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# Public Perception of Crisis in Companies: An Evaluative Study of Impact of Crisis on Brand Image and Reputation

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**Abstract**—Crisis is inevitable and in today's scenario with the pandemic affecting every aspect of our lives, crisis has become something which every industry has had to deal with. The more important aspect today is, how to deal with crisis today. To do so it becomes necessary to understand and evaluate the impact it has on the brand. The study focuses on the impact of crisis on brand image and reputation. The study was conducted amongst the people of Jalandhar with a sample of 130. This study aims at evaluating the relation between a company and it consumers, the way they perceive business news and the manner in which they react to crisis by continuing to support the brand and purchasing.

*Keywords*---brand image, evaluative study, impact crisis, public perception, reputation.

#### Introduction

There is a general perception that crisis is sudden and un-predictable. Many definitions on crisis revolve around this belief. The dictionary defines crisis as 'Crisis: crucial stage, turning point, time of acute trouble or danger.' A crisis is any incident that may seriously threaten the personal safety, the reputation, the

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assets, the goodwill, the market share or the revenue earning capacity of an individual, organisation or business. No organization is immune to a crisis. Some of these crises can be prevented; some cannot. A key to preventing the majority of crises is to manage issues that affect organizations (Cretu & Brodie, 2007; Wu et al., 2011).

A crisis can be seen as a non-routine event or a series of events that don't occur every day. It is accompanied by high levels of uncertainty and threatens (or is considered to threaten) the goals or future existence of the organization. Crises can be grouped into predictable crises and unpredictable crises. A predictable crisis is often the result of a poorly managed issue, such as employee relations which then turns into, for example, an industrial strike action. Unpredictable crises are – as the word indicates – unpredictable and not necessarily dependent on the effective management of an issue. An example would be an industrial accident or a drought that may cripple an organization and threaten its future existence (Rose et al., 2008; Yang et al., 2018). There are many different types or categories of crises. The first obvious type of crises is caused by nature. Natural disasters happen all the time and cannot be predicted. Man-made disasters are the result of actions of people, such as tampering with a product. Deliberate decisions can also lead to crises. Another sort of crisis is the result of changes in the international market (Dawar & Lei, 2009; Geels, 2013).

#### Being prepared is the key to effective crisis communication

Zerman argues that any crisis plan created and implemented during a crisis is a recipe for disaster. Crisis plans or programmes should be developed before the actual crisis comes about. If there is no plan to work from when the crisis happens, communication is less effective. It is unlikely to be fast enough because we are hampered by our emotions during a crisis and because we won't be sure what we are supposed to do. As Ulmer points out, effective crisis communication is more than just damage control. It is a carefully planned and executed programme that addresses issues, builds trust and goodwill and re-builds an organization's reputation. It has to consider the relationship with the publics affected by the crisis: before and after the crisis, and not just during the crisis (Callison et al., 2014; Clay & Daniel, 2000).

Even though many crises are unpredictable, the organization should not assume that it is immune to crises – it is not. A crisis can happen to any organization. Managing issues is a first step into effective crisis communication. Not all issues lead to crises but effective issues management can help reduce the number of crises and the impact of a crisis. Crises can happen to any organization and it is important that an organization prepares for the possibility by, for example, building strong relationships with their publics. Dealing with the crisis in a socially responsible manner will also ensure that their relationship is not harmed in the long term (Tymson et al., 2008).

#### Research objectives

## General objective

The general objective of the study is to understand and evaluate the impact of crisis on public perception and opinion of a company.

## Specific objectives

- To understand the impact of crisis on a company
- To assess the public perception of crisis in a company
- To analyze the attitude and opinion of public on the brand image
- To evaluate the impact of crisis company's image and reputation

## Research Methodology

The study is conducted under Ex-Post-Facto conditions. Survey research method is used in the execution of the research. The study is conducted among the upper middle class consumers to understand the exposure and perception of company in crisis and its brand. Simple random sample technique is applied to select appropriate sample for the study. A sample of 130 respondents is drawn from a population of 8500 as per the city municipal corporation records. The sample size is about 10 percent of the population. The study was conducted model town area of Jalandhar city in Punjab. A questionnaire was designed based on the study objectives (Arnawa et al., 2019; Amori, 2021).

The questionnaire consisted of questions on consumers interest in business news, as to how the perceive crisis in a company, how does the crisis impact the brand image and reputation of the company and finally as a customer to the specific brand, what would the reaction in terms of brand loyalty in times of crisis. The data was analysed using both descriptive and interpretative analysis. For description, cross tabulation was used to understand the relationship between the three independent variables and the responses. Chi square test was applied to understand the significance of difference between the independent variables and the responses to the study objectives. The data is presented with the cross tabs and Chi-square tables (Oli, 2021; Madjdi & Rokhayani, 2021).

#### **Findings**

Table 1 Sample profile age

	AGE	
	Frequen	С
	у	Percentage
18-27	19	14.6
28-37	55	42.3
38-47	24	18.5
48-57	19	14.6
50 AND	13	10

ABOVE			
Total	130	100	

In the given table of 130 sample of different age group represents from 18 to 50 and above as 19 (14.6%) people are in the age group of 18 to 27, 55 (42.3%) people are in the age group of 28 to 37, 24 (18.5%) people are in the age group of 38 to 47, 19 (14.6%) people are in the age group of 48 to 57 and 13 (10 %) are in the age group of 50 and above.

Table 2 Sample profile gender

	GENDER	
	Frequency	Percentage
FEMALE	48	36.9
MALE	82	63.1
Total	130	100

In the given table of gender out of 130 total, male are 82 (63.1%) and female are 48 (36.9%).

Table 3
Sample profile education

EDUCATION		
	Frequency	Percentage
Any other	7	5.4
Diploma	9	6.9
Doctorate	11	8.5
Graduate	52	40
Post Graduate	41	31.5
School level	10	7.7
Total	130	100

In the given table of education of all 130 persons are 52 (40%) people are Graduate, 41 (31.5%) people are post Graduate, 11 (8.5%) are Doctorate, 10 (7.7%) passed School level, 9 (6.9%) people having Diploma and 7 (5.4%) people have other than these degree and diploma.

Table 4
Showing the public interest in business news

		Net	utral	No not at all		No sometimes		Yes always		Yes to sometimes	
		N	%	N	%	N	%	N	%	N	%
	18-27	3	15.8%	1	5.3%	3	15.8%	4	21.1%	8	42.1%
ACE	28-37	4	7.3%	3	5.5%	7	12.7%	17	30.9%	24	43.6%
AGE	38-47	1	4.2%	1	4.2%	4	16.7%	4	16.7%	14	58.3%
	48-57	1	5.3%	0	0.0%	3	15.8%	6	31.6%	9	47.4%

	50 and above	1	7.7%	1	7.7%	2	15.4%	5	38.5%	4	30.8%
	Total	10	7.7%	6	4.6%	19	14.6%	36	27.7%	59	45.4%
	FEMALE	3	6.3%	0	0.0%	4	8.3%	16	33.3%	25	52.1%
GENDER	MALE	7	8.5%	6	7.3%	15	18.3%	20	24.4%	34	41.5%
	Total	10	7.7%	6	4.6%	19	14.6%	36	27.7%	59	45.4%
	Any other	0	0.0%	2	28.6%	1	14.3%	2	28.6%	2	28.6%
	Diploma	1	11.1%	1	11.1%	1	11.1%	3	33.3%	3	33.3%
	Doctorate	1	9.1%	0	0.0%	1	9.1%	3	27.3%	6	54.5%
<b>EDUCATION</b>	Graduate	5	9.6%	1	1.9%	7	13.5%	16	30.8%	23	44.2%
	Post Graduate	3	7.3%	1	2.4%	6	14.6%	9	22.0%	22	53.7%
	School level	0	0.0%	1	10.0%	3	30.0%	3	30.0%	3	30.0%
	Total	10	7.7%	6	4.6%	19	14.6%		27.7%	59	45.4%

To a question on reading business news and interest in it, among the educated people of different age group of male and female the data reveals that between different age group that more than 7 percent are neutral in reading business news, about 4 percent are not at all interest in reading business news, 14.6 percent are not interest in reading business news, 45.4 percent are sometimes read business news and nearly 28 percent are highly interest in reading business news. The data also shows that among male and female that 7.7 percent are neutral in reading business news, 4.6 percent are not at all interested in reading business news, more than 14 percent are not interest in reading business news, about 45 percent read business news sometime only and nearly 27 percent are highly interest in reading business news. The analyzed data reveals that among educated more than 7 percent are neutral in reading business news, about 4 percent are not at all interested in reading business news, 14.6 percent are not interest in reading business news, 45.4 percent are sometimes reading business news and nearly 28 percent are highly interest in reading business news (Lukman et al., 2016; Hidayanti, 2021).

The data shows a significance difference among the educated people of different age group of male and female with regards to reading business news. To establish the significance difference among the educated people of different age group of male and female with regards to reading business news, Chi-square test was applied.

Table 5 Pearson Chi-Square tests

	Chi-square	7.472
AGE	df	16
	Sig.	.963 <sup>a,b</sup>

- H<sub>o</sub> There is no significant difference between age group of 18 and above 50 in reading business news.
- H<sub>a</sub> Age group of 18 and above 50 differ significantly in reading business news habits.

Cal  $X^2$  Val 7.472 (df 16)  $\leq$  Tab Val 26.30@ 0.05

The analysed data reveals that there is no significant relationship between age

group of 18 and above 50 with regards to reading habits of business news. The null hypothesis of no significant difference is accepted as different age group have similar opinion with regards to reading business news habits (Argenti, 2006; Kaur & Beri, 2019).

Table 6 Pearson Chi-Square tests

	Chi-square	7.400
GENDER	df	4
	Sig.	.116a

- H<sub>o</sub> There is no significant difference between male and female in reading business news.
- H<sub>a</sub> Male and female differ significantly in reading business news habits.

Cal 
$$X^2$$
 Val 7.40 (df 4)  $\leq$  Tab Val 9.49@ 0.05

The analyzed data reveals that there is no significant relationship between male and female with regards to reading habits of business news. The null hypothesis of no significant difference is accepted as different gender have similar opinion with regards to reading business news habits.

Table 7
Pearson Chi-Square tests

	Chi-square	18.476
<b>EDUCATION</b>	df	20
	Sig.	.556 <sup>a,b</sup>

- H<sub>o</sub> There is no significant difference between educated people in reading business news.
- H<sub>a</sub> Educated people differ significantly in reading business news habits.

Cal 
$$X^2$$
 Val 18.476 (df 20)  $\leq$  Tab Val 31.41@ 0.05

The analyzed data reveals that there is no significant relationship between educated people with regards to reading habits of business news. The null hypothesis of no significant difference is accepted as differently educated people have similar opinion with regards to reading business news habits.

Table 8
Showing the public awareness of companies facing crises

		Net	utral	No not	at all	No son	netimes	Yes a	always		s to
		N	%	N	%	N	%	N	%	N	%
AGE	18-27	3	15.8%	1	5.3%	3	15.8%	4	21.1%	8	42.1%
AGE	28-37	4	7.3%	3	5.5%	7	12.7%	16	29.1%	25	45.5%

	38-47	1	4.2%	1	4.2%	4	16.7%	4	16.7%	14	58.3%
	48-57	1	5.3%	0	0.0%	3	15.8%	6	31.6%	9	47.4%
	50 and above	1	7.7%	1	7.7%	2	15.4%	5	38.5%	4	30.8%
	Total	10	7.7%	6	4.6%	19	14.6%	35	26.9%	60	46.2%
	FEMALE	3	6.3%	0	0.0%	4	8.3%	17	35.4%	24	50.0%
GENDER	MALE	7	8.5%	6	7.3%	15	18.3%	18	22.0%	36	43.9%
	Total	10	7.7%	6	4.6%	19	14.6%	35	26.9%	60	46.2%
	Any other	0	0.0%	2	28.6%	1	14.3%	2	28.6%	2	28.6%
	Diploma	1	11.1%	1	11.1%	1	11.1%	1	11.1%	5	55.6%
	Doctorate	1	9.1%	0	0.0%	1	9.1%	3	27.3%	6	54.5%
EDUCATION	Graduate	5	9.6%	1	1.9%	7	13.5%	16	30.8%	23	44.2%
EDUCATION	Post Graduate	3	7.3%	1	2.4%	6	14.6%	10	24.4%	21	51.2%
	School level	0	0.0%	1	10.0%	3	30.0%	3	30.0%	3	30.0%
	Total	10	7.7%	6	4.6%	19	14.6%	35	26.9%	60	46.2%
17 100	·										

N = 130

To a question on aware of companies facing crisis, among the educated people of different age group of male and female the data reveals that between different age group that more than 7 percent are neutral on aware of companies facing crisis, about 4 percent are not at all interest on aware of companies facing crisis, 14.6 percent are not interest on aware of companies facing crisis, 46.2 percent are sometimes aware of companies facing crisis and nearly 27 percent are highly interest on aware of companies facing crisis. The data also shows that among male and female that 7.7 percent are neutral on aware of companies facing crisis, about 4 percent are not at all interest on aware of companies facing crisis, 14.6 percent are not interest on aware of companies facing crisis, 46.2 percent are sometimes aware of companies facing crisis and 26.9 percent are highly interest on aware of companies facing crisis. The analyzed data reveals that among educated more than 7 percent are neutral on aware of companies facing crisis, about 4 percent are not at all interest on aware of companies facing crisis, 14.6 percent are not interest on aware of companies facing crisis, 46.2 percent are sometimes aware of companies facing crisis and nearly 27 percent are highly interest on aware of companies facing crisis.

The data shows a significance difference among the educated people of different age group of male and female with regards to aware of companies facing crisis. To establish the significance of difference among the educated people of different age group of male and female with regards to aware of companies facing crisis, Chisquare test was applied.

Table 9
Pearson Chi-Square tests

	Chi-square	7.255
AGE	df	16
	Sig.	$.968^{\mathrm{a,b}}$

- $H_0$  There is no significant difference between age group of 18 and above 50 on aware of companies facing crisis.
- H<sub>a</sub> Age group of 18 and above 50 differ significantly on aware of companies

facing crisis.

Cal 
$$X^2$$
 Val 7.255 (df 16)  $\leq$  Tab Val 26.30@ 0.05

The analyzed data reveals that there is no significant relationship between age group of 18 and above 50 with regards to aware of companies facing crisis the null hypothesis of no significant difference is accepted as different age group have similar opinion with regards to aware of companies facing crisis.

Table 10 Pearson Chi-Square tests

	Chi-square	8.056
GENDER	df	4
	Sig.	.090a

- H<sub>o</sub> There is no significant difference between male and female on aware of companies facing crisis.
- H<sub>a</sub> Male and female differ significantly on aware of companies facing crisis.

Cal 
$$X^2$$
 Val 8.056 (df 4)  $\leq$  Tab Val 9.49@ 0.05

The analyzed data reveals that there is no significant relationship between male and female with regards to aware of companies facing crisis. The null hypothesis of no significant difference is accepted as different gender have similar opinion with regards to aware of companies facing crisis.

Table 11 Pearson Chi-Square tests

	Chi-square	18.509
<b>EDUCATION</b>	df	20
	Sig.	.554 <sup>a,b</sup>

- H<sub>o</sub> There is no significant difference between educated people on aware of companies facing crisis.
- H<sub>a</sub> Educated people differ significantly on aware of companies facing crisis.

Cal 
$$X^2$$
 Val 18.509 (df 20)  $\leq$  Tab Val 31.41@ 0.05

The analyzed data reveals that there is no significant relationship between educated people with regards to aware of companies facing crisis. The null hypothesis of no significant difference is accepted as differently educated people have similar opinion with regards to aware of companies facing crisis.

Table 12 Showing the public support to the companies during crisis

		Ne	eutral	No n	ot at all		o some		to large		o some
		N.T	0/	N.T	0/		ktent		xtent		tent
		N	%	N	%	N	%	N	%	N	%
	18-27	9	47.4%	0	0.0%	5	26.3%	4	21.1%	1	5.3%
	28-37	5	9.1%	0	0.0%	24	43.6%	11	20.0%	15	27.3%
AGE	38-47	1	4.2%	4	16.7%	19	79.2%	O	0.0%	0	0.0%
AGE	48-57	0	0.0%	19	100.0%	0	0.0%	O	0.0%	0	0.0%
	50 AND ABOVE	5	38.5%	6	46.2%	0	0.0%	O	0.0%	2	15.4%
	Total	20	15.4%	29	22.3%	48	36.9%	15	11.5%	18	13.8%
	FEMALE	6	12.5%	19	39.6%	13	27.1%	5	10.4%	5	10.4%
GENDER	MALE	14	17.1%	10	12.2%	35	42.7%	10	12.2%	13	15.9%
	Total	20	15.4%	29	22.3%	48	36.9%	15	11.5%	18	13.8%
	Any other	1	14.3%	1	14.3%	5	71.4%	O	0.0%	0	0.0%
	Diploma	2	22.2%	0	0.0%	3	33.3%	3	33.3%	1	11.1%
EDUCATION	Doctorate	4	36.4%	2	18.2%	2	18.2%	1	9.1%	2	18.2%
	Graduate	7	13.5%	16	30.8%	17	32.7%	5	9.6%	7	13.5%
	Post Graduate	3	7.3%	6	14.6%	21	51.2%	4	9.8%	7	17.1%
	School level	3	30.0%	4	40.0%	0	0.0%	2	20.0%	1	10.0%
	Total	20	15.4%	29	22.3%	48	36.9%	15	11.5%	18	13.8%

N = 130

To a question on support the company in crisis, among the educated people of different age group of male and female the data reveals that between different age group that more than 15 percent are neutral on support the company in crisis, 22.3 percent are not at all interest on support the company in crisis, 37 percent are not interest on support the company in crisis, 13.8 percent are sometimes support the company in crisis and nearly 11.5 percent are highly interest to support the company in crisis. The data also shows that among male and female that 15.4 percent are neutral on support the company in crisis, about 22 percent are not at all interest on support the company in crisis, 37 percent are not interest on support the company in crisis, 13.8 percent are sometimes support the company in crisis and nearly 11.5 percent are highly interest to support the company in crisis. The analyzed data reveals that among educated more than 15 percent are neutral on support the company in crisis, about 22 percent are not at all interest on support the company in crisis, 36.9 percent are not interest on support the company in crisis, 13.8 percent are sometimes support the company in crisis and 11.5 percent are highly interest to support the company in crisis.

The data shows a significance difference among the educated people of different age group of male and female with regards to support the company in crisis. To establish the significance of difference among the educated people of different age group of male and female with regards to support the company in crisis, Chisquare test was applied.

Table 13 Pearson Chi-Square tests

	Chi-square	145.188
AGE	df	16
	Sig.	$.000^{*,b}$

- $H_0$  There is no significant difference between age group of 18 and above 50 on support the company in crisis.
- $\bullet$  H<sub>a</sub> Age group of 18 and above 50 differ significantly on support the company in crisis.

Cal 
$$X^2$$
 Val 145.188(df 16)  $\geq$  Tab Val 26.30@ 0.05

The analyzed data reveals that there is significant association between age group of 18 and above 50 with regards to support the company in crisis. The null hypothesis of no significant difference is rejected as different age group plays an important role to support the company in crisis among the people.

Table 14
Showing the public support to the company by continuing to buy the products during crisis

		Ne	utral	No not at all		all No to some extent			Yes to some extent	
		N	%	N	%	N	%	N	%	
	18-27	1	5.3%	4	21.1%	2	10.5%	12	63.2%	
	28-37	0	0.0%	34	61.8%	21	38.2%	0	0.0%	
AGE	38-47	12	50.0%	12	50.0%	0	0.0%	0	0.0%	
AGE	48-57	0	0.0%	0	0.0%	19	100.0%	0	0.0%	
	50 and above	0	0.0%	12	92.3%	1	7.7%	0	0.0%	
	Total	13	10.0%	62	47.7%	43	33.1%	12	9.2%	
	FEMALE	10	20.8%	13	27.1%	19	39.6%	6	12.5%	
GENDER	MALE	3	3.7%	49	59.8%	24	29.3%	6	7.3%	
	Total	13	10.0%	62	47.7%	43	33.1%	12	9.2%	
	Any other	1	14.3%	5	71.4%	1	14.3%	0	0.0%	
	Diploma	1	11.1%	3	33.3%	3	33.3%	2	22.2%	
	Doctorate	1	9.1%	4	36.4%	6	54.5%	0	0.0%	
EDUCATION	Graduate	5	9.6%	23	44.2%	20	38.5%	4	7.7%	
EDUCATION	Post Graduate	4	9.8%	23	56.1%	11	26.8%	3	7.3%	
	School level	1	10.0%	4	40.0%	2	20.0%	3	30.0%	
	Total	13	10.0%	62	47.7%	43	33.1%	12	9.2%	

Table 15 Pearson Chi-Square tests

	Chi-square	13.317
GENDER	df	4
	Sig.	.010*

- $H_o$  There is no significant difference between male and female to support the company in crisis.
- H<sub>a</sub> Male and female differ significantly to support the company in crisis.

Cal 
$$X^2$$
 Val 13.317 (df 4)  $\geq$  Tab Val 9.49@ 0.05

The analyzed data reveals that there is significant relationship between male and female with regards to support the company in crisis. The null hypothesis of no significant difference is rejected as gender plays an important role to support the company in crisis among male and female.

Table 16 Pearson Chi-Square tests

	Chi-square	29.729
<b>EDUCATION</b>	df	20
	Sig.	$.074^{\mathrm{b,c}}$

- H<sub>o</sub> There is no significant difference between educated people to support the company in crisis.
- H<sub>a</sub> Educated people differ significantly to support the company in crisis.

Cal 
$$X^2$$
 Val 29.729 (df 20)  $\leq$  Tab Val 31.41@ 0.05

The analyzed data reveals that there is no significant relationship between educated people with regards to support the company in crisis. The null hypothesis of no significant difference is accepted as differently educated people have similar opinion with regards to support the company in crisis.

To a question on purchase the product of a company in crisis, among the educated people of different age group of male and female the data reveals that between different age group that 10 percent are neutral on purchase the product of a company in crisis, 47.7 percent are not at all interest on purchase the product of a company in crisis, about 31 percent are not interest on purchase the product of a company in crisis and 9.2 percent are sometimes purchase the product of a company in crisis. The data also shows that among male and female that 10 percent are neutral on purchase the product of a company in crisis, 47.7 percent are not at all interest on purchase the product of a company in crisis, about 31 percent are not interest on purchase the product of a company in crisis and 9.2 percent are sometimes purchase the product of a company in crisis. The analyzed data reveals that among educated people 10 percent are neutral on purchase the product of a company in crisis, nearly 48 percent are not at all

interest on purchase the product of a company in crisis, about 31 percent are not interest on purchase the product of a company in crisis and about 9 percent are sometimes purchase the product of a company in crisis.

The data shows a significance difference among the educated people of different age group of male and female with regards to purchase the product of a company in crisis. To establish the significance of difference among the educated people of different age group of male and female with regards to purchase the product of a company in crisis, Chi-square test was applied.

Table 17 Pearson Chi-Square tests

	Chi-square	176.826
AGE	df	12
	Sig.	$.000^{*,b}$

- H<sub>o</sub> There is no significant difference between age group of 18 and above 50 on purchase the product of a company in crisis.
- $H_a$  Age group of 18 and above 50 differ significantly on purchase the product of a company in crisis.

Cal 
$$X^2$$
 Val 176.826 (df 12)  $\geq$  Tab Val 21.03@ 0.05

The analyzed data reveals that there is significant association between age group of 18 and above 50 with regards to purchase the product of a company in crisis. The null hypothesis of no significant difference is rejected as different age group plays an important role to purchase the product of a company in crisis.

Table 18 Pearson Chi-Square tests

	Chi-square	17.563
GENDER	df	3
	Sig.	$.001^{*,b}$

- $H_o$  There is no significant difference between male and female to purchase the product of a company in crisis.
- H<sub>a</sub> Male and female differ significantly to purchase the product of a company in crisis.

Cal 
$$X^2$$
 Val 17.563 (df 3)  $\geq$  Tab Val 7.82@ 0.05

The analysed data reveals that there is significant relationship between male and female with regards to purchase the product of a company in crisis. The null hypothesis of no significant difference is rejected as gender plays an important role to purchase the product of a company in crisis among male and female.

Table 19 Pearson Chi-Square tests

	Chi-square	14.546
<b>EDUCATION</b>	df	15
	Sig.	.485b,c

- $\bullet$  H<sub>o</sub> There is no significant difference between educated people to purchase the product of a company in crisis.
- H<sub>a</sub> Educated people differ significantly to purchase the product of a company in crisis.

Cal  $X^2$  Val 14.546 (df 15)  $\leq$  Tab Val 25.00@ 0.05

The analyzed data reveals that there is no significant relationship between educated people with regards to purchase the product of a company in crisis. The null hypothesis of no significant difference is accepted as differently educated people have similar opinion with regards to purchase the product of a company in crisis

Table 20
Showing the public support to the company by loyalty with the brand get adversely affected due to crisis in a company

		Ne	utral	No	not at	No to	some	Yes to	large	Yes	to some
					all	ex	tent	ext	ent	e	xtent
		N	%	N	%	N	%	N	%	N	%
	18-27	1	5.3%	0	0.0%	0	0.0%	4	21.1%	14	73.7%
	28-37	10	18.2%	0	0.0%	0	0.0%	32	58.2%	13	23.6%
AGE	38-47	6	25.0%	0	0.0%	6	25.0%	12	50.0%	O	0.0%
AGE	48-57	0	0.0%	6	31.6%	0	0.0%	0	0.0%	13	68.4%
	50 AND ABOVE	0	0.0%	0	0.0%	0	0.0%	0	0.0%	13	100.0%
	Total	17	13.1%	6	4.6%	6	4.6%	48	36.9%	53	40.8%
	FEMALE	5	10.4%	6	12.5%	6	12.5%	13	27.1%	18	37.5%
GENDER	MALE	12	14.6%	0	0.0%	0	0.0%	35	42.7%	35	42.7%
	Total	17	13.1%	6	4.6%	6	4.6%	48	36.9%	53	40.8%
	Any other	1	14.3%	0	0.0%	0	0.0%	4	57.1%	2	28.6%
	Diploma	3	33.3%	0	0.0%	0	0.0%	2	22.2%	4	44.4%
	Doctorate	1	9.1%	0	0.0%	1	9.1%	6	54.5%	3	27.3%
<b>EDUCATION</b>	Graduate	5	9.6%	1	1.9%	5	9.6%	19	36.5%	22	42.3%
	Post Graduate	4	9.8%	5	12.2%	0	0.0%	17	41.5%	15	36.6%
	School level	3	30.0%	0	0.0%	0	0.0%	0	0.0%	7	70.0%
	Total	17	13.1%	6	4.6%	6	4.6%	48	36.9%	53	40.8%

N = 130

To a question on loyalty with the brand get adversely affected due to crisis in a company, among the educated people of different age group of male and female the data reveals that between different age group that more than 13 percent are neutral on loyalty with the brand get adversely affected due to crisis in a company, 4.6 percent are not at all interest on loyalty with the brand get

adversely affected due to crisis in a company, more than 4 percent are not interest to some extent on loyalty with the brand get adversely affected due to crisis in a company, 40.8 percent people support to some extent loyalty with the brand get adversely affected due to crisis in a company and nearly 37 percent are highly interest to support loyalty with the brand get adversely affected due to crisis in a company. The data also shows that among male and female that 13 percent are neutral on loyalty with the brand get adversely affected due to crisis in a company, 4.6 percent are not at all interest on loyalty with the brand get adversely affected due to crisis in a company, more than 4 percent are not interest to some extent on loyalty with the brand get adversely affected due to crisis in a company, 40.8 percent people support to some extent loyalty with the brand get adversely affected due to crisis in a company and nearly 37 percent are highly interest to support loyalty with the brand get adversely affected due to crisis in a company. The analyzed data reveals that among educated more than 13 percent are neutral on loyalty with the brand get adversely affected due to crisis in a company, 4.6 percent are not at all interest on loyalty with the brand get adversely affected due to crisis in a company, more than 4 percent are not interest to some extent on loyalty with the brand get adversely affected due to crisis in a company, 40.8 percent people support to some extent loyalty with the brand get adversely affected due to crisis in a company and nearly 37 percent are highly interest to support loyalty with the brand get adversely affected due to crisis in a company.

The data shows a significance difference among the educated people of different age group of male and female with regards to support loyalty with the brand get adversely affected due to crisis in a company. To establish the significance of difference among the educated people of different age group of male and female with regards to support loyalty with the brand get adversely affected due to crisis in a company, Chi-square test was applied.

Table 21 Pearson Chi-Square tests

-	Chi-square	124.828
AGE	df	16
	Sig.	$.000^{*,b,c}$

- H<sub>o</sub> There is no significant difference between age group of 18 and above 50 on support loyalty with the brand get adversely affected due to crisis in a company.
- $H_a$  Age group of 18 and above 50 differ significantly on support loyalty with the brand get adversely affected due to crisis in a company.

Cal X2	Val	124.	828	(df	16)	≥ Tab Val 26.30@
0.05						

The analyzed data reveals that there is significant association between age group of 18 and above 50 with regards to support loyalty with the brand get adversely affected due to crisis in a company. The null hypothesis of no significant difference is rejected as different age group plays an important role to support

loyalty with the brand get adversely affected due to crisis in a company among the people.

Table 22 Pearson Chi-Square tests

	Chi-square	23.107
GENDER	df	4
	Sig.	.000*,b

- H<sub>o</sub> There is no significant difference between male and female to support loyalty with the brand get adversely affected due to crisis in a company.
- H<sub>a</sub> Male and female differ significantly to support loyalty with the brand get adversely affected due to crisis in a company.

Cal 
$$X^2$$
 Val 23.107 (df 4)  $\geq$  Tab Val 9.49@ 0.05

The analyzed data reveals that there is significant relationship between male and female with regards to support loyalty with the brand get adversely affected due to crisis in a company. The null hypothesis of no significant difference is rejected as gender plays an important role to support loyalty with the brand get adversely affected due to crisis in a company among male and female.

Table 23 Pearson Chi-Square tests

	Chi-square	29.221
<b>EDUCATION</b>	df	20
	Sig.	$.083^{b,c}$

- $H_o$  There is no significant difference between educated people to support loyalty with the brand get adversely affected due to crisis in a company.
- H<sub>a</sub> Educated people differ significantly to support loyalty with the brand get adversely affected due to crisis in a company.

Cal 
$$X^2$$
 Val 29.221 (df 20)  $\leq$  Tab Val 31.41@ 0.05

The analyzed data reveals that there is no significant relationship between educated people with regards to support loyalty with the brand get adversely affected due to crisis in a company. The null hypothesis of no significant difference is accepted as differently educated people have similar opinion with regards to support loyalty with the brand get adversely affected due to crisis in a company.

Table 24 Showing the public support to the company by continuing to buy the products and trusting the brand during crisis

		Net	utral	No not	at all	No to som	ie extent	Yes to exte	
		N	%	N	%	N	%	N	%
	18-27	9	47.4%	0	0.0%	4	21.1%	6	31.6%
	28-37	0	0.0%	11	20.0%	44	80.0%	0	0.0%
ACE	38-47	1	4.2%	13	54.2%	10	41.7%	0	0.0%
AGE	48-57	4	21.1%	0	0.0%	8	42.1%	7	36.8%
	50 and above	0	0.0%	3	23.1%	8	61.5%	2	15.4%
	Total	14	10.8%	27	20.8%	74	56.9%	15	11.5%
	FEMALE	13	27.1%	9	18.8%	19	39.6%	7	14.6%
GENDER	MALE	1	1.2%	18	22.0%	55	67.1%	8	9.8%
	Total	14	10.8%	27	20.8%	74	56.9%	15	11.5%
	Any other	0	0.0%	2	28.6%	4	57.1%	1	14.3%
	Diploma	0	0.0%	3	33.3%	4	44.4%	2	22.2%
	Doctorate	1	9.1%	1	9.1%	9	81.8%	0	0.0%
EDITOVATION	Graduate	3	5.8%	11	21.2%	31	59.6%	7	13.5%
EDUCATION	Post Graduate	9	22.0%	10	24.4%	21	51.2%	1	2.4%
	School level	1	10.0%	0	0.0%	5	50.0%	4	40.0%
	Total	14	10.8%	27	20.8%	74	56.9%	15	11.5%

N = 130

To a question on trust the brand during times of crisis, among the educated people of different age group of male and female the data reveals that between different age group that 10.8 percent are neutral on trust the brand during times of crisis, 20.8 percent are not at all interest on trust the brand during times of crisis, about 58 percent are not interest to some extent on trust the brand during times of crisis and 11.5 percent people are interest to some extent on trust the brand during times of crisis. The data also shows that among male and female that 10.8 percent are neutral on trust the brand during times of crisis, about 21 percent are not at all interest on trust the brand during times of crisis, about 58 percent are not interest to some extent on trust the brand during times of crisis and 11.5 percent people are interest to some extent on trust the brand during times of crisis. The analyzed data reveals that among educated people 10.8 percent are neutral on trust the brand during times of crisis, 20.8 percent are not at all interest on trust the brand during times of crisis, about 58 percent are not interest to some extent on trust the brand during times of crisis and 11.5 percent people are interest to some extent on trust the brand during times of crisis.

The data shows a significance difference among the educated people of different age group of male and female with regards to trust the brand during times of crisis. To establish the significance of difference among the educated people of different age group of male and female with regards to trust the brand during times of crisis, Chi-square test was applied.

Table 25 Pearson Chi-Square tests

	Chi-square	92.265
AGE	df	12
	Sig.	.000*,b

- $\bullet$  H<sub>o</sub> There is no significant difference between age group of 18 and above 50 on trust the brand during times of crisis
- H<sub>a</sub> Age group of 18 and above 50 differ significantly on trust the brand during times of crisis.

Cal 
$$X^2$$
 Val 92.265 (df 12)  $\geq$  Tab Val 21.03@ 0.05

The analyzed data reveals that there is significant association between age group of 18 and above 50 with regards to trust the brand during times of crisis. The null hypothesis of no significant difference is rejected as different age group plays an important role to trust the brand during times of crisis.

Table 26 Pearson Chi-Square tests

-	Chi-square	23.587
GENDER	df	3
	Sig.	.000*

- $H_0$  There is no significant difference between male and female to trust the brand during times of crisis.
- H<sub>a</sub> Male and female differ significantly to trust the brand during times of crisis.

Cal 
$$X^2$$
 Val 23.587 (df 3)  $\geq$  Tab Val 7.82@ 0.05

The analysed data reveals that there is significant relationship between male and female with regards to trust the brand during times of crisis. The null hypothesis of no significant difference is rejected as gender plays an important role to trust the brand during times of crisis among male and female.

Table 27 Pearson Chi-Square tests

	Chi-square	25.839
<b>EDUCATION</b>	df	15
	Sig.	$.040^{*,b,c}$

- $\bullet$  H<sub>o</sub> There is no significant difference between educated people to trust the brand during times of crisis.
- H<sub>a</sub> Educated people differ significantly to trust the brand during times of crisis.

# Cal $X^2$ Val 25.839 (df 15) $\geq$ Tab Val 25.00@ 0.05

The analyzed data reveals that there is significant relationship between educated people with regards to trust the brand during times of crisis. The null hypothesis of no significant difference is rejected as education plays an important role to trust the brand during times of crisis among educationally qualified person.

Table 28
Showing the public perception of the role for mass media when a company is in crisis

		Neu	ıtral		some	Yes to	_	Yes to	
		N	%	N	%	N	%	N	%
	18-27	18	94.7%	0	0.0%	1	5.3%	0	0.0%
	28-37	25	45.5%	10	18.2%	15	27.3%	5	9.1%
	38-47	19	79.2%	0	0.0%	5	20.8%	0	0.0%
AGE	48-57	19	100.0 %	0	0.0%	0	0.0%	0	0.0%
	50 and above	13	100.0 %	0	0.0%	0	0.0%	0	0.0%
	Total	94	72.3%	10	7.7%	21	16.2%	5	3.8%
	FEMALE	36	75.0%	5	10.4%	5	10.4%	2	4.2%
GENDER	MALE	58	70.7%	5	6.1%	16	19.5%	3	3.7%
	Total	94	72.3%	10	7.7%	21	16.2%	5	3.8%
	Any other	5	71.4%	0	0.0%	2	28.6%	0	0.0%
	Diploma	8	88.9%	0	0.0%	1	11.1%	0	0.0%
	Doctorate	6	54.5%	4	36.4%	1	9.1%	0	0.0%
EDUCATION	Graduate	41	78.8%	4	7.7%	7	13.5%	0	0.0%
	Post Graduate	25	61.0%	2	4.9%	9	22.0%	5	12.2%
	School level	9	90.0%	0	0.0%	1	10.0%	0	0.0%
	Total	94	72.3%	10	7.7%	21	16.2%	5	3.8%

N = 130

To a question on perceive the role of mass media during crisis, among the educated people of different age group of male and female the data reveals that between different age group that 72.3 percent are neutral on perceive the role of mass media during crisis, 7.7 percent are not at all interest on perceive the role of mass media during crisis, about 16 percent are not interest to some extent on perceive the role of mass media during crisis and 3.8 percent people are interest to some extent on perceive the role of mass media during crisis. The data also shows that among male and female that 72.3 percent are neutral on perceive the role of mass media during crisis, 7.7 percent are not at all interest on perceive the role of mass media during crisis, about 16 percent are not interest to some extent on perceive the role of mass media during crisis and 3.8 percent people are interest to some extent on perceive the role of mass media during crisis. The analyzed data reveals that among educated people 72.3 percent are neutral on perceive the role of mass media during crisis, 7.7 percent are not at all interest on

perceive the role of mass media during crisis, about 16 percent are not interest to some extent on perceive the role of mass media during crisis and 3.8 percent people are interest to some extent on perceive the role of mass media during crisis.

The data shows a significance difference among the educated people of different age group of male and female with regards to perceive the role of mass media during crisis. To establish the significance of difference among the educated people of different age group of male and female with regards to perceive the role of mass media during crisis, Chi-square test was applied.

Table 29 Pearson Chi-Square tests

	Chi-square	41.910
AGE	df	12
	Sig.	$.000^{*,b,c}$

- $H_0$  There is no significant difference between age group of 18 and above 50 on perceive the role of mass media during crisis.
- $\bullet$  H<sub>a</sub> Age group of 18 and above 50 differ significantly on perceive the role of mass media during crisis.

Cal 
$$X^2$$
 Val 41.910 (df 12)  $\geq$  Tab Val 21.03@ 0.05

The analyzed data reveals that there is significant association between age group of 18 and above 50 with regards to perceive the role of mass media during crisis. The null hypothesis of no significant difference is rejected as different age group plays an important role to perceive the role of mass media during crisis.

Table 30 Pearson Chi-Square tests

	Chi-square	2.381
GENDER	df	3
	Sig.	.497ն

- $\bullet$  H<sub>o</sub> There is no significant difference between male and female to trust the brand during times of crisis.
- H<sub>a</sub> Male and female differ significantly to trust the brand during times of crisis.

Cal 
$$X^2$$
 Val 2.381 (df 3)  $\leq$  Tab Val 7.82@ 0.05

The analyzed data reveals that there is no significant association between male and female with regards to perceive the role of mass media during crisis. The null hypothesis of no significant difference is accepted as male and female have similar view with regards to perceive the role of mass media during crisis.

 $\begin{array}{c|c} & \text{Table 31} \\ \hline \text{Pearson Chi-Square tests} \\ \hline \text{Chi-square} & 29.793 \\ \hline \text{EDUCATION} & \text{df} & 15 \\ \hline \text{Sig.} & .013^{*,b,c} \end{array}$ 

- $\bullet$  H<sub>o</sub> There is no significant difference between educated people to trust the brand during times of crisis.
- H<sub>a</sub> Educated people differ significantly to trust the brand during times of crisis.

Cal 
$$X^2$$
 Val 29.793 (df 15)  $\geq$  Tab Val 25.00@ 0.05

The analyzed data reveals that there is significant relationship between educated people with regards to perceive the role of mass media during crisis. The null hypothesis of no significant difference is rejected as education plays an important role to perceive the role of mass media during crisis among educationally capable person (Cretu & Brodie, 2007; Gray & Balmer, 1998).

#### Conclusion

Crisis in a company is inevitable. However, it may differ in its severity and the extent of damage it can inflict on the company. The study was designed as to how public perceive crisis in a company and how does it affect the brand loyalty. The study has revealed those publics in general do understand the inevitable nature of crisis and their behaviour is sympathetic towards the company during the crisis. In short the public empathise with the company to a large extent. The study has shown that duty to extensive media coverage about the crisis in companies, public have greater interest in reading about the crisis that affects a company. Besides, irrespective of the age group, gender or educations, public have evinced great interest in understanding the crisis in companies. This understanding leads to proper perception among the public. A better understanding among the public, paves the way for them to evaluate a company in crisis and be supportive of it during difficult times by showing brand loyalty and continue to being the customer for the product and services rendered by that company. Analysis of the data has shown that the public exhibit a greater sense of maturity and tend to evaluate the crisis in a company before deciding to either withdraw their support or stand by the company. The Chi-square test results have indicated that the public behaviour towards the company is independent of their age, gender or educational level. In other words, public perception is associated with the age group, wherein the younger age group is more supportive. Among the differences based on gender, males exhibit more loyalty. The higher educated groups who have better media exposure and understanding are more loyal to the brand. One important revelations is that the public reactions to media exposure to crisis in a company is more neutral and by large it has very little or no effect on the public's loyalty towards the company. This neutrality in public perception and thinking augurs well for the companies, as they look for public support during crisis. However, the success or failure in managing the crisis depends more on how companies communicate with the public. A strong and well planned communication strategy is key to company's success during and after crisis.

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