

Chapter 1

Public Relations, Organizational Communication, and Crisis Management: Advanced Issues and Approaches

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ABSTRACT

Public relations (PR) is one of the most significant communication methods that can help establish the trustworthiness of products, services, and companies. To gain the enhanced organizational reputation, PR-related press conferences can introduce key decision makers to the general public and can organize any crisis in a timely and effective manner with the support of social media and modern communication technologies. Crisis management relates to both PR and organizational communication, thus dealing with several situations that may threaten the reputation and survival of the business. The chapter argues that promoting PR, organizational communication, and crisis management has the potential to increase organizational performance and gain high reputation in modern society.

INTRODUCTION

In the information age, public relation (PR) plays an important role during crisis management (Al-Jenaibi, 2015) through which public identities and realities can be manipulated (Demetrious, 2012). While the majority of Internet users reside in industrialized nations, online access in the developing world has risen rapidly in recent years (Kelsey & St. Amant, 2012). As the online communication tool (Badea, 2014), social media enables many organizations to regularly communicate about crisis events to the public (Crijns, Cauberghe, Hudders, & Claeys, 2017).

Organizational communication is necessary for preventing coordination failure (Fehr, 2017). In a globalized society, individuals in business, government, and a wide variety of other fields must frequently communicate and work with individuals of different cultures and backgrounds (Management Association, 2014a). In order for an organization to thrive, it is essential to develop key strategies for interac-

DOI: 10.4018/978-1-5225-3619-2.ch001

tion, leadership, and management within diverse settings toward improving effective communication (Normore, Long, & Javidi, 2016).

Scholars in the fields of organization science and communication have shown increasing interest in exploring theories of complexity as a framework for theorizing about organizational processes (Gilpin & Miller, 2013). By understanding people's reactions to various kinds of redundant communication, organizations can design more strategic emergency messages that capture attention (Stephens, Barrett, & Mahometa, 2013). For example, the project manager's extent of communication apprehension, degree of innovativeness, level of self-monitoring, and conflict-management style can affect project outcomes (Creasy & Anantatmula, 2013).

Crisis can be regarded as the nursery of leadership in an effective way (Çeşmeci, Özkaynak, & Ün-salan, 2014), and has proved to be a testing ground for the existing leaders in global business (Çeşmeci et al., 2014). Countries like human beings need some functioning system that can stimulate the relevant subsystems to perform at maximum effectiveness in crisis situation (Kabeil, 2009). Developing a National Crisis Management Center (NCMC) has been an attractive idea on both governmental and corporate levels in many countries (Kabeil, 2009).

Knowledge-based crisis management reduces uncertainties in the managerial process, supports decision-making process, and assists executives to overcome the crisis (Ipcioglu, 2015). Thus, crisis management should be clearly understood by the top management teams in organizations (Sigri, 2014). Large-scale crisis management presents additional barriers to learning, as the nature of the domain increases the conflicts among the interdependence of multiple agents (Rich et al., 2014). The complex relationships involved in crisis management may extend the time for the incubation of both vulnerabilities and crisis recovery (Rich et al., 2014).

This chapter is based on a literature review of PR, organizational communication, and crisis management. The extensive literature of PR, organizational communication, and crisis management provides a contribution to practitioners and researchers by indicating their advanced issues in order to maximize their impact in modern society.

BACKGROUND

All organizations depend on communication, namely the exchange of information with the sender's intent that the message be understood and considered by the receivers (Te'eni, 2011). Effective organizational communication gains the increased importance in the success or failure of an organization (Mitrofan & Bulborea, 2013), and relates to relationship management with stakeholders (Jerman & Završnik, 2014). Understanding communication challenges is necessary in order to understand both organizational successes and organizational change (Salem & Timmerman, 2018).

Change management is an expression that refers to the efforts at controlling and directing the change (Salem, 2018). Organizational change management (OCM) is a framework for managing the effect of new business processes, changes in organizational structure, and cultural changes within an enterprise (Kasemsap, 2016a). Regarding OCM, both technology and the Internet have brought on major changes to politics, and are playing an important role in political campaigns, communication, and messaging (Solo, 2014).

Many organizations develop their relationships with different public organizations through organizational communication (Jerman & Završnik, 2014). The contribution of PR can be measured in terms

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