CRISIS COMMUNICATION: CORPORATE SOCIAL RESPONSIBILITY IN ORGANIZATIONAL RENEWAL THEORY

Amanda Narverud
Dr. Glen T. Cameron, Thesis Supervisor

ABSTRACT

This study further develops Organizational Renewal Theory through the incorporation of corporate social responsibility as a feature of a post crisis response strategy. Internal publics (e.g., employees of an organization, students of a higher education institution) have strong cognitive and emotional reactions surrounding a crisis because of their distinct connection to a company. This study links the importance of internal publics and the effective strategies to communicate with internal publics following a crisis, and examines if the communication of CSR in the forward-looking, prospective method of an Organizational Renewal crisis response strategy leads to more positive cognitive and emotional responses by internal publics.

The results indicate that when communicating a renewal crisis response strategy, both the type of crisis and the presence or absence of a corporate social responsibility frame can influence the emotions, specifically fear, of the internal public.