) will be renamed according to the items involved.

*Table 3.12: Rotated Component Matrix for Islamic Approach Measurement*

Dimension/Item	Component				
	1	2	3	4	5
<b>A:</b>					
12 During crisis I keep my faith to Allah that He will not despair me during crisis	.814				
20 Quran gives us lessons from the past in order to learn from them	.598				
22 Actions taken by Rasulallah S.A.W during crisis is the best approach to overcome crisis	.811				
<b>B:</b>					
11 I use to read holy Quran when I want to reduce crisis	.588				
13 During a crisis I consult with my team	.815				
14 Consultation with my team member help me to formulate plan to overcome crisis	.963				
15 Consultation sessions with my team member help me to understand crisis issues face by my organization	.905				
19 Events describes in Quran help my organization to formulate strategies to overcome crisis	.661				
21 I believe that the teachings of Quran and Sunnah about the past can be useful in solving the present and future crises	.679				
24 Quran and Sunnah is my main references to formulate strategies for crisis	.700				
<b>C:</b>					
16 All my team members suggest better work method to overcome crisis			.750		
17 During crisis, top management in my organization emphasis			.848		
18 Advice from my team member during crisis lessen my burden			.616		
<b>D:</b>					
1 I have full confidence in Allah when managing crisis				.757	
<b>E:</b>					

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2 I leave everything in the hands of Allah when managing crisis	.763
23 My organization use Sunnah to overcome crisis	-.514

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### **3.7.4 Test of Normality**

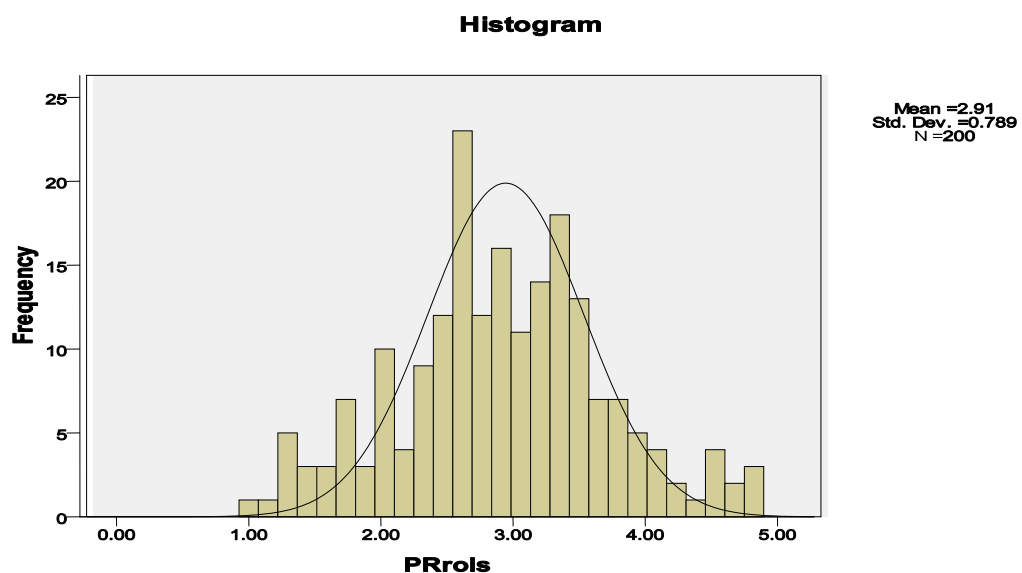
Prior to conducting the regression analysis, four assumptions underlying multiple regression analysis (normality of the error term distribution, linearity of the relationship, independence of error term, and constant variance of the error term) were taken into consideration (Hair et al. 1998). Diagnostics that were used to test these assumptions included the following: (a) Histograms and QQ-plots used to test the Normality of the Error Term Distribution; (b) partial regression plots to examine the relationship of a single independent variable to the dependent variable to test the Linearity of the Relationship; (c) The use of Durbin-Watson statistics to assess the Independence of Error Term; and (d) The diagnosis of outliers and multicollinearity through collinearity statistics to validate the Constant Variance of the Error Term (Homoscedasticity). The Beta values indicated the relationship between the independent and dependent variables with the positive (+) or negative (-) sign illustrating the direction of the relationship. Significance of the relationship was measured by the p-value. The results of the variables are presented in the following sections.

#### **3.7.4.1 Public Relations Roles**

The first step in analyzing the data for this study was to examine the normality of the data by assessing the shape of distribution. Visual inspections included histogram

distributions, steam and leaf diagrams, and normal Q-plot. While the statistical testing consisted of skewness, kurtosis and Kolmogorov-Siminov was used to examine data normality. The acceptable range for skewness and kurtosis statistics is between -1.00 and +1.00(Hair et al., 1998).

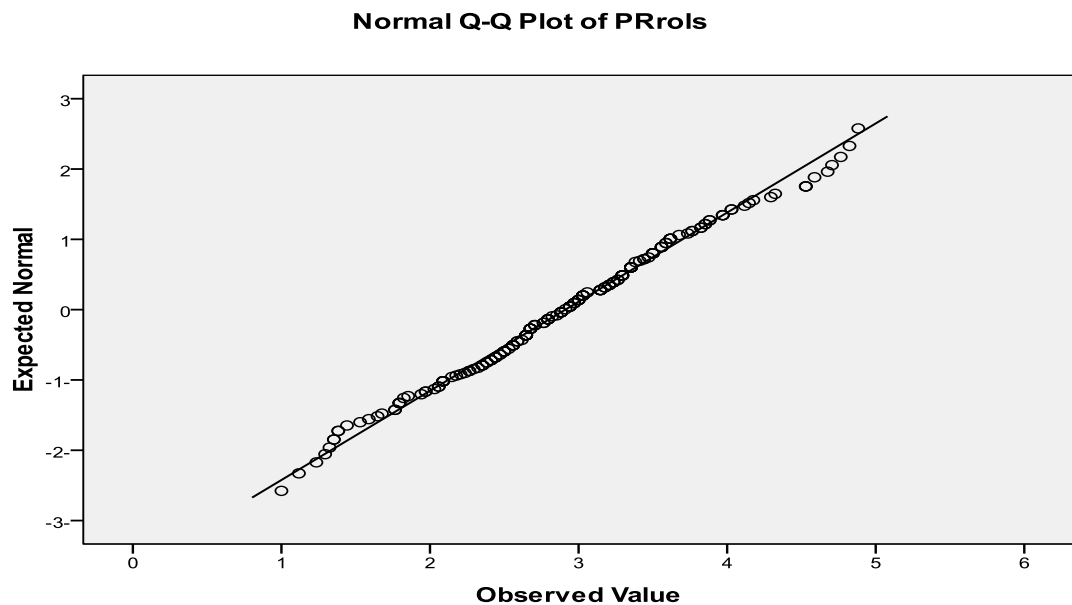
Figure 3.6 shows that the histogram distribution for Public Relations Role was within the normal curve distribution (Wulf, 1999).



*Figure 3.6:Histogram For public Relations Role*

In order to be confident about the data, all the variables should be normally distributed with the standard value of Skewness and Kurtosis within the range of -1.00 and +1.00.

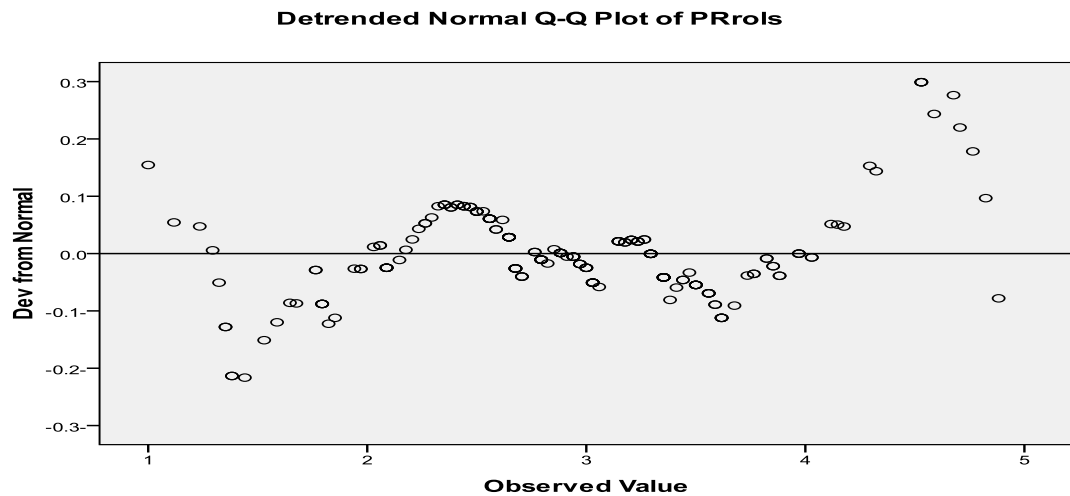
The steam and leaf diagram shows in Figure 3.7shows that the data Public Relations Role was within the normality line; therefore the data for Public Relations Role are within the normal curve distribution.



*Figure 3.7: Q-Q Plot For public Relations Role*

The normal Q-plot in Figure 3.8 shows that the data sets are normally distributed (Yang, 2006).





*Figure 3.8: Normal Plot for Public Relations Role*

Thus, based on visual inspections we can conclude that the data for Public Relations Role are normally distributed. The normality of Public Relations Roles was determined through the inspections of skewness and kurtosis. Table 3.13 shows that skewness for Public Relations Roles was .040 and kurtosis is .091. The skewness and kurtosis value for Public Relations Roles data are within the normality assumption that is less than the range of 1.00 to + 1.00.

To reconfirm the normality of the Public Relations Role variable, the Kolmogorov-Smirnov test was conducted. Table 3.13 shows that the value of Kolmogorov statistics is .040 while the value for Shapiro-Wilk is .91. Both values are normally distributed at the significance level of 0.05. Therefore we can conclude that the data for Public Relations Roles in the study was within the normal distribution.

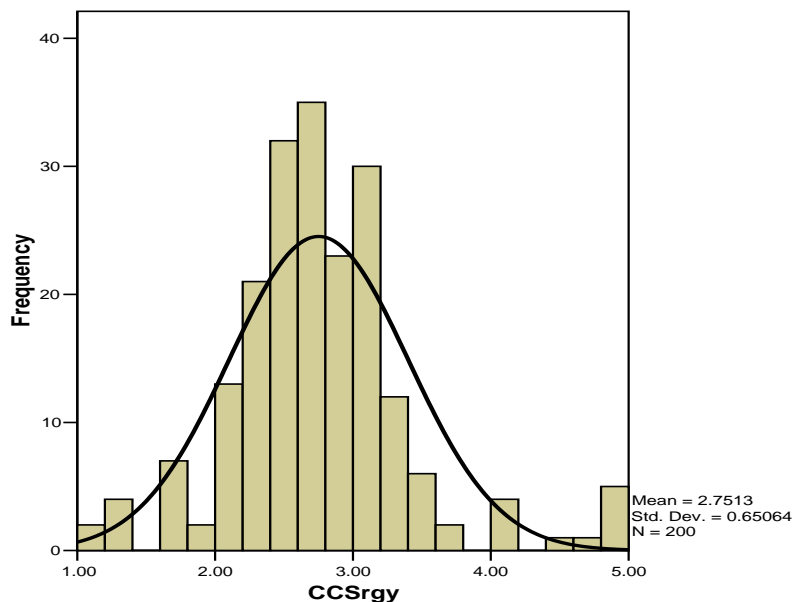
*Table 3.13: Test of Normality for Kolmogorov-Smirnov&Shapiro-Wilk for Public Relation Roles*

	Kolmogorov-Smirnov <sup>a</sup>			Shapiro-Wilk		
	Statistics	df	Sig.	Statistics	df	Sig.
PRrols	.040	200	.000	.91	200	.000

<sup>a</sup> Lilliefors Significance Correction

### 3.7.4.2 Crisis Communication Strategy

For most analyses to work properly, the data should follow a normal distribution (Wulf, 1999). If normality exists, even in situations which do not need normality, it will make for a stronger assessment (Hair et al., 2006). Figure 3.9 presents the histogram for Crisis Communication Strategy. The results reveal that the data for the Crisis Communication Strategy variable lie within the normal distribution curve.



*Figure 3.9: Histogram for Crisis Communication Strategy*

The steam and leaf diagram in Figure 3.10 shows that the data in Crisis Communication Strategy are within the normality line; therefore, the data for Crisis Communication Strategy lie within the normal curve distribution.

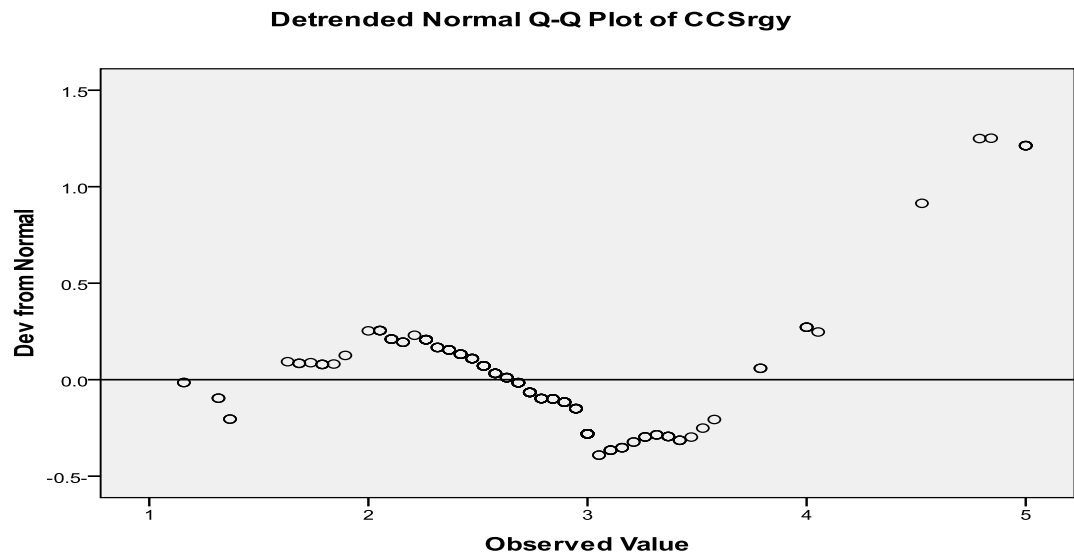


Figure 3.10: Normal Plot for Crisis Communication Strategy

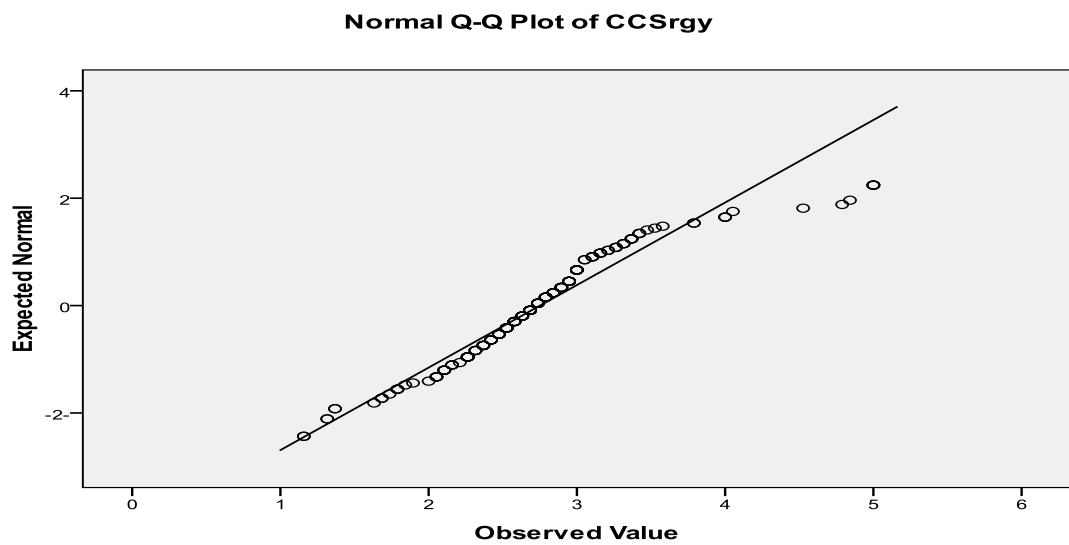


Figure 3.11: Q-Q Plot For crisis Communication Strategy

The normal Q-plot in Figure 3.11 shows that the data sets are normally distributed (Yang, 2006). Thus, based on visual inspections, we can conclude that the data for Crisis Communication Strategy were normally distributed.

Table 4.14 shows that skewness for Crisis Communication Strategy is .151 and kurtosis is .920. The skewness and kurtosis values for Crisis Communication Strategy data are within the normality assumption, that is, less than the range of -1.00 to + 1.00. In order to test the normality, skewness and kurtosis values were used. Normality exists when standard error for skewness and kurtosis ratios is at the significant level of .05 (Hair et al., 1998). The results reveal that the ratio of skewness to kurtosis was within the normal distribution and consequently the assumption of normality was met. The normality test of Kolmogorov-Smirnov & Shapiro-Wilk for Crisis Communication Strategy shows the value of Kolmogorov statistics as .151 while the value for Shapiro-Wilk is .920. Both values are normally distributed at the significance level of 0.05. Therefore, we can conclude that the data for Crisis Communication Strategy in the study are within the normal distribution.

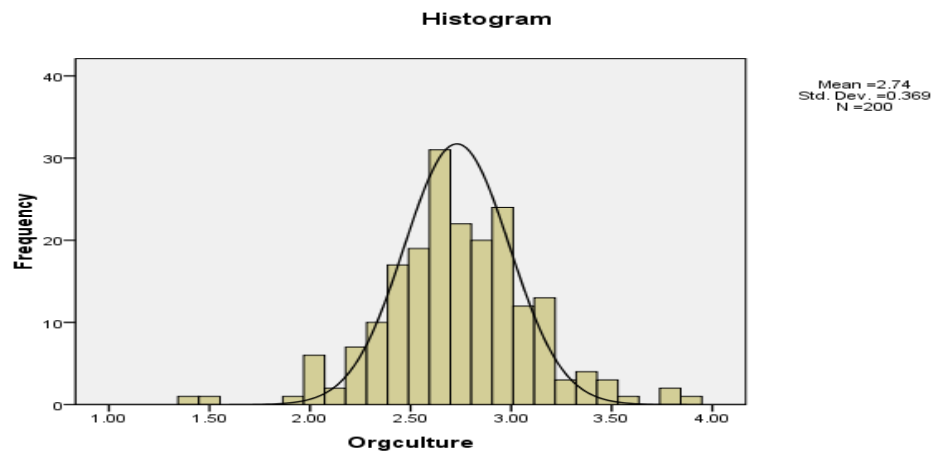
*Table 3.14: Test of Normality for Kolmogorov-Smirnov&Shapiro-Wilk for Crisis Communication Strategy*

	Kolmogorov-Smirnov <sup>a</sup>			Shapiro-Wilk		
	<i>Statistics</i>	<i>df</i>	<i>Sig.</i>	<i>Statistic</i>	<i>Df</i>	<i>Sig.</i>
Crisis Communication Strategy	.151	200	.000	.920	200	.000

<sup>a</sup> Lilliefors Significance Correction

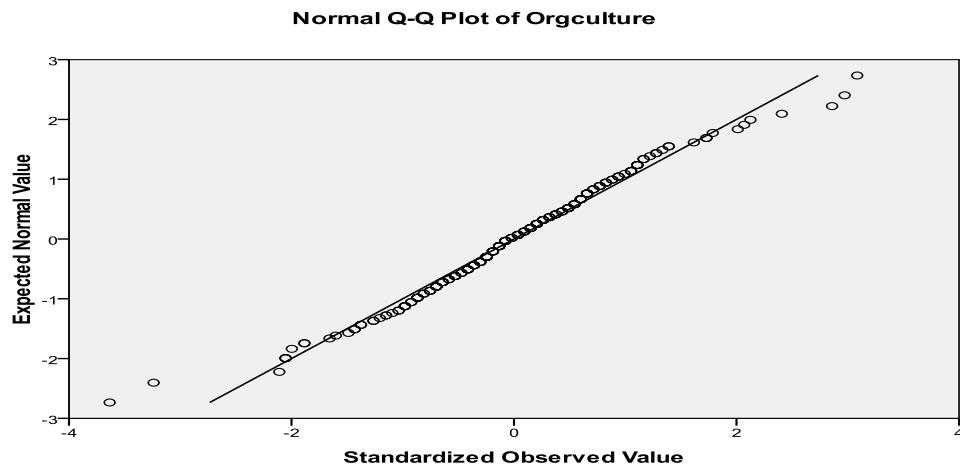
### 3.7.4.3 Organizational Culture

Figure 3.12 shows that the histogram for Organizational Culture. The results show that the data for the Organizational Culture variable are within the normal distribution curve.



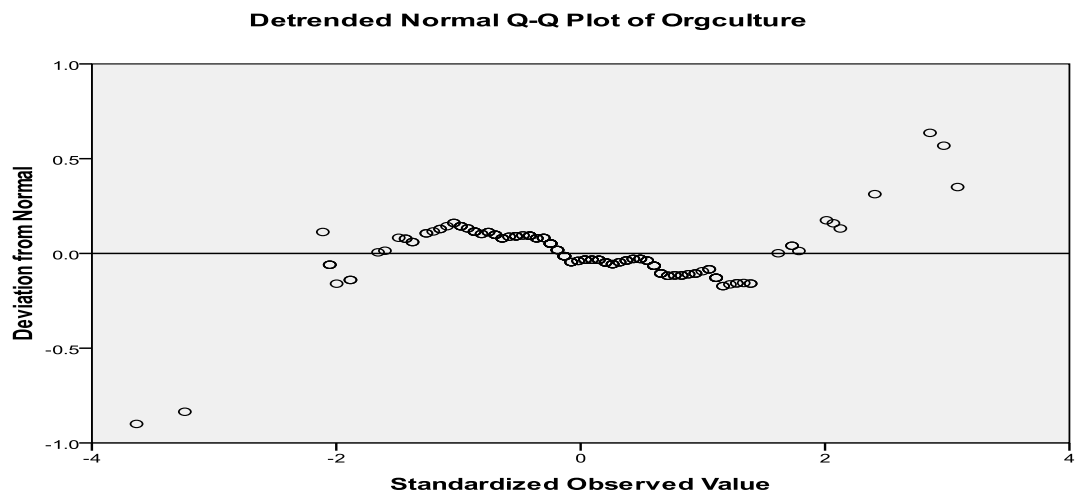
*Figure 3.12: Histogram for Organizational Culture*

The steam and leaf diagram in Figure 3.12 shows that the data of Organizational Culture are within the normality line. Therefore the data for Organizational Culture are within the normal distribution curve.



*Figure 3.13: Q-Q Plot for Organizational Culture*

The normal Q-plot also in figure 3.13 shows that the data sets are normally distributed (Yang, 2006). The normal QQ-plot in Figure 3.14 also shows that the data sets were normally distributed (Yang, 2006). Thus, based on visual inspections, we can argue that the data for Organizational Culture are normally distributed.



*Figure 3.14: Normal Plot for Organizational Culture*

The normality of the Organizational Culture variable was determined through the inspection of skewness and kurtosis. Table 3.15 shows that skewness for organizational culture is .049 and kurtosis was .982. Skewness and kurtosis values for the Organizational Culture data are within the normality assumption that is less than the range of 1.00 to 1.00.

To reconfirm the normality of variable, Organizational Culture the Kolmogorov-Smirnov test was conducted. Table 3.15 shows that the value of Kolmogorov statistic is .049 while the value for Shapiro-Wilk is .982. Both values are normally distributed at significance level of 0.13. Therefore we can conclude that data for Organizational Culture in the study are within the normal distribution.

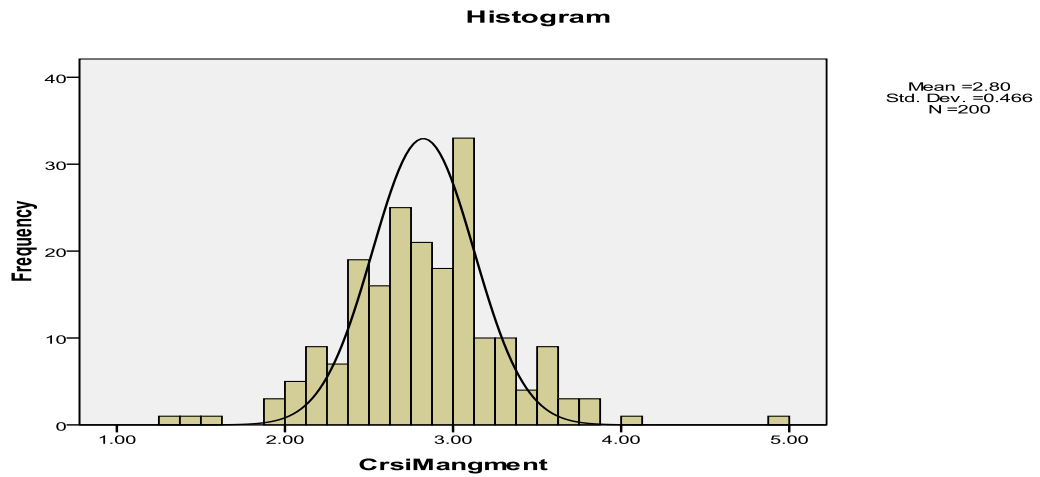
*Table 3.15: Test of Normality for Kolmogorov-Smirnov&Shapiro-Wilk for Organizational Culture*

	Kolmogorov-Smirnov <sup>a</sup>			Shapiro-Wilk		
	<i>Statistic</i>	<i>Df</i>	<i>Sig.</i>	<i>Statistics</i>	<i>df</i>	<i>Sig.</i>
Organizational Culture	.049	200	.200 <sup>*</sup>	.982	200	.013

<sup>a</sup>. Lilliefors Significance Correction

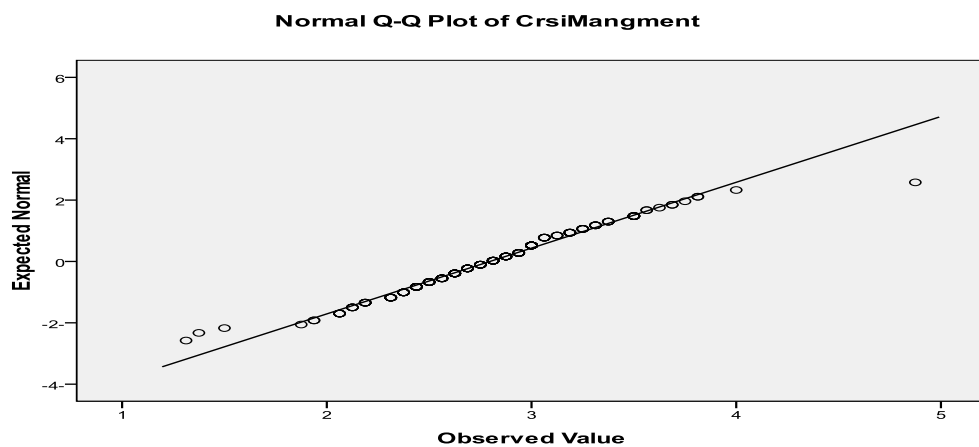
#### **3.7.4.4 Crisis Management**

Figure 3.15 presents the histogram for Crisis Management. The results reveal that the data for the Crisis Management variable are within the normal distribution curve.



*Figure 3.15: Histogram for Crisis Management*

The steam and leaf diagram in Figure 3.16 shows that the data in Crisis Management lie within the normality line; therefore, the data for Crisis Management are within the normal curve distribution.



*Figure 3.16: Q-Q Plot for Crisis Management*

The normal Q-plot in Figure 3.17 also shows that the data sets for Crisis Management appear to be normally distributed. Thus, based on the visual inspections; we can argue that data for Crisis Management were normally distributed.



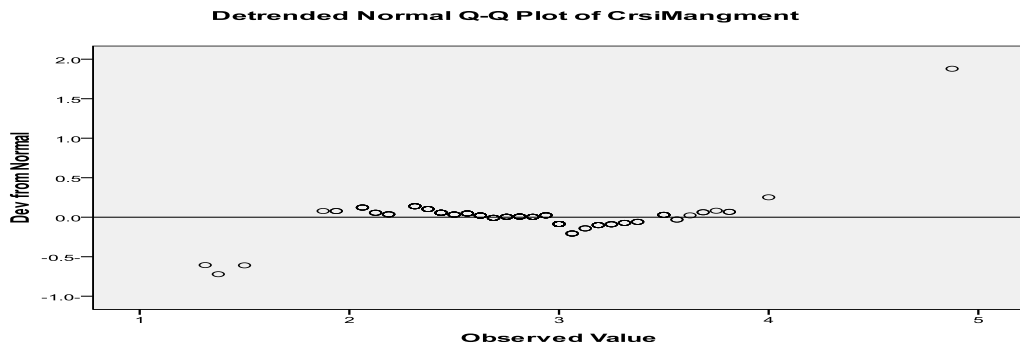


Figure 3.17: Normal Plot for Organizational Culture

The normality of the Crisis Management variable was determined through the inspections of skewness and kurtosis. Table 3.15 shows that skewness for Crisis Management is .102 and kurtosis is .975. The skewness and kurtosis values for the Crisis Management data are within the normality range. Table 3.15 shows that the value of Kolmogorov statistics is .102 while the value for Shapiro-Wilk statistics is .975. Both values are normally distributed at the significance level of 0.05. Therefore, we can conclude that the data for Crisis Management in the study are within the normal distribution curve.

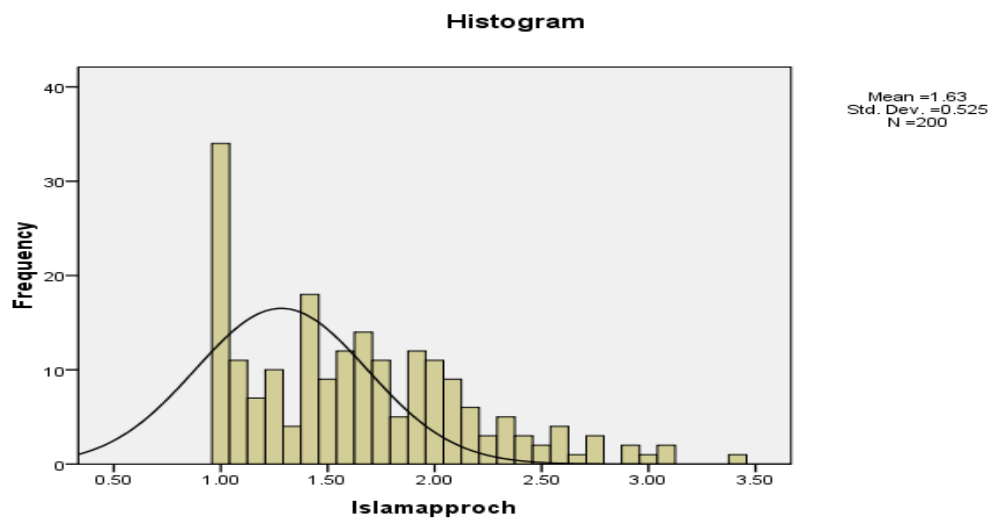
Table 3.16: Test of Normality for Kolmogorov-Smirnov&Shapiro-Wilk for Crisis Management

	Kolmogorov-Smirnov <sup>a</sup>			Shapiro-Wilk		
	Statistics	Df	Sig.	Statistics	Df	Sig.
Crisis Management	.102	200	.000	.975	200	.001

<sup>a</sup> Lilliefors Significance Correction

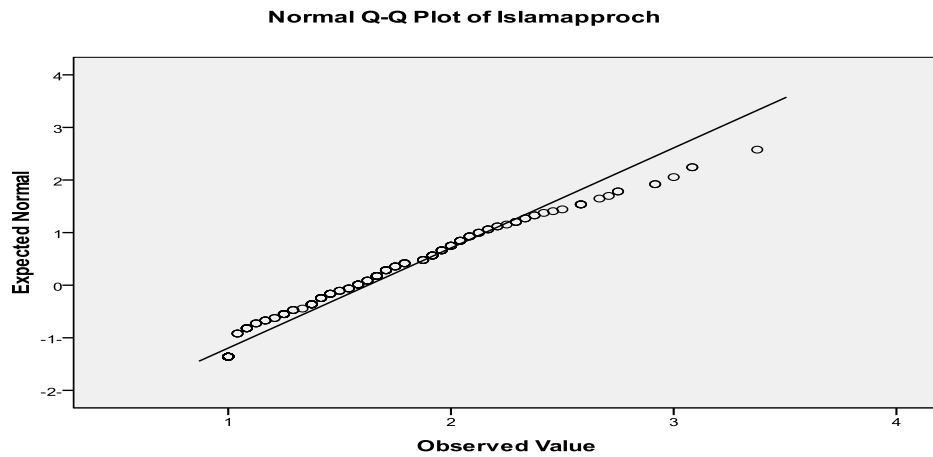
### 3.7.4.5 Islamic Approach

Figure 3.18 presents the histogram for Islamic Approach. The results show that the data set for the Islamic Approach variable are not within the normal distribution curve.



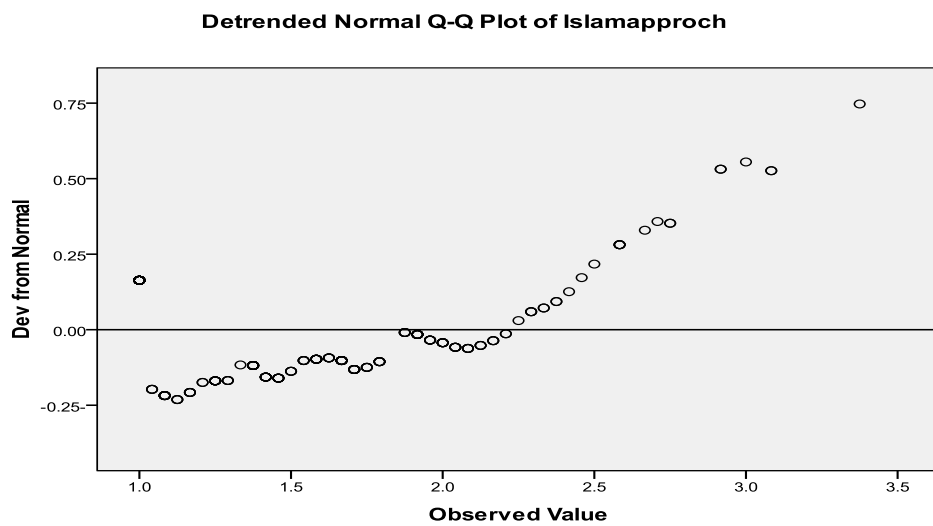
*Figure 3.18:Histogram for Islamic Approach*

However, the steam and leaf diagram in Figure 3.19 shows that the data for Islamic Approach are within the normality line; therefore, the data for Islamic Approach are within the normal curve distribution.



*Figure 3.19: Q-Q Plot for Islamic Approach*

The normal Q-plot in Figure 3.20 also shows that the data sets for the Islamic Approach variable are normally distributed. Thus, based on visual inspections, we can argue that the data for Islamic Approach are normally distributed.



*Figure 3.20: Normal Plot for Islamic Approach*

The normality of Islamic Approach variable was determined through the inspections of skewness and kurtosis. Table 3.16 shows that the skewness for Islamic Approach is .116 and the kurtosis is .929. The skewness and kurtosis values for Islamic Approach data are within the normality assumption.

To reconfirm the normality test of the Islamic Approach variable, the Kolmogorov-Smirnov test was conducted. Table 3.16 shows that the value of Kolmogorov statistics is .116 while the value for Shapiro-Wilk statistics is .929. Both values are normally distributed at the significance level of 0.00. Therefore, we can conclude that the data for Islamic Approach in this study are within the normal distribution.

*Table 3.17: Test of Normality for Kolmogorov-Smirnov & Shapiro-Wilk for Islamic Approach*

	Kolmogorov-Smirnov <sup>a</sup>			Shapiro-Wilk		
	<i>Statistics</i>	<i>Df</i>	<i>Sig.</i>	<i>Statistics</i>	<i>Df</i>	<i>Sig.</i>
Islamic Approach	.116	200	.000	.929	200	.000

<sup>a</sup> Lilliefors Significance Correction

### 3.8 Summary

The chapter presents the research design of the study and the methodology for gathering data to answer the research questions. In addition, the chapter discusses the population and the sampling procedures used. The study employs the quantitative design of research approaches to gather as much information as possible and gain a better understanding of the subject at hand. The research instrument, the pilot study,

validity and reliability measures have also been presented. The study is mainly descriptive in nature.

## CHAPTER FOUR

### FINDINGS

The results of this study are based on data obtained from a self-administered questionnaire completed by 200 public relations managers in the public and private sectors in Yemen. This chapter presents the findings on public relations role and crisis communication strategy in managing crisis in the public and private sectors in Yemen. It focuses on the analysis of the data. The data were analyzed using factor and regression analyses, t-test and correlation. Prior to the hypotheses testing, data obtained from this study was tested for normality and multicollinearity. This chapter begins with a description of the respondents involved in this study. Descriptive statistics using frequency was used to describe the respondents.

#### 4.1 Profile of Respondents

##### 4.1.1 Gender of Respondents

Table 4.1 shows that 81.5% (163) of the respondents were male, while 18.5% (37) were female. The table indicates that males formed the majority of the participants in this study, and this reflects the situation in Yemen, where males dominate the field of Public Relations.

*Table 4.1: Distribution of Respondents by Gender (N)*

Gender	Frequency	Percentage (%)
Male	163	81.5
Female	37	18.5
<i>Total</i>	<i>200</i>	<i>100.0</i>

#### 4.1.2 Respondents by Age

Table 4.2 shows that 52.5% (105) of the respondents were between the age of 31-40, 28.5% (57) were age 21-30, 18% (36) were age 41 and above, while 1% (2) were below 20 years of age.

*Table 4.2: Respondents' Age (N)*

Age	Frequency	Percentage (%)
Less than 20	2	1.0
21 - 30	57	28.5
31 – 40	105	52.5
More than 41	36	18.0
<i>Total</i>	<i>200</i>	<i>100.0</i>

#### 4.1.3 Distribution of Respondents by Organizational Sector

Table 4.3 shows that 73.0 % (146) of the respondents were from the public sectors, while only 27% (54) were from the private sector. Contrary to the public sectors, the private sectors consist of small units with very limited number of public relations officers. Thus, the results suggest that the proportion of respondents by the type of sectors represented the actual population in both sectors.

*Table 4.3: Respondents Based on Type of Organizations (N)*

Type of Organizations	Frequency	Percentage (%)
Public	146	73.0
Private	54	27.0
<i>Total</i>	<i>200</i>	<i>100.0</i>

#### 4.1.4 Public Relations Functions

Table 4.4 shows that the public relations officers are the people who performed the major role in the department. Over thirty-two percent (32.5%) (65) Of the respondents were Public RelationsManagers, 24.5% (49) were Administrative Managers, 18% (36) were Public Relation Managers, and 12% (24) were High Official Public Relations, while 13% (26) of the respondents were others.

*Table 4.4: Functions of Respondents in Public Relations Department*

Functions	Frequency	Percentage (%)
Public Relations Officer	65	32.5
Admin Manager	49	24.5
Public Relations Manager	36	18.0
High Official PR	24	12.0
Others	26	13.0
Total	200	100.0

#### 4.1.5 Working Experiences Public Relations Managers

Table 4.5 reveals that 30% (60) of the officers and managers in the public relations department had at least 3 years' work experience, 28.5% (57) of them had 4-8 years of work experience, 28.5% (57) of them had more than 8 years of work experience while 13.5% (26) had less than 1 year of work experience. This indicates that the majority of the respondents had between 1-3 years of work experience.



*Table 4.5: Work Experience*

Years	Frequency	Percentage (%)
Less than 1 Year	26	13.5
1-3 Years	60	30.0
4-7 Years	57	28.5
More than 8 years	57	28.5
<i>Total</i>	<i>200</i>	<i>100.0</i>

#### **4.1.6 Educational Level**

Table 4.6 shows that 66% (132) of the respondents were bachelor degree holders, 28% (56) of them were Secondary School Certificate, Diploma holder of them 5.5% (11) were Master's degree holders while .5% (1) of them were Doctorate degree holders.

*Table 4.6: Educational Qualification*

Qualifications	Frequency	Percentage (%)
Certificate/Diploma	56	28.0
Bachelor's Degree	132	66.0
Master's Degree	11	5.5
PhD Degree	1	.5
<i>Total</i>	<i>200</i>	<i>100.0</i>

#### **4.1.7 Specialization**

Table 4.7 shows that most of the managers 53% (106) were not specialized in the public relations field while 47% of them were specialized in the public relations field.

*Table 4.7: Specialization*

Specialization	Frequency	Percentage (%)
Public Relations	94	47
Others	106	53.0
<i>Total</i>	<i>200</i>	<i>100.0</i>

#### **4.1.8 Type of Crisis**

The results in Table 4.8 show that while 31% (62) of the respondents indicated that their organizations did not face any kind of crisis, 16% (32) indicated that the crises faced were merely rumors. The types of crisis faced are as follows: technical accidents, 10.5% (21); Strike 10.5%, (21); bankruptcy, 7% (14); lawsuit, 6% (12); fire, 5% (10); theft, 4.5% (9); natural disaster, 3.5% (7); and others, 6% (12). The majority of the crises faced were technical accidents. However, describing crises as inexistent or rumors does not necessarily make them so, as this could also result from the lack of understanding of crises or the culture that could hinder an open discussion of crises considering their sensitive nature.

*Table 4.8: Type of Crisis Faced*

Type of crisis	Frequency	Percentage (%)
None	62	31.0
Rumor	32	16.0
Technical accident	21	10.5
Strike	21	10.5
Bankruptcy	14	7.0
Lawsuit	12	6.0
Fire	10	5.0

Type of crisis	Frequency	Percentage (%)
Theft	9	4.5
Others	12	6.0
Total	200	100.0

## 4.2 Descriptive Statistics

Table 4.9 presents the mean, standard deviation, and reliability of the variables. Mean score for the Public Relations (PR) roles recorded the highest mean score ( $\bar{x} = 2.91$ ) with a standard deviation = .78. Reliability for the PR role was  $\alpha = 0.94$ . The Mean score for Crisis Communication Strategy is 2.75 with a standard deviation = 0.650. Reliability for Crisis Communication Strategy was  $\alpha = 0.89$ . While the mean score for Organizational Culture was 2.73 with a standard deviation = .368. Reliability for Organizational Culture was  $\alpha = 0.82$ . Islamic Approach had the lowest mean score ( $\bar{x} = 1.62$ ) with standard deviation = .525. Reliability for Islamic Approach was  $\alpha = .75$ . Crisis management as a dependent variable had a mean score of 2.79 with a standard deviation of .466. Reliability for Crisis Management was  $\alpha = 0.93$ . Hence, the instrument used in this study was reliable. The descriptive statistics show that all the variables had a significant correlation at .05 significant levels. Thus, it shows that all the variables fulfill the requirements of predictive validity where all the variables had a significant correlation. In addition, the significant correlations of the variables in the study fulfilled the assumptions of multivariate analysis.

*Table 4.9: Mean Standard Deviations and Reliability of the Variables*

<b>Variables</b>	<b>Mean</b>	<b>Std. Deviation</b>	<b>Cronbach's Alpha</b>
Crisis Management	2.7969	.46627	.93
Public Relation Role	2.9110	.78870	.94
Crisis Communication Strategy	2.7513	.65064	.89
Organizational Culture	2.7368	.36895	.82
Islamic Approach	1.6281	.52542	.75

Table 4.10 shows the correlation between all the IVs and Crisis Management. It is found that the Pearson correlation ( $r$ ) between Crisis Management and Public Relation Roles was 0.209 while significant value of less than 0.01. It shows that there was a significant relationship between both variables. Crisis Communication Strategy was positively correlated with Crisis Management ( $r = .368$ ,  $p < .01$ ), indicating a significant relationship between the variables. The results also reveal a significant positive relationship between Organizational Culture and Crisis Management at ( $r = .322$ ,  $p < .01$ ) indicating a positive relationship that existed between these two variables. The relationship between Islamic Approach and Crisis Management was not significant ( $r = .103$ ,  $p < .01$ ). This may be due to the fact that the variable was newly integrated into the model of Public Relations and Crisis Management. However, it does not mean that the variable is not important.

*Table 4.10: Descriptive Statistics Correlation between Ivs and Crisis Management*

	CrsiMangment	PRrols	CCSrgy	Orgculture	Islamapproch
Crisis Management					
Public Relation Role	.209**				
Crisis Communication	.368**	.311**			
Strategy					
Organizational Culture	.322**	.382**	.387**		
Islamic Approach	.103	.061	.189**	.251**	

\*\*  $p < 0.01$

Pearson correlation was carried to examine the relationship between Islamic Approach and crisis management strategy, public relations roles, crisis communication strategy and organizational culture. Results shows that Islamic Approach is statistically has a significant association with crisis management strategy ( $r=0.141$ ,  $p<0.05$ ), crisis communication strategy ( $r=0.182$ ,  $p<0.05$ ) and organizational culture ( $r=0.252$ ,  $p<0.01$ ). The results also revealed that there is no significant relationship between Islamic approach and public relations roles ( $r=0.066$ ,  $p>0.05$ ).

### 4.3 Factor Analysis

The normality test based on visual and statistical inspections have shown that all the variables are within the normal distribution. The next step was to validate the questions or items for measuring the variables based on the content and predictive validity approaches. Principle component factor analysis was used to validate the instruments through the varimax rotation technique. The main objective of factor analysis is to reduce the wide ranging numbers of variables into more manageable

groups of factors (Lehman 1989). Factor analysis is explained by the amount of variance. According to Hair et al. (2006), the rule of thumb for variance explanation is more than 60% of the total variance. In addition, eigenvalue of more than 1 is accepted. Visual inspection of the scree plot was also conducted to determine the number of factors that could be derived from the analysis. Finally, based on the varimax rotation technique, the factor loading for each item was determined. Factor loadings were decided based on the .50 and above cut-off criterion for each item. Items that were less than .50 were eliminated for consecutive hypotheses testing.

#### 4.3.1 Public Relations Roles

Table 4.11 shows the result of the principal component analysis for the Public Relations Roles variable. As mentioned before, the factors were decided based on more than 60% of the total variance. Table 4.11 indicates that the Public Relations Role variable has more than 60% of the total variance at factor number seven. Therefore, we can conclude that the construct of Public Relations Role has seven dimensions. Seven factors of the Public Relations Role variable have 64% variance with eigenvalue of 1.02.

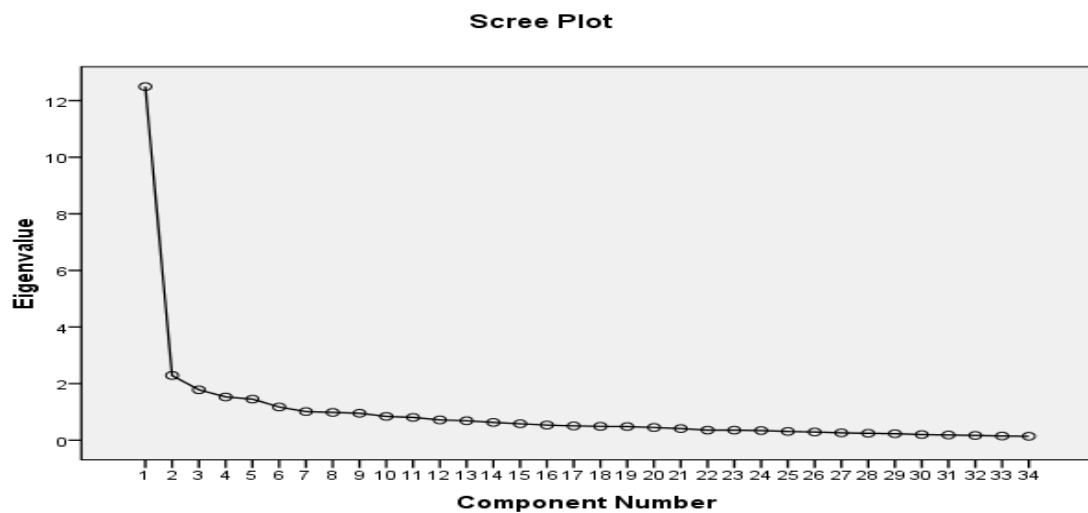
*Table 4.11: Total Variance Explained for Public Relations Role*

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	% of		Cumulative %	% of		Cumulative %	% of		Cumulative %
	Total	Variance		Total	Variance		Total	Variance	
1	12.716	37.399	37.399	12.716	37.399	37.399	4.692	13.800	13.800
2	2.334	6.866	44.265	2.334	6.866	44.265	3.607	10.609	24.409
3	1.754	5.159	49.424	1.754	5.159	49.424	3.314	9.746	34.155
4	1.550	4.558	53.982	1.550	4.558	53.982	3.141	9.239	43.394

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance		Total	% of Variance		Total	% of Variance	
			Cumulative %			Cumulative %			Cumulative %
5	1.327	3.904	57.886	1.327	3.904	57.886	2.591	7.622	51.016
6	1.164	3.424	61.310	1.164	3.424	61.310	2.316	6.812	57.828
7	1.019	2.998	64.308	1.019	2.998	64.308	2.203	6.480	64.308
8	.977	2.873	67.181						
9	.943	2.773	69.954						
10	.836	2.458	72.413						
11	.796	2.342	74.755						
12	.721	2.121	76.876						
13	.693	2.040	78.916						
14	.637	1.872	80.788						
15	.557	1.639	82.428						
16	.531	1.562	83.990						
17	.503	1.480	85.469						
18	.492	1.447	86.916						
19	.473	1.391	88.308						
20	.430	1.265	89.572						
21	.376	1.106	90.679						
22	.360	1.059	91.737						
23	.347	1.020	92.757						
24	.333	.979	93.736						
25	.311	.916	94.652						
26	.287	.844	95.497						
27	.253	.744	96.241						
28	.242	.712	96.952						
29	.228	.671	97.624						
30	.187	.550	98.174						
31	.180	.529	98.703						
32	.165	.485	99.188						
33	.140	.413	99.601						

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
34	.136	.399	100.000						

The scree plot was also inspected. Figure 4.1 shows that the scree plot for the Public Relations Role variable begins to become flat after factor seven. Thus, we can conclude that the Public Relations Role construct has seven factors.



*Figure 4.1: Scree Plot for Public Relation Roles Factor*

One of the main concerns of this study was to determine the number of items that can represent the Public Relations Role variable. In order to eliminate items that are not significantly loaded for the Public Relations Role variable, varimax rotation technique was used with the factor loading of .50 and above retained for hypotheses testing. Table 4.12 shows that six factors can be derived from the Public Relations



Role variable. Out of 34 items, 3 items were deleted because they had less than .50 factor loading. They are A5, A6, and E33. The six factors found in this study are consistent with Grunig's (1992) theoretical explanation of the Public Relations Role, which consists of communication technician (6 items), expert prescriber (6 items), problem-solving process facilitator (4 items), communication facilitated (6 items), managerial roles (6 items) and traditional role (4 items).

*Table 4.12: Factor Loadings for Public Relations Role Based on Varimax Rotation*

	1	2	3	4	5	6
A. Communication Technician						
1. In writing the public relations letter, I focus on the issues & matters of the organization.	.649					
2. I have entire freedom in taking the administrative decisions related to my field.	.627					
3. I inform the supreme management about the general reaction towards policies, steps and behaviors of the organization.	.503					
4. I identify the public relations problems & explain them for the others in the organization.	.534					
5. I work towards involving the supreme management in every step of the public relations programs.	.508					
6. I photocopy & prepare the drawings for the materials & printings of the public relations.	.677					
B. Expert Prescriber						
7. I work with the directors to raise their skills in solving or avoiding problems of public relations.		.529				
17. Due to my experience & training, the others consider me as an expert in solving the organization's problems.		.571				
18. I conduct studies for assessing the communication performance to know the communication problems between the organization & its different departments.		.657				
19. I work as a consultant for the supreme management than make decisions.		.613				
C. Problem-Solving Process						
7. I present the results of the public opinion researches in order to inform the supreme management about different opinion of the people.			.532			

8. I plan & provide recommendations regarding the procedures for solving the problems of public relations.	.575
9. My duty is to perform the technical works related to production of public relations materials.	.743
10. I urge the supreme management to encourage the organization's audience to display their points of view.	.729
11. I encourage participation of the supreme management when taking the decisions of public relations.	.783
12. I bear responsibility of the success or failure of the public relations programs in the organization.	.663
13. I prepare (produce) leaflets, booklets or other printings.	.506
14. I inform the others in the organization what the information means write or broadcast about the organization.	
<b>C. Communication Facilitator</b>	
20. I perceive that others in the organization consider me responsible for the success or failure of public relations programs.	.767
21. I perform communications with information means and prepare the press reports.	.748
22. I represent the organization in the public functions& meetings.	.583
23. I state the alternatives for solving the problems when I work with the directors in public relations.	.620
<b>D. Managerial Role</b>	
24. I write the communication policy of the organization based on researches results.	
26. I accompany the supreme management in the meetings held.	
27. I put the plans of the communication policy for the organization.	.657
28. I negotiate with the supreme management regarding the budget of running the communication activities.	.630
29. I always meet the senior directors of the organization & provide them with consultations & recommendations about public relations & different matters.	.563
30. When I submit my recommendation about making some changes in the organization's policy, the supreme management often takes such recommendation.	.724
<b>E. Traditional Role</b>	
31. My work is only limited to receiving & sending off the delegations that visit the organization.	.778
32. I organize the visits paid by the delegations into the different regions.	.771
34. I conduct the works of having the passports, visas & reservations of the organizations' officers.	.767

### 4.3.2 Crisis Communication Strategy

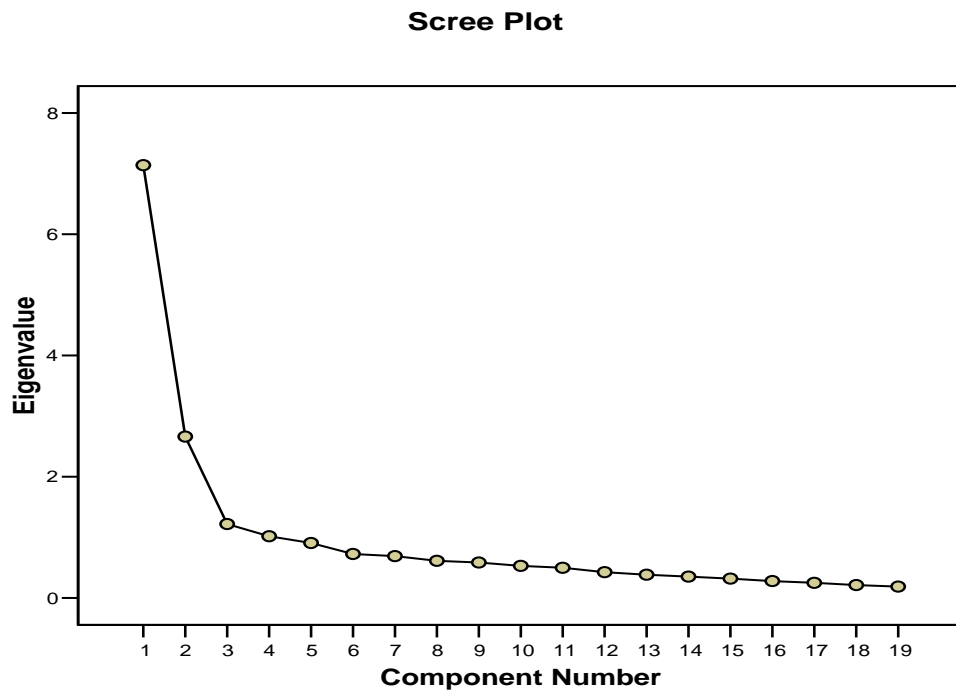
Table 4.13 shows the result of the principal component analysis for the Crisis Communication Strategy variable. The factors were decided based on more than 60% of the total variance. Table 4.13 indicates that Crisis Communication Strategy variable has more than 60% of the total variance at factor number four. Therefore, we can conclude that the construct for Crisis Communication Strategy has four dimensions. Four factors for of the Crisis Communication Strategy variable have 63% of the total variance with an eigenvalue of 1.01.

*Table 4.13: Total Variance Explained for Crisis Communication Strategy*

Component	Initial Eigenvalues			Extraction Sums of Squared			Rotation Sums of Squared		
				Loadings			Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	7.139	37.576	37.576	7.139	37.576	37.576	4.689	24.680	24.680
2	2.662	14.010	51.587	2.662	14.010	51.587	2.566	13.507	38.187
3	1.220	6.419	58.006	1.220	6.419	58.006	2.429	12.786	50.973
4	1.018	5.360	63.365	1.018	5.360	63.365	2.355	12.393	63.365
5	.907	4.774	68.139						
6	.726	3.821	71.961						
7	.690	3.632	75.593						
8	.613	3.227	78.820						
9	.585	3.081	81.901						
10	.530	2.788	84.689						
11	.499	2.624	87.313						
12	.426	2.240	89.554						
13	.384	2.022	91.576						
14	.352	1.853	93.429						
15	.319	1.679	95.108						
16	.278	1.466	96.573						
17	.250	1.318	97.891						
18	.213	1.121	99.012						

19	.188	.988	100.000
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An inspection of the Catell's (1966) Scree Plot in figure 4.2 suggests that four factors are most appropriate and should be retained for further analysis. Hence, items 12 and 13 were deleted for Cross Loading. The Figure, shows that the Eigenvalue rising from factor 1 to Component Number or factor 4 at the “Elbow”.



*Figure 4.2: Scree Plot for Crisis Communication Strategy*

Table 4.14 shows the result of VARIMAX rotations it shows that all the variables with loadings (i.e. correlations) ranged from .50 to .80 for Crisis Communication Strategy. Based on the Rotated Table of analysis, four factors were extracted and the items with factor loading lower than .50 were deleted to clarify the structure. The

four factors found in this study are consistent with Hung and Su (2005) finding. The Crisis Communication Strategy which consists of Concession (7 items), Justification (5 items), Excuse (3 items), Diversion (3 items) and Denial (1 item). Item 15 was deleted because the factor loading is less than 0.05. Rotation of the factor matrix was viewed and the items were categorized under their distinct clusters of variables as shown in Table 4.14.

*Table 4.14 Rotated Component Matrix for Crisis Communication Strategy*

A.	Concession	1	2	3	4
2.	My organization promised to change its policy.	.647			
3.	My organization promised to compensate the victims.	.711			
4.	My organization provided the public with instructive information.	.786			
5.	My organization provided the public with adaptive information.	.770			
6.	My organization apologized and/or asked for forgiveness.	.678			
7.	My organization promised to right the wrong and/or make proactive actions for the future.	.845			
8.	My organization stated that the event is not as serious as outside view.	.588			
B.	Justification				
1.	My organization admitted the accused act.		.567		
12.	My organization reframed the facets or the causes of the event in a more advantageous angle.		.624		
14.	My organization stated that the event stems from its good intentions.		.694		
C.	Excuse				
15.	My organization built a new issue to disperse the attack focus.			.504	
17.	My organization showed regards and/or distress to express feelings.			.659	
18.	My organization compared the event with other similar or more offensive crisis event			.745	
19.	My organization issued a denial of the accused.			.786	
D.	Diversion				

9. My organization stated that it is one of the victims.	.793
10. My organization reduced the outside attack by emphasizing former positive records or favorable actions.	.639
11. My organization attacked the accuser or the accusation.	.662
13. My organization stated that it lacked the resources or had no ability to prevent the event that happened.	.559

### 4.3.3 Crisis Management

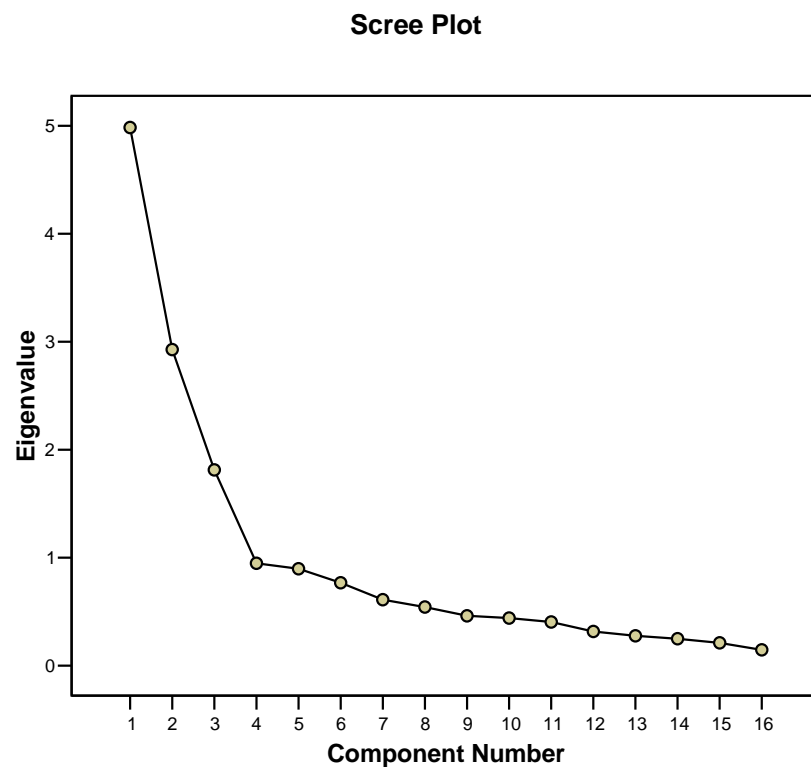
Table 4.15 shows the result of the principal component analysis for the Crisis Management variable. As mentioned before, our decisions based on more than 60% of variance. Anti-image analysis was carried to determine the less significant items for the overall variables. Table 4.15 indicates that the Crisis Management variable had more than 60% of the table variance at factor number three. Therefore, we can conclude that the constructs for Crisis Management variable have three dimensions. Three factors for the Crisis Management variable have 61% variance with eigenvalue of 1.81.

*Table 4.15:  
Total Variance Explained for Crisis Management*

Component	Initial Eigenvalues			Extraction Sums of Squared			Rotation Sums of Squared		
	Loadings			Loadings			Loadings		
	% of	Cumulative		% of	Cumulative		% of	Cumulative	
	Total	Variance	%	Total	Variance	%	Total	Variance	%
1	4.984	31.152	31.152	4.984	31.152	31.152	3.655	22.845	22.845
2	2.928	18.298	49.450	2.928	18.298	49.450	3.301	20.633	43.479
3	1.813	11.332	60.782	1.813	11.332	60.782	2.769	17.304	60.782
4	.948	5.926	66.708						
5	.897	5.608	72.316						
6	.768	4.797	77.114						
7	.611	3.819	80.932						
8	.543	3.394	84.327						

9	.462	2.887	87.214
10	.441	2.755	89.968
11	.405	2.530	92.498
12	.317	1.979	94.477
13	.277	1.729	96.206
14	.249	1.559	97.765
15	.211	1.320	99.085
16	.146	.915	100.000

The scree plot was also inspected. Figure 4.3 shows that the scree plots for the Crisis Management variable become flat after factor four. Thus, we can conclude that the Crisis Management construct had three factors.



*Figure 4.3: Scree Plot for Crisis Management Factor*

To determine the number of items that can represent the Crisis Management variable. The varimax rotation technique eliminated items that are not significantly loaded items with factor loading .50 and above are retained for hypotheses testing. One item was deleted that is item 12. Table 4.16 shows that three factors can be derived from the Crisis Management variable. These factors are distributive (6 items), integrative (5 items), and no confrontational (4 items).

*Table 4.16: Factor Loadings for Crisis Management Based on Varimax Rotation*

	Component		
	1	2	3
<b>A. Distributive</b>			
1. We would apply pressure (e.g., by raising one's voice or frowning) so that we might make concessions.	.582		
2. We would ask a higher level person to apply pressure, hoping we might concede.	.744		
3. We would use the power of the media to push us into making concessions.	.770		
4. We would use the power of interest groups to pressure us into conceding.	.750		
5. We would use a third-party as negotiator or mediator to resolve the conflict.	.805		
6. We would search for a third party to act as a go-between to ease both sides' embarrassment.	.725		
<b>B. Integrative</b>			
1. My organization negotiate with the other side and suggest that we both make concessions.		.697	
2. My organization synthesizes both sides' opinions and try to work out a mutually acceptable plan.		.886	
3. My organizations come up with creative ideas in resolving the argument.		.854	
1. We would suggest that both sides sit down to discussions and jointly seek out a way to solve the problem.		.864	
2. We would strongly adhere to their point of view until we nodded in agreement.		.519	
<b>C. Non confrontational</b>			



1.	We would keep silent to prevent any conflict of opinion.	.718
2.	We would claim that they had limited power to avoid conflict.	.697
3.	We would avoid addressing crisis issues.	.802
4.	We would claim that the problem was trivial and did not necessitate the attention of either side.	.679

#### 4.3.4 Islamic Approach

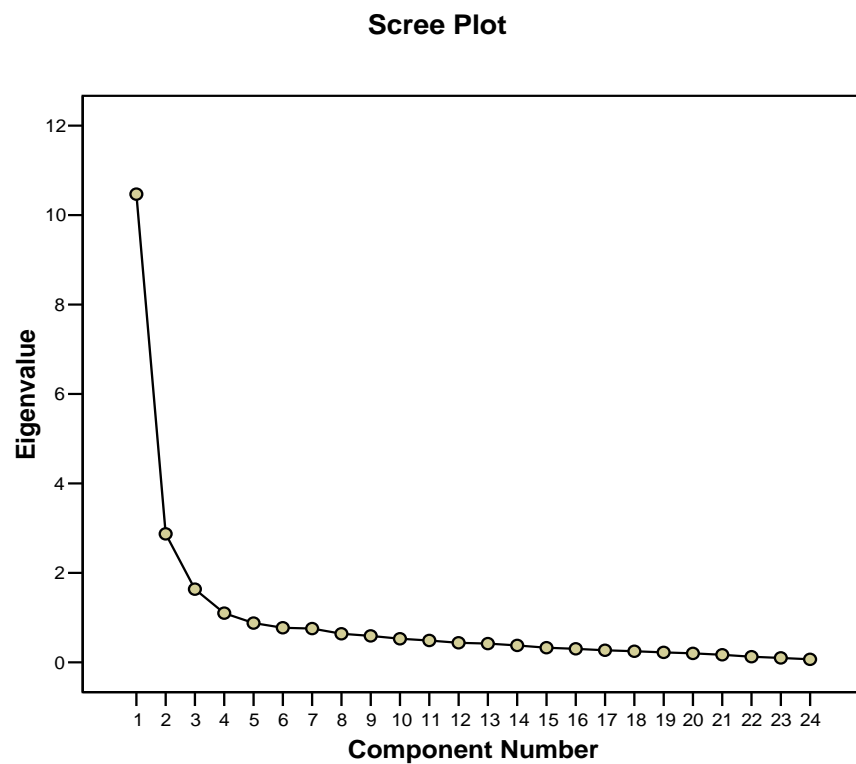
Table 4.17, shows factors have 66.9% of the total variance and Eigenvalue of more than 1. Thus, all the factors Eigenvalue of 0.1 and less were deleted and were not considered as factors. Therefore, the Islamic Approach has only four factors.

*Table 4.17: Principle Component Analysis of Variance and Eigenvalue for Islamic Approach*

Component	Initial Eigenvalues			Extraction Sums of Squared			Rotation Sums of Squared		
				Loadings			Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	10.467	43.614	43.614	10.467	43.614	43.614	7.397	30.822	30.822
2	2.873	11.969	55.583	2.873	11.969	55.583	3.280	13.665	44.487
3	1.636	6.817	62.400	1.636	6.817	62.400	3.215	13.397	57.884
4	1.100	4.583	66.983	1.100	4.583	66.983	2.184	9.099	66.983
5	.879	3.661	70.644						
6	.774	3.225	73.869						
7	.756	3.148	77.017						
8	.640	2.666	79.683						
9	.591	2.463	82.146						
10	.527	2.197	84.343						
11	.488	2.035	86.378						
12	.438	1.824	88.202						
13	.419	1.747	89.948						
14	.379	1.578	91.526						
15	.327	1.364	92.890						
16	.303	1.262	94.152						
17	.270	1.124	95.276						
18	.248	1.035	96.311						

19	.222	.926	97.237
20	.201	.836	98.073
21	.170	.707	98.780
22	.126	.525	99.305
23	.099	.412	99.717
24	.068	.283	100.000

Cattell's (1966) scree plot, in figure 4.4 shows that the Islamic Approach variable has four factors. Figure 4.4 shows that the Eigenvalues for the factors are less than 1.0 and couldnot considered as factors.



*Figure 4.4: Scree Plot for Islamic Approach Factors*

Table 4.18 shows VARIMAX rotations, shows that all variables with loadings (i.e. correlations) ranged from .50 to 80 for Islamic Approach. The four factors found in this study are consistent with (researcher). Islamic Approach consists of confidence in Allah (12 items), relationship with Allah (6 items), learning from the past (3 items), and consultation and unity (3 items). Rotation of the factor matrix was viewed and the items were categorized under their distinct clusters of variables as shown in the tables mentioned above.

*Table 4.18 Rotated Component for Islamic Approach*

		Component			
A.	Confidence in Allah	1	2	3	4
1.	I make Doa to Allah during crisis to minimize its impact.	.850			
2.	I know that my confidence in Allah will help me overcome crisis.	.845			
3.	If I maintain my relationship with Allah I will overcome my difficulties.	.823			
4.	My faith in Allah helps to keep crisis balances and control.	.786			
5.	Actions taken by Rasulullah S.A.W during crisis are the best approach to overcome crisis.	.781			
6.	When crisis happened I pray to Allah S.W.T to give me Guidance and pace of mind.	.754			
7.	I have full confidence in Allah when managing crisis.	.733			
8.	I leave everything in the hands of Allah when managing crisis.	.644			
9.	If crisis happens to me I believe it an Ibtala (test) from Allah to examine in my life.	.619			
10.	During crisis I keep my faith to Allah that He will not despair me during crisis.	.587			
11.	Quran gives us lessons from the past in order to learn from them.	.576			
12.	I believe that the teachings of Quran and Sunnah about the past can be useful in solving the present and future crises.	.571			
B.	Relationship with Allah				

	Component
1. Quran and Sunnah are my main references to formulate strategies for crisis.	.617
2. I maintain to follow what Allah loves so that I will not face any crisis.	.593
3. I use the principles of the holy Quran when my organization faces the crisis.	.593
4. My organization use Sunnah to overcome crisis.	.582
5. I use to read holy Quran when I want to reduce crisis.	.580
6. Events describes in Quran help my organization to formulate strategies to overcome crisis.	.574
<b>C. Learning from the past</b>	
1. Consultation with my team member help me to formulate plan to overcome crisis.	.882
2. Consultation sessions with my team member help me to understand crisis issues face by my organization.	.853
3. During a crisis I consult with my team.	.795
<b>D. Consultation and Unity</b>	
1. During crisis, top management in my organization emphasis on consultation with every unit in my organization.	.800
2. Advices from my team member during crisis lessen my burden.	.756
3. All my team members suggest better work method to overcome crisis.	.548

#### 4.3.5 Organizational Culture

Table 4.19, shows five factors have a total Variance of 58.2% and Eigenvalue of more than 1. Thus, all the factors an Eigenvalue of 0.1 and less were deleted and were not considered as factors. Therefore, Organizational Culture has only five factors.

*Table 4.19: Principle Component Analysis of Variance and Eigenvalue for Organizational Culture*

Component	Extraction Sums of Squared						Rotation Sums of Squared		
	Initial Eigenvalues			Loadings			Loadings		
	Total	% of	Cumulative	Total	% of	Cumulative	Total	% of	Cumulative
		Variance	%		Variance	%		Variance	%
1	5.573	25.331	25.331	5.573	25.331	25.331	3.600	16.365	16.365
2	2.505	11.388	36.719	2.505	11.388	36.719	2.604	11.835	28.200
3	1.804	8.200	44.918	1.804	8.200	44.918	2.413	10.967	39.167
4	1.682	7.645	52.563	1.682	7.645	52.563	2.396	10.889	50.056
5	1.247	5.668	58.231	1.247	5.668	58.231	1.798	8.175	58.231
6	.928	4.219	62.450						
7	.854	3.880	66.330						
8	.818	3.718	70.048						
9	.785	3.568	73.616						
10	.697	3.169	76.785						
11	.631	2.866	79.651						
12	.596	2.711	82.362						
13	.538	2.446	84.807						
14	.512	2.328	87.136						
15	.479	2.178	89.314						
16	.423	1.923	91.237						
17	.383	1.739	92.976						
18	.373	1.695	94.671						
19	.336	1.529	96.199						
20	.305	1.387	97.586						
21	.274	1.245	98.831						
22	.257	1.169	100.000						

Cattell's (1966) scree plot in Figure 4.5 also suggests that the Organizational Culture constant five factors. Figure 4.5 shows that Eigenvalues start to fall at its elbow at factor 5,

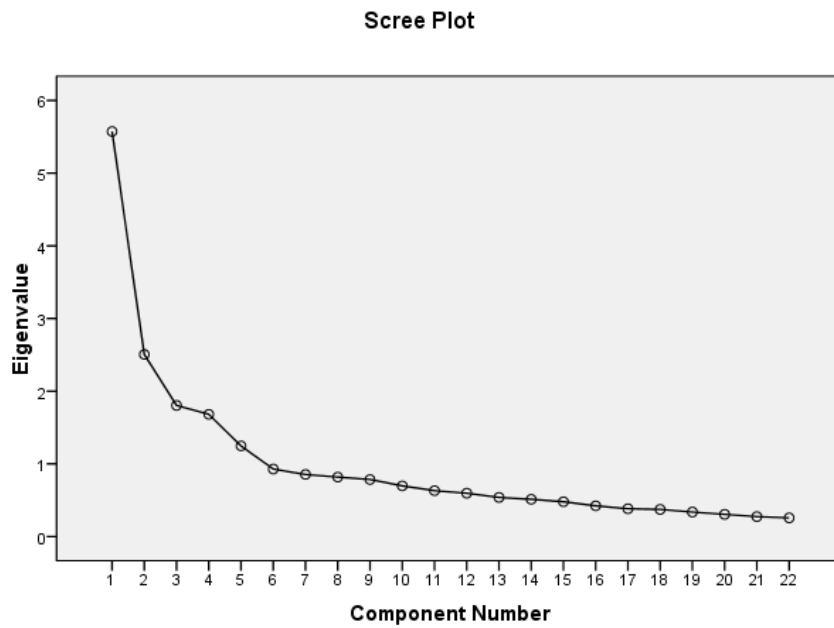


Figure 4.5: Scree Plot for Organizational Culture

Table 4.20 shows VARIMAX rotations, it shows that all the Organization Culture variables with loadings (i.e. correlations) ranged from .50 to .80. The items with loading lower than .50 were deleted to clarify the structure. The items are c1, c2, c4, c8, c9, c10, c13, c14, c15, c16, c17, c25, c26, c27, c28, c29, c30, c31, c32, c37, c41 and c43. Rotation of the factor matrix was viewed and the items were categorized under their distinct clusters of variables as shown in the Tables 4.20. The factors were then renamed as follows: collective, integration, innovation, liberal, and individual.

Table 4.20: Rotated Component Matrix for Organizational Culture

A. Collective	1	2	3	4	5
1. Most decisions in my organization are made after thorough discussion between all people who will be affected in a major way.	.533				

2.	The typical career in my organization is long-term; the organization rarely has layoffs and terminations.	.633
3.	My organization has clearly defined goals.	.671
4.	The goals my organization is different from my personal goals.	.754
5.	People who work here meet frequently of the job.	.722
6.	Senior managers of my organization frequently socialize with other employees off the job.	.656
7.	My supervisor is interested to know about personal problems of their subordinates.	.694
<hr/> B. Integration <hr/>		
1.	The departments in my organization seem to work together like a well-oiled machine.	.584
2.	Senior managers in my organization care deeply about other employees.	.800
3.	My organization is open to new ideas from outside.	.589
4.	Being on time is extremely important in my organization.	.818
<hr/> C. Innovation <hr/>		
1.	Efficiency probably is the most important goal in my organization	.647
2.	Rigid control by management often makes it difficult for me to be innovative in my organization.	.735
3.	Managers seem to believe that employees lack initiative and must constantly be given instructions.	.766
4.	My organization can be classified as liberal.	.779
<hr/> D. Liberal <hr/>		
1.	My organization looks to the future rather than to the past.	.711
2.	Innovation probably is the most important goal in my organization.	.664
3.	Senior administrators believe that they know better because they have more knowledge than lower-level employees.	.747
4.	Most people who work here seem to be afraid of senior managers.	.769
<hr/>		

#### E. Individual

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- |  |      |
|--|------|
| 1. Each individual is expected to contribute to the team effort, but the team as a whole is ultimately held accountable for its efforts.                   | .725 |
| 2. Most employees in my organization share a common sense of mission; each has different priorities that conflict with the priorities of other department. | .725 |
| 3. Most departments in my organization do not share a common mission; each department has different priorities.  | .628 |
- 

#### 4.4 Tests for Multicollinearity

Two types of multicollinearity tests were conducted in this study. The test is based of multiple regressions on independent variable dimensions on dependent variable. According to Tabachnick and Fidell (2006), in the "hierarchical regression" procedure, independent variables are added to the regression equation in an order pre-determined by the researcher based on theoretical knowledge, and in the "stepwise regression" procedure, the number of independent variables are entered one by one on the basis of some pre-determined statistical criteria. Therefore, the choice of a regression procedure depends on the objectives of the analysis. The test of multiple regressions was based on variation inflation factor (VIF). The value VIF for Public Relations Role dimensions are as follows: expert prescriber = 2.642communication technique = 3.362; problem solver = 3.217 Communication facilitator = 2.648; manager role = 3.11; andtraditional role = 1.477. The VIF for Crisis Communication Strategy dimensions are concession = 2.654justification = 2.308Excuse = 2.298; and Diversions = 1.960 for Organization Culture dimensions are collective = 2.018integration = 2.244innovation = 1.325liberal = 1.325 and individual = 1.256, as for Islamic Approach dimensions are confident in Allah =



2.609relationship with Allah = 3.508learningfrom the past = 1.805  
andconsultationandunity = 3.655. The cut-off criteria for variation inflation factor (VIF) in this study are less than 10 as proposed by Hair et al (2006). Thus, based on this we can conclude that there is no multicollinearity problem in this study.

Regression is also necessary for making prediction of likely values of the independent variable. Correlation is concerned with the degree of relationship between variables and regression with making predictions of the dependent variable by using the independent variables (Tabachnick & Fidell, 2007; Hair et al., 2006). The authors indicated that the construct of a simple linear regression model usually starts with the specification of the dependent variable (crisis management) and independent variables (public relations role, crisis communication strategy, and organizational culture). Here, a variable of interest, the dependent variable (Y) is related to one or more independent variables (X). The objective of regression analysis is to build a regression model or a prediction equation relating the dependent variable to one or more independent variables. The model can then be used to describe, predict and control the variable of interest on the basis of the independent variables.

The second test is the tolerance test for each dimension. The tolerance values for all dimensions are as follows: expert prescriber = 0.379 communication technique = 0.297; problem solver = 0.311; communication facilitator 0.378; managerial roles = 0.321; traditional role = 0.677; concession = 0.377; justification = 0.433; excuse = 0.435; diversions = 0.510; collective = 0.496; integration = 0.446; innovation = 0.828; liberal = 0.755; individual = 0.796. For Islamic approach dimension are

confident in Allah = 0.383; relationship with Allah = 0.285; learning from the past = 0.554; consultation and unity = 0.274. Based on the values, we can conclude that multicollinearity does not explain more than 10% of variance of the dimensions of each variable. Therefore there is no multicollinearity problem in this study (Hair et al 2006).

*Table 4.21: Variation Inflation Factor (VIF) & Tolerance Value between Public Relations Roles, Crisis Communication Strategy, Organizational Culture and Islamic Approach on Crisis Management*

<b>Model 1</b>	<b>Tolerance</b>	<b>VIF</b>
Expert prescriber	.379	2.642
Communication Technical	.297	3.362
Problem solver	.311	3.217
Communication facilitator	.378	2.648
Manager role	.321	3.113
Traditional role	.677	1.477
Concession	.377	2.654
Justification	.433	2.308
Excuse	.435	2.298
Diversion	.510	1.960
Confidence in Allah	.383	2.609
Relationship with Allah	.285	3.508
Learning from the past	.554	1.805
Consultation and unity	.274	3.655

Collective	.496	2.018
Integration	.446	2.244
Innovation	.828	1.208
Liberal	.755	1.325
Individual	.796	1.256

In line with the above and to satisfy the objectives of the analysis, "standard regression" was used because all independent variables were of immediate and potentially equal interest, and all the independent variables were entered into the regression equation at once. Because of the close connection between the multiple regressions and Pearson's  $r$ , regression is important in summarizing the nature of the relationship between variables by producing a line which fits the data closely. This line is called the line of best fit which summarizes the relationship between two variables.

For regression analysis, acceptable values of collinearity are considered from the tolerance value of more than .10 or the VIFs value of less than 10 (Hair et al., 2006, p.233). A maximum VIFs value in excess of ten is often taken as an indication that multicollinearity may be excessively influencing the least squares estimates. Consequently, small tolerance values and large VIFs values will reflect the problem that correlation items likely to be redundant. In this way, the VIFs of variables must not exceed 10. Results of the VIFs appear in Table 4.21 shows that the largest VIF (3.655) is well below the threshold ( $VIF = 10$ ) as being suggested by Haire et al. (2006). The value is an indication that there is no problem of multicollinearity in the multiple regression model.

#### **4.5 Hypotheses Testing**

This section is structured to provide a detailed discussion of the results of the empirical testing of the hypothesized model. The result of the final relationship variables, competing model and the testing of the influence variables are also presented in this section. Hypothesis testing was accomplished by examining the completely standardized parameter estimates and their associated F-values. One-tailed test of significance was used to determine the significance of each path coefficient. Three of the direct relationship and five of indirect relationship hypotheses were consistent with expectations and statistically significant in the expected direction.

Eight hypotheses were developed to test the relationship. Hierarchical multiple regressions was used to test the hypotheses advanced in this study. The hierarchical multiple regressions was employed because it can provide analysis on model fit and has more statistical power over simple correlation. In addition, consistent with the suggestion of Baron and Kenny (1986), hierarchical multiple regression is most suitable for moderating testing compared to other statistical method.

Hypotheses 1, 2 and 3 indicate that there is a significant positive relationship between public relations role, crisis communication strategy, organizational culture and crisis management. Table 4.36 shows that 17.5% variance for crisis management are explained by public relations role, crisis communication strategy and organization culture. Overall the regression model between public relations role, crisis communication strategy, organizational culture and crisis management is significant ( $F = 13.883$ ,  $p < .05$ ).

### **Hypothesis 1**

*Public relations role is related to crisis management in the public and private sectors in Yemen.*

Hypothesis 1 posits that there is a positive relationship between public relations role and crisis management. Inspection of regression slope in Table 4.27 shows that = 0.028,  $t = 0.662$ ,  $p > .05$  indicating the relationship between Public Relations Role and Crisis Management is not significant. Therefore, hypothesis 1 was accepted.

### **Hypothesis 2**

*There is a relationship between Crisis Communication Strategy and Crisis Management in Public and Private sectors in Yemen*

Hypothesis 2 predicts that there is a positive relationship between Crisis Communication Strategy and Crisis Management. Inspection of regression slope in Table 4.27 shows that  $\beta = 0.199$ ,  $t = 3.872$ ,  $p < .05$  indicating the relationship between crisis communication strategy and crisis management is significant. This result gives the statistical evidence to accept  $H_2$ .

### **Hypothesis 3**

*There is a relationship between Organization Culture and Crisis Management in public and private sector in Yemen.*

Hypothesis 3 posits that there is a positive relationship between Organizational Culture and Crisis Management. Inspection of regression slope in Table 4.27 shows that  $\beta = 0.248$ ,  $t = 2.663$ ,  $p < .05$  indicating the relationship between organizational culture and crisis management is significant. Therefore, hypothesis 3 was accepted.

#### **Hypothesis 4**

*Islamic approach will moderate the relationship between public relations roles, crisis communication strategies, organizational culture and crisis management in Yemen organization.*

Hypothesis 4 states that the Islamic Approach moderates the relationship between public relations roles, crisis communication strategies, organizational culture and crisis management in Yemen organizations. Consistent with the suggestion of Baron and Kenny (1986), hierarchical regression analysis was used to test the hypotheses. Separate regressions were run for one dependent variable. The regression analysis involves comparing  $R^2$  for one model. The first model, consist of predictors and moderator, therefore set of independent variables agreement scores were entered as the first step in the regression. The scores of Islamic approach were entered as the second step in the second model which contain both the predictor, moderator and interaction terms. The third step includes the scores of interaction between the independent variable agreement and Islamic Approach. Based on hypothesis, we expected the interaction between independent agreement and Islamic approach measures and dependent variable to remain significant after were added to the regression model (Aiken & West, 1991; Baron & Kenny, 1986)

The hypothesis predicts that Islamic Approach moderates Crisis Management in the Organization. Multiple hierarchical regressions were applied to test this hypothesis (see Table 4.22). In step 1, the main effect of independent variables as a set was a significant variance for Crisis Management and 17.5 percent of variance was accounted for ( $R^2=0.175$ ,  $F=13.883$ ,  $p<0.01$ ). However, only two independent variables are significantly related to Crisis Management, these are Crisis Communication Strategy ( $\beta = .199$ ,  $t = 3.872$ ,  $p<0.01$ ) and organizational culture ( $\beta = .248$ ,  $t = 2.663$ ,  $p<0.01$ ). The positive beta coefficients indicated that the higher agreement in independent variables, the higher the rating of crisis management employed in the organization.

In step 2, the moderating variable was included in the equation. Islamic approach together with other independent variables as a set is a significant variance for crisis management, which counted also 17.5 percent of variance indicating no change in the  $R^2$ . Overall the model indicates that the Islamic Approach has significant regression on crisis management ( $F=10.360$ ,  $p < 0.01$ ). Islamic approach also was not significantly related to crisis management ( $\beta=-0.002$ ,  $t = -0.030$ ,  $p > 0.05$ ). This result shows that crisis management was not affected by Islamic Approach.

Two way interaction between three independent variables and Islamic Approach as a set was applied in step 3. It is found that these set of interaction significantly explained crisis management of 18.4 percent of variance. Regression model between the interaction variables (public relations role, crisis communication strategy, organizational culture with Islamic approach) is significant ( $R^2 = 0.184$ ,  $F = 6.185$ ,  $p < .01$ ). Inspection of the slopes for public relations role shows that the value

increased from  $\beta=0.028$ ,  $t = 0.662$ ,  $p > .05$  to  $\beta=-.024$ ,  $t = .253$ ,  $p > .05$ . Inspection of the slopes for crisis communication strategy shows that the B value decreased from  $\beta= .199$ ,  $t= 3.872$ ,  $p < .01$  to  $\beta=.021$ ,  $t = .190$ ,  $p > .05$ . Inspection of the slopes for organizational culture shows that the B value increased from  $\beta = .248$ ,  $t= 2.663$ ,  $p < .01$  to  $\beta= .253$ ,  $t = 1.385$ ,  $p < .05$ . This result indicates that Islamic Approach is not a moderating variable in this model.

*Table 4.22: Effect of Moderating Variable on Crisis Management*

Dependent variable	Independent Variables (IV)	Step 2: moderating vs IVs	Step 3: Interaction (moderating x Ivs)
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<b>Crisis management</b>	<ul style="list-style-type: none"> <li>Public Relations Roles (<math>\beta=0.028, t = 0.662</math>)</li> </ul>	<ul style="list-style-type: none"> <li>Public Relations Roles (<math>\beta= 0.028, t = .657</math>)</li> </ul>	<ul style="list-style-type: none"> <li>Public Relations Roles x Islamic approach (<math>\beta=-.024, t = .253</math>)</li> </ul>
	<ul style="list-style-type: none"> <li>Crisis Communication Strategy (<math>\beta= .199, t= 3.872</math>)</li> </ul>	<ul style="list-style-type: none"> <li>Crisis Communication Strategy (<math>\beta=0.199, t = 3.841^*</math>)</li> </ul>	<ul style="list-style-type: none"> <li>Crisis Communication Strategy x Islamic (<math>\beta=.021, t = .190</math>)</li> </ul>
	<ul style="list-style-type: none"> <li>Organizational Culture (<math>\beta= .248, t= 2.663</math>) F= 13.883* <math>R^2 = .175</math> <math>\Delta R^2 = .163</math> R<sup>2</sup> Change = 0.175 Standard Error = 0.42667 Degree of freedom (196)</li> </ul>	<ul style="list-style-type: none"> <li>Organizational Culture (<math>\beta =.249, t = 2.606^*</math>)</li> <li>Islamic Approach (<math>\beta=-0.002, t= -0.030</math>) F=10.360* <math>R^2 = 0.419</math> <math>\Delta R^2 = 0.158</math> R<sup>2</sup> Change =0.000 Standard Error =0.43 Degree of freedom =(195)</li> </ul>	<ul style="list-style-type: none"> <li>Organizational Culture x Islamic approach (<math>\beta=-.253, t = -1.385</math>) F=6.185* <math>R^2 = 0.184</math> <math>\Delta R^2 = 0.154</math> R<sup>2</sup> Change = 0.009 Standard Error =0.43 Degree of freedom =(192)</li> </ul>

Table 4.23 shows the three steps hierarchical regression results of three independent variables (IVs) and its dimensions and Islamic approach as a moderating variable towards crisis management dimension integrative. Step 1 consist the dimensions of public relations role namely communication technique, expert prescriber, problem solving process, communication facilitator, traditional role, managerial roles and effect integrative dimension. It is found that overall model significantly explained 52.2 percent of variance ( $R^2 = 0.522$ ,  $F=13.422$ ,  $p<0.01$ ). It is also found that there is only one dimension in public relations role is significantly predicted integrative dimension that is communication technician ( $\beta = 0.194$ ,  $t = 2.471$ ,  $p<0.05$ ). Two dimensions in crisis communication strategy are significantly associated with

integrative, they are concession ( $\beta = .197, t = 2.443, p < 0.05$ ) and Excuse ( $\beta = .163, t = 2.019, p < 0.05$ ). It is also found that two dimensions in organizational culture are significant, they are Integration ( $\beta = .370, t = 5.163, p < 0.01$ ) and Liberal ( $\beta = .231, t = 3.991, < 0.01$ ). The other dimensions are not significant in predicting integrative dimension.

Four Islamic Approach dimensions were then inserted in Step 2. The equation in Step 2 explained 55.3 percent of variance ( $R^2 = 0.553, F = 11.701, p < 0.01$ ), giving a significant three percent increase in variance ( $R^2$  change = 0.030,  $p < 0.05$ ). Only one dimension is significantly associated to IntegrativeCrisis Management dimension, that is, Confidence in Allah ( $\beta = .290, t = 2.591, p < 0.05$ ).

Step 3 involves the interaction of independent variables and Islamic approach dimensions and integrative dimension. Overall the model explained 82.9 percent of variance ( $R^2 = 0.835, F = 7.831, p < 0.01$ ). This interaction also shows a significant increase in variance ( $R^2$  change = 0.282,  $p < 0.01$ ). Thirteen interactions have a significant effect to integrative dimension, they confidence in Allah X communication technician ( $\beta = 0.481, t = 2.103, p < 0.05$ ), confidence in Allah X justification ( $\beta = .065, t = 3.062, p < 0.01$ ) and diversion ( $\beta = .030, t = -2.037, p < 0.05$ ). confidence in Allah X communication facilitator ( $\beta = -0.494, t = -2.063^*, p < 0.05$ ), confidence in Allah X individual ( $\beta = -0.462, t = -2.583, p < 0.05$ ), relationship with Allah X communication technician ( $\beta = -0.673, t = -2.892^*$ ), relationship with Allah X justification ( $\beta = -0.919, t = -3.020, p < 0.05$ ) relationship with Allah X individual ( $\beta = .825, t = 3.379, p < 0.05$ ), learning from the past X technician ( $\beta = .825, t = 3.379, p < 0.01$ ) learning from the past X problem solving process ( $\beta = -.482, t = -2.462$

p<0.05), learning with traditional role ( $\beta=0.275$ ,  $t = 2.484$ ,  $p<0.01$ ), consultation X justification ( $\beta=.794$ ,  $t = 2.695$ ,  $p<0.01$ ), consultation and diversion ( $\beta=-.381$ ,  $t = -2.017$ ,  $p<0.05$ ), consultation and expert prescriber ( $\beta=.587$ ,  $t = 2.132$ ,  $p<0.05$ ).

In step 3, it is found that there is a significant change of R square of 0.282. This change indicates that overall the model has a significant increase in total variance explained for about 28.2 percent ( $R^2$  change = 0.282,  $F$  changed = 3.499,  $p<0.01$ ). Thus, this finding shows that Islamic Approach dimensions significantly moderate overall the model of this test.

*Table 4.23: Effect of Moderating Variable to Integrative*

Dependent variable	Independent Variables (IV)	Step 2: moderating vs IVs	Step 3: Interaction (moderating x Ivs)
Integrative	Public Relations Roles	Public Relations Roles	confXtechnique ( $\beta=0.481$ , $t=2.103^*$ )
	technician communication ( $\beta=0.194$ , $t = 2.471^*$ )	technician communication ( $\beta=0.200$ , $t = 2.572^{**}$ )	confXproblem ( $\beta=-0.256$ , $t=-0.965$ )
	facilitator problem solver ( $\beta=0.015$ , $t = 0.178$ )	facilitator problem solver ( $\beta=0.055$ , $t = 0.662$ )	confXcommficilitor ( $\beta=-0.494$ , $t=-2.063^*$ )
	facilitated communication ( $\beta=0.056$ , $t = 0.758$ )	facilitated communication ( $\beta=0.043$ , $t = 0.593$ )	confXmangerrole ( $\beta=-0.207$ , $t=-0.815$ )
	managerial role ( $\beta=0.005$ , $t = 0.068$ )	managerial role ( $\beta=0.008$ , $t = 0.109$ )	confXtraditionalroles ( $\beta=0.228$ , $t=1.215$ )
	expert prescriber ( $\beta=0.059$ , $t = 0.725$ )	expert prescriber ( $\beta=0.065$ , $t = 0.806$ )	confXconcession ( $\beta=-0.213$ , $t=-0.718$ )
	traditional role ( $\beta=0.020$ , $t = 0.407$ )	traditional role ( $\beta=0.031$ , $t = 0.631$ )	confXjustification ( $\beta=0.797$ , $t=3.554^{**}$ )
	Crisis Communication Strategy	Crisis Communication Strategy	confXExcuse ( $\beta=0.116$ , $t=0.335$ )

Dependent variable	Independent Variables (IV)	Step 2: moderating vs IVs	Step 3: Interaction (moderating x Ivs)
	Concession ( $\beta = .197, t = 2.443^*$ )	Concession ( $\beta = .203, t = 2.546^{**}$ )	confXDivrion ( $\beta = -0.303, t = -1.492$ )
	Justification ( $\beta = .056, t = 0.653$ )	Justification ( $\beta = .020, t = 0.234$ )	Confxcollective ( $\beta = -0.195, t = -0.724$ )
	Excuse ( $\beta = .163, t = 2.019^*$ )	Excuse ( $\beta = .133, t = 1.667$ )	Confxintegration ( $\beta = 0.232, t = 0.976$ )
	Diversion ( $\beta = .079, t = 1.130$ )	Diversion ( $\beta = .093, t = 1.354$ )	Confxinnovation ( $\beta = -0.092, t = -0.521$ )
	Organizational Culture  collective ( $\beta = .080, t = 1.073$ )	Organizational Culture  collective ( $\beta = .106, t = 1.345$ )	Confxlibereal ( $\beta = -0.019, t = -0.111$ )  Confxindividual ( $\beta = -0.462, t = -2.583^*$ )
	Integration ( $\beta = .370, t = 5.163^{**}$ )	Integration ( $\beta = .322, t = 4.343^{**}$ )	Relationshipxtechnique ( $\beta = -0.673, t = -2.892^*$ )
	Innovation ( $\beta = .087, t = 1.455$ )	Innovation ( $\beta = .070, t = 1.161$ )	Relationshipxproblemsol ( $\beta = 0.425, t = 1.495$ )
	Liberal ( $\beta = .231, t = 3.991^{**}$ )	Liberal ( $\beta = .243, t = 4.161^{**}$ )	Relationshipxcommfacilit ( $\beta = 0.160, t = 0.643$ )
	individual ( $\beta = .089, t = 1.567$ )	individual ( $\beta = .088, t = 1.558$ )	Relationshipxmanagerlol ( $\beta = 0.186, t = 0.610$ )
	F = 13.422**	Islamic approach ( $\beta = -0.002, t = -0.030$ )	Relationshipxtraditional ( $\beta = 0.023, t = 0.117$ )
	R <sup>2</sup> = 0.522	Confidence in Allah ( $\beta = .290, t = 2.591^*$ )	Relationshipxconcession ( $\beta = 0.178, t = .693$ )
	$\Delta R^2 = .484$	Relationship with Allah ( $\beta = -0.151, t = -1.241$ )	Relationshipxjustiction ( $\beta = -0.919, t = -3.020^{**}$ )
	R <sup>2</sup> Change = 0.522	Learning from past ( $\beta = -0.100, t = -1.100$ )	relationshipxExcuse ( $\beta = -0.146, t = -0.509$ )
	Standard Error = 0. 618	Consultation and unity ( $\beta = 0.148, t = 1.122$ )	relationshipxDiversion ( $\beta = 0.297, t = 1.562$ )
	Degree of freedom (184)	F=11.701**	Relationshipxcollective ( $\beta = 0.201, t = 0.604$ )
		R <sup>2</sup> = 0.553	Relationshipxintegration ( $\beta = 213, t = 0.935$ )

Dependent variable	Independent Variables (IV)	Step 2: moderating vs IVs	Step 3: Interaction (moderating x Ivs)
		$\Delta R^2 = 0.505$	Relationshipxinnovation ( $\beta=.080, t = 0.420$ )
		$R^2 \text{ Change} = 0.030$	Relationshipxliberal ( $\beta=-.308, t = -1.424$ )
		Standard Error =0.605	Relationshipxindividual ( $\beta=.825, t = 3.379^{**}$ )
		Degree of freedom =(180)	Learningpastxtechnique ( $\beta=.454, t = 2.629^*$ )
			Learningpastxproblemsolv ( $\beta=-.482, t = -2.462^{**}$ )
			Learningpastxcommfacilitor ( $\beta=.087, t = 0.528$ )
			Learningpastxmanagerrol ( $\beta=-.201, t = -1.004$ )
			Learningpastxtraditionrol ( $\beta=0.275, t = 2.484^{**}$ )
			Learningpastxconcession ( $\beta=0.019, t = 0.103$ )
			Learningpastxjustification ( $\beta=-.333, t = -1.952$ )
			learningpastxExcuse ( $\beta=-.015, t = -.085$ )
			learningpastxDiverion ( $\beta=.259, t = 1.515$ )
			Learningpastxcollective ( $\beta=-.050, t = -.228$ )
			Learningpastxintegrative ( $\beta=-.021, t = -.115$ )
			Learningpastxinnovation ( $\beta=0.180, t = 1.406$ )
			Learningpastxliberal ( $\beta=-.028, t = -.233$ )
			Constuntionxproblemsolv ( $\beta=-.122, t =.486$ )

Dependent variable	Independent Variables (IV)	Step 2: moderating vs IVs	Step 3: Interaction (moderating x Ivs)
			Constuntionxtechnique ( $\beta=-.046$ , $t = -.224$ )
			Constuntionxproblemsolver ( $\beta=.122$ , $t = .486$ )
			Constuntionxcommfacilitor ( $\beta=0.168$ , $t = 0.676$ )
			Constuntionxmanagerrole ( $\beta=0-.060$ , $t = -.170$ )
			Constuntionxtraditionalrole ( $\beta=-.265$ , $t = -1.356$ )
			Constuntionxconcession ( $\beta=.191$ , $t = .795$ )
			Constuntionxjustificatio ( $\beta=.794$ , $t = 2.695^{**}$ )
			constuntionxExcuse ( $\beta=0.375$ , $t = 1.472$ )
			constuntionxDiver ( $\beta=-.381$ , $t = -2.017^{*}$ )
			Constuntionxcollective ( $\beta=-.176$ , $t = -.553$ )
			Constuntionxintegrative ( $\beta=.013$ , $t = .051$ )
			Constuntionxinnovation ( $\beta=-.232$ , $t = -1.444$ )
			Constuntionxliberal ( $\beta=.171$ , $t = 1.142$ )

Dependent variable	Independent Variables (IV)	Step 2: moderating vs IVs	Step 3: Interaction (moderating x Ivs)
			Consttuntionxindividual $(\beta = -.215, t = -1.072)$ confXexpertescriber $(\beta = -.094, t = 0.359)$ relationXexpertescriber $(\beta = -.329, t = 1.136)$ learningXexpertescriber $(\beta = -.094, t = .474)$ consultXexpertescriber $(\beta = -.587, t = 2.132^*)$
			F=7.831**
			$R^2 = 0.835$
			$\Delta R^2 = 0.728$
			$R^2$ Change= 0.282
			Standard Error =0.449
			Degree of freedom =(121)

Notes: \* $p < 0.05$

Table 4.24 shows the interaction between the dimensions of IVs and the moderating variable with another crisis management dimension that is distributive. Step 1 in this model included all dimensions of IVs, public relations role, crisis communication strategy organizational culture, and explained 40 percent of the variance ( $R^2=0.400$ ,  $F=8.172$ ,  $p<0.01$ ). Only one dimension in public relations role that is managerial role strongly predicting distributive dimension at  $\beta=0.250$ ,  $t = 3.622$ ,  $p<0.01$ . While three dimension in crisis communication strategy, were significantly predicted distributive dimension: they are justification ( $\beta= 0.172$ ,  $t= 2.134$ ,  $p<0.05$ ), excuse ( $\beta= -0.249$ ,  $t=$

-3.296,  $p < 0.01$ ), and diversion ( $\beta = .394$ ,  $t = 6.046$ ,  $p < 0.01$ ). It is also found that in step 1 two dimensions in organizational culture are significant, that are integration ( $\beta = -0.237$ ,  $t = -3.485$ ,  $p < 0.01$ ) and individual ( $\beta = .132$ ,  $t = 2.502$ ,  $p < 0.05$ ). The other dimensions are not significant

In step 2, all four dimensions of Islamic Approach are included in the equation. The addition in this equation has increased the variance to 45.1 percent, a significant increase of 5.1 percent in the variance explained. Three dimensions of Islamic Approach also significantly predicted the distributive dimension: they are relationship with Allah ( $\beta = 0.295$ ,  $t = 2.625$ ,  $p < 0.01$ ), learning from past ( $\beta = 0.273$ ,  $t = 3.271$ ,  $p < 0.01$ ) and consultation and unity ( $\beta = -0.261$ ,  $t = -2.153$ ,  $p < 0.05$ ). The dimension that is not significant ( $p > 0.05$ ) is confidence in Allah ( $\beta = -.192$ ,  $t = -1.865$ ),

Step 3 shows the interaction of IVs and the moderating variable. It is found that these sets of interaction significantly explain 50.3 percent of variance ( $R^2 = 0.735$ ,  $F = 4.310$ ,  $p < 0.01$ ) in crisis management, an insignificant increase of 5.2 percent of variance ( $R^2$  change = 0.284). It is also found that the significant effect of interaction between consultation dimension and Problem solver is significant ( $\beta = .627$ ,  $t = 2.373$ ) and confidence in Allah X expert prescriber ( $\beta = .637$ ,  $t = 2.321$ ) relationship with Allah X expert prescriber ( $\beta = .806$ ,  $t = 2.646$ ) and learning from the past X expert prescriber ( $\beta = .573$ ,  $t = 2.743$ ).

In step 3, it is found that there is a significant change of R square of 0.284. This change indicates that overall the model has a significant increase in total variance



explained of about 28.4 percent ( $R^2$  change = 0.284, F change = 2.203,  $p < 0.01$ ). Thus, this finding shows that Islamic Approach dimensions significantly moderate the overall model of this test.

*Table 4.24: Interaction of Moderating Variable Towards Distributive*

<b>Dependent variable</b>	<b>Independent Variables (IVs)</b>	<b>Step 2: moderating vs IVs</b>	<b>Step 3: Interaction (moderating x Ivs)</b>
<b>Distributive</b>	Public Relations Roles ( $\beta = -0.013, t = -0.177$ )	Public Relations Roles ( $\beta = 0.028, t = .657$ )	confXtechnique ( $\beta = -.341, t = -1.419$ )
	technician communication ( $\beta = -0.119, t = -1.627$ )	technician communication ( $\beta = -0.141, t = -1.969$ )	confXproblem ( $\beta = -.365, t = -1.308$ )
	facilitator problem solver ( $\beta = 0.110, t = 1.407$ )	facilitator problem solver ( $\beta = 0.103, t = 1.341$ )	confXcommficator ( $\beta = .276, t = 1.095$ )
	facilitated communication ( $\beta = -0.123, t = -1.798$ )	facilitated communication ( $\beta = -0.140, t = -2.090^*$ )	confXmangerrole ( $\beta = .075, t = .279$ )
	managerial role ( $\beta = 0.250, t = 3.622^{**}$ )	managerial role ( $\beta = 0.225, t = 3.631$ )	confXtraditionalroles ( $\beta = -.420, t = -2.125$ )
	expert prescriber ( $\beta = -0.013, t = -0.177$ )	expert prescriber ( $\beta = 0.15, t = 0.204$ )	confXconcession ( $\beta = .038, t = .121$ )
	traditional role ( $\beta = -0.004, t = -0.081$ )	traditional role ( $\beta = 0.012, t = 0.266$ )	confXjustification ( $\beta = -.234, t = -.990$ )
	Crisis Communication Strategy ( $\beta = .199, t = 3.872$ )	Crisis Communication Strategy ( $\beta = 0.199, t = 3.841^*$ )	confXExcuse ( $\beta = -.168, t = -.461$ )
	Concession ( $\beta = -0.107, t = -1.423$ )	Concession ( $\beta = -0.119, t = -1.630^{**}$ )	confXDivrion ( $\beta = -.389, t = -1.824$ )
	Justification ( $\beta = 0.172, t = 2.134^*$ )	Justification ( $\beta = 0.127, t = 1.596$ )	Confxcollective ( $\beta = -.111, t = -.391$ )
	Excuse ( $\beta = -0.249, t = -3.296^{**}$ )	Excuse ( $\beta = -0.235, t = -3.191$ )	Confxintegration ( $\beta = .124, t = .496$ )
	Diversion ( $\beta = .394, t = 6.046^{**}$ )	Diversion ( $\beta = 0.410, t = 6.472$ )	Confxinnovation ( $\beta = .352, t = 1.882$ )
	Organizational Culture ( $\beta = .248, t = 2.663$ )	Organizational Culture ( $\beta = .249, t = 2.606^*$ )	Confxlibereal ( $\beta = -.199, t = -1.123$ )

Dependent variable	Independent Variables (IVs)	Step 2: moderating vs IVs	Step 3: Interaction (moderating x Ivs)
	collective ( $\beta = .000, t = -0.011$ )	collective ( $\beta = -0.027, t = -0.396$ )	Confxindividual ( $\beta = -.013, t = -.072$ )
	Integration ( $\beta = -0.237, t = -3.485^{**}$ )	Integration ( $\beta = -0.222, t = -3.238^{**}$ )	Relationshipxtechnique ( $\beta = .441, t = 1.799$ )
	Innovation ( $\beta = .015, t = 0.259$ )	Innovation ( $\beta = .000, t = 0.139$ )	Relationshipxproblemsol ( $\beta = -.150, t = -.501$ )
	Liberal ( $\beta = .091, t = 1.660$ )	Liberal ( $\beta = .078, t = 1.454$ )	Relationshipxcommfacilit ( $\beta = .398, t = 1.521^*$ )
	individual ( $\beta = .132, t = 2.502^*$ )	individual ( $\beta = .128, t = 2.434^*$ )	Relationshipxmanagerrlol ( $\beta = -.156, t = -.486$ )
	F = 8.172**	Islamic approach ( $\beta = -0.002, t = -0.030$ )	Relationshipxtraditional ( $\beta = -.144, t = -.705$ )
	R <sup>2</sup> = 0.400	Confidence in Allah ( $\beta = -0.192, t = -1.865$ )	Relationshipxconcession ( $\beta = -.492, t = -1.821$ )
	$\Delta R^2 = .351$	Relationship with Allah ( $\beta = 0.295, t = 2.625^{**}$ )	Relationshipxjustiction ( $\beta = .588, t = 1.836$ )
	R <sup>2</sup> Change = 0.400	Learning from past ( $\beta = 0.273, t = 3.271^{**}$ )	relationshipxExcuse ( $\beta = .208, t = .689$ )
	Standard Error = 0.577	Consultation and unity ( $\beta = -0.261, t = -2.153^*$ )	relationshipxDiversion ( $\beta = -.344, t = -1.721$ )
	Degree of freedom (184)	F = 7.783**	Relationshipxcollective ( $\beta = .183, t = .523$ )
		R <sup>2</sup> = 0.451	Relationshipxintegration ( $\beta = -.081, t = -.339$ )
		$\Delta R^2 = 0.393$	Relationshipxinnovation ( $\beta = -.483, t = -2.396$ )
		R <sup>2</sup> Change = 0.051	Relationshipxliberal ( $\beta = .315, t = 1.385$ )
		Standard Error = 0.558	Relationshipxindividual ( $\beta = .149, t = .582$ )
		Degree of freedom = (180)	Learningpastxtechnique ( $\beta = .103, t = .564$ )
			Learningpastxproblemsolv ( $\beta = -.370, t = -1.796$ )

Dependent variable	Independent Variables (IVs)	Step 2: moderating vs IVs	Step 3: Interaction (moderating x IVs)
			Learningpastxcommfacilitor ( $\beta=-.059$ , $t=-.341$ )
			Learningpastxmanagerrol ( $\beta=.273$ , $t=1.298$ )
			Learningpastxtraditionrol ( $\beta=.096$ , $t=.828$ )
			Learningpastxconcession ( $\beta=.75$ , $t=.389$ )
			Learningpastxjustification ( $\beta=.184$ , $t=1.024$ )
			learningpastxExcuse ( $\beta=.038$ , $t=.199$ )
			learningpastxDiverion ( $\beta=.137$ , $t=.761$ )
			Learningpastxcollective ( $\beta=.185$ , $t=.800$ )
			Learningpastxintegrative ( $\beta=-.441$ , $t=-2.283$ )
			Learningpastxinnovation ( $\beta=.028$ , $t=.208$ )
			Learningpastxliberal ( $\beta=-.006$ , $t=-.045$ )
			Constuntionxproblemsolv ( $\beta=.627$ , $t=2.373$ )
			Constuntionxtechnique ( $\beta=-.268$ , $t=-1.244$ )
			Constuntionxproblemsolver ( $\beta=.497$ , $t=1.830$ )
			Constuntionxcommfacilitor ( $\beta=-.125$ , $t=-.643$ )
			Constuntionxmanagerrole ( $\beta=-.55$ , $t=-1.229$ )
			Constuntionxtraditionalrole ( $\beta=.037$ , $t=.181$ )

Dependent variable	Independent Variables (IVs)	Step 2: moderating vs IVs	Step 3: Interaction (moderating x Ivs)
			Constuntionxconcession ( $\beta=.450$ , $t= 1.779^*$ ) Constuntionxjustificatio ( $\beta=-.472$ , $t=-1.521$ ) constuntionxExcuse ( $\beta=-.319$ , $t=-1.190$ ) constuntionxDiver ( $\beta=.258$ , $t= 1.297$ ) Constuntionxcollective ( $\beta=-.145$ , $t= -.433$ ) Constuntionxintegrative ( $\beta=-.102$ , $t=-.379$ ) Constuntionxinnovation ( $\beta=.202$ , $t= 1.155$ ) Constuntionxliberal ( $\beta=-.309$ $t=1.964$ ) Constuntionxindividual ( $\beta=-.074$ , $t= -.352$ ) confXexpertprescriber ( $\beta=.637$ , $t= -2.321$ ) relationXexpertprescriber ( $\beta=.806$ , $t= -2.646$ ) learningXexpertprescriber ( $\beta=.573$ , $t= -2.743$ ) consultXexpertprescriber ( $\beta=.236$ , $t= -.815$ )  $F=4.310^{**}$ $R^2 = 0.735$ $\Delta R^2 = 0.565$ $R^2$ Change= 0.284 Standard Error =0.472 Degree of freedom =(121)

Notes:  $*p<0.05$

Table 4.25 shows the three steps hierarchical regression results of three independent variables (IVs) and their dimensions as well as Islamic Approach as a moderating variable towards Crisis Management dimension (Third Party). Step 1 consists of the dimensions of public relations role namely communication technique, expert prescriber, problem solving process, communication facilitator, traditional role, managerial role, effect of IVs and its dimension to the third party. It is found that overall the model significantly explained 21.3 percent of variance ( $R^2=0.213$ ,  $F=3.316$ ,  $p<0.01$ ). It is also found that there is no dimensions in public relations role significantly predict third party dimension, but one dimension in crisis communication strategy that is Diversion ( $\beta=0.261$ ,  $t = 3.114$ ,  $p<0.05$ ).

Two dimensions in Organizational Culture are significantly associated with third party, that is integration ( $\beta= .370$ ,  $t= 5.163$ ,  $p<0.01$ ) and Liberal ( $\beta= .231$ ,  $t= 3.991$ ,  $p<0.1$ ). The other dimension are not significantly predict the third party dimension when  $p>0.05$ . For public relations role, they include technician communication ( $\beta=-0.120$ ,  $t = -1.271$ ) problem solver ( $\beta=0.069$ ,  $t = 0.684$ ), communication facilitator ( $\beta=-0.035$ ,  $t = -0.398$ ), managerial role ( $\beta=0.175$ ,  $t = 1.968$ ) expert prescriber ( $\beta=0.133$ ,  $t = 1.355$ ). For crisis communication strategy dimension, they are Concession ( $\beta= -0.119$ ,  $t= -1.229$ ); Justification ( $\beta= .194$ ,  $t= 1.864$ ); and Integration ( $\beta= .370$ ,  $t= 5.163^{**}$ ). For organizational culture dimension, they are Innovation ( $\beta= .087$ ,  $t= 1.455$ ); Liberal ( $\beta= .231$ ,  $t= 3.991^{**}$ ); and Individual ( $\beta= .089$ ,  $t= 1.567$ ).

Four Islamic approach dimensions were then inserted in Step 2. The equation in Step 2 explained 27.7 percent of variance ( $R^2=0.277$ ,  $F=3.626$ ,  $p<0.01$ ), giving a

significant three percent increase in variance ( $R^2$  change = 0.030,  $p < 0.05$ ). All four dimensions significantly measured the third party dimension, they are confidence in Allah ( $\beta = .264$ ,  $t = 1.986$ ,  $p < 0.05$ ), relationship with Allah ( $\beta = .432$ ,  $t = 2.975$ ,  $p < 0.05$ ), learning from the past ( $\beta = .279$ ,  $t = 2.591$ ,  $p < 0.05$ ) and consultation and unity ( $\beta = .443$ ,  $t = 2.822$ ,  $p < 0.05$ ).

Step 3 shows the interaction of all IVs and Islamic approach dimensions and the third party dimensions. Overall the model explained 62.4 percent of variance ( $R^2 = 0.624$ ,  $F = 2.576$ ,  $p < 0.01$ ). This interaction also shows a significant increase in variance ( $R^2$  change = 0.282,  $p < 0.01$ ). Three interactions are significant between relationship with Allah and innovation ( $\beta = 0.567$ ,  $t = 2.100$ ,  $p < 0.05$ ); learning from the past X communication facilitator ( $\beta = 0.714$ ,  $t = 3.071$ ,  $p < 0.05$ ), and consultation X diversion ( $\beta = 0.617$ ,  $t = 2.312$ ,  $p < 0.05$ ).

At step 3, it is found that there is a significant change of R square of 0.387. These changes indicate that overall the model has a significant increase in total variance explained for about 34.7 percent ( $R^2$  change = 0.347,  $F$  change = 1.895,  $p < 0.01$ ). Thus, this finding shows that Islamic Approach dimensions significantly moderate the overall model of this test.

Table 4.25: Interactions of Moderating Variable Towards Third-Party

Dependent variable	Independent Variables (IV)	Step 2: moderating vs IVs	Step 3: Interaction (moderating x Ivs)
<b>Third Party</b>	Public Relations Roles ( $\beta=0.028, t = 0.662$ )	Public Relations Roles ( $\beta= 0.028, t = .657$ )	confXtechnique ( $\beta=.133, t =.411$ )
	technician communication ( $\beta=-0.120, t = -1.271$ )	technician communication ( $\beta=-0.150, t = -1.624$ )	confXproblem ( $\beta=-.254, t =-.678$ )
	facilitator problem solver ( $\beta=0.069, t = 0.684$ )	facilitator problem solver ( $\beta=0.043, t = 0.436$ )	confXcommfacilitator ( $\beta=.241, t =.714$ )
	facilitated communication ( $\beta=-0.035, t = -0.398$ )	facilitated communication ( $\beta=-0.039, t = -0.448$ )	confXmangerrole ( $\beta=.158, t =.441$ )
	managerial role ( $\beta=0.175, t = 1.968$ )	managerial role ( $\beta=0.143, t = 1.647$ )	confXtraditionalroles ( $\beta=.091, t =.343$ )
	expert prescriber ( $\beta=0.133, t = 1.355$ )	expert prescriber ( $\beta=0.157, t = 1.634$ )	confXconcession ( $\beta=.606, t =1.449$ )
	traditional role ( $\beta=-0.083, t = -1.388$ )	traditional role ( $\beta=-0.067, t = -1.141$ )	confXjustification ( $\beta=-.310, t =-.979$ )
	Crisis Communication Strategy ( $\beta= .199, t= 3.872$ )	Crisis Communication Strategy ( $\beta=0.199, t = 3.841 *$ )	confXExcuse ( $\beta=-.120, t =-.246$ )
	Concession ( $\beta= -0.119, t= -1.229$ )	Concession ( $\beta= -0.121, t= -1.276$ )	confXDivrion ( $\beta=-.272, t =-.948$ )
	Justification ( $\beta= .194, t= 1.864$ )	Justification ( $\beta= 0.124, t= 1.206$ )	Confxcollective ( $\beta =-.154, t = -.406$ )
	Excuse ( $\beta= -0.089, t= -0.916$ )	Excuse ( $\beta= 0.060, t= -0.631$ )	Confxintegration ( $\beta = -.509, t = -1.515$ )
	Diversion ( $\beta= .261, t= 3.114**$ )	Diversion ( $\beta= .279, t= 3.417**$ )	Confxinnovation ( $\beta =.284, t = 1.132$ )
	Organizational Culture ( $\beta= .248, t= 2.663$ )	Organizational Culture ( $\beta =.249, t = 2.606*$ )	Confxlibereal ( $\beta = .143, t = .602$ )
	collective ( $\beta= .080, t= 1.073$ )	Collective ( $\beta= -0.275, t= -3.118**$ )	Confxindividual ( $\beta =-.302, t = -1.194$ )
	Integration ( $\beta= .370, t= 5.163**$ )	Integration ( $\beta= 0.138, t= 1.557$ )	Relationshipxtechnique ( $\beta = .506, t = 1.542$ )
	Innovation ( $\beta= .087, t= 1.455$ )	Innovation ( $\beta= -0.082, t= -1.150$ )	Relationshipxproblemsol ( $\beta = .429, t =1 .069$ )

Dependent variable	Independent Variables (IV)	Step 2: moderating vs IVs	Step 3: Interaction (moderating x Ivs)
	Liberal ( $\beta = .231, t = 3.991^{**}$ )	Liberal ( $\beta = 0.117, t = 1.687$ )	Relationshipxcommfacilit ( $\beta = .045, t = .128$ )
	individual ( $\beta = .089, t = 1.567$ )	Individual ( $\beta = -0.017, t = -0.257$ )	Relationshipxmanagerrol ( $\beta = -.345, t = -.801$ )
	F= 3.316*	Islamic approach ( $\beta = -0.002, t = -0.030$ )	Relationshipxtraditional ( $\beta = -.034, t = -.125$ )
	R <sup>2</sup> = 0.213		Relationshipxconcession ( $\beta = -.587, t = -1.620$ )
	$\Delta R^2 = 0.149$	Confidence in Allah ( $\beta = -.264, t = -1.986^{**}$ )	Relationshipxjustiction ( $\beta = -.015, t = -.034$ )
	R <sup>2</sup> Change = 0.213	Relationship with Allah ( $\beta = .432, t = 2.975^{**}$ )	relationshipxExcuse ( $\beta = .336, t = .829$ )
	Standard Error = 0.743	Learning from past ( $\beta = .279, t = 2.591^{*}$ )	relationshipxDiversion ( $\beta = -.428, t = -1.598^{*}$ )
	Degree of freedom (184)	Consultation and unity ( $\beta = -.443, t = -2.822^{**}$ )	Relationshipxcollective ( $\beta = .330, t = .702$ )
			Relationshipxintegration ( $\beta = .570, t = 1.777$ )
		F=1.922*	Relationshipxinnovation ( $\beta = -.567, t = -2.100$ )
		R <sup>2</sup> = 0.169	Relationshipxliberal ( $\beta = -.187, t = -.613$ )
		$\Delta R^2 = 0.024$	Relationshipxindividual ( $\beta = .399, t = 1.157$ )
		R <sup>2</sup> Change= 0.064	Learningpastxtechnique ( $\beta = .080, t = .327$ )
		Standard Error =0.702	Learningpastxproblemsolv ( $\beta = -.493, t = -1.784$ )
		Degree of freedom =(180)	Learningpastxcommfacilitor ( $\beta = .714, t = 3.071^{**}$ )
			Learningpastxmanagerrol ( $\beta = .049, t = .175$ )
			Learningpastxtraditionrol ( $\beta = -.153, t = -.978$ )



Dependent variable	Independent Variables (IV)	Step 2: moderating vs IVs	Step 3: Interaction (moderating x Ivs)
			Learningpastxconcession ( $\beta = .376$ , $t = 1.445$ )
			Learningpastxjustification ( $\beta = .193$ , $t = .803$ )
			learningpastxExcuse ( $\beta = .393$ , $t = 1.544$ )
			learningpastxDiverion ( $\beta = -.375$ , $t = -1.552$ )
			Learningpastxcollective ( $\beta = .121$ , $t = .390$ )
			Learningpastxintegrative ( $\beta = -.144$ , $t = -.556$ )
			Learningpastxinnovation ( $\beta = -.169$ , $t = -.936$ )
			Learningpastxliberal ( $\beta = -.003$ , $t = -.015$ )
			Constuntionxproblemsolv ( $\beta = -.412$ , $t = -1.426$ )
			Constuntionxtechnique ( $\beta = -.412$ , $t = -1.426$ )
			Constuntionxproblemsolver ( $\beta = .266$ , $t = .749$ )
			Constuntionxcommfacilitor ( $\beta = -.128$ , $t = -.365$ )
			Constuntionxmanagerrole ( $\beta = -.266$ , $t = -.536$ )
			Constuntionxtraditionalrole ( $\beta = .094$ , $t = .340$ )
			Constuntionxconcession ( $\beta = .106$ , $t = .311$ )
			Constuntionxjustificatio ( $\beta = -.162$ , $t = -.391$ )
			constuntionxExcuse ( $\beta = -.168$ , $t = -.466$ )

Dependent variable	Independent Variables (IV)	Step 2: moderating vs IVs	Step 3: Interaction (moderating x Ivs)
			consttuntionxDiver ( $\beta = .617$ , $t = 2.312$ ) Consttuntionxcollective ( $\beta = -.548$ , $t = -1.222$ ) Consttuntionxintegrateive ( $\beta = -.107$ , $t = -.297$ ) Consttuntionxinnovation ( $\beta = .399$ , $t = 1.758$ ) Consttuntionxliberal ( $\beta = .153$ , $t = .724$ ) Consttuntionxindivdual ( $\beta = -.185$ , $t = -.655$ ) confXexpertprescriber ( $\beta = -.505$ , $t = -1.372$ ) relationXexpertprescriber ( $\beta = -.449$ , $t = -1.100$ ) learningXexpertprescriber ( $\beta = -.306$ , $t = -1.093$ ) consultXexpertprescriber ( $\beta = -.330$ , $t = -.848$ )  F=2.576** $R^2 = 0.624$ $\Delta R^2 = 0.382$ $R^2$ Change= 0.347 Standard Error =0.633 Degree of freedom =(121)

### **Hypothesis 5**

*There is a difference in terms of public relations role in the public and private sectors in Yemen.*

Hypothesis 5 predicts that there is a difference in public relations role between the public and private sectors in Yemen. Independent sample t-test was carried out to test the hypothesis. The result is shown in Table 4.26. It is found that there is a small differences between these two sectors (mean differences = 0.09). Thus, hypothesis five was rejected. This shows that there is no significant difference between the public and private sector towards public relations role in Yemen ( $t=0.745$ ,  $p>0.05$ ). This result shows that hypothesis 5 is rejected.

### **Hypothesis 6**

*There is a difference in terms of Crisis Communication strategy in public and private sectors in Yemen.*

Hypothesis 6 predicts that there is different relationship between Crisis Communication Strategy in public and private sector in Yemen. The result shows that there is no significant difference between public and private sectors towards crisis communication strategy ( $t=0.693$ ,  $p>0.05$ ). This finding suggests that Hypothesis 6 is rejected (see Table 4.26).

### **Hypothesis 7**

*There is a difference in terms of Organizational Culture in the the public and private sectors in Yemen.*

Hypothesis 7 predicts that there is a different relationship between organizational culture in public and private sector in Yemen. Table 4.26 shows the result of independent sample t-test between public and private sectors towards Organizational Culture. It is found that there is no significant difference between both sectors towards Organizational Culture ( $t=1.81$ ,  $p>0.05$ ). Hence, Hypothesis7 was rejected.

### **Hypothesis 8**

*There is a difference in terms of Crisis Management in the public and private sectors in Yemen.*

Hypothesis 8 predicts that there is a difference in Crisis Management between the public and private sectors in Yemen.Independent sample t-test was carried out to test this hypothesis. The result shows that there is no significant difference between the public and private sectors towards crisis management (mean differences = 0.018,  $t = 0.212$ ,  $p>0.05$ ). This finding provides the evidence to reject this hypothesis (see Table 4.26).

*Table 4.26: Mean Differences between Public and Private Sector in Public Relation Role*

<b>Variables</b>	<b>Mean</b>		<b>Mean</b>	<b>T</b>
	<b>Public</b>	<b>Private</b>	<b>differences</b>	
Public relation roles	2.9363	2.8426	.09375	.745
Crisis communication strategy	2.7707	2.6988	.07190	.693
Organizational culture	2.7663	2.6570	.10925	1.811
Crisis management	2.8018	2.7836	.01823	.212

$p > .05$

*Table 4.27 Results of Hypotheses*

	<b>Hypotheses</b>	Assumption of hypothesis
H1.	Public relations roles is related to crisis management in Yemen organization.	supported
H2	There is a relationship between crisis communication strategy and crisis management in Yemen organization.	supported
H3	There is a relationship between organization culture and crisis management. in Yemen organizations.	supported
H4	Islamic Approach moderates the relationship between public relations roles, crisis communication strategy, organizational culture and crisis management in Yemen organizations.	partially accepted
H5	There is a difference in terms of public relations role between public and private sectors in Yemen.	not supported
H6	There is a difference in terms of crisis communication strategy between public and private sectors in Yemen.	not supported
H7	There is a difference in terms of organizational culture between public and private sector in Yemen.	not supported
H8	There is a difference in terms of crisis management between public and private sectors in Yemen.	not supported

#### **4.6 Summary**

This chapter presents the results and analyses of the data used in the study. The method of analysis is primarily descriptive in nature. Descriptive statistics were used alongside correlation and regression analyses to determine the relationship between independent variables and the dependent variable. The purpose of the study was to investigate the extent to which public relations role, crisis management strategy, and

organizational culture influence crisis management. The Islamic Approach is used to moderate the relationship. The results are organized in such a way that they first report demographic information after which descriptive findings to analyse the objectives of the study are presented. Inter-correlation, test of normality, factor analysis, and hypothesis testing are also presented. The study shows that all independent variables contribute successfully to crisis management. The individual dimensions of Islamic Approach were broadly found to have a significant effect on Crisis Management. The results of correlation and regression analyses conducted on public relations role, crisis communication strategy, organization culture and Islamic Approach dimensions have revealed a positive effect on crisis management since a positive relationship is determined in which hypotheses 1 – 3 are supported and hypothesis 4 is partially supported. Thus, it is concluded that a positive association exists between the independent and independent variables with the Islamic approach as the moderating variable.

## **CHAPTER FIVE**

### **DISCUSSIONS, RECOMMENDATIONS AND CUNCLUSION**

#### **5.1 Introduction**

In this chapter, the major findings of study are discussed with regard to previous findings in other studies. This study aims to present the prevailing situation of the current public relations role and crisis management in Yemeni organizations. In this chapter, the findings of the study are further discussed based on the research questions developed as well as the reviewed literature. The objectives of the study determined the relationship between public relations role and crisis management, crisis communication strategy, organizational culture and Islamic approach as moderating. This chapter also discusses the dimension of independent variable and moderating variable that influences crisis management. Suggestions for improving public relations roles and crisis management are presented. Implications of the findings are introduced. Recommendations for further research are presented. Finally, the chapter ends with conclusion of the study.

#### **5.2 Overview of the Study**

This study uncovered the relationship among public relations roles, crisis communication strategy, organizational culture and crisis management. There is a great amount of literature on this subject, mostly drawn from the developed countries, but less work on the subject has been done in Yemen. Thus, the main purpose of this study is to help fill this knowledge gap.

The results of this study provide the reader with a better understanding of current issues related to public relations and crisis management in order to contribute to the development of a nation. It also determined the Islamic approach as moderating effect. One of the objectives of the study was to investigate the relationship between dimensions of public relation roles with crisis management. The other objective was to determine the relationship between crisis communication strategy dimensions and crisis management, organizational culture dimensions and crisis management. Finally, the last objective of this study was to identify possible effect of moderator variables which are Islamic approach on the relationship between public relations role, crisis communication strategy, and organizational culture with crisis management.

Statistical findings from the exploration of relationship among study variable were described in chapter four of this study. Presented below are the main findings of the study that are considered most important in subsequent discussion. This study used a sample from the public and private sector in Yemen. A total of 200 questionnaires were distributed with required sample of 200. The response rate was 100% of the sample size. The data were analyzed with multiple hierarchical regressions in order to achieve the study objectives. The results of this study were based on a total number of 200 respondents, of which males accounted for 81.5% and females accounted for 18.5%. The majority of the respondents accounting for 73% came from the public sector. All the respondents were public relations managers in the public relations department.



### **5.3 Discussion**

#### **5.3.1 Relationship between Public Relations Roles and Crisis Management in Yemen Organizations**

The first hypothesis outlined in this study is to study the relationship between public relations roles and crisis management. It was found that there is a significant relationship between public relations roles and crisis management. This finding suggests that the more an organization allows public relations managers to play their role in crisis management, the more the organization can manage its crisis. According to Cutlip, Center and Broom (2006), the practice of public relations could help establish as well as maintain a positive link between an organization and its public. This is capable of promoting and sustaining a good organizational image by developing rapport between the organization and its public through a two-way communication. As Berguth (2002) pointed out, public relations play an important role in dealing with crises by understanding the reaction of the public, organizing media campaigns in response to crises, and making the public understand the position of the organization. As crises could result into undesirable consequences for an organization, it is therefore imperative that organizations in Yemen adopt public relations as necessary tool in evaluating corrective actions designed to manage crises.

The literature review also indicates that an increasing number of scholars are now defending the importance of public relations role in managing crises. The concept suggested that successful relationship involve mutual benefit for both an organization and its publics. This finding is consistent with some western literature

such as Mara (1998), Hearit (1996), Benoit (1997) who support the hypothesis of this present study that those public relations managers contribute positively in dealing with crises. However, this finding is not similar to Arabic literature such as Musallam (2004), Farid (1999), Al-Bakri (1999), and Yusuf (1999) in which the role of public relations in managing crises is not emphasized.

It can therefore be said that, the hypothesis of this present study is not akin to the Musallam's, Farid's, Al-Bakri's and Yusuf's findings. Musallam (2004) sought to investigate whether the PR role was involved in developing crisis communication strategies in Kuwait and revealed that there was a limited PR role in dealing with crises in the country. Al-Bakri (1999) reported the role played by public relations department when the Egyptian Airline company which faced crisis and found that the higher management in the company did not assign any duties or roles to the public relations department during the crisis. In measuring communication role of a public relations department in times of crises, Farid (1999) found that the Arabian company for electronic equipments and its public relations department did not pay much attention to the development of a crisis communication plan or study the risks the company might face. Yusuf (1999) reported that public relations practitioners acted negatively to the journalists, and did not cooperate with them.

These studies suggest that in managing crises in the Arab world, the role of public relations managers is not emphasized and some organizations are not concerned with having procedures to improve image, track crises, evaluate them, and identify weaknesses in managing crisis (Abdul Maujud, 2000). In contrast, public relations managers in western countries followed a set of rules and procedures in managing

crises due to the development of such countries compared to the Arab world. These developed nations managed their crises through an emphasis on the role of public relations, delegation of authority, autonomy, a suitable organizational culture for the practice of public relations, effective media, personality traits of PR managers, and effective communication strategy to promote good relations between an organization and its publics.

The results of the current study support the hypothesis that public relations role is related to crisis management in public and private sectors in Yemen. However, the role of public relations in the Arab world including Yemen is not as it is used in the West in terms of problem solving, technical aspects, providing expert advice to top management and facilitating communication (Cutlip, Center & Broom, 2000). Abdul Maujud (2000) recommended that companies should stress on the importance of improving public relations by developing a strategy that focuses on dealing with the public and the media outlets during crisis. In the Western studies (e.g. Mara, 1998; Hearit, 1996; Benoit, 1997), it was revealed that a significant relationship existed between public relations roles and crisis management suggests that public relations managers believe that their organizations are doing a better role in dealing with crisis events.

This study illustrates the significant role of public relations continue to play as a crisis management function. These results demonstrate how public relations management continues to play a successful role in promoting the image of the organization when dealing with crises. This study also demonstrates how the six dimensions (Communication Technician, Problem-solver Facilitator,

Communication Facilitator, Managerial Role, Expert Prescriber and Traditional role) of public relations roles relate to crisis management. The results of the study revealed that 'Communication Technician' had a significant relationship with crisis management, considering that communication is one of the key aspects of crisis management. In this study, the roles of the 'Communication Technician' include but are not limited to 'communicating with an emphasis on issues and matters important for the organization', 'having freedom in taking administrative decisions', 'informing the supreme management about the general reaction towards policies, steps and behaviors of the organization', 'identifying problems of the public relations and communicating them to others in the organization', and 'working towards involving the supreme management in every step of the public relations programs'. This provides a means for guidance in dealing with crises and it is line with the Two-ways Symmetric Model in order to evaluate and understand messages between parties concerned (Grunig & Hunt, 1984). The Two-ways Symmetric Model centres upon the evaluation of messages between two parties and the emphasis of mutual understanding in a manner that results in a win-win situation between the source and the receiver.

### **5.3.2 Relationship between Crisis Communication Strategies and Crisis Management in Yemen Organizations**

To answer this second research hypothesis which states that there is a relationship between crisis communications strategy and crisis management, regression analysis was conducted. The results of the study revealed that there was a significant relationship between crisis communications strategy and crisis management, thereby

accepting the hypothesis. This suggests that if an organization has an effective crisis communication strategy, it will be easier for the organization to deal with crises.

This finding is consistent with the study of Cloudman and Hallahan (2006) who found that organizations with written crisis communications procedures were reasonably prepared to engage in crisis communications and thus, better prepared to deal with crises. According to Cloudman and Hallahan, the skill and ability acquired here relate to preparedness, which according to Hill (2002), is an important element of anticipating a crisis that equips organizations with systems and procedures for the appropriate, sufficient, and timely responses.

The results of this study provide empirical evidence to the study conducted by Hearit (1996), Benoit (1997) and Herrero and Pratt (1998) concerning the necessity of preparing a crisis strategy before a crisis, the importance of communicating with external publics, having an effective role of public relations during planning, and executing communication as a significant foundation for public relations. This is also consistent with Coombs's findings (1998) which showed that crisis communication strategy played a significant role and was significantly adopted during crisis. However, according to Marra (1998), successful crisis management depends on the type of a communication culture present in an organization rather than the presence or absence of a crisis communication strategy.

This study illustrates the importance of the relationship between crisis communication strategy and crisis management and these results demonstrate how crisis communication strategy continues to play a successful role in dealing with

crises. This study also demonstrates how the different dimensions of crisis communication strategy (concession, justification, excuse and diversion (Huang, Lin & Su, 2005)) contribute to crisis management. Among the dimensions of the crisis communication strategy as used in this study, it was found that 'diversion' was a dominant strategy practiced among the respondents of the study. This included, among other things, 'reducing outside attacks by emphasizing previous positive records or favorable actions', 'attacking the accuser or the accusation', and 'indicating inadequate resources or ability to prevent events'. The aspect of the dimension that involves managing a crisis with an emphasis on good action in the past is particularly important. However, Coombs (1998) proposed the following different strategies that could be used as crisis responses: denial, justification, excuse, corrective action, and apology. These results are in line with the Image Restoration Theory as a key in understanding image repair strategies which could help public relations managers to design messages be used to handle crises.

### **5.3.3 Relationship between Organizational Culture and Crisis Management in Yemen Organizations**

Based on the regression analysis, the results of the study showed that organizational culture was important in crisis management. This suggested that the effect of organizational culture influences crisis management. The results of regression analysis indicated that the organizational culture had a significant impact on crisis management. If the organization adopts a strong culture, the better they can manage crises. As Flynn (2002) reported, a successful organization empowers its employees with a culture that allows them to anticipate, adapt and successfully respond to

challenging events. The culture of an organization could determine how successful it is for an organization to deal with crises.

This finding is similar to the study by Schein (1992: 12) who indicated the importance of organizational culture in dealing with crises because the upper management and the public relations managers worked together towards the establishment of “a pattern of shared basic assumptions that the group learned as it solved its problems of external adaptation and internal integration.” The finding is also similar to Mara (1998) who reported that communication is an important element in almost all successful crisis management efforts of an organization. The author pointed out that the success of crisis management was only achieved with supportive organization culture, because without culture, even an effective crisis management plan was destined to fail. Therefore, organization culture significantly affects how organizations respond to crises. Mara also added that, the organization must have a systematic active culture for the improvement of crisis management, and the effect of public relations in crisis management. This study shows that organizational culture was significantly adopted during crises according to the respondents. In summary collective, integration, innovation, liberal and individual dimensions were all related with crisis management. In collectivism people tend to work together for a common goal. There is less competition but more cooperation in the work environment, which could minimize conflicts among the member of an organization. Individualists are generally high achievers and a combination of these two dimensions could result into a positive achievement of goals. With integration, innovation and liberality, security is increased through positive interaction and

interdependency, increased competition, coordination and bargaining power through agreements. This suggests that organizational culture has the potential of influencing crisis management.

The results of regression analysis indicated that organizational culture had a significant impact on crisis management. If the organizational adopts a supportive culture, it will be in a better position to deal with its crises. Thus, organizational culture significantly affects how organizations respond to crisis situations. This finding is in line with some previous studies concerning the effect of organizational culture on crisis management (eg. Flynn, 2002; Schein, 1992; Marra, 1998). In a collective culture, people work together for a common goal with less competition but more emphasis on cooperation, which could minimize conflicts among the member of an organization. Individualists emphasize achievement and if they join forces with collectivists, the end result could be a positive achievement of goals. Integration, innovation and liberality could bring about better security in organizations as a result of positive interaction and interdependency, increased competition, coordination and bargaining power through agreements.

The hierarchical regression analysis performed partially confirmed the moderating effect of the Islamic principles in the relationship between organizational culture and crisis management. However, this does not necessarily mean that Islamic principles are not important in managing crises. To further test the hypothesis, the interactive effects between organizational culture and Islamic principles with crisis management were investigated based on their respective dimensions. From the perspective of organizational culture, collective, integration, innovation, liberal and individual



dimensions were studied. For Islamic principles, confidence in Allah, relationship with Allah, learning from the past as well as consultation and unity dimensions were investigated. In crisis management, integrative, distributive and third party dimensions were investigated. The idea behind looking at the dimensions was to investigate the extent to which Islamic principles moderated the relationship. In the first place, it was discovered that among the dimensions of Islamic principles, only *confidence in Allah* had a significant relationship with *integrative crisis management*. The overall model showed an increase in the total percentage of the variance explaining the dependent variable. In the second stage, the results revealed that relationship with Allah and learning from the past as the dimensions of Islamic principles were significantly related to distributive crisis management. The whole model saw an increase in the total percentage of the variance explaining the dependent variable. In the third stage, the results revealed that all the dimensions of Islamic principles were significantly related to *third party crisis management*. Overall, there was a significant increase in the total percentage of the variance explaining the dependent variable. It was therefore concluded that Islamic principles moderated the relationship between organizational culture and crisis management.

#### **5.3.4 Role of Islamic Approach in Moderating the Relationship between Crisis Communication Strategies, Public Relations Roles, Organizational Culture and Crisis Management**

Research Hypothesis 4 stated that the Islamic approach would moderate the relationship between the role of public relations, crisis communication strategies, organizational culture and crisis management in Yemen organization. The results of

the study confirmed that Islamic approach based on its dimensions contributed a great deal to crisis management in Yemen organizations. The hierarchical regression analysis performed confirmed the moderating effect of the dimensions of Islamic approach in the relationship between the role of public relations, crisis communication strategy, organizational culture and crisis management.

Islam is a complete way of life. It has a set of goal and values that cover all aspects of human life, including social, economic and political issues. It is a religion that organizes one's life completely in this world and paves the way for salvation in the hereafter (Hourani, 2004). Thus, it plays a critical in dealing with crises. The importance of the Islamic approach is evident in the Qur'an and Sunnah through serenity and confidence in Allah (Al-Imran: 139), maintaining relationship with Allah, learning from the past such as the false slander incident of Sayyidah Aisha (r.a.), consultation and unity (Al-Ma'idah: 2), and adherence to good values and courage (Al-Baqarah: 153) among other things. The results of the study revealed a significant relationship between the dimensions of Islamic approach (confidence in Allah, relationship with Allah, learning from the past and consultation and unity) with the independent variables (role of public relations, crisis communication strategy, and organizational culture). Being an Islamic country, social life and economic dealings in Yemen are influenced by Islamic values. For instance, although the importance of the role of public relations in dealing with crises is acknowledged in both public and private organizations in Yemen, the way this role is carried out in western countries differs from the way it is carried out in Yemen. Instead of standardized procedures in dealing with crises, the top management has a

major say in the way crises are dealt with in Yemen. This may be as a result of the doctrine of *Shurah* (consultation) and the fact that Muslims should follow their leaders for as long as their actions do not contravene Islamic values.

The inclusion of the Islamic principles variable into the regression model between organizational culture and crisis management revealed a significant relationship between organizational culture and Islamic principles. This is largely due to the influence of Islam in Yemen and the fact that all the respondents were Muslims, as such, the culture that the organizations adopted had the elements of Islamic values, norms and artifacts in them. Thus, it is of no surprise that social life and economic dealings in Yemen are influenced by Islamic principles. In the hypothesis, it was expected that Islamic principles would moderate the relationship between organizational culture and crisis management in such a way that the organizations that adopted strong cultures based on Islamic principles would be in a better position to deal with crises than those without Islamic principles. While Islamic principles had an effect on organizational culture, the results of the study indicated that Islamic principles did not in any way affect crisis management. This makes sense because there are as many crises in Muslim nations as there are in non-Muslim nations. Take corruption for instance. According to Transparency International (cited in Muniratnam, 2011), the top 10 ‘cleanest’ governments of the world with a perception of low corruption from 2006 to 2010 have been Denmark, New Zealand, Singapore, Finland, Sweden, Canada, Netherlands, Switzerland, Australia and Norway, none of which incorporated Islamic principles in their administrative systems. Where are the Muslim nations?

Without doubt, Islamic principles were definitely important in dealing with crises. It may not have been documented in the western literature or in the western model of crisis management but the truth of the matter is whenever a crisis of any sort befalls Muslims, they turn to Allah. When there is no rain, Muslims perform *Salatul Istisqa* (prayer for rain) and for any calamity, even if pricked by a thorn, a Muslim is asked to say a prayer the meaning of which is “Definitely, we are from Allah and to Him is our return. O Allah, grant reward in my calamity and grant in its place a good substitute”. As narrated in Bukhari and Muslim, if there is an infection on the body, wet the *Shahaadat* finger with saliva from the mouth, place it on the ground and then rub it on the infection while reciting a prayer that is translated as "In the name of Allah, with the blessings of this soil of our land which I mixed with the saliva so that the ailment is cured by the order of our Lord". These are just a few of many examples of how crises are dealt with through the Islamic approach. A crisis represents a difficult situation that requires a serious attention. As defined in Merriam-Webster, a crisis is “an unstable or crucial time or state of affairs in which a decisive change is impending; *especially*: one with the distinct possibility of a highly undesirable outcome”. Thus, Islamic principles guide Muslims in the event they encounter crises even though such principles are not incorporated in the western approach of dealing with crises.

### **5.3.5 Difference between Public and Private Sectors in Public Relations Roles, Crisis Communications Strategies, Organizational Culture and Crisis Management**

It was hypothesized in the study that there would be differences between public and private sectors in terms of the role of public relations, crisis communication strategy, organizational culture and crisis management in Yemen. To test this hypothesis, an independent sample t-test was carried out. The results of the study did not reveal significant differences between these two sectors, and thus the hypothesis was rejected.

It was therefore concluded that no significant differences existed between public and private sectors with regard to the role of public relations in Yemen. In terms of the difference between public and private sectors in Yemen pertaining to crisis communication strategy, the results of the study did not reveal any significant differences, and thus the hypothesis was rejected. With regard to the differences between public and private sectors in Yemen concerning organizational culture, the results also showed that there were no significant differences, thereby rejecting the hypothesis. The results of the study did not also reveal any significant differences between public and private sectors in Yemen with regard to crisis management, and hence, this hypothesis was rejected. In sum, the results revealed that there were no significant differences between public and private sectors in terms of public relations role, crisis communication strategy, organizational culture and crisis management.

These findings are consistent with the findings by Fuad Sa'dan (2009) who reported that there was no significant difference between public and private sectors in public

relations role, crisis communication strategy, organizational culture and crisis management. This could be as a result of the culture that these organizations practiced. Whether public or private, these organizations practiced a culture that predominantly followed some basic tenets of Islamic faith and thus were guided by the Qur'an and Sunnah when dealing with crises. There maybe some differences in the way they regarded the role of public relations, crisis communication strategy and organizational culture with regarded to crisis management in their respective organizations, but, as the results of these studies reveal, the differences were not significant. However, contrary to these findings, Musallam (2004) held the view that the private sector cared more about the role of public relations than did the public sector.

#### **5.4 Implications of the Study**

Several implications appeared as a result of the study. These pertain to the added-value of the study in terms of what is new to the body of knowledge and how the study relates to the theories. These implications can be divided into theoretical and managerial implications. Theoretically, this study provides empirical evidence to the relationship between public relations roles, crisis communication strategy, organizational culture and crisis management.

Most importantly, this study contributes to the growing literature on the influence of public relations roles, crisis communications strategy, organizational culture, Islamic approach and crisis management. The current study suggested the importance of the role of public relations when dealing with crises and indicated that without

communication, organizations could not successfully deal with crises. The study also contributed to the literature suggesting that, the Islamic approach is one of the most important tools which could positively moderate the relationship of other variables such as public relations roles, crisis communication strategy and organizational culture with crisis management. The significance of the Islamic approach is supported as documented by many Qur'anic verses and authentic ahadeeth across human history as the Prophet (May the peace and blessings of Allah be upon him) was sent to be the mercy to all the humankind. Additionally, in this study, Islamic approach variables affect all the dimensions of dependent variables according to the analysis. The results from this study further support the Grunig's model for public relations role.

Finally, this study illustrates the significant role public relations continue to play as crisis management functions. More specifically, these results demonstrate how public relations managers play a successful role in the public and private sector in Yemen. The study also demonstrates how the six roles of public relations (Communication Technician, Expert Prescriber, Problem-solving Process Facilitator, Communication Facilitator, Managerial Role, and Traditional Role) serve as a firm function for public relations strategy. And considering that communications is one of the key components in the strategic management process, public relations managers should be constantly revise and refine their roles in the aftermath of crisis.

Public relations practice needs commitment from the top management particularly in Yemen and other developing countries in which paternalistic is still dominating the organization, let alone in government and private sectors where the traditional way

of the role of public relations is still a common practice. It is highly recommended that the top management give more opportunity and power to public relations department to deal with crisis management.

### **5.5 Limitations of Research**

There are several limitations that characterize this study. First, this study investigated the relationship between the role of public relations and crisis management. The sensitive nature of crises and managing them could make the survey more difficult, especially for those issues pertaining to moral values, than those without. This sensitivity is tantamount to preventing survey respondents from pointing out some detailed truths or “inner stories.” Second, the results of this study are limited to the questionnaire survey adopted with regard to the data collection procedures. The concerns associated with this include but are not limited to the problem of constructing an appropriate sample, validity and reliability, and the development and administration of survey instruments, language and respondent cooperation to provide honest or accurate responses.

The present study is therefore limited to the translation of the questionnaire used from English to Arabic which proved to be more difficult than expected. The results concerning several constructs, which might suffer from comparatively low reliabilities such as mediated communication and two-way communication, should be viewed as “suggestive.” Although effort was made to ensure the issues of reliability and validity inasmuch as this study replicated Huang’s (1999) survey instrument and its reliability values looked acceptable, more replications of these



specific instruments could further reduce “the risks of reliability and validity resulting from both language translation problems and cultural implications” (p. 31).

Another limitation and constraint associated with the current study relates to the issue of the overall generalizability of these research findings as the sample of the study was confined only to the responses of the public relations managers in public and private sectors in question, upon which the results of this study are based. Bias could emerge when applying the findings of the study to a larger population. This suggests the need to obtain a more comprehensive understanding of the role of public relations in crisis management by involving not only public relations managers but also nonmanagers at various levels across various industries. Thus, it can be said that the contribution of this study is limited to the public relations managers in crisis management studies.

## **5.6 Recommendation for Future Studies**

This section presents some important recommendations that the researcher proposes which could assist public relations managers to better improve their roles in public and private sectors in Yemen.

This study focused on certain aspects on public relations and crisis management. The field of public relations and crisis management in general has a wide range of characteristics by which various indicators of public relations can be considered. Yet, the Yemeni organizations are still in their infant stage in terms of public relations and crisis management issues. Thus, based on the results of this study, it is recommended that further research be undertaken in: considering an in-depth

qualitative method to understand the relationship between the role of public relations, crisis communications strategy, organizational culture and crisis management; and studying the perceptions of the top management as they could play an important part in supporting the role of public relations role towards crisis management and the achievement of organizational goals.

The model used in this study with the incorporation of the Islamic approach is encouraging. Although “it is impossible [to some degree] to account for all potential causal elements in a system” (Whang & Hancock, 1997: 20), this model may serve as an adequate starting point for further research to investigate the variables involved and the complex relationships suggested. However, there is a need for further replication, application and evaluation of the theory and model used. Thus, the following research directions are suggested.

First, a critical next step should be to conduct qualitative in-depth investigation of contextual information as the basis for further data interpretation. It has been shown that such data can generate insight into exploring questions drawn from cultural or contextual factors (Marshall & Rossman, 1995; McCracken, 1988). Such data should shed light on the role of public relations, crisis communication strategy and organizational culture in crisis management to reflect cultural aspects in Yemen based on an Islamic approach that stand out unique and distinct in public relations strategies and relational characteristics in contrast to Western concepts.

Finally, the use of the Islamic approach as a moderating variable in the relationship between the areas of public relation and crisis management is suggested. It is

recommended to examine as well as expand the dimensions of the Islamic approach for further exploring causal relationships. Through this, one could further explore the ways in which the Islamic approach serve as a moderating variable and contribute to the stated effects concerning the relationship between public relations and crisis management.

## **5.7 Conclusion**

This study focused on an exploratory investigation of the relationship of public relations role, crisis communications strategy, and organizational culture with crisis management in public and private sector in Yemen. It also focused on the significance of Islamic approach as a moderating factor for all those aforementioned variables.

The present study supports the model of public relations roles where the major avenues of future research are evident from a review of the current studies of the crisis management. The results of the study revealed a positive relationship between public relations and crisis management. The role of public relations was proved to have a positive relationship with crisis management and a positive relationship existed between organizational culture and crisis management. However, there were no significant differences between public organizations and private organizations concerning the role of public relations, crisis communication strategy and organizational culture.

The findings enhanced our understanding of the public relations roles, crisis communication strategy, organizational culture and crisis management in public and

private organizations. This research has also provided us with a better understanding of the relationship between the independent and dependent variables with the Islamic approach as a moderating variable in both public and private organizations in Yemen. While developing a reliable and valid scale for such a relationship is still in its early stage, the attempts of this study to develop such a scale for the role of public relations, crisis communication strategy, organizational culture, Islamic approach and crisis management is noteworthy. Thus, this study makes a valuable contribution to communication and public relations science in Yemen on investigating public relations, crisis communication strategy, organizational culture and crisis management. The findings stress the need to evolve better public relations role in crisis management in Yemen.

The major contribution of this study is on highlighting and integrating the public relations model (Grunig & Hunt, 1984), the image restoration theory (Hung Hsuan Lin & Su, 2005), and the contingency theory (Lawrence & Lorsch, 1967) with the Islamic approach. This study provided evidence that the role of public relations, crisis communication strategy, organizational culture, and Islamic approach as the factors influencing crisis management are relevant, valid and applicable in Yemen organizations.

In summary, this study made a contribution to the body of knowledge by investigating the relationship of the role of public relations, crisis communication strategy and organizational culture with crisis management between public and private organizations in Yemen. Specifically, the study is invaluable based on the following reasons: indicating the importance of the role of public relations managers

in crisis management; presenting a real picture of current crisis communication strategy in public and private sectors in Yemen; introducing the Islamic approach as a valuable tool for crisis management; filling the knowledge gap by providing an empirical study concerning the relationship of the role of public relations, crisis communication strategy, and organizational culture with crisis management; and supporting the need for the organizations in Yemeni to pay more attention to crisis management.

## **5.8 Summary**

This chapter wraps the study. It explains the implications as related to the findings of this study. The implications cover the theoretical and managerial aspects whereby they suggest a number of issues. Among the theoretical implications are related to the constructs and its ability to contribute to the understanding of public relations roles model based theories and image restoration theory. Public relations managers are cautioned on having standard procedure in dealing with crisis management so that their planning for future decisions is more organized. Moreover, the managers are also being advised not to be so excited with the advanced technologies as their own capacities need early attention. Some policy implications were also discussed. Basically, it urged more on monitoring as various policies exist but no record on its effect. Finally, the chapter posted several suggestions for future research. Among other things, the study found a significant relationship between organizational culture and crisis management.

The present study is limited to the translation of the questionnaire used from English to Arabic which proved to be more difficult than expected. Although effort was made to ensure the issues of reliability and validity were addresses inasmuch as this study replicated Huang's (1999) survey instrument and its reliability values looked acceptable, more replications of these specific instruments could further reduce "the risks of reliability and validity resulting from both language translation problems and cultural implications" (p. 31). In summary, despite its limitations, the present study extends the current scholarship on the western model of crisis management. In particular, our study confirms the significant relationship between organizational culture and crisis management. In addition, it incorporates Islamic principles into the western model of crisis management in a non-western setting and reveals the significant relationship between organizational culture and crisis management, which paves way to study the possible moderating effect of Islamic principles in this process. The model used in this study with the incorporation of the Islamic principles is encouraging. Although "it is impossible [to some degree] to account for all potential causal elements in a system" (Whang & Hancock, 1997: 20), this model may serve as an adequate starting point for further research to investigate the variables involved and the complex relationships suggested. Incorporating Islamic principles in the western model of crisis management is a new way of doing things. As such, the model may present mixed results, despite that the present study is of great importance to the body of knowledge. Thus, there is a need for further replication, application and evaluation of the theory and model used. Based on the results of this study, it is recommended that further research be undertaken in investigating the specific dimensions involved in the model to understand the

relationship between organizational culture and crisis management as moderated by Islamic principles.

The findings of this study would therefore provide the reader with a better understanding of the impact of the role of public relations, crisis communication strategy and organizational culture on crisis management. It sends powerful signals to the organizations in Yemen in general to be prepared for crises capable of destroying the reputation of their organizations and avoid court suits. Thus, this study presents a means to enhancing the understanding of the public relations and developing a framework for identifying good values for the healthy functioning of an organization. There are various areas of public relations that could be studied but the current study looked at public relations role, crisis communication strategy, and organizational culture with special attention on the Islamic approach. This provides the basis for examining the impact of public relations on crisis management as well as validating the self-administered research instrument upon which this study was based. Besides suggesting some form of a positive relationship between public relations and crisis managements, the current study proposes an alternative for integrating the Islamic approach into this relationship as a direction for future research. The study is equally an eye-opener on the importance of public relations in crisis management, which if left unchecked could weaken the organizations.

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## **Appendix A**

### **Questionnaire (English)**

#### **Dear Participant**

My name is Ebrahim Mohammed and I am a PhD student with the University Utara Malaysia. This research will provide important information about public relation roles and communication strategies in managing crisis: comparative study of public and private sector in Yemen. Your assistance is very important because it can greatly help advance academic knowledge and improve working public relations roles in organization. Therefore, I hope you consider participating in this survey. Below is some necessary information and instructions.

#### **Survey Participation**

Participation in the research will involve completing this survey. The survey consists of six sections. **Section 1** includes questions about your public relations roles. **Section 2** includes question about crisis communication strategy and **Section 3** includes questions about organization culture. **Section4 includes** crisis management a. Section 5 includes questions about Islamic perspective, and **Section 6** includes questions about yourself.

#### **Commitment to the University's Ethical Requirements**

Participation in this research is voluntary and you are free to withdraw at any time. Final copy of the report will also be available upon request.

University Utara Malaysia ethical guidelines require a participant's consent to participation in all research projects. In this case, your submission of the completed survey will constitute your agreement to participate in this research.

All information collected during the research will remain **confidential and anonymous**. Although results of the study may be published in academic no identifying information will be used. The researchers promise that he will not release this data in a form that allows others

in your organization to identify you; further, your responses will not be revealed to anybody under any circumstances.

#### **Contact Information**

**Ebrahim Mohammed Abdullah Al-akwaa**, Humanities (Communication), College of Arts and Sciences, University Utara Malaysia. Email: akwa2003@hotmail.com.

Thank you.

### ***Role of the Public Relations***

#### **Section 1: Public Relations Roles**

The following statements **reflect how public relations roles work in public and private sector**. Please circle the number that represents the most appropriate response that applies to you for each statement. There are no right or wrong answers. Please read all the statements carefully and respond to them openly and honestly.

Q10: to what extent the following sentences are explaining the roles performed by the Public relation?

(Please select the suitable choice before each sentence)

1= always      2- often 3- sometimes      4- Rarely      5- Never

S	Description	Always	Often	Sometimes	Rarely	never
1.	In writing the public relations letter, I focus on the issues and matters about my organization.	1	2	3	4	5
2.	I have entire freedom in taking the administrative decisions related to public relations policy for my organization.	1	2	3	4	5
3.	I inform my top management about the public relations policies. .	1	2	3	4	5

4.	I identify public relations problems and explain it to the others organization members.	1	2	3	4	5
5.	In meeting with management, I point out the need to follow a systematic public relations planning process.	1	2	3	4	5
6.	I edit and rewrite for grammar and spelling the materials written by others in the organization.	1	2	3	4	5
7.	I work with my top management team to increase their skills in solving and avoiding public relations problems.	1	2	3	4	5
8.	I report public opinion survey results to keep management informed of the opinions of various publics.	1	2	3	4	5
9.	I plan and provide recommendations courses of actions for solving public relation problems.	1	2	3	4	5
10.	I handle the technical aspects of producing public relations material.	1	2	3	4	5
11.	I create the opportunities for top management to hear the views of various internal and external publics.	1	2	3	4	5
12.	I encourage participation of the top management in making important public relations decisions.	1	2	3	4	5

13.	I am responsible to the success or failure of the public relations programs in my organization.	1	2	3	4	5
14.	I produce leaflets, booklets or other printings materials that relate to public relations activities.	1	2	3	4	5
15.	I inform my organization members about information that appear in print and electronic media.	1	2	3	4	5
16.	I work with top management to design public relations programs for my organization.	1	2	3	4	5
17.	Due to my experience and training, the others in my organization consider me as an expert in solving the organization's problems.	1	2	3	4	5
18.	I made photography and graphics for public relations materials.	1	2	3	4	5
19.	I conduct public relations audit in order for me to know problems between the organization and its various publics.	1	2	3	4	5
20.	I provide consultations for the top management decision.	1	2	3	4	5
21.	I perceive that the others in my organization consider me responsible for the success or failure of the public relations programs.	1	2	3	4	5

22.	I provide information and prepare the press reports.	1	2	3	4	5
23.	I represent the organization in the public occasions and meetings.	1	2	3	4	5
24.	I recommend alternatives approach to top management when my organizations face public relations problems.	1	2	3	4	5
25.	The communication policies written by me is research based. .	1	2	3	4	5
26.	I involves in top management meetings .	1	2	3	4	5
27.	I make communication policy for my organization.	1	2	3	4	5
28.	I negotiate with the top management regarding the budget of running the communication activities in my organization.	1	2	3	4	5
29.	I provide consultations and recommendations about public relations policies to top management in my organization.	1	2	3	4	5
30.	The top management takes my recommendation on the organization's policy .	1	2	3	4	5
31.	My work is only limited to welcome and entertain guests that visit the organization.	1	2	3	4	5

32.	I organize the visits paid by the guests form various regions.	1	2	3	4	5
33.	I perform more secretariat task than public relations task in my organization.	1	2	3	4	5
34.	I arrange for the passports, visas and reservations of officers in my organization.	1	2	3	4	5
35.	I maintain media contact and place press release	1	2	3	4	5
36. I	I operate as a catalyst in management's decision making.	1	2	3	4	5
37.	I keep management informed of public relations to organizational policies, procedures and actions	1	2	3	4	5
38.	I am the person who writes public relations material presenting information on issues important to the organization	1	2	3	4	5

## Section 2: Crisis Communication Strategies

The following statements **reflect crisis communication strategies**. Please circle the number that represents the most appropriate response that applies to you for each statement. There are no right or wrong answers. Please read all the statements carefully and respond to them openly and honestly.

<b><i>“Crisis Communication Strategies”</i></b>						
Which of the following actions are practiced in your organization						
<i>Directions: Circle the appropriate number after each statement.</i>						
1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree						
1	My organization admitted the accused act.	1	2	3	4	5
2	My organization promised to change its policy.	1	2	3	4	5
3	My organization promised to compensate the victims.	1	2	3	4	5
4	My organization provided the public with instructive information.	1	2	3	4	5
5	My organization provided the public with adaptive information.	1	2	3	4	5
6	My organization apologized and/or asked for forgiveness.	1	2	3	4	5
7	My organization promised to right the wrong and/or make proactive actions for the future.	1	2	3	4	5
8	My organization stated that the event is not so serious as outside view.	1	2	3	4	5
9	My organization stated that it is one of the victims.	1	2	3	4	5
10	My organization reduced the outside attack by emphasizing former positive records or favorable actions.	1	2	3	4	5
11	My organization attacked the accuser or the accusation.	1	2	3	4	5



12	My organization reframed the facets or the causes of the event in a more advantageous angle.	1	2	3	4	5
13	My organization stated that it lacked the resources or had no ability to prevent the event that happened.	1	2	3	4	5
14	My organization stated that the event stems from its good intentions.	1	2	3	4	5
15	My organization stated that the event is a reasonable response to someone else's act or to public policy change.	1	2	3	4	5
	My organization built a new issue to disperse the attack focus.	1	2	3	4	5
17	My organization showed regards and/or distress to express feelings.	1	2	3	4	5
18	My organization compared the event with other similar or more offensive crisis event	1	2	3	4	5
19	My organization issued a denial of the accused.	1	2	3	4	5

### Section 3: Organizational Culture

The following statements **reflect your commitment towards organizational culture**. Please circle the number that represents the most appropriate response that applies to you for each statement. There are no right or wrong answers. Please read all the statements carefully and respond to them openly and honestly.

<b><i>“Measures of Organizational Culture”</i></b>						
<i>Directions:</i> Circle the appropriate number after each statement.						
1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree						
1	In any project in my organization, each employee is assigned subtasks and is solely responsible for the results of his or her work.	1	2	3	4	5
2	Most projects in my organization are done here through teamwork.	1	2	3	4	5
3	Each individual is expected to contribute to the team effort, but the team as a whole is ultimately held accountable for its efforts	1	2	3	4	5
4	Most decisions in my organization are made by individuals largely working alone	1	2	3	4	5
5	Most decisions in my organization are made after thorough discussion between all people who will be affected in a major way	1	2	3	4	5
6	Most employees in my organization share a common sense of mission; each has different priorities that conflict with the priorities of other department.	1	2	3	4	5
7	Most departments in my organization do not share a common mission; each department has different priorities	1	2	3	4	5

8	In my organization people tend to separate their work life from home/social life.	1	2	3	4	5
9	My supervisor do not care about the personal problems of their subordinates	1	2	3	4	5
10	People in my organization move frequently to other employers, including those who are successful as well as those who are not.	1	2	3	4	5
11	My supervisor is interested to know about personal problems of their subordinates	1	2	3	4	5
12	The typical career in my organization is long-term; the organization rarely has layoffs and terminations.	1	2	3	4	5
13	Promotions are made only after careful evaluation of an individual over a long period of time.	1	2	3	4	5
14	People are evaluated often through hard measures such as sales, profitability, or production. For those who receive favorable evaluations, promotion can be rapid.	1	2	3	4	5
15	Most people in this organization are specialists in engineering, marketing, accounting, or a similar field.	1	2	3	4	5
16	They rotate among areas such as marketing, operations sales, engineering, personnel, or similar functions.	1	2	3	4	5
17	Most people do not specialize in this organization.	1	2	3	4	5
18	My organization has clearly defined goals.	1	2	3	4	5
19	The goals my organization is different from my personal goals.	1	2	3	4	5
20	People who work here meet frequently of the job.	1	2	3	4	5
21	Senior managers of my organization frequently socialize with other employees off the job.	1	2	3	4	5

22	The departments in my organization seem to work together like a well-oiled machine.	1	2	3	4	5
22	Nearly everyone feels like he or she is part of a team in my organization	1	2	3	4	5
23	Senior managers in my organization care deeply about other employees.	1	2	3	4	5
24	Being on time is extremely important in my organization.	1	2	3	4	5
25	Decision making in my organization is based on tradition, rational process, open debate, trial and error, scientific research, or authority	1	2	3	4	5
26	In my organization decisions usually are based on tradition that is the way things always have been done.	1	2	3	4	5
27	Before decisions can be made here, committees usually are set up to study the issue/conduct research.	1	2	3	4	5
28	Major decisions usually are based on open debate in my organization	1	2	3	4	5
29	Usually, I make decisions by trial and error. I try things and see if they work	1	2	3	4	5
30	Everyone is treated as an equal in my organization	1	2	3	4	5
31	Everyone works together here- to make the organization effective	1	2	3	4	5
32	Importance of innovation, tradition, and efficiency as my organizational values	1	2	3	4	5
33	My organization is open to new ideas from outside.	1	2	3	4	5
34	My organization looks to the future rather than to the past.	1	2	3	4	5

35	Innovation probably is the most important goal in my organization.	1	2	3	4	5
36	Efficiency probably is the most important goal in my organization.	1	2	3	4	5
37	Senior manager believes that he/she must have nearly total control over the behavior of subordinates.	1	2	3	4	5
38	Rigid control by management often makes it difficult for me to be innovative in my organization.	1	2	3	4	5
39	Managers seem to believe that employees lack initiative and must constantly be given instructions	1	2	3	4	5
40	Senior administrators believe that they know better because they have more knowledge than lower-level employees.	1	2	3	4	5
41	Senior managers believe in the sharing of power and responsibility with lower-level employees.	1	2	3	4	5
42	Most people who work here seem to be afraid of senior managers	1	2	3	4	5
43	My organization can be classified as conservative	1	2	3	4	5
44	My organization can be classified as liberal	1	2	3	4	5
45	My organization usually is willing to negotiate with groups outside that disagree with it.	1	2	3	4	5
46	My organization tries to dominate people outside who disagree with it.	1	2	3	4	5
47	Decisions usually are based on tradition here— the way things always have been done.	1	2	3	4	5
48	My organization usually is closed to new ideas from outside.	1	2	3	4	5

#### Section 4: Crisis Management

The following statements **reflect your commitment towards crisis management**. Please circle the number that represents the most appropriate response that applies to you for each statement. There are no right or wrong answers. Please read all the statements carefully and respond to them openly and honestly.

<b><i>“Crisis Management Measures”</i></b>					
<i>Directions:</i> Circle the appropriate number after each statement.					
1= Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree					
1	I negotiate with the other side and suggest that we both make concessions	1	2	3	4 5
2	I synthesize both sides’ opinions and try to work out a mutually acceptable plan.	1	2	3	4 5
3	I come up with creative ideas in resolving the argument.	1	2	3	4 5
4	I would suggest that both sides sit down to discussions and jointly seek out a way to solve the problem	1	2	3	4 5
5	I would strongly adhere to my point of view until we nodded in agreement	1	2	3	4 5
6	I would apply pressure (e.g., by raising one’s voice or frowning) so that we might make concessions	1	2	3	4 5
7	I would ask a higher level person to apply pressure, hoping we might concede	1	2	3	4 5
8	I would use the power of the media to push us into making concessions	1	2	3	4 5
9	I would use the power of interest groups o pressure us into conceding.	1	2	3	4 5

10	I would use a third-party as negotiator or mediator to resolve the conflict	1	2	3	4	5
11	I would search for a third party to act as a go-between to ease both sides' embarrassment	1	2	3	4	5
12	I would search for a high-level person to mediate and resolve the crisis.	1	2	3	4	5
13	I would keep silent to prevent any crisis of opinion.	1	2	3	4	5
14	I would claim that they had limited power to avoid crisis	1	2	3	4	5
15	I would avoid addressing crisis issues	1	2	3	4	5
16	I would claim that the problem was trivial and did not necessitate the attention of either side.	1	2	3	4	5

### Section 5: Islamic Approach

The following statements **reflect your commitment towards Islamic approach.** Please circle the number that represents the most appropriate response that applies to you for each statement. There are no right or wrong answers. Please read all the statements carefully and respond to them openly and honestly.

Islamic Approach					
<i>Directions:</i> Circle the appropriate number after each statement.					
1= Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree					
	1	2	3	4	5

1	I have full confidence in Allah when managing crisis	1	2	3	4	5
2	I leave everything in the hands of Allah when managing crisis	1	2	3	4	5
3	I make Doa to Allah during crisis to minimize its impact	1	2	3	4	5
4	My faith in Allah helps to keep crisis balances and control	1	2	3	4	5
5	When crisis happened I pray to Allah S.W.T to give me Guidance and pace of mind	1	2	3	4	5
6	I know that my confidence in Allah will help me overcome crisis	1	2	3	4	5
7	If crisis happens to me I believe it an Ibtala (test) from Allah to examine in my life	1	2	3	4	5
8	I use the principles of the holy Quran when my organization faces the crisis.	1	2	3	4	5
9	If I maintain my relationship with Allah I will overcome my difficulties	1	2	3	4	5



10	I maintain to follow what Allah loves so that I will not face any crisis	1	2	3	4	5
11	I use to read holy Quran when I want to reduce crisis	1	2	3	4	5
12	During crisis I keep my faith to Allah that He will not despair me during crisis	1	2	3	4	5
13	During a crisis I consult with my team	1	2	3	4	5
14	Consultation with my team member help me to formulate plan to overcome crisis	1	2	3	4	5
15	Consultation sessions with my team member help me to understand crisis issues face by my organization	1	2	3	4	5
16	All my team members suggest better work method to overcome crisis	1	2	3	4	5
17	During crisis, top management in my organization emphasis on consultation with every unit in my organization	1	2	3	4	5
18	Advice from my team member during crisis lessen my burden	1	2	3	4	5
19	.Events describes in Quran help my organization to formulate strategies to overcome crisis	1	2	3	4	5
20	Quran gives us lessons from the past in order to learn from them	1	2	3	4	5
21	I believe that the teachings of Quran and Sunnah about the past can be useful in solving the present and future crises	1	2	3	4	5
22	Actions taken by Rasulullah S.A.W during crisis is the best approach to overcome crisis	1	2	3	4	5
23	My organization use Sunnah to overcome crisis	1	2	3	4	5
24	Quran and Sunnah is my main references to formulate strategies for crisis	1	2	3	4	5

### Section 6: Participant's Information

Please tick the appropriate box (es) ☒ for questions 1 to 9. All data collected will be kept completely confidential and anonymous!

1. What is your gender: ☐ Male ☐ Female
2. What category describes your organization?  
☐ Public  
☐ Private organization
3. What is your age? -----
4. What is your highest educational qualification?  
☐ High school  
☐ Certificate/ diploma  
☐ University undergraduate degree  
☐ Masters degree  
☐ PhD
5. What is your main work area?  
☐ Public relations  
☐ Other (*please give details*).....
6. How many years have you worked in the public relations field?----- Years
7. How many people in your department (include yourself) -----
8. Has your organization ever faced an external crisis?  
(Look for the different types of external crisis as shows in question (9))  
☐ Yes ☐ No
9. If yes, what type of crisis has your organization faced? (you can chose more than one answer)  

<input type="checkbox"/> Natural disaster	<input type="checkbox"/> Technical accident	<input type="checkbox"/> Rumor
<input type="checkbox"/> Bankruptcy	<input type="checkbox"/> Breach of trust	<input type="checkbox"/> Fire
<input type="checkbox"/> Strike	<input type="checkbox"/> Lawsuit	<input type="checkbox"/> Other-----

**\*\*\*End of Questionnaire\*\*\***

***Thank you very much for your time!***

***Kindly check whether all the above questions have been answered!***

## Appendix B

### Questionnaire (Arabic Version)

#### استبيان

نضع هذا الاستبيان بين أيديكم بهدف الحصول على رأيكم فيما يتضمنه من محاور متعلقة بالجانب الميداني لبحث تخرج لنيل درجة الدكتوراه في جامعة يوتسارا بماليزيا.  
عنوان الدراسة:

( دراسة دور العلاقات العامة في إدارة الأزمات )

وتسلط هذه الدراسة الضوء علي دور العلاقات العامة في إدارة الأزمات في القطاع العام والخاص، كما تركز علي استراتيجيات الاتصالات لإدارة الأزمات.  
ونظراً لأهمية الأمر وحرصاً على استكمال الدراسة التي أوشكت على نهايتها، فإنني أتطلع لمشاركتكم وتعاونكم من خلال الإجابة على الاستبيان المرفق علماً بأن ردكم المشكور سيكون له عظيم الأثر والأهمية على نتائج هذه الدراسة.  
يرجى وضع علامة (√) أمام الفقرة التي تعبر عن رأيك، علماً بأن المعلومات الواردة سوف تستخدم لأغراض البحث العلمي فقط.  
لذا نأمل ردكم، وسنقوم بتزويدكم بنسخة عن الدراسة ونتائجها عند الاستكمال حين طلبكم.

شاكرين تعاونكم معنا،،،

الباحث/إبراهيم محمد

عبد الله الأكوع

(AKWA2003 @HOTMAIL.COM)

معلومات عامة عن المؤسسة:

1. الرجاء تحديد نوع مؤسستك:

☐ وزارة/هيئة حكومية.

☐ قطاع خاص/ شركة.

2. الجنس:

☐ ذكر ☐ أنثي

---

3. العمر: .....

---

4. ما هو مسماك الوظيفي:

☐ مدير العلاقات العامة. ☐ ممثل مدير العلاقات العامة.

☐ موظف العلاقات العامة. ☐ مدير إداري .

أخرى: .....

---

5. ماهي السدة التي قضيتها في قطاع العلاقات العامة.

أقل من سنة ☐ 1-3 ☐ 3-7 ☐ 7- فأكثر ☐

---

6. ما هو مؤهلك التعليمي:

☐ ثانوية عامة. ☐ بكالوريوس. ☐ ماجستير فأكثر.

---

7. التخصص:

☐ علاقات عامة.

أخرى: .....

---

8. هل واجهت مؤسستكم أي أزمة؟ (انظر إلى الأنواع للآزمات كما هو في سؤال رقم 7).

☐ نعم ☐ لا

---

9. إذا كانت الإجابة نعم، أي نوع من الآزمات التالية قد واجهت مؤسستكم.

<input type="checkbox"/> كوارث طبيعية.	<input type="checkbox"/> حوادث فنية	<input type="checkbox"/> إشاعات
<input type="checkbox"/> إفلاس	<input type="checkbox"/> سرقة	<input type="checkbox"/> حرائق
<input type="checkbox"/> إضراب	<input type="checkbox"/> قضايا قانونية	<input type="checkbox"/> أخرى

## دور العلاقات العامة

س10- إلى أي مدى تصف الجمل التالية الأدوار التي تقوم بها العلاقات العامة ؟  
( أرجو اختيار البديل المناسب أمام كل جملة )  
1= دائماً 2= غالباً 3 = أحياناً 4= نادراً 5 = مطلقاً

م	الفقرة	دائماً	غالباً	أحياناً	نادراً	مطلقاً
1.	أركز في كتابة رسائل العلاقات العامة على القضايا والموضوعات التي تهتم المنظمة.	1	2	3	4	5
2.	أتمتع بحرية كاملة في اتخاذ القرارات الإدارية في مجال تخصصي.	1	2	3	4	5
3.	أطلع الإدارة العليا على رد الفعل العام تجاه سياسات المنظمة وخطواتها وتصرفاتها.	1	2	3	4	5
4.	أقوم بتشخيص مشكلات العلاقات العامة وأشرحها للآخرين في المنظمة.	1	2	3	4	5
5.	أشير في الاجتماعات مع الإدارة العليا إلى الحاجة إلى التخطيط المنظم لعمليات العلاقات العامة.	1	2	3	4	5
6.	أحرر وأعيد كتابة ما يكتبه الآخرون في المنظمة.	1	2	3	4	5
7.	أعمل مع المديرين لزيادة مهاراتهم لحل أو لتلافي مشكلات العلاقات العامة.	1	2	3	4	5
8.	أقدم نتائج أبحاث الرأي العام لإطلاع الإدارة العليا على آراء الجماهير المختلفة.	1	2	3	4	5
9.	أقوم بالتخطيط وتقديم التوصيات (المقترحات) بشأن الإجراءات لحل مشكلات العلاقات العامة.	1	2	3	4	5
10.	مهمتي هي القيام بالأعمال الفنية الخاصة بإنتاج مواد العلاقات العامة.	1	2	3	4	5
11.	أعمل على حث الإدارة العليا لتشجيع جماهير المنظمة على عرض وجهات نظرها.	1	2	3	4	5
12.	أشجع مشاركة الإدارة العليا عند اتخاذ قرارات العلاقات العامة.	1	2	3	4	5
13.	أتحمل مسئولية نجاح أو فشل برامج العلاقات العامة في المنظمة.	1	2	3	4	5
14.	أقوم بإعداد (إنتاج) النشرات أو الكتيبات أو المطبوعات الأخرى.	1	2	3	4	5
15.	أطلع الآخرين في المنظمة على ما تنشره أو تبثه وسائل الإعلام مما له علاقة بالمنظمة.	1	2	3	4	5
16.	أعمل على إشراك الإدارة العليا في كل خطوة من خطوات برامج العلاقات العامة.	1	2	3	4	5

17.	بسبب خبرتي وتدريبي يعتبرني الآخرون خبيراً في حل مشكلات المنظمة.	1	2	3	4	5
18.	أقوم بالتصوير وإعداد الرسوم لمواد ومطبوعات العلاقات العامة.	1	2	3	4	5
19.	أقوم بدراسات تقويم أداء الاتصال لمعرفة المشكلات الاتصالية بين المنظمة وجمهورها المختلفة.	1	2	3	4	5
20.	أقوم بدور مستشار للإدارة العليا عند اتخاذ القرار	1	2	3	4	5
21.	ألاحظ أن الآخرين في المنظمة يعتبرونني مسئولاً عن نجاح أو فشل برامج العلاقات العامة.	1	2	3	4	5
22.	أقوم بإجراء الاتصالات بوسائل الإعلام وإعداد النشرات الصحفية.	1	2	3	4	5
23.	أقوم بتمثيل المنظمة في المناسبات العامة والاجتماعات.	1	2	3	4	5
24.	أوضح البدائل لحل المشكلات عندما أعمل مع المديرين في العلاقات العامة.	1	2	3	4	5
25.	أقوم بصياغة السياسة الاتصالية للمنظمة بناء على نتائج الأبحاث.	1	2	3	4	5
26.	أشارك الإدارة العليا في اللقاءات والاجتماعات التي تعقدها.	1	2	3	4	5
27.	أقوم بوضع الخطط الخاصة بالسياسة الاتصالية للمنظمة.	1	2	3	4	5
28.	أقوم بالتفاوض مع الإدارة العليا حول الميزانية الخاصة بإدارة الأنشطة الاتصالية.	1	2	3	4	5
29.	دائماً ما ألقى كبار المديرين بالمنظمة وأقدم لهم الاستشارات والتوصيات حول العلاقات العامة والمواضيع الاتصالية المختلفة.	1	2	3	4	5
30.	عندما أقدم توصياتي حول إجراء بعض التغييرات في سياسة المنظمة فإن الإدارة العليا غالباً ما تأخذ بهذه التوصيات.	1	2	3	4	5
31.	يقتصر عملي على استقبال وتوديع الوفود التي تزور المنظمة.	1	2	3	4	5
32.	أعمل على تنظيم الزيارات التي تقوم بها الوفود الى المناطق المختلفة.	1	2	3	4	5
33.	أقوم بأعمال السكرتارية الخاصة بالمنظمة.	1	2	3	4	5
34.	أقوم باستخراج الجوازات والتأشيرات والحجوزات الخاصة بمسؤولي المنظمة.	1	2	3	4	5

## إستراتيجيــــــــة الاتصال في وقت الأزمــــــــات

أي من الاستراتيجيات التالية تنفذ في منظمك؟

- ضع دائرة علي الرقم الذي يمثل اختيارك

1= موافق جداً 2= موافق 3 = محايد 4= غير موافق 5 = غير موافق مطلقاً

م	الفقرة	موافق جداً	موافق	محايد	غير موافق	غير موافق مطلقاً
1.	منظمتي تعترف بوجود المشكلة أو الأزمة.	1	2	3	4	5
2.	منظمتي تتعهد بتغيير سياستها (التي كانت جزء من سبب الأزمة).	1	2	3	4	5
3.	منظمتي تتعهد بتعويض الضحايا	1	2	3	4	5
4.	منظمتي تقدم المعلومات الحقيقة للجميع أثناء الأزمة.	1	2	3	4	5
5.	منظمتي تقدم المعلومات عن طريق المتحدث الرسميللمنظمة	1	2	3	4	5
6.	منظمتي تعتذر وتطلب السماح لما بدر منها	1	2	3	4	5
7.	منظمتي تصحح العمل الخاطي واتخاذ خطوات لضمان عدم تكرارها.	1	2	3	4	5
8.	منظمتي تبين أن الحدث ليس خطيراً كما يتصوره البعض من خارج المنظمة.	1	2	3	4	5
9.	منظمتي تظهر ان المنظمه ضحيه هي الاخرى في الموضوع	1	2	3	4	5
10.	منظمتي تقلل من مصداقية الناقدين عن طريق التركيز علي الاعمال الإيجابية للمنظمه.	1	2	3	4	5
11.	منظمتي تهاجم من يدعي أن المشكلة أو الأزمة موجودة أصلاً.	1	2	3	4	5
12.	منظمتي تعيد هيكلة أسباب الأزمة من زاوية أكثر فائدة.	1	2	3	4	5
13.	أوضحت منظمتي بأنها افنقدت المصادر أو أنها لم يكن لها لديها القدرة على منع حصول الأزمة.	1	2	3	4	5



14.	منظمتي تبين أن الحدث ينبع من نواياها الحسنة.	1	2	3	4	5
15.	منظمتي تبين أن الحدث نتيجة معقولة لأفعال شخص ما أو سياسة ما	1	2	3	4	5
16.	منظمتي تعتمد على أسلوب جديد لتشتيت التركيز على الهجوم.	1	2	3	4	5
17.	منظمتي تظهر الامتنان أو الضيق لإظهار التأثير.	1	2	3	4	5
18.	منظمتي تقارن الأحداث بأحداث أخرى أو الأسوأ منها.	1	2	3	4	5
19.	منظمتي تظهر إنكار وجود أي أزمة.	1	2	3	4	5

## مقاييس ثقافة المنظمة

أي من الاستراتيجيات التالية تنفذ في منظمك؟

- ضع دائرة علي الرقم الذي يمثل اختيارك

1= موافق جداً 2= موافق 3= محايد 4= غير موافق 5= غير موافق مطلقاً

م	الفقرة	موافق جداً	موافق	محايد	غير موافق	غير موافق مطلقاً
1.	في المشروع الذي أعمل به كل موظف مسئول عن مهام خاصة به وهو مسئول بمفرده عن نتائجها	1	2	3	4	5
2.	في المشروع الذي أعمل به كل موظف مسئول عن مجهود الفريق ككل وفي نهاية المطاف يعد الفريق مسئولاً عن النتائج	1	2	3	4	5
3.	كل القرارات في المنظمة تصدر عن المستوى الإداري الأعلى بمفرده	1	2	3	4	5
4.	كل القرارات تتخذ بعد المناقشة مع جميع العاملين	1	2	3	4	5
5.	أغلب الموظفين في المنظمة يتشاركون الإحساس بأهمية الأهداف وأنها تستحق العمل لتحقيقها	1	2	3	4	5
6.	كل الأقسام في المنظمة لا يتشاركون في الإحساس بالهدف الواحد بل كل قسم له أولويات مختلفة	1	2	3	4	5
7.	يفصل الموظفون بين حياتهم الشخصية والوظيفية ولا يهتم الرؤساء بالمشاكل الشخصية التي تواجه الموظفين	1	2	3	4	5
8.	يهتم الموظفون والرؤساء بالمشاكل الشخصية التي تواجههم	1	2	3	4	5
9.	مسار العمل في المنظمة طويل الأجل فلا يوجد نية لتسريح الموظفين	1	2	3	4	5
10.	الترقيات تتخذ بعد تقييم دقيق لمدة طويلة الأجل	1	2	3	4	5
11.	يقيم الموظفون عن طريق معايير قوية مثل الإنتاجية أو الربحية وتكون الترقيات سريعة	1	2	3	4	5

م	الفقرة	موافق جداً	موافق	محايد	غير موافق	غير موافق مطلقاً
12.	أغلب الموظفون في المنظمة خبراء في الهندسة أو المحاسبة أو التسويق أو غير ذلك	1	2	3	4	5
13.	أغلب الموظفين غير متخصصين بل يحدث دوران للعمل في كل الأقسام	1	2	3	4	5
14.	في المنظمة يتم تعريف الأهداف بوضوح	1	2	3	4	5
15.	أهداف المنظمة تختلف عن أهداف الشخصية	1	2	3	4	5
16.	الوقت عنصر مهم جداً في المنظمة	1	2	3	4	5
17.	تتخذ القرارات بطريقة تقليدية مثل معظم الأمور في المنظمة	1	2	3	4	5
18.	قبل اتخاذ القرارات يتم عمل أبحاث ومناقشات	1	2	3	4	5
19.	معظم القرارات تعتمد على مناقشة مفتوحة في المنظمة	1	2	3	4	5
20.	معظم القرارات تعتمد على نتيجة التجربة والخطأ	1	2	3	4	5
21.	كل فرد يعامل على قدم المساواة في المنظمة	1	2	3	4	5
22.	يعد الابتكار والكفاءة من القيم المهمة في المنظمة	1	2	3	4	5
23.	المنظمة تتواكب وعلى استعداد أن تتفهم الأفكار الخارجية	1	2	3	4	5
24.	تسعي المنظمة للتفكير في المستقبل وليس الماضي	1	2	3	4	5
25.	الابتكار يعد أهم هدف في المنظمة	1	2	3	4	5
26.	الكفاءة تعد أهم هدف في المنظمة	1	2	3	4	5
27.	يعتقد المدير في المستوي الإداري الأعلى بأنة ذو سلطة كاملة علي مرؤوسيه.	1	2	3	4	5
28.	رقابة المنظمة الصارمة تقلل من إبداعي	1	2	3	4	5
29.	يعتقد المديرون بان الموظفين يفتقدون القدرة علي الإبداع وروح المبادرة لذا لابد من توجيههم	1	2	3	4	5
30.	يعتقد المديرون بأن لديهم كمأ من المعرفة أكبر من	1	2	3	4	5

م	الفقرة	موافق جداً	موافق	محايد	غير موافق	غير موافق مطلقاً
	مروسيهم					
31.	يعتقد المدبرون بعملية مشاركة الآراء والمسئوليات مع مروسيهم	1	2	3	4	5
32.	من الممكن تصنيف هذه المنظمة علي أنها منظمة متحفظة	1	2	3	4	5
33.	من الممكن تصنيف هذه المنظمة علي أنها منظمة متحررة	1	2	3	4	5

## مقاييس إدارة الأزمات

أي من السياسات التالية تنفذ في منظمك؟  
 - ضع دائرة علي الرقم الذي يمثل اختيارك  
 1= موافق جداً 2= موافق 3= محايد 4= غير موافق 5= غير موافق مطلقاً

م	الفقرة	موافق جداً	موافق	محايد	غير موافق	غير موافق مطلقاً
1.	منظمتي تتفاوض مع الطرف الآخر وتعتقد بأن علي الطرفين تقديم تنازلات	1	2	3	4	5
2.	منظمتي تولف الآراء وتعمل علي إيجاد بيئة مشتركة للتفاهم	1	2	3	4	5
3.	منظمتي تتواكب مع الأفكار المناسبة لحل المشكلات	1	2	3	4	5
4.	منظمتي تقترح جلوس الطرفين معا علي مائدة المفاوضات لحل المشكلة	1	2	3	4	5
5.	منظمتي تتمسك بوجهة النظر حتى يتم التوصل إلى اتفاق	1	2	3	4	5
6.	منظمتي تمارس وسيلة ضغط مثل رفع الصوت حتى تحدث التنازلات	1	2	3	4	5
7.	منظمتي تمارس الضغوط عن طريق مستوى أعلى حتى تتم التنازلات	1	2	3	4	5
8.	منظمتي تمارس وسيلة الضغط إعلامياً حتى تتم التنازلات	1	2	3	4	5
9.	منظمتي تعمل علي استغلال جماعات المصالح لعمل التنازلات	1	2	3	4	5
10.	منظمتي تستعين بطرف خارجي أو طرف وسيط لحل المشكلة	1	2	3	4	5
11.	منظمتي تقوم بالبحث عن طرف ثالث للقيام بدور وسيط و لرفض العرض	1	2	3	4	5

					عن الأطراف	
5	4	3	2	1	منظمتيبحث عن شخص ذي مستوى أعلى لحل المشكلة	12
5	4	3	2	1	منظمتي تمارسة وسيلة الصمت منعا لحدوث أي اختلاف في وجهات النظر	13
5	4	3	2	1	منظمتي تدعي بأنهم يملكون قوة محدودة لتجنب الاختلاف	14
5	4	3	2	1	منظمتيتتجنب الحديث عن الأزمة	15
5	4	3	2	1	منظمتيتقول بأن المشكلة سطحية ولا تستدعي هذا الاهتمام من الجانبين	16

## المنهج الإسلامي لإدارة الأزمات

أي من السياسات التالية تنفذ في منطقتك؟

- ضع دائرة علي الرقم الذي يمثل اختيارك

1= موافق جداً 2= موافق 3= محايد 4= غير موافق 5= غير موافق مطلقاً

م	الفقرة	موافق جداً	موافق	محايد	غير موافق	غير موافق مطلقاً
1.	ثقتي كاملة بالله عز وجل عند إدارة الأزمات	1	2	3	4	5
2.	أترك كل شيء بين يدي الله عز وجل عند إدارة	1	2	3	4	5
3.	أدعو الله عز وجل في وقت الأزمات أن يقلل من	1	2	3	4	5
4.	إيماني بالله عز وجل يمكنني من السيطرة على	1	2	3	4	5
5.	عند حدوث الأزمة أدعو الله عز وجل لكي يثبتني	1	2	3	4	5
6.	أنا أعلم أن ثقتي بالله عز وجل سوف تجعلني أتجاوز	1	2	3	4	5
7.	عند حدوث الأزمة أعرف بأن هذا ابتلاء من الله عز	1	2	3	4	5
8.	أستعمل مبادئ القرآن الكريم إذا واجهت المنظمة أي	1	2	3	4	5
9.	إذا حافظت على علاقتي مع الله سوف أتخطى أي	1	2	3	4	5
10.	أسعى إلى مرضاة الله فيما يحبه ويرضاه لذا لن	1	2	3	4	5
11.	أعتاد على قراءة القرآن عند مواجهة أي مشكلة	1	2	3	4	5
12.	في وقت الأزمة أنا على يقين بأن الله عز وجل لن	1	2	3	4	5
13.	في وقت الأزمة أتناول مع فريق في العمل	1	2	3	4	5
14.	مشاركتي الرأي مع فريق في العمل تساعد على حل المشكلة	1	2	3	4	5
15.	المناقشات مع فريق في العمل تساعدني على تفهم الأزمة التي تواجه المنظمة	1	2	3	4	5
16.	كل زملائي يؤكدون على أن العمل الجيد يقلل من حدوث الأزمات	1	2	3	4	5
17.	في أوقات الأزمات تؤكد المنظمة على مشاركة الجميع في الرأي	1	2	3	4	5
18.	نصيحة أي فرد أثناء الأزمة تقلل من توتري	1	2	3	4	5
19.	الأحداث التي وصفت في القرآن الكريم تساعد منطقتي على التغلب على المشكلات التي تواجهها	1	2	3	4	5
20.	القرآن يعلمنا الدروس المستفادة مما حدث مع من قبلنا تعلمنا كيف نواجه الأزمات.	1	2	3	4	5

21	تعاليم القرآن والسنة الشريفة تساعدنا على مواجهة الأزمات الحاضرة والمستقبلية	1	2	3	4	5
22	ما فعله الرسول صلي الله عليه وسلم هو أحسن وسيلة لإدارة الأزمات	1	2	3	4	5
23	منظمتي تتعلم من السنة كيفية مواجهة الأزمات	1	2	3	4	5
24	القران الكريم والسنة الشريفة مصادري الأساسية في إدارة الأزمات	1	2	3	4	5