ABSTRACT

Title of dissertation: FEELINGS MATTER: EMOTIONS AND RELATIONSHIP MANAGEMENT PRE- AND POST- CRISIS

Ning Xie, Doctor of Philosophy, 2018

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This dissertation focuses on emotions in relationship management, and advances relationship management theory from an emotions perspective. This study tests the role of emotions and organization-public relationships in both the normal (pre-crisis) and post-crisis contexts. In terms of pre-crisis: (1) the relationship cultivation strategies with an emotions orientation, i.e. positivity, is further conceptualized; (2) the mediating role of emotions in relationship management is examined; and (3) corresponding to positive and negative emotions, the negative organization-public relationships (NOPR) are added to the traditional, positive organization-public relationships (POPR). In terms of post-crisis: how organization-public relationships moderate the influence of crisis emotions on perceived effectiveness of crisis response strategies is explored.

This dissertation included two pilot studies and one main study. The first pilot study selected an appropriate organization, Walmart, to test the theoretical model. The second pilot study constructed and tested the crisis news story and response strategy stimuli. The main study used results from the two pilot studies to test the pre- and post-

crisis model using an online survey. After the comprehension and manipulation checks, the final sample size was 402. The data analytic method was structural equation modelling.

The major findings were: first, relationship cultivation strategies are found to increase consumers' trust, satisfaction, control mutuality, and commitment, and decrease consumers' distrust, dissatisfaction, control dominance, and dissolution. The effectiveness of different strategies differ. The emotions-oriented strategy of positivity is the most effective, and influences all positive and negative relationship outcomes with the only exception of distrust. The strategy of networking is the second most effective, followed by assurances of legitimacy, openness, and access. The strategy of sharing of tasks was found to be ineffective and did not impact any relationship outcome.

Second, emotions are found to mediate the influence of some relationship cultivation strategies on some relationship outcomes. This means that emotions serve as a mechanism for relationship building and supports the emotions-mediated relationship management model. The negative-valent and attribution-dependent emotion of anger mediates the influence of sharing of tasks and positivity on trust, satisfaction, distrust, dissatisfaction, control dominance, and dissolution. The neutral-valent and attribution-dependent emotion of sympathy mediates the influence of access, networking, and positivity on dissatisfaction. The positive-valent and attribution-dependent emotion of contentment mediates the influence of networking on trust, satisfaction, commitment, distrust, dissatisfaction, control dominance, and dissolution. Contentment also mediates the influence of positivity on trust, satisfaction, distrust, dissatisfaction, control dominance, and dissolution.

Third, although organization-public relationships may influence perceived effectiveness of crisis response strategies in some cases, relationships did not influence the direction or magnitude of the impact of relationship cultivation strategies on relationship outcomes. This study did not find that relationships have an effect similar to the buffering or boomerang effect of reputation in crisis.

This study contributes to the development of relationship management theory by adding emotions components and examining the role of emotions and relationships in times of crises. This study suggests an alternative, emotions perspective to relationship management. Study findings also have implications for selecting effective crisis response strategies based on crisis emotions and prior organization-public relationships.

FEELINGS MATTER: EMOTIONS AND RELATIONSHIP MANAGEMENT

PRE- AND POST- CRISIS

by

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Dedication

I dedicate this dissertation to my father, mother, husband, and extended family in China. I am deeply grateful for your unconditional love and support that form the basis of my life.

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My life and journey at the University of Maryland has truly been unforgettable with lots of different life experiences. I feel deeply indebted to everyone who have helped me and accompanied me on this journey.

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Last but not least, I thank my husband, and my mother and father. You make up my life and you *are* my life.

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Chapter 1: Introduction

> Organizations…are emotional entities as much as they are rational units. The new recovery of emotionality may indeed prove only to be the next phase of the rationalization process. But it will not leave things as they were.
>
> --- Albrow, 1997, p. 113

> To better understand not only the minds, but also the hearts of key publics.
>
> --- Jin, Pang, & Cameron, 2012, p. 266

It is easy to assume that human beings make decisions and act based on cognition and rationality in relationships, maximizing gains while minimizing losses. However, frequently surprising are the decisions made in the feeling of the moment rather than based on reasoning; or behaviors that inconvenience for the benefit of others, simply to feel good.

People do not always behave based on cognition in personal relationships and in relationships with organizations alike. Public relations, as the study of the management of relationships between an organization and its publics (Grunig & Hunt, 1984), has started to examine the emotional mechanisms in relationship building in addition to the cognition mechanism (Jin, 2009; Yeomans, 2007). Public relations scholarship includes research endeavors examining the role of emotions in activism (Ganesh & Zoller, 2012), feminist organizational theory (Aldoory & Toth, 2004), and crisis communication (Grappi & Romani, 2015; Jin, Liu, Anagondahalli, & Austin, 2014). However, public relations scholars have not pursued the question that parallels interpersonal relationships: how much of our decisions and behaviors are based on emotion versus on cognition in our relationship with an organization?

This dissertation seeks to explore how emotions are part of managing the organization-public relationship (OPR). Research to date has not specifically addressed the role of emotions in relationship management. Relationship management research often adopts the unspoken assumption that organization-public relationships are rational, based on cognition and reasoning. Whether the organization-public relationship is built on purely cognitive, rational or partially emotional grounds is contestable. The cognition/rationality versus emotionality distinction is important to explore as a possible mechanism of building and managing relationships.

Distinguishing between the rational versus emotional components of relationship management contributes theoretical significance not only to emotions research in public relations, but also to relationship management, which is a major paradigm in public relations (Ferguson, 1984; Ledingham, 2003; Toth, 2010). Public relations is essentially about the practice of building and maintaining relationships between an organization and its publics, i.e. relationship management (Broom, Casey, & Ritchey, 1997; Ki & Shin, 2015). Relationship management theory is a general theory of public relations (Ki & Shin, 2015), and is also "the second most frequently used theory" in public relations (Sallot, Lyon, Acosta-Alzuru, & Jones, 2003). Consistent with other streams of public relations research, relationship management theory has been developed under the implicit assumption that both the organization and the publics behave rationally. Therefore, incorporating the emotions perspective and analyzing the emotions aspects of relationship management theory may contribute to the advancement of relationship management theory and the relational paradigm of public relations.

Incorporating an emotions perspective into relationship management, this dissertation analyzes the emotions components of relationship cultivation strategies, and explores the role of emotions in building and maintaining relationships (both positive and negative organization-public relationships). Relationships are long-term bonding and investments that are built from the day-to-day; however, relationships are important beyond the normal circumstances. Relationships play a crucial role in crises and the endeavors after crises. The organization-public relationships that are cultivated and sustained may mean the difference between life and death (of an organization, its reputation, perceived effectiveness of its crisis response, etc.) in crisis situations. This dissertation explores how post-crisis emotions and organization-public relationships influence publics' perceptions of the organization's use of crisis response strategies. Overall, this dissertation advances relationship management theory from an emotions perspective and analyzes the role of emotions in relationship building and maintenance both prior to crises (under normal circumstances) and after crises. The dissertation seeks to address the following questions (see Figure 1):

Pre-Crisis:

1. How do publics' emotions influence relationship building (emotions as a mediator of the influence of cultivation strategies on organization-public relationships)?

Post-Crisis:

2. After crises, how do prior organization-public relationships influence how post-crisis emotions impact perceived effectiveness of crisis response

strategies? Is the effect of emotions on perceived effectiveness amplified or reduced when organization-public relationships are positive versus negative?

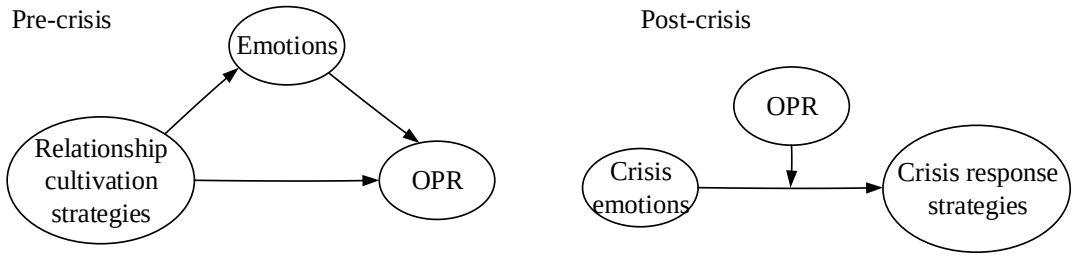


Figure 1. Structural model for pre- and post- crisis.

The conceptualization of this dissertation includes relationship management in normal circumstances (pre-crisis) and when crisis happens (post-crisis) as shown in Figure 1. The dissertation outlines the lack of research on emotions in public relations and illustrates that more research is needed in examining the role of emotions in relationship building. Crisis situations are times when publics' experienced emotions are most prevalent and strongest. Crisis communication is the sub-area of public relations where emotions research is most developed. Therefore, emotions, relationships, their interaction with each other, and their influence on publics' perceptions in crisis are interesting theoretical questions to explore.

This study also extends the relationship management theory from daily practices to crisis situations. This bridges the gap between prominent crisis communication theories and the relationship management theory. Although organization-public relationship is an important construct in public relations, it has not been incorporated into the theorization of crisis communication theories such as the situational crisis communication theory (Coombs, 2007) and the Integrated Crisis Mapping model (Jin,

Pang, & Cameron, 2012). The situational crisis communication theory (SCCT) emphasizes protecting reputational assets instead of maintaining relationships during crises. The Integrated Crisis Mapping model (ICM) focuses on understanding publics' different types of responses instead of on relationship management in crisis situations. In this study, the effects of relationships during crisis situations are tested, and the models are refined towards building an interwoven relationship-focused crisis communication theory. This study also has practical significance in that the findings may guide practitioners in selecting appropriate crisis response strategies.

This dissertation consists of five chapters and is organized as follows. Chapter 1, introduction, lays the background for this study and provides a brief overview of this study. Chapter 2, conceptualization, constructs the theoretical framework of this study by reviewing relevant literature and building the theoretical model of this study. Chapter 3, method, previews the two pilot studies and one main study of this dissertation and the methods used in each study. Pilot study 1 was conducted to select an appropriate organization for model testing. Pilot study 2 was conducted to build and test the crisis news story as study stimuli. The main study used findings from the two pilot studies and tested the pre- and post- crisis model. Chapter 4, results, summarized the study findings and provided answers to the hypotheses and research questions. Chapter 5, discussion, made meaning of the study findings, discussed the theoretical and practical implications of the study, as well as limitations and directions for future research.

Chapter 2: Conceptualization

This chapter defines the terms and lays out the theoretical framework for this dissertation. Based on the synthesis of theory and extant research, this section proposes the four hypotheses and two research questions of this study.

This chapter is organized as follows. First, the key terms in this study are defined, including public relations, publics, emotions and crisis. Second, the implicit rationality assumption underlying public relations theory is analyzed to suggest the need for an emotions perspective in public relations theory. Next, an emotions-mediated relationship management model is introduced, adding consumer emotions into the relationship management model. The following section synthesizes emotions pre- and post- crisis that are relevant for this study. Then the crisis response strategies are conceptualized. This chapter concludes by discussing the incorporation of organization-public relationships and emotions into the crisis response model.

Defining Terms

The key terms relevant to this study are defined first, including public relations, publics, emotions and crisis. These definitions lay the groundwork for this dissertation .

Public Relations

This dissertation will use the definition of public relations as the strategic management of relationships and communication between an organization and its publics. It reflects the following definitions. Public relations, according to Grunig and Hunt's (1984) widely adopted definition in their *Managing Public Relations*, refers to the "management of communication between an organization and its publics" (p. 6). Cutlip,

Center, and Broom (1999) in their *Effective Public Relations* defined public relations as the strategic management of communication between an organization and its various publics on whom its success or failure depends (p. 6).

Many definitions point to the relationship building function of public relations. Cutlip, Center, and Broom (1999) pointed out that the primary task of public relations is to identify, cultivate and maintain mutually beneficial relationships between an organization and its publics (p. 6). Coombs (2001) in the *Handbook of Public Relations* similarly defined public relations as the function of using communication to manage relationships with stakeholders (p. 106). The crowdsourced definition by the Public Relations Society of America (PRSA) in 2011-2012 has defined public relations as the strategic communication process that helps organizations build mutually beneficial relationships with their publics.

The core of public relations is illustrated not as communication or any exchange of messages or influence, but rather as relationships. The PRSA chose the word *process* to reduce the implication of management and control in the definition and focus on communication as a dynamic process (PRSA, 2016). The emphasis on mutually beneficial relationships illustrates the relational orientation. The definition came with its own explanation that the word "publics" is used as a conscious choice as opposed to "stakeholders" to emphasize the public nature of public relations, instead of the public-traded companies and their stakeholders' benefit, which is an implication of the word choice of stakeholders.

Publics

Publics are groups of people who may be impacted by organizations' decisions and behaviors, and who may potentially organize themselves to take action that could have consequences on the organization as well (Grunig & Repper, 1992).

This dissertation will use the definition of publics as groups of people who may be influenced by the organization, and who may also have influence on the organization both offline and online.

Emotion

Definition of Emotion

An emotion refers to a mental state that arises spontaneously as opposed to arising through conscious effort (Ifenthaler, 2015). The underlying dimensions for emotion include valence, arousal, power, unpredictability and novelty (Mehu & Scherer, 2015).

Definition of Affect

An affect is defined as "a positive or negative visceral response to stimuli" (Keltner & Haidt, 1999; Williams, 2015; Zajonc, 2008). Affect encompasses "dispositional tendencies; moods; directed affective experiences, such as…forming affective bonds; …discrete emotions" (Ellsworth & Scherer, 2003; Frijda, 1988; Williams, 2015).

Distinguishing between Affect and Emotion

Affect is a broad, higher-level construct that encompasses emotion and other concrete dispositional tendencies (Matthis, 2000; Williams, 2015). Affect functions like a latent construct that explains the underlying processes of how emotions work (Thien, 2005). Affect exists in everything and permeates everywhere, as "affects are virtual synesthetic perspectives anchored in (functionally limited by) the actually existing,

particular things that embody them" (Massumi, 2002, p. 35-36). While an emotion is a personal experience, affect has a transhuman nature in that it provides an emphatic alternative to master narratives in critical, cultural and feminist discourse (Thien, 2005).

An emotion is a concrete display and vocalization of affect, as emotions are conceptualized as "a discrete, contained, and containing space" (Thien, 2005, p. 452). Affect is more nuanced and complicated, and an affective state may be a blend of different emotions (Mehu & Scherer, 2015). An emotion is a display of one possibility of affect at a given time and under a specific condition (Goetz, Preckel, Pekrun, & Hall, 2007). For the sake of this study, emotion and affect are used interchangeably.

Crisis

A crisis is "the perception of an unpredictable event that threatens important expectancies of stakeholders…and can seriously impact an organization's performance and generate negative outcomes" (Coombs, 2015, p. 3).

Need for an Emotions Perspective: State of Research on Emotions in PR

Emotion has been an undertheorized construct in public relations (Yeomans, 2007). Yeomans (2007) argued that emotions have been a "neglected phenomenon" in public relations (p. 212). Public relations research seems to adopt the unspoken assumption that cognition (as opposed to emotions) is the sole mechanism underlying theories and processes. Research on organizations and publics alike often does not emphasize or acknowledge emotions as a component of communication endeavors. The assumption (often unpronounced) seems to be that organizations and publics behave solely based on cognition, and conduct their public relations practices resorting only to cognition-based mechanisms.

In addition to the predominant cognition-based underlying assumption, public relations overall needs more research on emotions. Most sub-areas of public relations research do not focus on or emphasize emotions, or explicitly distinguish between cognition and emotions as distinct underlying mechanisms. Emotions are seen as an irrelevant or useless mechanism that "got in the way of acting rationally", in particular, negative emotions are regarded as unproductive forces that need to be "denied or overcome" (Yeomans, 2007, p. 213). The recent two decades have seen some research about emotions in public relations, but this is limited to only a few sub-areas of public relations research.

This section first analyzes the underlying assumption of cognition in public relations research and the implicit emphasis on cognition (at the cost of the oversight of emotions as an equally important mechanism). The assumption and emphasis on cognition is demonstrated in research about organizations as well as research on publics. Then the following section provides a review of emotions-related research in public relations status quo, in the sub-areas of activism, organizational theory and particularly in crisis communication.

The Implicit Assumption of Cognition

In public relations research, theories and processes appear to have the underlying assumption that they function based on cognition, while emotions mechanisms are undertheorized. However, "many rational organizational strategies are pursued on highly emotional grounds and much of what we describe as rational is in fact emotional" (Fineman, 1996, p. 550). The following section illustrates the underlying assumption of

cognition in extant public relations research, which further demonstrates the need for more emotions research in public relations.

The Assumption of Cognition for Organizations

Public relations theory has assumed that an organization's behaviors are based on cognition. For example, crisis communication traditionally takes a rationalistic view of the organization and its functioning by taking on the assumptions that (1) the organization manages crises strategically, and (2) the organization is rational to begin with and such rationality can be maintained throughout the crises (Kersten & Sidky, 2005). According to Wehmeier (2006), public relations, of which crisis communication is a part, is a form of communication management with emphases on control. Both the functionalist and positivist approaches to public relations work on the assumption that public relations consists of strategic processes that include planned optimization, decision making, control and governance (Wehmeier, 2006).

The Assumption of Cognition for Publics

Public relations theory seems to assume, with the exception of the sub-area of crisis communication, that publics behave based on cognition, not emotions. Huang (2003) argued that the economic model of organizational networks in organization-public relationship is based on the assumption that publics "come into social situations with an exogenously formed preference (utility functions) that remains *constant* throughout the social encounter" (Huang, 2003, p. 4, emphasis added). The *constant* nature of publics' behavior and decision mechanisms illustrate the assumption that publics make decisions and behave based on cognitive mechanisms.

The implicit assumption that publics always behave based on cognition is problematic. Publics may not consistently behave logically in decision making, by maximizing benefits and minimizing losses. Publics' behaviors may be influenced by their experienced emotions. For example, people in collectivistic cultures may continue relationships that serve no functional purpose simply due to social-emotional reasons, harmony orientation, and permanency orientation (Huang, 2003). Huang (2003) found that publics' behavior in organization-public relationships from a psychological perspective has boundary ties, boundary porosity and boundary relationships between organizations and publics differ based on *psychological* differences (Huang, 2003, emphasis added) which has an emotions component, and not just *cognitive* differences.

Unlike other sub-areas of public relations research with the implicit assumption of cognition mechanism, the sub-area of crisis communication conceptualizes that emotions play a role in publics' behavior, possibly because crisis situations are when emotions are experienced more frequently and are more intense. Crisis communication research has found that publics utilize not only cognition and logical reasoning, but also emotions and affective mechanisms in their decision and behavior. The crisis communication literature indicates that emotional responses, in addition to cognitive judgment, are among the predictors of publics' appraisal of crisis predictability and controllability (Jin, 2009). The Integrated Crisis Mapping model (ICM) regards emotions as a critical stimulus for publics in the interpretation of a crisis, and aims to understand the various emotions that publics experience in a crisis as antecedents to mapping publics' crisis responses (Jin, Pang, & Cameron, 2012).

Crisis communication is one of three sub-areas in public relations where there is more research on emotions, despite the prevalent assumption of cognition and reasoning and the rare examination of underlying emotions mechanisms in most sub-areas of public relations research. The following section summarizes the three areas in public relations research that encompass an emotions component, and demonstrates the need for more emotions research in public relations.

Areas of Public Relations Research Incorporating Emotions

The recent decade has witnessed more theory and research related to emotions in public relations, with increasing attention to both the importance and intricacies of emotions mechanisms. Public relations research involving emotions can be categorized into three streams: (1) crisis communication's conceptualization of discrete emotions and emotion-laden messaging (Kim & Cameron, 2011; Utz, Schultz, & Glocka, 2013); (2) postmodern theories as activism that critique the rationalistic and normative biases in public relations and instead acknowledge affective (synonymous with emotions-based) approaches (Boyd & VanSlette, 2009; Ganesh & Zoller, 2012; Holtzhausen, 2012); (3) organizational theory that aligns emotions with feminist values and gendered performances at the workplace (Aldoory, 1998; Aldoory & Toth, 2004; Arthurs, 2014; Fitch & Third, 2014; L. Grunig, Toth, & Hon, 2000; Jin, 2010; Yeomans, 2007; Yeomans, 2014).

The following section will review the status quo of emotions-related research in activism and organizational theory, as well as in crisis communication which more directly informs the conceptualization of emotions in this dissertation.

Emotion in Activism

Holtzhausen (2012) questions the normative, rationalistic assumptions that seem to dominate public relations theory, and advocates for postmodern approaches which regards emotions as legitimate and important. Ganesh and Zoller (2012) analyzed various orientations to dialogue and their implications for activism, and advocate for a multivocal, agonistic perspective on dialogue that "centers issues of power and conflict in activism" which aligns more with contemporary reality (p. 66). The contemporary forms of activism enable "new forms of collective democratic communication practices that emphasize postrational notions of embodiment and *emotion*" (Ganesh & Zoller, 2012, p. 79, emphasis added). Analysis of outlaw discourse as activism contextualizes and conceptualizes public relations outside of what is considered rational or normal, acknowledging the legitimacy and importance of emotions in public relations (Boyd & VanSlette, 2009).

Emotion in Organizational Theory

This research stream of public relations analyzes emotions as related to gender and feminist values in the context of workplaces. Aldoory (1998) found that female leaders in public relations education and practice use both cognition-based and emotion-based approaches, and exhibit both (masculine) assertiveness and (feminine) sensitivity. Emotion-oriented, feminist values such as caring, nurturance and sensitivity have been suggested to be incorporated into public relations practice (L. Grunig, Toth, & Hon, 2000). Emotional leadership and emotion-related traits and skills are essential to effective public relations leadership (Jin, 2010).

Emotion in Crisis Communication

Since crises evoke intense emotions for both organizations and publics, crisis communication has been the sub-area of public relations where emotions research is most visible and prevalent (van der Meer & Verhoeven, 2014). Emotions research in crisis communication conceptualizes discrete emotions that are measurable, functional, and may be manipulated to achieve organizational outcomes (Jin, Pang, & Cameron, 2012; Jin, 2014).

The methodological approach to studying emotions is mostly quantitative (Grappi & Romani, 2015; Jin, Liu, Anagondahalli, & Austin, 2014). For example, the Integrated Crisis Mapping (ICM) model analyzes publics' emotions systematically by mapping their emotions on two dimensions: primary publics' coping strategies and the organizations' engagement in the crises (Jin, Pang, & Cameron, 2012). The ICM model argues that the default emotion in crises is anxiety, and other emotions vary depending on the crisis type outlined by four quadrants formed by the two dimensions (Jin, Pang, & Cameron, 2012).

Another, arguably the most dominant theory in crisis communication, situational crisis communication theory (SCCT), posits that people experience emotional responses to crises, and that "emotions operate on a parallel track to reputation" that influence behavioral outcomes (Coombs, 2007, p. 169). Further development of SCCT has found that people experience attribution-independent emotions such as alertness and confusion, as well as attribution-dependent emotions such as anger, fear, surprise, contempt, relief, and worry, triggered by their attributions of crisis responsibility (Choi & Lin, 2009).

Despite research on emotions in these areas of public relations research, little research has been done examining emotions in relationship management. The following section reviews research on emotions in relationship management theory, and identifies

where more emotions research may contribute to the advancement of relationship management theory.

Emotions in Relationship Management Theory

There is a lack of research on emotions in relationship management theory. Besides the finding that public relations practitioners' emotion management skills (or emotional labor) are essential in managing relationships with journalists and clients (Yeomans, 2007), relationship management research seems to have an implicit assumption that relationships are built through cognitive mechanisms, without specifying the role of emotions in relationship building. In terms of relationship cultivation strategies, although prior conceptualization includes the strategy of positivity which includes an emotions orientation (Ki & Hon, 2008), later synthesis did not specifically examine the emotions mechanism in relationship cultivation strategies and excluded positivity as a relationship management strategy (Shen, 2011). In terms of relationship outcomes, although Grunig and Huang (2000) have conceptualized relationship outcomes to encompass both cognitive and emotions dimensions (for example, cognitive trust and affective trust), little has been done to further clarify the emotions component of relationships.

Emotion as a Mechanism in Relationship Management

Relationship management research to date has not separated cognition and emotion as mechanisms in building relationships (Grunig & Huang, 2000). Extant research in relationship management has not examined the role of emotions in building and maintaining relationships. There seems to be an underlying assumption that relationships are built based on cognitive appraisals, without acknowledging how

emotions as another mechanism may influence perceptions and relationships. The literature is lacking scrutiny of emotions mechanisms as well as their role in the relationship management process.

Emotion in Relationship Cultivation Strategies

Public relations literature borrowed from interpersonal communication literature in conceptualizing relationship cultivation strategies (Hon & Grunig, 1999). The initial conceptualization of relationship cultivation strategies included access, openness/disclosure, positivity, sharing of tasks, networking, and assurances (Hon & Grunig, 1999; Ki & Hon, 2008). Positivity was the only relationship cultivation strategy that focuses on accommodating publics' emotions in relationship cultivation efforts.

Positivity is undertheorized and under-emphasized as a relationship cultivation strategy, and has been deemed repetitive with the strategies of openness and assurances (Grunig & Huang, 2000; Shen, 2011). Although positivity overlaps in the cognitive and behavioral aspects of openness and assurances, it has an additional emotions dimension that the other strategies do not possess, i.e. accommodating publics' emotions to make the relationship more enjoyable. However, based on the grounds that positivity overlaps with openness and assurances in the cognitive component, scholars have excluded the strategy of positivity for parsimony of the relationship cultivation strategies (Shen, 2011). The exclusion of positivity has eliminated the emotions component of relationship cultivation strategies. Organization may make efforts to accommodate publics' emotions in relationship building efforts, but this is not reflected in the relationship cultivation strategies conceptualization.

Emotion in Organization-Public Relationship

Organization-public relationships encompass both cognition-based and emotion-based components. The emotions components of organization-public relationship have been identified in public relations research, but have not been further clarified or empirically tested. In this study, affect and emotion, affective and emotions mechanism, are used interchangeably. Grunig and Huang (2000) stated that trust and satisfaction both encompass two dimensions: cognitive and affective. Clarification is missing on the cognition-based versus emotion-based components of trust and satisfaction. In the same book chapter they went on to posit that satisfaction "encompasses affection and emotion", which is *unlike* [emphasis added] trust that "involves cognitive dimensions" (Grunig & Huang, 2000, p. 45). This represents an unclear conceptualization of the cognitive and affective dimensions of satisfaction and trust. The confusion in the conceptualization is reflective of the gap in public relations literature in which the emotions dimensions are recognized, but neither clearly defined nor given due emphasis in theory development. The co-existence of the cognitive and affective dimensions of organization-public relationships may suggest that both cognition and emotions play a part in forming the relationships between an organization and its publics.

Cognitive Trust vs Affective Trust

Grunig and Huang (2000) concluded that trust entails "confidence in and willingness to" openly communicate with the other entity in the relationship (p. 44), implying that OPRs have both a cognitive (implied by "confidence") and an affective (implied by "willingness") dimension.

Although public relations theorists have not further conceptualized or operationalized cognitive trust vs affective trust, these constructs have been theorized and

tested in the management literature. Cognitive trust, or cognition-based trust refers to trust based on cognition and rational reasoning about performance indicators such as competence, responsibility, reliability and dependability (McAllister, 1995; Schaubroeck, Lam, & Peng, 2011). Affective trust, or affect-based trust is defined as the "emotional bonds between individuals" that are based on "genuine care and concern for the welfare" of the other party (McAllister, 1995, p. 26; Schaubroeck, Lam, & Peng, 2011). Antecedents of cognition-based trust are considered external factors that demonstrate relational partners' predictable behavior, whereas antecedents of affect-based trust are perceptions of relational partners' internal motives (McAllister, 1995, p. 29). Cognition-based trust is more perfunctory than affect-based trust, but some level of cognition-based trust is a necessary precedent for affect-based trust to develop (McAllister, 1995).

Cognitive Satisfaction vs. Affective Satisfaction

Grunig and Huang (2000) posited that satisfaction entails emotion and affect, and does not encompass a cognitive dimension (p. 45). However, whether satisfaction is solely affective is not clear, as Grunig and Huang (2000) mentioned that "both trust and satisfaction reflect the cognitive and affective aspects of relationships" (p. 42). Satisfaction has cognitive, affective and attribute bases, which influence satisfaction through emotions (Oliver, 1993).

Cognitive Control Mutuality

Control mutuality involves a cognitive dimension (Grunig & Huang, 2000). Since control mutuality is about distribution of power, extant literature has not conceptualized control mutuality to encompass an affective dimension. This can be further clarified.

Cognitive Commitment vs. Affective Commitment

Commitment has two dimensions pertaining to OPR, continuance commitment which is cognition-based, and affective commitment which is emotion-based (Grunig & Huang, 2000). Continuance commitment refers to being committed to continuing a certain action (Grunig & Huang, 2000). Affective commitment means being emotionally committed or affectively oriented towards something (Grunig & Huang, 2000).

Relationship Management Theory: OPR & Cultivation Strategies

Relationship management theory conceptualizes the process and stages of relationship management (Broom, Casey, & Ritchey, 1997; Ledingham, 2003; Lucarelli-Dimmick, Bell, Burgiss, & Ragsdale, 2000). Models of relationship management have emerged in the public relations literature linking relationship antecedents, precursor, concepts, properties, cultivation strategies, outcomes, and monitoring strategies (Broom, Casey, & Ritchey, 1997; Grunig & Huang, 2000; Ki & Shin, 2015).

The emotion-provoking mechanisms in the relationship management theory are relationship cultivation strategies, which are the antecedents to organization-public relationship (OPR). OPR is one of the most critical constructs in relationship management theory (Moon & Rhee, 2013), and has inspired one of the most intriguing and productive areas of research in public relations (Ledingham & Bruning, 2000). The following section reviews literature on relationship cultivation strategies, OPR, and the causal influence of relationship cultivation strategies on OPR.

Relationship Cultivation Strategies

The interpersonal communication literature terms the processes and methods of managing relationships as maintenance strategies (Stafford & Canary, 1991). Grunig

(2006) posits that since relationships are constantly changing, they are more likely to be continuously managed rather than simply maintained. Grunig (2006) changed the term from relationship maintenance strategies to relationship cultivation strategies, with *cultivation* metaphorically comparing management of relationships to the nurturing of plants, which draws on his agricultural background (p. 168). Relationship cultivation strategies are defined as "planned organizational behavioral attempts or efforts to keep a relationship in a satisfying condition and in repair" (Shen, 2011, p. 399).

Relationship cultivation strategies find their roots in interpersonal relationship literature (Grunig & Huang, 2000) and conflict resolution literature (Plowman, 1995). The cultivation strategies derived from interpersonal relationship literature are all symmetrical strategies, including access, positivity, openness, assurances, networking, and sharing of tasks (Grunig & Huang, 2000; Hon & Grunig, 1999). These strategies are used in the day-to-day, general relationship management practices. By contrast, the strategies from conflict resolution literature are used when there is a dispute between the organization and its publics with the goal of resolving conflicts. The cultivation strategies adapted from conflict resolution literature include integrative strategies that are symmetrical, distributive strategies that are asymmetrical, and dual concern strategies that include both symmetrical strategies and asymmetrical strategies (Hon & Grunig, 1999).

The symmetry/asymmetry divide is an important concept in public relations. Symmetry means using communication to promote mutual understanding, reciprocity, and respect between an organization and its publics (Cutlip, Center, & Broom, 2000; J. Grunig & L. Grunig, 1989; Stoker & Tusinski, 2006). Asymmetry refers to using scientific research to gather information on ways to effectively persuade publics so that

publics may behave in ways desirable for the organization (J. Grunig, & L. Grunig, 1992; J. Grunig, 2004; Stoker & Tusinski, 2006).

Relationship cultivation strategies can be categorized into two groups: symmetrical strategies and asymmetrical strategies (Grunig & Huang, 2000). These two groups of strategies differ not only in stance but also in effectiveness. According to Grunig and Huang (2000), "the theory of symmetrical public relations, which is a critical part of the excellence theory, states that symmetrical strategies build relationships more effectively than asymmetrical strategies" (p. 41).

Shen (2011) synthesized prior research and developed a comprehensive conceptualization of relationship cultivation strategies which includes openness, networking, assurances of legitimacy, distributive negotiation, avoiding, and compromising. This conceptualization encompasses both symmetrical and asymmetrical strategies which could lead to both positive and negative OPR outcomes, in the normal day-to-day as well as in conflict situations.

Shen's (2011) comprehensive and parsimonious synthesis of relationship cultivation strategies constitutes a theoretical development of relationship management theory. However, this conceptualization does not emphasize strategies that explicitly provoke emotions and potentially influence OPRs through emotions mechanisms, but only includes strategies that impact OPRs through cognitive mechanisms. The only strategy from prior research that has an emotions orientation, i.e. positivity, is excluded with the rationale that it is entailed by openness and assurances of legitimacy (Shen, 2011). Similarity to other strategies in the cognitive dimension does not deprive positivity of its unique emotions dimension.

The following section conceptualizes relationship cultivation strategies used in the normal day-to-day management of relationships that benefit both the organization and its publics. The strategy of positivity is placed back into relationship cultivation strategies and emphasized as the strategy with an emotions orientation.

Access

The relationship cultivation strategy of access refers to the organization and its representatives providing publics with access to the organization's relevant information and decision-making processes (Hon & Grunig, 1999). This means that the organization makes information accessible to publics and are willing to reciprocate in information sharing with publics (Men & Tsai, 2012). This includes replying to and addressing publics' inquiries, comments, concerns on social media, by email, over the phone, etc. Utilizing the strategy of access helps the organization engage in communication directly with publics.

Openness

Hon and Grunig (1999) defined the strategy of openness as being open about ideas and feelings to the publics, such as openly disclosing "here is what's going on" "here is what we do" (p. 15). Grunig and Huang (2000) suggested that openness as a public relations strategy may be measured by counting "suggestions, complaints, inquiries, and other contacts" that are shared between the organization and its publics as an indicator for the extent of openness in sharing information (p.41). Shen (2011) defined openness as "an organization's behavioral attempts or efforts to disclose information about the organization and discuss with publics the state of their relationships" (p. 399).

Sharing of Tasks

Sharing of tasks refers to how the organization and publics cooperate and share the tasks of solving separate or joint problems (Hon & Grunig, 1999). The organization and publics may cooperate in solving problems that influence one or both of them. Such tasks that organizations and publics may work on together ranges from making a profit to corporate social responsibility activities, from employment issues to community outreach and engagement.

Networking

Networking refers to organizations' efforts to build networks and form coalitions with the same groups that their publics belong to or identify with, such as "environmentalists, unions, or community groups" (Grunig & Huang, 2000; Hon & Grunig, 1999). Shen (2011) defined networking as "an organization's attempts or efforts to be involved in the same groups as its publics" (p. 400).

Assurances of Legitimacy

Assurances of love and commitment in interpersonal relationships are extended to assurances of legitimacy in OPR (Grunig & Huang, 2000). Hon and Grunig (1999) conceptualized assurances as relational parties' attempts at assuring the other parties of the legitimacy of their concerns and themselves, and may involve re-affirming commitment to the relationship. Shen (2011) conceived of assurances of legitimacy as "an organization's attempts or efforts to acknowledge and address publics' concerns" (p. 400).

Positivity

Shen (2011) argued that some of the above-mentioned symmetrical strategies may encompass the rest of the symmetrical strategies in the prior literature (such as positivity), for a more parsimonious, synthesized conceptualization of relationship cultivation strategies. However, positivity, the strategy that has a clear emotions orientation unlike the other strategies, may be an exception. Shen (2011) relied on Grunig and Huang's (2000) categorization of relationship cultivation strategies, which replaced positivity with "being unconditionally constructive" (Hon & Grunig, 1999, p. 37). Shen's rationale for excluding positivity in her conceptualization is that "being unconditionally constructive" is very similar to pure accommodation, which is described as "a willingness to be open to giving some ground to a particular public" (Cameron, 1997, p. 30). Since "such willingness to be open entails open discussion with a public (openness) and assuring members of the public their concerns are legitimate (assurances of legitimacy)" (Shen, 2011, p.402), she regarded positivity as redundant, and excluded it from the synthesized conceptualization of relationship cultivation strategies (Shen, 2011).

Categorizing positivity as nested under openness or assurances of legitimacy deprives positivity of its original definition's emotions dimension. Positivity, a well-established relationship cultivation strategy, is conceptualized as cheerful, uncritical manners in communication, pleasant and complimentary attitudes (Stafford & Canary, 1991). Positivity entails an additional dimension where emotions take the place of cognition and reasoning as the mechanism through which cultivation strategies impact OPRs. Hon and Grunig (1999) define positivity as anything the organization or public

does to make the relationship more enjoyable, which encompasses more than openness or assurances of legitimacy (p. 14).

There has been ambiguity in the definition and operationalization of positivity, although positivity has been found to be an important and effective strategy (Ki & Hon, 2009b). Hon and Grunig (1999) included positivity in their conceptualization of relationship cultivation strategies in public relations. Grunig and Huang (2000), when conceptualizing cultivation strategies in the organizational setting, posited that "positivity brings to mind Fisher and Brown's (1988) principle of 'Be Unconditionally Constructive' in building relationships, which J. Grunig and Grunig (1992) and Plowman (1995) appropriated into the symmetrical model" (p. 37). Due to this overlap, positivity is replaced by "being unconditionally constructive" (Grunig & Huang, 2000). It is conceivable that positivity does not fully equate with "being unconditionally constructive", nor is positivity fully encompassed by openness or assurances of legitimacy. Positivity includes a component whereby relational parties proactively seek to be pleasant and actively make efforts to make the relationship enjoyable, as opposed to simply being accommodating. Therefore, this study adds the strategy of positivity into the conceptualization of relationship cultivation strategies.

Organization-Public Relationship (OPR)

Organization-public relationship (OPR) is "the state which exists between an organization and its key publics in which the actions of either entity impact the economic, social, political, and/or cultural well-being of the other entity" (Ledingham & Bruning, 1998, p. 62). Huang (1997) introduced four measures of the quality of OPR into the public relations literature, namely, trust, satisfaction, control mutuality, and commitment.

The four indicators have been widely adopted and utilized in measuring relationship outcomes (Hon & Grunig, 1999; Ledingham, Bruning, Ki, & Kim, 2000). This study adopts the four indicators to measure positive dimensions of OPR. Moon and Rhee (2013) proposed four negative dimensions of relationships, each corresponding to one of the traditional, positive relationship dimensions.

This section briefly reviews the four positive relationship dimensions, and then shifts the focus to elaborating on the four negative relationship dimensions. The negative relationship dimensions are not the same as the lack of corresponding positive relationship dimensions (Moon & Rhee, 2013). The positive and negative relationship dimensions are interrelated but distinct constructs, and coexist in the conceptualization and measurement of OPR (Moon & Rhee, 2013).

Traditional (Positive) Dimensions of Organization-Public Relationship

Dimensions of OPR have been delimited and dissected differently (Bruning & Galloway, 2003; L. Grunig, J. Grunig, & Ehling, 1992; Ledingham & Bruning, 1998). The most widely used conceptualization of OPR dimensions include trust, satisfaction, control mutuality, and commitment (Grunig & Huang, 2000; Hon & Grunig, 1999).

Trust. Trust is the extent to which a relational party is confident and willing to open up to the other relational party (Hon & Grunig, 1999). Trust encompasses three dimensions: integrity, dependability, and competence (Hung, 2006). Integrity means the belief that the organization upholds fair and just standards in its decisions and behaviors. Dependability refers to the belief that the organization is reliable in terms of living up to its promises and carrying out what it has planned. Competence refers to the confidence in the organization's capabilities to provide deliverables and meet benchmarks as expected.

Satisfaction. Satisfaction is the level of favorable feelings towards the other relational party due to reinforced positive expectations (Hon & Grunig, 1999; Hung, 2006). A relationship is satisfying when the relationship cultivation efforts are appropriate and positive, and when the expectations of both relational parties are met instead of violated. From a social exchange perspective, a relationship is satisfying when the rewards outweigh the costs.

Control Mutuality. Control mutuality is "the degree to which parties agree on who has rightful power to influence one another" (Hon & Grunig, 1999, p. 19). Mutual control between relational parties contributes to the long-term balance and stability of relationships. If the organization seeks control of the relationship, publics are likely to experience decreased trust and satisfaction and may resort to alternative way to communicate with the organization such as activism (Hon & Grunig, 1999). If publics attempt to gain control of the relationship, the organization is likely to withdraw from the relationship or make other strategic moves until the relationship achieves a certain balance. Although it is unlikely that power is strictly evenly distributed between the organization and publics, some extent of mutual control and power sharing is essential for long-term, sustainable, healthy organization-public relationships.

Commitment. Commitment is a relational party's belief and feelings about the extent to which the relationship is worth spending time and resources to sustain and develop (Hon & Grunig, 1999). Commitment encompasses two dimensions: continuance commitment and affective commitment (Hon & Grunig, 1999). Continuance commitment refers to the behavioral intention of sustaining the relationship or the behavior of

remaining in the relationship. Affective commitment means the bonding feelings, affective attachment and emotional orientation towards a relational party.

For the purpose of this study, in order to distinguish between positive and negative organization-public relationships, this study will use the acronym POPR for positive organization-public relationships.

Negative Dimensions of Organization-Public Relationship (NOPR)

Compared to the amount and depth of research on the traditional/positive dimensions of OPR, research on the negative dimensions of OPR (NOPR) is in its initial stage. Distrust is the first negative relationship dimension added to the OPR measurement scale (Shen, 2010). Subsequently, the four negative relationship dimensions, distrust, dissatisfaction, control dominance, and dissolution were added, which correspond to the traditional relationship dimensions of trust, satisfaction, control mutuality, and commitment, respectively (Moon & Rhee, 2013). Moon and Rhee (2013) posited that the four negative relationship dimensions are distinct constructs from the traditional relationship dimensions, rather than their polar opposites. Moon and Rhee (2013) not only explicated the nature of negative relationship dimensions, but also developed a valid and reliable measurement instrument. Negative relationship dimensions have been found to significantly influence public's communication behavior (Moon & Rhee, 2013). Research also indicates that dissatisfaction and distrust have significant impact on relationship termination (Moon & Yang, 2014).

The following section conceptualizes the four negative organization-public relationship dimensions of distrust, dissatisfaction, control dominance and dissolution, and compares each dimension with its corresponding positive relationship dimension,

towards a comprehensive synthesis of positive and negative organization-public relationships.

Distrust

For over forty years, distrust and trust have been viewed as mutually exclusive constructs that are two opposite ends of a continuum, across disciplines in the organizational sciences (Lewicki, McAllister, & Bies, 1998). Trust is defined as "confident positive expectations regarding another's conduct" (including "words, actions and decisions"), and distrust as "negative expectations of another's conduct" (Lewicki, McAllister, & Bies, 1998, p.439).

Lewicki, McAllister and Bies (1998) made the initial step in proposing that trust and distrust, although linked, are two distinct and separate constructs. Distrust is not the polar opposite of trust. High distrust does not equate to low trust, and is not necessarily related with low trust. It is possible to have high trust and high distrust simultaneously (Lewicki, McAllister, & Bies, 1998), such as in the case of hiring a nanny for an infant, wherein the mother may have high trust in the nanny's skills but high distrust in the nanny's accountability. Similarly, low trust and low distrust may exist side by side, as in the case of new acquaintances (Lewicki, McAllister, & Bies, 1998). Although trust is a widely studied and critical concept in the public relations literature (Hon & Grunig, 1999; Moon & Rhee, 2013), not much has been done explicating distrust. Kazoleas and Teven (2009) posited that distrust requires "cognitive processes that are separate from the global perception of trust" (p. 26). Shen (2010) added distrust as a dimension of organization-public relationships, and conceptualized distrust as "one party's fear of and perception of sinister intentions of another party's conduct" (p. 7). Moon and Rhee (2013) have further

conceptualized distrust as “one party’s level of suspicion and fear about the other party’s conduct and the willingness to close oneself off from the other party” (p. 695).

Moon and Rhee’s definition of distrust draws on the antecedents and effects of distrust, which are among the distinctions between trust and distrust. Trust is a multifaceted construct conceptually different from mistrust or distrust (Kazoleas & Teven, 2009). The cognitive processes underlying trust and distrust are distinct and non-linearly related (Kazoleas & Teven, 2009), so trust and distrust are triggered differently. Both trust and distrust function to reduce social uncertainty and complexity, but through different mechanisms (Lewicki, McAllister, & Bies, 1998; Luhmann, 1979). Trust ascertains rational actors of desirable traits and eliminates undesirable ones from consideration, while distrust reinforces the possibilities of undesirable conduct (Lewicki, McAllister, & Bies, 1998; Luhmann, 1979). Both trust and distrust are a function of expectations. Trust expects advantageous performance, while distrust anticipates harmful conduct (Lewicki, McAllister, & Bies, 1998).

Additionally, relationships are “multifaceted and multiplex” (Lewicki, McAllister, & Bies, 1998, p. 442) rather than unidimensional, so trust and distrust may coexist as distinct dimensions of a relationship. Just as people can love and hate simultaneously, people can both trust and distrust others at the same time (Lewicki, McAllister, & Bies, 1998).

Furthermore, organizational communication processes and societal culture may affect trust and distrust differently (Kazoleas & Teven, 2009). Since both human nature and organizational conditions are complicated, the relationship between trust and distrust is rich and ambivalent (Lewicki, McAllister, & Bies, 1998). Trust and distrust can be

separated and can also coexist, as is the case with many other constructs in the social sciences whereby "positive-valent and negative-valent attitudes frequently are separable and distinct, and they can co-exist" (Lewicki, McAllister, & Bies, 1998, p. 450).

Extant research has tested distrust as a dimension of OPR. Shen (2010) empirically established distrust as a new dimension of OPR, yielding a five-factor measurement instrument for OPR which encompasses trust and distrust side by side. Moon and Rhee (2013) empirically explicated negative dimensions of OPR (NOPR) and built a four-dimensional NOPR model, including distrust as one dimension of NOPR.

Dissatisfaction

As is the case with distrust, dissatisfaction is a construct with little explication, especially in the public relations literature, despite the importance and popularity of the construct of satisfaction. An earlier study on gender and job satisfaction in public relations mentioned the term dissatisfaction, but did not explicitly delineate the differences from satisfaction, and treated dissatisfaction as the construct on the other end of the continuum from satisfaction (Serini, Toth, Wright, & Emig, 1997).

Since relational satisfaction is defined in terms of favorable feelings due to reinforced positive expectations (Hon & Grunig, 1999), relational dissatisfaction is defined as "the degree to which one party's feelings towards the other worsens because negative expectations and beliefs about the relationship are intensified" (Moon & Rhee, 2013, p. 694).

Dissatisfaction is related to negative expectations and leads to negative behavior (Moon & Rhee, 2013), and may incur negative impact. In the reaction-to-dissatisfaction literature in marketing, dissatisfaction has been found to contribute to the deterioration of

relationships by moderating the relationship between attractiveness of the alternative relationship and exit intention (Ping Jr., 1994). A survey of public relations practitioners reveals that dissatisfaction is related to ethical conflicts and may cause harm to practitioners' physical, emotional and mental well-being (Kang, 2010). Yang, Tu, and Yang (2009) found that dissatisfaction with the organization from consumers is unavoidable, and should be used constructively to improve the status quo rather than be viewed as a nuisance.

Satisfaction and dissatisfaction are not mutually exclusive constructs, they are intricately inter-related but separate. Satisfaction and dissatisfaction are caused by qualitatively different sets of attributes. In a study investigating consumers' evaluation of garments, it was found that both the instrumental (physical) dimension and the expressive (psychological) dimensions of the product were associated with satisfaction, but the instrumental dimension had more influence on dissatisfaction towards the product compared with the expressive dimension (Swan & Combs, 1976). For example, when consumers are satisfied with the clothing, it is likely because they are satisfied with both the quality of the clothing (e.g. fabric, durability) and the style of the clothing (e.g. color, design). When they are dissatisfied, it is usually mainly because the physical aspect of the clothing is a failure (e.g. the clothing is of low quality).

There is also a hierarchy of importance and temporal order for antecedents to satisfaction and dissatisfaction. For satisfaction, the product's instrumental performance precedes the expressive performance (Swan & Combs, 1976). The expectations for instrumental performance must be met first before it is possible for satisfaction about expressive performance to occur (Swan & Combs, 1976). Consumers do not tend to voice

that they are satisfied with the clothing because of the fabric. They tend to elaborate on the physical quality of clothing only when they are dissatisfied (Swan & Combs, 1976).

People may be overall dissatisfied while being satisfied with some aspects, but for satisfaction to occur, expectations of all aspects must be met. Although satisfaction is harder to achieve, dissatisfaction has a stronger impact (Oliver, 1999). These findings indicate that people may be simultaneously satisfied and dissatisfied, and the causes and effects of satisfaction and dissatisfaction are different.

Control Dominance

In Moon and Rhee's (2013) study conceptualizing dimensions of NOPR, the dimension of control dominance was defined as "the degree to which one party intentionally neglects and controls the other party when it comes to decision making" (Moon & Rhee, p. 695). Theorizing on control dominance is in its initial stage. Moon and Rhee's (2013) study is by far the first and only public relations study that theorized control dominance.

However, dominance has been established as a dimension of interpersonal relationships (Burgoon & Hale, 1987; Dunbar & Burgoon, 2005). Dominance-submission and affiliation-disaffiliation are the fundamental dimensions that characterize social interactions (Dillard, Solomon, & Samp, 1996). Dominance means that one relational party has more "authority, control, or power" over the other party, but is not necessarily related with low-quality superior-subordinate relationships (McWorthy & Henningsen, 2014, p. 124). Control dominance focuses on power distribution and compliance, which are related to the definition of control mutuality (Hon & Grunig, 1999). Control mutuality encompasses shared decision-making processes, symmetrical communication, and mutual

bonding (Wang, Ni, & De la Flor, 2014), and control dominance embodies unilateral decision-making processes, asymmetrical communication, and manipulation or separation.

Control dominance is not the opposite of control mutuality, and is not equal to the lack of control mutuality. The absence of control mutuality may mean one party in the relationship has more power in decision making, but it may also mean that one or both parties have no intention to control the other (Moon & Rhee, 2013), or lack attention or even awareness of the other. Additionally, if one party voluntarily complies with the other party, despite the uneven power structure, it is not considered control dominance (Moon & Rhee, 2013).

A study of CEOs' perceptions of investor relations found that of the four dimensions of OPR (Hon & Grunig, 1999), control mutuality was the most difficult to achieve (Chandler, 2014). Despite CEOs' desire to discuss upcoming courses of action with investors, they often found it impossible due to legal concerns and consequences of information disclosure (Chandler, 2014). Hon and Grunig (1999) suggested that it was natural to have power imbalance, but mutual control to some degree between the organization and publics was essential for quality OPRs.

The degree of relative power and the nature of different powers complicate the division between control dominance and control mutuality. For example, welcoming input versus adopting suggestions, and being open to involvement of the publics versus actively seeking and accommodating participation, are different levels of power sharing and may create differing power dynamics. The lack of control dominance is not automatically control mutuality (Moon & Rhee, 2013). There is a wide spectrum of

differences in the amount and nature of shared powers between relational parties. Control dominance has to do with imbalanced power distribution and dependence, and is asymmetrical in nature; control mutuality is about balanced power and interdependence, and is symmetrical in nature.

Dissolution

Dissolution as a dimension of NOPR is defined as "the extent to which one party is willing to cut off the relationship with the other party due to the lack of desire to invest energy in continuing the relationship and having no positive future expectations about the relationship" (Moon & Rhee, 2013, p.696). Since dissolution is the NOPR dimension corresponding to commitment, which is theorized as having both a cognitive as well as an affective component (Hon & Grunig, 1999), this paper further conceptualizes dissolution as the extent to which a relational party believes and feels that a relationship is not worth investment, and behaves accordingly with reduced maintenance efforts.

The relationship between commitment and dissolution is not as clear cut as being polar opposites. Dissolution refers to the termination stage in interpersonal relationships (Coulter & Ligas, 2000), while commitment is a more versatile construct that has been viewed as a relational characteristic (Dailey, Hampel, & Roberts, 2010) and a disengagement resistance strategy (Buchanan, O'Hair, & Becker, 2006). In a study investigating advertising agency-client relationship, dissolution is the last of four stages in the relationship life cycle, during which neither continuance commitment nor affective commitment were perceived as important (Kim-Shyan Fam & Waller, 2008). However, lack of commitment does not necessarily lead to relationship dissolution (Moon & Rhee, 2013). A study on decisions to switch car insurance found that commitment along with

service quality has a weak influence on intention to switch, while price changes and critical incidents have a more prominent impact on the dissolution of relationships between the insurance company and consumers (Antón, Camarero, & Carrero, 2007). Following Moon and Rhee's (2013) conceptualization, this study theorizes dissolution as a dimension of NOPR that coexists with commitment in the measurement of relationships.

The theorization of negative organization-public relationships suggests that NOPR complements the existing POPR dimensions to form a more holistic conceptualization of organization-public relationships. Therefore this study combines POPR and NOPR in the conceptualization of organization-public relationships. This study tests the more holistic OPR construct in the relationship management model with antecedents and outcomes.

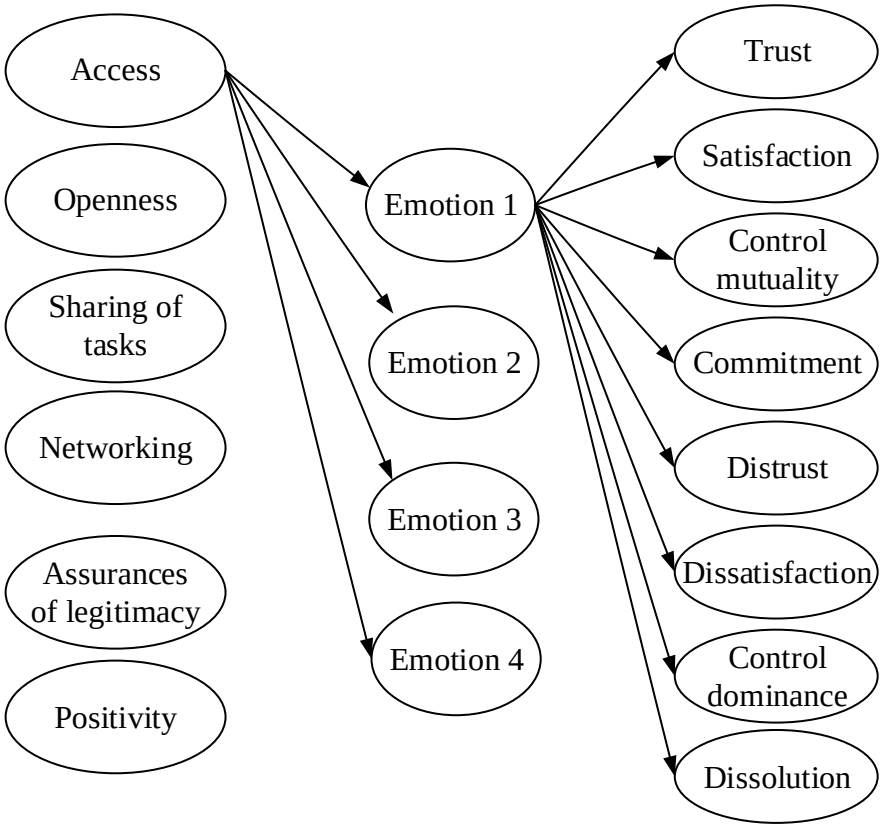
Causal Influence of Relationship Cultivation Strategies on OPR

Broom, Casey and Ritchey (1997) were the first to conceptualize the formation and effects of relationships in a three-step model: antecedents to relationships, concepts of relationships, and consequences of relationships. There are causal linkages between the three steps, yielding a theory of OPR wherein relationships may take on the role of independent, intervening, or dependent variable (Broom et al., 1997). The communication linkages between the steps as well as the precedent steps may act as contingencies or causes for subsequent steps.

Grunig and Huang (2000) built a three-stage process model that parallels the model of Broom et al. (1997). Following Stafford and Canary's (1991) conceptualization in interpersonal relationships, Grunig and Huang (2000) further theorized the second

stage as maintenance strategies, which are essentially the same as relationship cultivation strategies. This three-stage model indicates that relationship cultivation strategies directly affect relationship outcomes (Grunig & Huang, 2000).

Ki and Hon (2009) conducted a study examining the causal bearing of relationship cultivation strategies on OPRs. Findings reveal that publics' perceptions of the relationship cultivation strategies employed by the organization have direct causal influence on OPRs (Ki & Hon, 2009). The organization has been found to proactively adopt various relationship cultivation strategies, with each strategy influencing different relationship outcomes in differing ways (Ki & Hon, 2009).



Note. Due to constraints of display, in the lower left portion of the model, only the mediation paths for the first measurement variables of each latent variable are shown. The paths of relationship cultivation strategy→relationship outcomes (direct effect) and relationship cultivation strategy→emotion→relationship (mediation effect) are present in the model for all measurement variables.

Figure 2. Pre-crisis mediation model with measurement variables.

Based on the reasoning above that relationship cultivation strategies influence relationship outcomes, the following hypotheses are proposed to examine this direct influence of relationship cultivation strategies on positive and negative organization-public relationships (see Figure 2):

The following hypotheses are about direct effects:

Hypothesis 1: Relationship cultivation strategies will be positively associated with positive organization-public relationships (POPR).

H1a: Access will be positively associated with trust, satisfaction, control mutuality, and commitment.

H1b: Openness will be positively associated with trust, satisfaction, control mutuality, and commitment.

H1c: Sharing of tasks will be positively associated with trust, satisfaction, control mutuality, and commitment.

H1d: Networking will be positively associated with trust, satisfaction, control mutuality, and commitment.

H1e: Assurances of legitimacy will be positively associated with trust, satisfaction, control mutuality, and commitment.

H1f: Positivity will be positively associated with trust, satisfaction, control mutuality, and commitment.

Hypothesis 2: Relationship cultivation strategies will be negatively associated with negative organization-public relationships (NOPR).

H2a: Access will be negatively associated with distrust, dissatisfaction, control dominance, and dissolution.

H2b: Openness will be negatively associated with distrust, dissatisfaction, control dominance, and dissolution.

H2c: Sharing of tasks will be negatively associated with distrust, dissatisfaction, control dominance, and dissolution.

H2d: Networking will be negatively associated with distrust, dissatisfaction, control dominance, and dissolution.

H2e: Assurances of legitimacy will be negatively associated with distrust, dissatisfaction, control dominance, and dissolution.

H2f: Positivity will be negatively associated with distrust, dissatisfaction, control dominance, and dissolution.

Justification of Consumers as a Public

Consumers can be justified as a public because the construct of consumers meets the definition of publics. Firstly, consumers are a group of people who are impacted by the organization's decision and behaviors (Grunig & Repper, 1992). Consumers purchase products or services from an organization, and may acquire information about the organization's values and practices. Therefore, consumers may be influenced by the organization's behaviors in terms of mission, values, as well as concrete practices in terms of products and services.

Secondly, consumers may organize themselves and have consequences on the organization (Grunig & Repper, 1992). Consumer groups have organized grassroots campaigns to boycott organizations. The rapid development of social media has provided a convenient platform for consumer activism. Social media is increasingly empowering

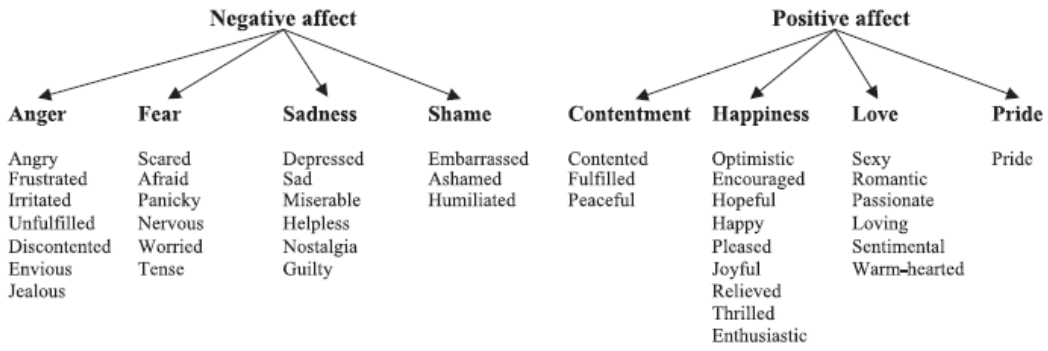
consumers to take collective action and exert their influence over the organization (Li, 2015; Li & Stacks, 2014). Consumers are not passive information recipients of messages from marketing and advertising. Instead, consumers take an increasingly active role in the co-creation of content and meaning in this increasingly connected world (Hoyer, Chandy, Dorotic, Krafft & Singh, 2010; Li, 2015). This is especially true after crisis, consumers play a vital role in the co-creation of content and meaning in crisis situations. Therefore, this study focused on consumers as a public and tested the model in the consumption context.

Emotions in the Consumption Context

This dissertation develops and tests relationship management theory in the consumption context, therefore, the measurement of emotions is guided by the literature on consumption-based emotions. Consumption emotions are defined as affective responses triggered by specific consumption contexts and experiences, such as product consumption and service usage (Han, Back, & Barrett, 2009; Han & Jeong, 2013). Various measurement scales of consumption emotions have been developed in the consumer behavior, marketing, and psychology literature, focusing on different emotions and using different measurement scales (e.g., Han et al., 2010; Laros and Steenkamp, 2005; Oh, 2005; Richins, 1997). For example, the Consumption Emotions Set (CES) covers a wide range of emotions that a consumer may experience, including anger, discontent, worry, sadness, fear, shame, envy, loneliness, romantic love, love, peacefulness, contentment, optimism, joy, excitement, surprise, and an "other" category (Richins, 1997). Another example is a study of service failures in restaurants and hotels found that (negative) consumer emotions encompass anger, discontent, disappointment, self-pity, and anxiety (Smith & Bolton, 2002). The various emotions conceptualized in

diverging research approaches are synthesized by a hierarchical analysis of the structure of emotions (Laros & Steenkamp, 2005).

The hierarchical consumer emotions model has integrated the various research streams of consumption emotions and generated a three-level model of consumption emotions (see Figure 3): (1) the superordinate level: positive and negative emotions; (2) the intermediate level: four negative basic emotions (anger, fear, sadness, shame), four positive basic emotions (contentment, happiness, love, pride); (3) the subordinate level: specific emotions based on the Consumption Emotion Set (CES) (Laros & Steenkamp, 2005; Richins, 1997). At the superordinate level, positive and negative emotions are the two general emotion valences, which summarize emotional experiences at the most abstract level (Berkowitz, 2000). The intermediate level emotions include eight basic emotions that provide greater breadth and depth of insights into consumer emotions, in terms of both the content and structure of emotions (Laros & Steenkamp, 2005). Of the eight basic emotions, four are nested within positive emotions, and the other four are nested within negative emotions. At the subordinate level, this hierarchical model includes 42 specific emotions that aims at an exhaustive synthesis of previous literature on consumer emotions. The 42 specific emotions are nested within the eight basic emotions.



Note. Table taken from Laros & Steenkamp (2005).

Figure 3. Three-level consumer emotions model.

This three-level hierarchical model of consumption emotions aims to cover all emotional encounters in the consumption context and provides a comprehensive synthesis of consumers' emotions. This model specifies the overarching structure of consumer emotions that summarizes and represents the more specific consumer emotions, and the higher-level constructs of emotions can be used as a more succinct synthesis of major consumer emotions that represent the numerous specific consumer emotions. This model demonstrates satisfactory scope, depth, and empirical validity and reliability as the synthesis of consumer emotions. Therefore this model is referenced in the conceptualization of consumer emotions in this study.

This consumer emotions model does not need to be used in its entirety (Laros & Steenkamp, 2005). Depending on the specific research context, certain parts of the model may be appropriate and applicable to understanding emotions in a given consumption context (Laros & Steenkamp, 2005).

Emotions in Crisis

Crisis communication is the sub-area of public relations that has seen the greatest amount of emotions research. There are many varied emotions that have been studied in

the crisis contexts. Existing research has established the factor structure of crisis emotions, but the factorial model of crisis emotions did not cover all crisis emotions exhaustively. In an attempt to synthesize crisis-related emotions which is a core part of this study, the following section first illustrates the structure of crisis emotions, and then provides a comprehensive review of extant research concerning emotions in crisis.

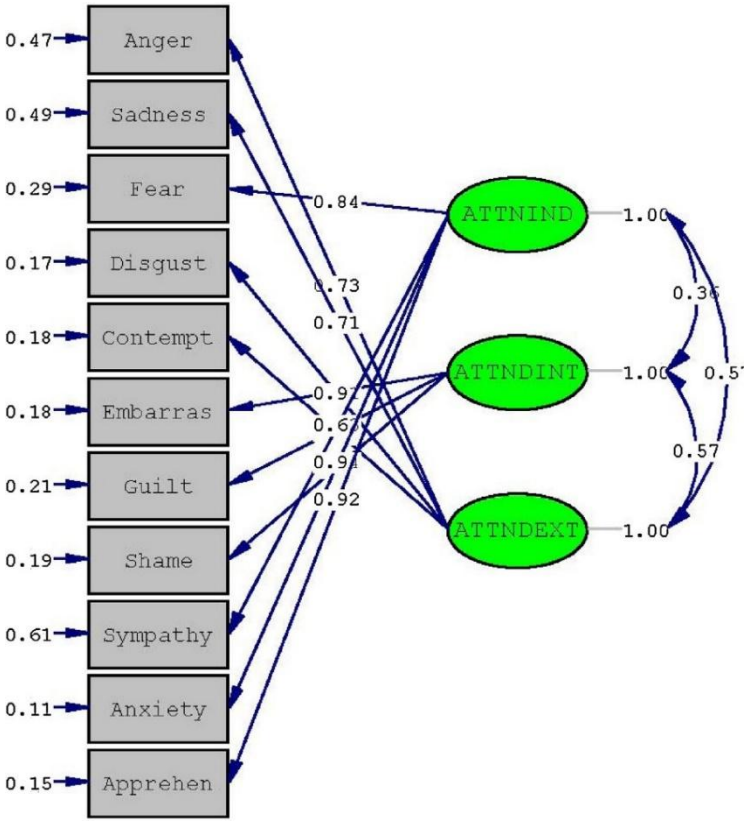
The Structure of Emotions in Crisis

Synthesizing emotions research in crisis communication, a conceptualization and measurement scale has been developed to systematically categorize and quantify publics' emotions in organizational crises (Jin, Liu, Anagondahalli, & Austin, 2014). Through surveys and factor analyses, a measurement scale with theoretical and empirical rigor (e.g. factor structure, validity, reliability) was developed, concluding that there are three types of emotions that publics experience in organizational crises (see Figure 6): (1) attribution-independent (*AI*) crisis emotions, (2) external-attribution-dependent (*EAD*) crisis emotions, and (3) internal-attribution-dependent (*IAD*) crisis emotions (Jin et al., 2014).

Attribution-Independent (AI) Crisis Emotions AI crisis emotions are emotions about the organization due to the outcome of an event but not the cause underlying the outcome (Jin et al., 2014; Weiner, 1986), which include fear, anxiety, apprehension, and sympathy.

External-Attribution-Dependent (EAD) Crisis Emotions EAD crisis emotions are emotions towards an organization that result from the cause of an event in which the organization is involved, including anger, disgust, and contempt (Jin et al., 2014).

Internal-Attribution-Dependent (IAD) Crisis Emotions IAD crisis emotions refer to the emotions that publics feel about themselves due to their relationship with the organization involved in crises, as opposed to the publics' feelings about the organization (Jin et al., 2014). *IAD* crisis emotions include guilt, embarrassment, and shame (Jin et al., 2014).



Note. 1. Table taken from Jin, Liu, Anagondahalli, and Austin (2014).
2. ATTIND = attribution-independent emotions, ATTNDINT = internal-attribution- dependent emotions, ATTNDEXT = external-attribution-dependent emotions.

Figure 4. Three-factor crisis emotions model.

Other Crisis-Related Emotions

The factor analysis of the structure of crisis emotions did not attempt to cover all crisis-related emotions, as it is "a first step of scale development for emotions experienced in organizational crisis situations" (Jin et al., 2014, p. 513). In order to

provide a comprehensive review of crisis-related emotions, the following section synthesizes literature concerning emotions in crisis, health and risk communication, and other relevant communication and psychology literature.

The existing scale of crisis emotions includes 11 emotions, i.e. anger, sadness, fear, disgust, contempt, embarrassment, guilt, shame, sympathy, anxiety, and apprehension. Most of these are negative-valent emotions, but this scale does not account for many other crisis-related, negative emotions. Outrage may be a more intensive form of anger to add to the scale (Liu, Jin, & Fraustino, 2013). There are similar emotions that may be measures of the same emotions construct or just slightly different emotions, including fear versus fright (Jin, Pang, & Cameron, 2012; Liu, Jin, & Fraustino, 2013) and dread (Slovic, Finucane, Peters, & MacGregor, 2004), and anxiety versus worry (Choi & Lin, 2009; Kim & Niederdeppe, 2013). A comprehensive conceptualization of crisis emotions needs to account for all the representative crisis emotions.

The existing factor structure and multi-item measurement of crisis emotions includes mostly negative-valent emotions (Jin et al., 2014), however, there are positive-valent crisis emotions that are not included in the analysis of the structure of crisis emotions. Crisis situations not only provoke negative-valent emotions, but also induce positive-valent emotions. For example, while a consumer in an organizational crisis may experience anxiety and anger, the consumer may also encounter feelings of compassion, awe, and hope. Many positive emotions have been found to emerge from crisis situations, including gratitude, love, interest, pride, compassion, hope, content, and awe (Fredrickson, Tugade, Waugh, & Larkin, 2003; Kim & Niederdeppe, 2013). The relevant positive emotions need to be considered in the crisis emotions scale as well.

Crisis emotions that are not easily recognized as positive or negative in valence may be of global valence. These emotions need to be accounted for as part of the crisis emotions scale. Schadenfreude, defined as drawing pleasure from the pain of others (Coombs & Holladay, 2005), needs further testing to determine how it fits into the crisis emotions scale (Jin et al., 2014). Sympathy has been theorized as either a positive emotion (Jin et al., 2014) or an emotion of global valence (Fredrickson et al., 2003). Other emotions of global valence that need to be added to the crisis emotions scale include surprise (Choi & Lin, 2009; Fredrickson et al., 2003), shock (Liu, Jin, & Fraustino, 2013), confusion (Choi & Lin, 2009; Liu, Jin, & Fraustino, 2013), alertness (Choi & Lin, 2009), and relief (Choi & Lin, 2009). For a complete summary of the crisis-related emotions in the literature, see Table 1.

Table 1

A Summary of Crisis-Related Emotions in the Literature

Study	**Emotions**
An (2010)	anger
Brummette & Fussell Sisco (2015)	anger, fright, sadness, anxiety
Choi & Lin (2009)	1. attribution-independent: alert, confusion 2. attribution-dependent: anger, fear, surprise, worry, contempt, relief (most common attribution-dependent: anger, sympathy)
Claeys, Cauberghe, & Leysen (2013)	sadness
Coombs & Holladay (2005)	anger, sympathy (most frequently occurring)

Fredrickson, Tugade, Waugh, & Larkin (2003) cf. Izard (1977) Differential Emotions Scale (DES)	1. sympathy (most frequent) 2. not easily categorized as positive or negative: sympathy/concern/compassion, surprised/amazed/astonished 3. positive: grateful/appreciative/thankful, interested/alert/curious, love/closeness/trust, amused/fun-loving/silly, glad/happy/joyful, hopeful/optimistic/encouraged, sexual/desiring/flirtatious, proud/confident/self-assured, content/serene/peaceful, awe/wonder/amazement 4. negative: angry/irritated/annoyed, sad/downhearted/unhappy, scared/fearful/afraid, disgust/distaste/revulsion, contemptuous/scornful/disdainful, embarrassed/self-conscious/blushing, repentant/guilty/blameworthy, ashamed/humiliated/disgraced
Grappi & Romani (2015)	anger, sympathy
Han, Lerner, & Keltner (2007)	anxiety, sadness, fear, anger, disgust
Jin (2014)	anger, sympathy
Jin, Fraustino, & Liu (2016)	1. fright, anger (likely for preventable crisis) 2. anxiety (default emotion in crisis) 3. gratitude, interest, love, pride
Jin, Liu, Anagondahalli, & Austin (2014)	1. attribution-independent: fear, anxiety, apprehension, sympathy 2. attribution-dependent: anger, disgust, contempt; guilt, embarrassment, shame 3. sympathy (a primary potential positive emotion) 4. schadenfreude
Jin, Pang, & Cameron (2012) cf. Lazarus (1991)	1. anxiety (default emotion in crisis), anger, sadness, fright (four primary, dominant negative emotions cf. Lazarus) 2. guilt, shame (secondary/subsumed negative emotions cf. Lazarus)
Kim & Cameron (2011)	anger, sadness
Kim & Niederdeppe (2013)	1. positive: (1) interested, alert or curious (2) sympathy or compassion (3) grateful, appreciative or thankful (4) hopeful, optimistic or encouraged (5) love, closeness or trust 2. negative: (1) anxious, worried or concerned (2) angry, irritated or annoyed (3) scared, fearful or afraid (4) sad, downhearted or unhappy
Lerner, Gonzalez, Small, & Fischhoff (2003)	anger, fear
Lerner & Keltner (2001)	fear, anger
Liu, Jin, & Fraustino (2013)	scared, outraged, sympathetic, shocked, anxious, confused
Slovic, Finucane, Peters, & MacGregor (2004)	dread, outrage
Utz, Schultz, & Glocka (2013)	anger

Consumer Emotions Pre- and Post- Crisis

The review of literature reveals that there is significant overlap between consumer emotions and emotions in crisis. In an attempt to provide a comprehensive theorization of emotions pre- and post- crisis, this study synthesizes the literature on emotions in the consumption context and in crisis, and uses the same conceptualization and measurement of emotions both before the crisis (in the normal consumption context) and after the crisis. A coherent emotions measurement for both pre- and post- crisis is needed to compare and gauge the changes in emotions before and after the crisis. Additionally, developing a consistent emotions measurement will contribute to explaining the multiple dimensions of emotions across the consumption and crisis contexts. Based on the prior synthesis, the list of consumer emotions pre- and post- crisis is as follows (see Table 2):

Table 2

Pre- and Post- Crisis Emotions

Valence	**Emotions**
Positive	grateful/appreciative/thankful interested/alert/curious love/closeness/trust amused/fun-loving/silly glad/happy/joyful hopeful/optimistic/encouraged sexual/desiring/flirtatious proud/confident/self-assured content/serene/peaceful awe/wonder/amazement

Negative	angry/irritated/annoyed/outraged sad/downhearted/unhappy scared/fearful/afraid/dread/fright disgust/distaste/revulsion contemptuous (contempt)/scornful/disdainful embarrassed/self-conscious/blushing repentant/guilty/blameworthy ashamed/humiliated/disgraced anxious/worried/concerned apprehension
Other	sympathy/compassion/pity/concern surprised/amazed/astonished/shocked schadenfreude confused alert worry relief guilt shame

It is beyond the scope of this dissertation to test all emotions in the relationship management model. This dissertation aims to test and clarify the role of emotions in relationship management, therefore selecting a few emotions that represent the list of emotions may help demonstrate the role and function of each type of emotion.

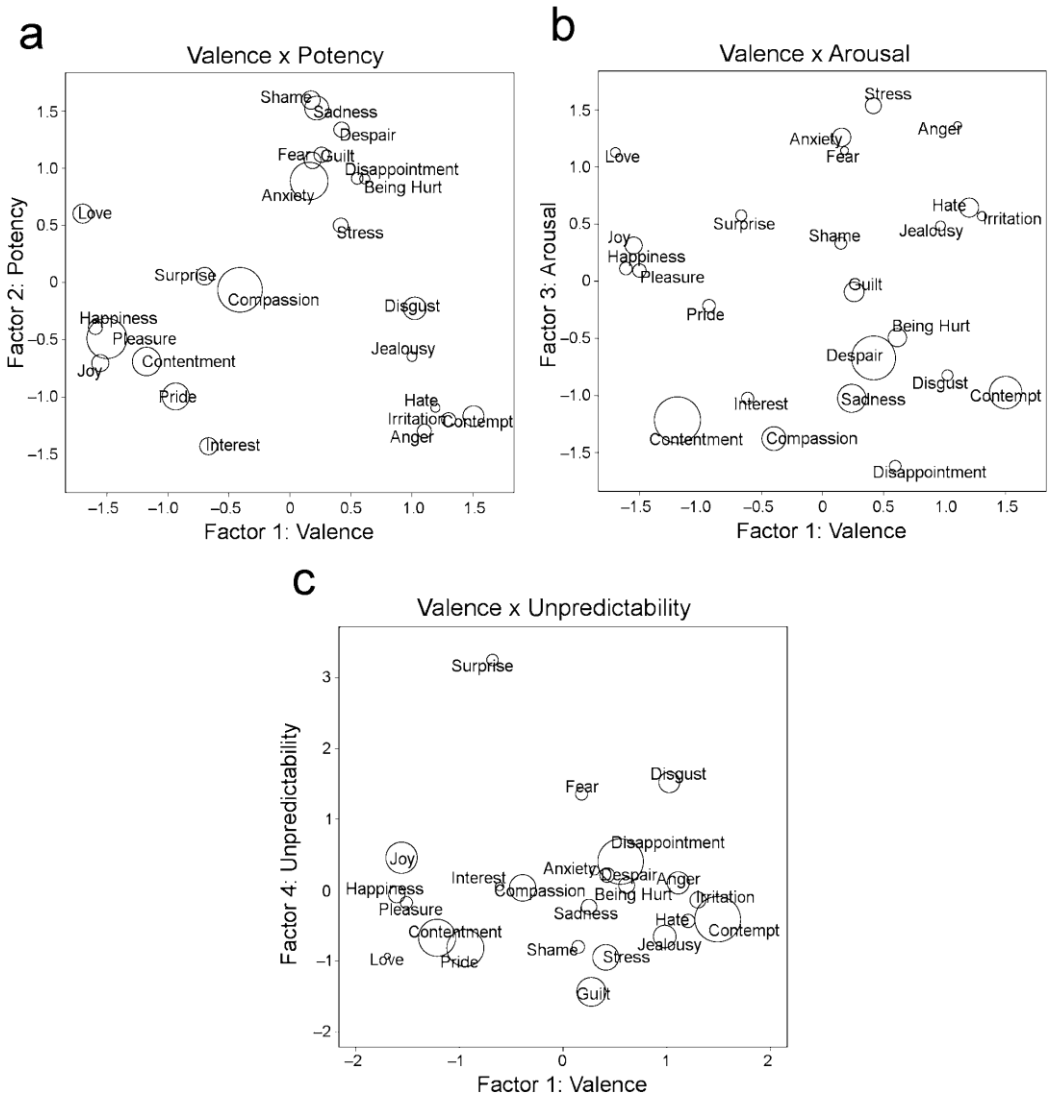
I resort to prior research on consumer emotions and crisis emotions to determine the emotions to be selected to represent all consumer emotions before and after crisis. Much research has been done on the dissection and categorization of emotions, and has revealed the multidimensional structure of emotions. For example, Fontaine, Scherer, Roesch, and Ellsworth (2007) theorized that there are four dimensions underlying emotions including valence, potency, arousal and unpredictability (see Figure 5). Jin, Pang, and Cameron (2004) posited that the dimensions of emotions include emotional tone (valence), emotional temperature (intensity), and emotional weight (importance of the emotion in strategic consequences). Taking into account the scope and focus of this

study, the emotions measurement in this study does not attempt to analyze the factorial structure of emotions exhaustively or build a comprehensive emotions measurement scale. This study will address the most prevalent emotions pre- and post- crisis, and address the two most relevant emotions dimensions of valence (positive/negative) and attribution of responsibility (attribution-dependent/attribution-independent). The dimension of valence is the most prevalent in emotions-related research. The dimension of attribution of responsibility is derived from the crisis communication literature and is the most prevalent dimension of crisis emotions (Jin et al., 2014). Therefore these two dimensions are selected to categorize consumer emotions pre- and post- crisis (see Table 3).

Table 3

Emotions from the Consumer Emotions Model and Crisis Emotions Model

Study	**Dimension**	**Emotions**
Laros & Steenkamp (2005)	valence	1. negative: anger, fear, sadness, shame 2. positive: contentment, happiness, love, pride
Jin, Liu, Anagondahalli, & Austin (2014)	attribution of responsibility	1. attribution-independent: fear, anxiety, apprehension, sympathy 2. attribution-dependent: anger, disgust, contempt; guilt, embarrassment, shame



Note.

1. This is an example of the multidimensional structure of emotions (Fontaine, Scherer, Roesch, & Ellsworth, 2007). Existing research has demonstrated the multidimensionality of emotions.
2. The three panels show the four underlying dimensions of emotions respectively: (a) Evaluation-Pleasantness * Potency- Control, (b) Evaluation-Pleasantness * Activation-Arousal, and (c) Evaluation-Pleasantness * Unpredictability. These are among the many different dimensions found to underlie emotions.

Figure 5. An Example of the Multidimensional Structure of Emotions.

The dimensions of valence and attribution of responsibility form a categorization of emotions with four quadrants: positive & attribution-dependent, negative & attribution-dependent, positive & attribution-independent, negative & attribution-

independent emotions (see Figure 6). One emotion will be selected from each quadrant to represent each type of emotion. The emotion selected to represent the quadrant will be the emotion that emerges as most salient in each quadrant, with the highest loadings on the two axes. The selected emotions will be tested in the relationship management model and their function and influence in the model may represent the type of emotion in their respective quadrants.

<table>
<tr><td colspan="4">[cause] Attribution-Dependent [organization]
(The organization makes me feel…)</td></tr>
<tr><td rowspan="2">Negative</td><td>anger, disgust, contempt</td><td>contentment, love, happiness</td><td rowspan="2">Positive</td></tr>
<tr><td>fear, anxiety, apprehension, sadness</td><td>sympathy</td></tr>
<tr><td colspan="4">[outcome] Attribution-Independent [crisis]
(I feel…)</td></tr>
</table>

Note. The emotion in bold is estimated from prior research to be the most salient emotion in each quadrant formed by the two dimensions of valence (negative vs. positive) * attribution of responsibility (attribution-independent vs. attribution-dependent).

Figure 6. The Two-Dimensional Structure of Emotions Pre- and Post- Crisis.

For the purpose of this study, only consumer emotions that are prevalent both before and after crisis will be included in the study. The emotions in this study refer to emotions toward the organization or the situation as this study is about consumers' perception of the organization and relationships with the organization. The emotions in this study do not refer to consumers' emotions towards themselves or emotions towards victims in crisis situations.

The valence of emotions may not be clear for every emotion and may need to be tested. Emotions such as confusion, alertness or schadenfreude may need to be further clarified in terms of their valence.

The attribution of responsibility of emotions may not be clear. A regression analysis will be conducted that regresses emotions on attribution of responsibility in determining whether the emotion is independent or dependent on attribution of responsibility.

Regarding the emotion of sympathy, there has been contradictory research findings about whether sympathy is attribution-dependent or attribution-independent. Choi and Lin (2009) posited that sympathy (used interchangeably with compassion, Jin, Liu, Anagondahalli, & Austin, 2014; Kim & Niederdeppe, 2013) is one of "the most common attribution dependent emotions in a crisis" (p. 199), but their empirical results showed that sympathy was not related to attribution of responsibility (Choi & Lin, 2009, p. 201). This finding may be influenced by the small sample size and infrequent occurrences of sympathy in this content analysis, so Choi and Lin (2009) further examined the content of expressions of sympathy, and concluded that sympathy along with disgust are more closely related to attribution of responsibility than the other emotions with non-significant relationships to attribution, including alert, confusion, and shame.

By contrast, sympathy was found to be an attribution-independent emotion in a factor analysis of crisis emotions (Jin, Liu, Anagondahalli, & Austin, 2014). Such conflicting postulations about sympathy will lead to further examinations of the relationship between emotions and attribution of responsibility in this study.

One reason for such contradictory findings may be that sympathy is not specified whether it is sympathy towards victims or towards the organization. This study specifies that sympathy refers to sympathy towards the organization.

With the use of the same measurement of emotions pre- and post- crisis, a question of interest is whether consumers experience emotions differently before and after crisis, therefore the following research question is proposed:

RQ1: Is there a correlation between pre-crisis emotions and post-crisis emotions?

Emotions may be a mechanism through which relationships are experienced and built over time, which parallels cognition and reasoning as a mechanism in relationship building. Publics engage not only cognition but also emotions in making judgments and forming impressions. The affect heuristic states that "reliance on affect and emotion (emotion and affect are defined as "a feeling that something is good or bad", p. 311) is a quicker, easier, and more efficient way to navigate in a complex, uncertain, and sometimes dangerous world" (Slovic, Finucane, Peters, & MacGregor, 2007, p. 313). Publics may develop relationships with an organization based on the understanding and judgment of the organization's behavior. Publics may also develop relationships and perceptions based on how the organization makes them feel (as opposed to think) when dealing with the organization. In order to explore whether emotions play a role in relationship formation and maintenance, the mediating role of emotions in the influence of relationship cultivation strategies on relationship outcomes will be tested. The following hypotheses are proposed to test emotions as a mediator in relationship management (see Figure 7).

The following hypotheses are about mediation effects (indirect effects):

Hypothesis 3: The influence of relationship cultivation strategies on positive organization-public relationships (POPR) is partially mediated by (1) positive & attribution-dependent emotions (2) negative & attribution-dependent emotions (3) positive & attribution-independent emotions (4) negative & attribution-independent emotions.

Hypothesis 4: The influence of relationship cultivation strategies on negative organization-public relationships (NOPR) is partially mediated by (1) positive & attribution-dependent emotions (2) negative & attribution-dependent emotions (3) positive & attribution-independent emotions (4) negative & attribution-independent emotions.

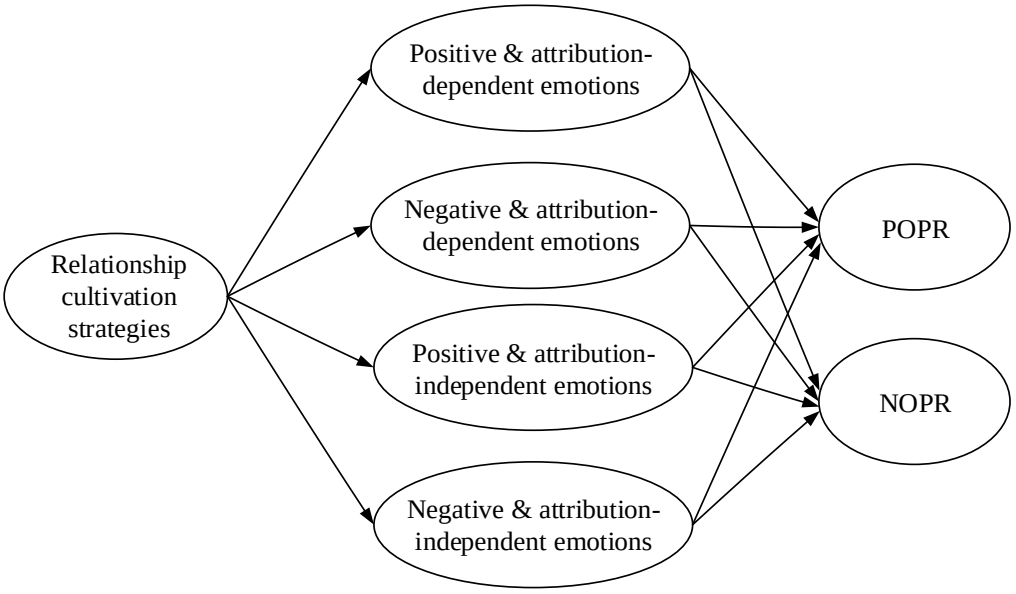


Figure 7. Emotions-mediated relationship management model.

Crisis Response Strategies

In order to limit the duration and scope of a crisis, organizations take action and engage in communication with publics after a crisis hits (Coombs, 2014). The organization's communication efforts help protect the organization's reputation. Such

communication efforts also help publics cope with crisis by informing them about the crisis and steps taken to address it. Research has addressed the effectiveness of crisis responses, and has matched the appropriate crisis responses to specific crisis situations. Therefore crisis responses are conceptualized as *strategic*.

Crisis response strategies are defined as "the actual responses an organization uses to address a crisis" (Coombs, 2014, p. 144). As a type of communication, crisis response strategies have verbal and nonverbal aspects. These strategies include the words and actions the organization adopts to communicate with publics after crises (Allen & Caillouet, 1994; Benoit, 1995; Coombs, 2014).

Crisis researchers have conceptualized crisis response strategies based on prior research. Initially, crisis response strategies are developed based on apologia, i.e. using communication to defend the organization's reputation, conduct, and opinions from the harm and criticism brought about by crises (Dionisopolous & Vibbert, 1988; Hearit, 1994, 1996, 2001, 2006; Hobbs, 1995; Ice, 1991). Further research added crisis response strategies based on accounts, which are descriptions and explanations of behaviors and events that protect the organization from reputational threat (Benoit, 1995; Coombs, 2014). Conceptualization of crisis response strategies also drew from impression management literature, which conveys the idea that public perception and reputation of an organization can be engineered or altered by strategic communication.

Based on prior research on apologia and accounts, Benoit (1995, 1997) conceptualized 14 image restoration strategies. Drawing from accounts and impression management research, Allen and Caillouet (1994) developed 20 impression management strategies. Coombs (2014) has synthesized prior literature and summarized the 10 most

commonly used crisis response strategies (see Table 4). Based on the strategies' intent, the 10 strategies are categorized into four postures (see Table 4), namely, denial posture, diminishment posture, rebuilding posture, and bolstering posture (Coombs, 2014).

Denial Posture

Strategies in the denial cluster separates the organization from the crisis. These strategies eliminate the organization's connection to and responsibility for the crisis. Strategies in this cluster protects the organization from harm from the crisis. However, this cluster of strategies are the most dangerous crisis response strategies in that if the organization is found accountable later, the reputational damage to the organization is increased in the "double crisis" (Coombs, 2014). The denial posture consists of attacking the accuser, denial, and scapegoating strategies (Coombs, 2014).

Attacking the accuser. Confronting the entity that declares the happening of the crisis, and denying the existence of the crisis.

Denial. Stating that there is no crisis happening.

Scapegoating. Blaming another entity as responsible for the crisis.

Diminishment Posture

This cluster of strategies reduce perceptions of the negative influence of the crisis and responsibility of the organization (Coombs, 2014). The reputational damage to the organization is reduced through limiting the organization's involvement in or control over the crisis. This cluster of strategies includes excusing and justification (Coombs, 2014).

Excusing. Providing defense or explanation for the organization's behavior to lessen the blame for the organization.

Justification. Demonstrating the reasonableness of the organization and its behavior and thereby reducing reputational threat.

Rebuilding Posture

Strategies in the rebuilding cluster reduce the negative effects of the crisis and offer benefits for publics to offset the damage, thereby protecting and improving the organization's reputation (Coombs, 2014). The rebuilding strategies cluster is comprised of the compensation and apology strategies.

Compensation. Providing monetary or other gifts as a recompense for loss.

Apology. Acknowledging a failure or offense, expressing regret and asking for forgiveness.

Bolstering Posture

The bolstering strategies attempts to build, maintain, and reinforce positive relationships between the organization and its publics (Coombs, 2014). These strategies focus on the organization and its positive aspects in times of crises, therefore this cluster of strategies may appear self-interested, which makes the bolstering strategies supplemental to the three prior clusters of strategies (Coombs, 2014). The bolstering strategies encompass reminding, ingratiation, and victimage.

Reminding. Bringing up the organization's good deeds in the past to refresh the publics' memory.

Ingratiation. Praising stakeholders to appear more likeable to the stakeholders.

Victimage. Illustrating that the organization itself is also a victim of the crisis.

Table 4

Crisis Response Strategies by Posture

	Denial Posture
Attacking the Accuser	The crisis manager confronts the person or group that claims that a crisis exists. The response may include a threat to use force (e.g., a lawsuit) against the accuser.
Denial	The crisis manager states that no crisis exists. The response may include explaining why there is no crisis.
Scapegoating	Some other person or group outside of the organization is blamed for the crisis.
	Diminishment Posture
Excusing	The crisis manager tries to minimize the organization's responsibility for the crisis. The response can include denying any intention to do harm or claiming that the organization had no control of the events that led to the crisis.
Justification	The crisis manager tries to minimize the perceived damage associated with the crisis. The response can include stating that there were no serious damages or injuries or claiming that the victims deserved what they received.
	Rebuilding Posture
Compensation	The organization provides money or other gifts to the victims.
Apology	The crisis manager publicly states that the organization takes full responsibility for the crisis and asks forgiveness.
	Bolstering Posture
Reminding	The organization tells stakeholders about its past good works.
Ingratiation	The organization praises stakeholders.
Victimage	The organization explains how it too is a victim of the crisis.

Note. Table from Coombs, W. T. (2014). Ongoing Crisis Communication: Planning, Managing, and Responding. SAGE Publications. p.145.

The four different postures of crisis response strategies demonstrate the organization's different levels of acceptance of responsibility, ranging from complete denial to full acceptance of responsibility. Different crisis response strategies also show the organization's attitudes towards the crisis situation, the victims and the publics, ranging from sympathetic and apologetic to apathetic or uninterested. In addition to the four postures of response strategies, the absence of response or refusal of response is another common scenario in crisis responses. Therefore the "no response" is also

considered as a crisis response strategy and added to the operationalization of crisis response strategies in this study.

Publics' post-crisis emotions influence their perceptions of what constitute appropriate, effective crisis responses from the organization involved. Whether the publics' various emotions are decisive and predominant in shaping publics' perceptions post-crisis, or the long-term organization-public relationship persists and prevails, is an interesting question to ask. Since organization-public relationships are long-term and relatively stable in crisis situations, this may lead us to wonder whether the quality of organization-public relationships make a difference in publics' perceptions of the organization in crisis situations (see Figure 8).

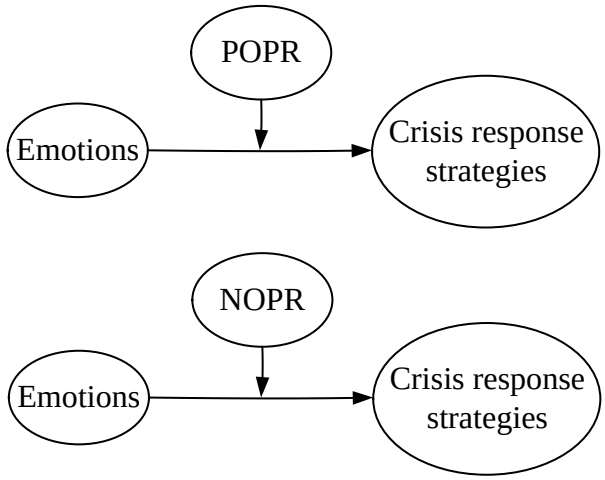


Figure 8. Post-crisis moderation model with OPR as moderator.

When the organization-public relationships are positive and strong, publics may feel reminiscent about the organization's past good deeds and be inclined to remain loyal to the organization through difficult times, therefore weakening the impact of post-crisis emotions on their judgment and decision making. It is reasonable to hypothesize that when pre-existing, long-term organization-public relationships are strong and positive,

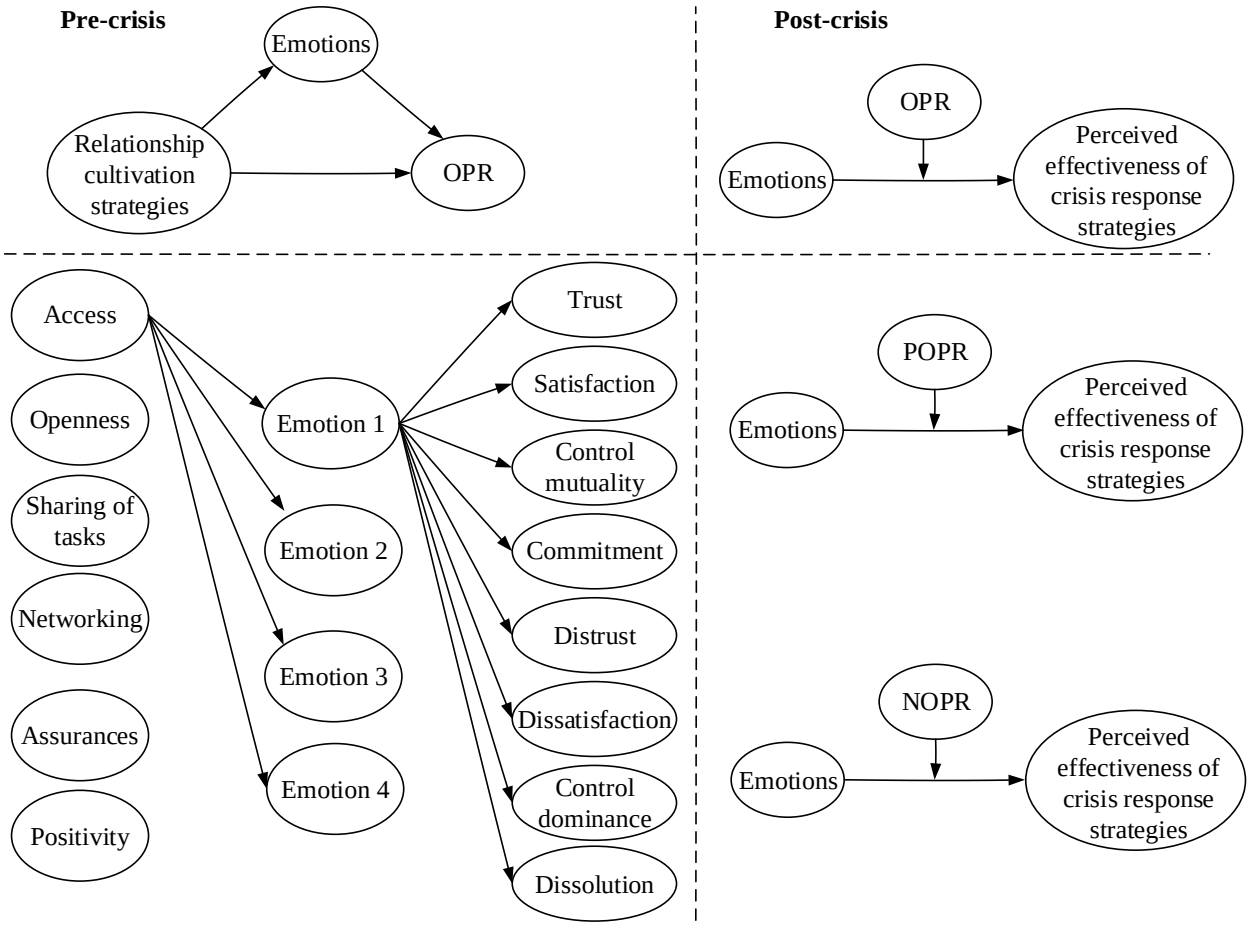
publics are likely to experience reduced impact of emotions on their post-crisis perceptions and judgments. I term this weakening contextual effect of organization-public relationships on the influence of emotions on perceived effectiveness of crisis response strategies as *the enervating effect.* This refers to situations where prior OPR acts as a contextual influencer to reduce the effect of emotions on post-crisis perceptions. The pre-existing, long-term, relatively stable OPR remains influential not only under normal circumstances but also in crisis situations. OPR may weaken the influence of post-crisis emotions on publics' decision making, thereby serving to calm down the publics after crisis.

By contrast, OPR as a contextual influencer may strengthen the effect of post-crisis emotions. For example, when the organization-public relationships are negative and strong, such pre-existing, long-lasting negative perceptions may strengthen the impact of publics' emotions on their perceptions of the organization post-crisis. When an organizational crisis takes place that involves an organization with bad relationships with some publics, these publics may be outraged rather than angry, coupled by both their feelings in the moment and their pre-existing negative notions about the organization. It is reasonable to hypothesize that at high levels of negative organization-public relationships, the impact of emotions on perceived effectiveness of crisis response strategies may be amplified. I term this strengthening contextual effect of organization-public relationships on the influence of emotions on perceived effectiveness of crisis response strategies as *the invigorating effect*. This means that prior OPR serves as an overarching contextual influencer that carries over from before crisis to after crisis, and makes the influence of post-crisis emotions more pronounced, powerful and influential.

The long-term OPR serves as an invigorating contextual effect for post-crisis emotions and increases the effect of post-crisis emotions. Whether the invigorating effect helps or hinders the organization after crisis will depend on the kind of emotions that demonstrates the invigorating effect. Regardless, the invigorating effect of organization-public relationships shall illustrate the importance of building and sustaining long-term relationships. Based on the theorization of the invigorating and enervating effects, the following research question is proposed to test how OPR and NOPR as contextual influencers impact the effect of post-crisis emotions:

> **RQ2**: How do organization-public relationships (OPR) and negative organization-public relationships (NOPR) impact the influence of post-crisis emotions on perceived effectiveness of crisis response strategies?

In summary, this chapter has conceptualized the emotions-based relationship management model including the pre-crisis mediation model and the post-crisis moderation model, and proposed four research hypotheses and posed two research questions. The complete model is shown in Figure 9.



Note. Due to constraints of display, in the lower left portion of the model, only the mediation paths for the first measurement variables of each latent variable are shown. The paths of relationship cultivation strategy→relationship outcomes (direct effect) and relationship cultivation strategy→emotion→relationship (mediation effect) are present in the model for all measurement variables.

Figure 9. Complete structural model for pre- and post- crisis relationship management.

A summary of the hypotheses and research questions are as follows:

Hypothesis 1: Relationship cultivation strategies will be positively associated with positive organization-public relationships (POPR).

H1a: Access will be positively associated with trust, satisfaction, control mutuality, and commitment.

H1b: Openness will be positively associated with trust, satisfaction, control mutuality, and commitment.

H1c: Sharing of tasks will be positively associated with trust, satisfaction, control mutuality, and commitment.

H1d: Networking will be positively associated with trust, satisfaction, control mutuality, and commitment.

H1e: Assurances of legitimacy will be positively associated with trust, satisfaction, control mutuality, and commitment.

H1f: Positivity will be positively associated with trust, satisfaction, control mutuality, and commitment.

Hypothesis 2: Relationship cultivation strategies will be negatively associated with negative organization-public relationships (NOPR).

H2a: Access will be negatively associated with distrust, dissatisfaction, control dominance, and dissolution.

H2b: Openness will be negatively associated with distrust, dissatisfaction, control dominance, and dissolution.

H2c: Sharing of tasks will be negatively associated with distrust, dissatisfaction, control dominance, and dissolution.

H2d: Networking will be negatively associated with distrust, dissatisfaction, control dominance, and dissolution.

H2e: Assurances of legitimacy will be negatively associated with distrust, dissatisfaction, control dominance, and dissolution.

H2f: Positivity will be negatively associated with distrust, dissatisfaction, control dominance, and dissolution.

Hypothesis 3: The influence of relationship cultivation strategies on positive organization-public relationships (POPR) is partially mediated by (1) positive & attribution-dependent emotions (2) negative & attribution-dependent emotions (3) positive & attribution-independent emotions (4) negative & attribution-independent emotions.

Hypothesis 4: The influence of relationship cultivation strategies on negative organization-public relationships (NOPR) is partially mediated by (1) positive & attribution-dependent emotions (2) negative & attribution-dependent emotions (3) positive & attribution-independent emotions (4) negative & attribution-independent emotions.

RQ1: Is there a correlation between pre-crisis emotions and post-crisis emotions?

RQ2: How do organization-public relationships (OPR) impact the influence of post-crisis emotions on perceived effectiveness of crisis response strategies?

Chapter 3: Method

To test the emotions-based relationship management model, this study conducts a survey of consumers which includes the pre-crisis assessment of consumers' emotions and OPR as well as the evaluation of consumers' post-crisis emotions and perceptions. A focus of this study is OPR, therefore a real organization with real, long-term relationships with consumers is needed. Ideally the organization has a wide range of quality of relationships with consumers ranging from positive to negative relationships. The organization also needs to elicit emotions in its business encounters with consumers, both in its day-to-day business operations and after the crisis. The crisis should be an organizational crisis in which the cause is somewhat related to the organization, instead of an external crisis such as a natural disaster.

Given these considerations, some preliminary pilot tests need to be conducted to select a suitable organization and design the crisis scenarios. Two pilot studies were conducted before the main study. The first pilot study included a survey and interviews with consumers to select an appropriate real organization to be used in this study. The second pilot study was conducted to construct and test the descriptions of the crisis scenario and crisis responses. The main study builds on the pilot studies and administers the entire survey, with different crisis response conditions embedded. Using a real organization and constructed crisis scenarios, this study tests the emotions-based relationship management model and addresses the four research questions and four research hypotheses.

Before detailing the two pilot studies and the main study, this chapter first introduces the participants and the general study design considerations. Then it illustrates

the measurement scales used. After that the chapter goes on to introduce the two pilot studies and the main study in detail. Lastly, the chapter discusses procedures for data analysis.

Participants

Participants for this study were consumers of Walmart who were familiar with Walmart and had established long-term relationships with Walmart. Participants were recruited on Amazon Mechanical Turk (MTurk) to complete the online survey and experiment on Qualtrics. MTurk is a crowdsourcing online marketplace launched by Amazon.com in 2005 that coordinates the supply and demand of human intelligence tasks (HITs) (Goodman & Paolacci, 2017; Kees, Berry, Burton, & Sheehan, 2017). Such tasks require human labor, some typical tasks include answering online surveys, transcribing audiotape recordings, comparing images, and copying texts into a database (Casler, Bickel, & Hackett, 2013). Researchers can register as "requesters" and post the research study to recruit participants and people can register as "workers" and complete the tasks on MTurk, often for a small amount of monetary compensation provided by the requesters. MTurk has become the most prevalent crowdsourcing website for data collection in many social science disciplines (Kees, Berry, Burton, & Sheehan, 2017).

MTurk offers many unprecedented advantages as a platform for data collection. It grants researchers easy access to geographically dispersed participants (Casler, Bickel, & Hackett, 2013; Goodman & Paolacci, 2017). Participants on MTurk are also more diverse in demographics than participants recruited using other traditional and online sampling methods (Buhrmester, Kwang, & Gosling, 2011; Casler, Bickel, & Hackett, 2013). MTurk has made a "large, stable, and diverse" participant pool available to researchers

(Mason & Suri, 2012, p. 1). The inexpensive cost of conducting surveys and experiments on MTurk has enabled researchers to empirically test theories more quickly and therefore has expedited the iterations between theory development and testing (Mason & Suri, 2012). Research has shown that the compensation rate on MTurk does not influence data quality, but may influence data collection speed (Buhrmester, Kwang, & Gosling, 2011; Mason & Watts, 2009). For participants, MTurk offers complete anonymity and therefore allows participants to express their true feelings (Smith, Sabat, Martinez, Weaver, & Xu, 2015). The design and layout of the online MTurk platform, as part of Amazon Web Services, improves the efficiency and accessibility of completing surveys for participants.

Using MTurk for data collection is a viable alternative to other traditional methods and online sampling methods, and may even provide improvements in some psychometric properties of the data. The survey and experiment on MTurk may have improved ecological validity and generalizability than the traditional student sample or the use of convenience sampling, since the participants are not geographically constrained and are likely to be more representative of the population of interest (Mason & Suri, 2012; Smith et al., 2015). Using a sample from the real population of interest instead of using student samples improves the external validity of the survey (Goodman & Paolacci, 2017). The MTurk data demonstrates satisfactory reliabilities, the internal consistency reliabilities are very similar to traditional samples, and the test-retest reliabilities were very high and exceeded those of traditional samples (Buhrmester, Kwang, & Gosling, 2011). There are no meaningful differences in terms of psychometric properties between MTurk data and a standard Internet sample (Buhrmester, Kwang, & Gosling, 2011). MTurk samples have been found to possess comparable psychometric

properties to student samples, and demonstrate better quality on some measures than panel data collected by market research companies (Kees, Berry, Burton, & Sheehan, 2017).

Study Design

This study proposed to use a real organization and measure actual organization-public relationships instead of manipulating relationships (Coombs & Holladay, 1996, 2001). This is because organization-public relationships are developed from multiple interactions over time, and such long-term relationships may not be adequately formed or manipulated through short descriptions of fictitious organizations. Additionally, investigating the different underlying factors (positive and negative OPR) and the eight different dimensions of OPR constitutes an important segment of this study, and using a real organization will allow examinations of multifaceted relationships between an organization and its publics.

The pre-crisis section of the study used the survey methodology to analyze consumers' perceptions of relationship cultivation strategies, experienced emotions, and relationship outcomes. The survey methodology is a data collection method in which a questionnaire is distributed to participants to measure their beliefs, attitudes, views, and behavioral intentions towards certain phenomena (Babbie, 2001; Fink, 2006). The survey method is appropriate for measuring people's long-term, established organization-public relationship, which is not a variable to manipulate in the short-term in an experiment. A survey is helpful in understanding people's perceptions as well as aggregating people's perceptions. A survey can be conducted to test relationships between variables using non-experimental data (Weisberg, Krosnick, & Bowen, 1996). Although a survey is less

rigorous than an experiment in testing causal relationships, the survey method provides better external validity (i.e. generalizability) for the analysis (Wrench, Thomas-Maddox, Richmond, & McCroskey, 2008). This is helpful in testing the structural relations in the relationship management model. The survey method ensures anonymity and confidentiality so participants are likely to provide honest answers. Surveys, especially Web-based surveys used in this study, are convenient and efficient to administer and monitor (Dillman, Smyth, & Christian, 2014; Fowler, 1995). Based on these considerations, the survey method is suitable in assessing people's perceptions and emotions in the pre-crisis section of the study.

An experimental design is used in the post-crisis section of this study. Experiments are increasingly used in crisis communication research, evolving from the earlier case study method (Coombs & Holladay, 2009). Experimental designs enable crisis communication researchers to create controlled environments and focus on variables of interest. Using experiments allows crisis communication researchers to conduct more focused analyses and gain more in-depth understandings of certain crisis stimuli, variables in the crisis communication process, and crisis outcomes (Coombs & Holladay, 2008). The post-crisis section of this study uses a between-subjects experiment design to compare the effects of crisis response strategies. The crisis scenario and five crisis response strategies (five treatments) were manipulated through a news story. Participants were randomly assigned to one of the five conditions, and only read the assigned news story. The manipulations allowed for examinations of specific stimuli and variables such as the effects of the organizational crisis, publics' emotions and

perceptions pre-crisis versus post-crisis, and the comparison of the effects of the five different crisis response strategies.

To test the hypothesized relationship management model pre- and post- crisis, two pilot studies and a main study were conducted. All the studies received approval by the Institutional Review Board (IRB) before they were conducted. Here is a brief overview of the pilot study and main study procedures. Pilot study 1 was conducted to select an organization whose relationships with consumers range widely from unfavorable to favorable in order to (1) test both positive and negative organization-public relationships in the model and (2) so that the relationship quality variables do not have the issue of restriction of range in the analysis. Pilot study 1 used analysis of industry reports, consumer survey reports, interviews and a pilot survey to decide on the organization to be used in this dissertation study. Pilot study 2 was conducted to construct and test the effectiveness of the news story stimuli to be used as experimental manipulations in the study. The news story stimuli were constructed by the researcher and went through three rounds of revisions with feedback from experts. The news story stimuli were pilot tested in a survey to gauge its effectiveness and was subsequently revised based on pilot test findings. The main study used the organization selected from pilot study 1 and the news story stimuli from pilot study 2 in the online experiment to test the hypothesized model. The following section illustrates the measurement scales used in the study.

Measurement

Measurement scales in this study are adapted from existing operationalizations of variables and measurement scales. The items are measured on a 0-10 Likert-type scale, with 0 = strongly disagree and 10 = strongly agree. This 11-point scale is selected

because it is a Likert-type scale with relatively broad differentiation and variability, and therefore may provide more accuracy in measurement. In the scale, the option of 0 represents the complete absence of the construct measured, which reduces confusion as to whether 1 represents a high or low level in the measurement. In cases where the agree/disagree verbal labels do not apply, the 0-10 verbal labels are adapted where 0 represents complete absence or an extremely low level of the construct, and 10 represents an extremely high level of the construct measured. For example, in the measurement of post-crisis emotions, the question asks "due to the crisis, to what extent does the organization make you feel a certain emotion", the answer of 0 represents "not at all", the answer of 10 represents "extremely". The full survey questionnaire including detailed descriptions of all the measurement items can be found in Appendix C.

Relationship Cultivation Strategies

The relationship cultivation strategies measures are adapted from existing literature (Ki & Hon, 2009; Shen, 2011; Ni & Wang, 2011; Wang, Ni, & De la Flor, 2014), including access, openness, sharing of tasks, networking, assurances of legitimacy, and positivity. A sample question is "To what extent do you agree that when you have questions or concerns, the organization is willing to answer your inquiries", on the scale of 0-10 where 0 is strongly disagree and 10 is strongly agree.

Consumer Emotions Pre- and Post- Crisis

This study synthesized prior literature on consumer emotions and publics' risk and crisis related emotions and conceptualized a comprehensive emotions measurement for consumers' pre- and post- crisis emotions (see Table 2). For pre-crisis emotions, the study mainly referenced Laros and Steenkamp's (2005) three-level hierarchical model of

consumer emotions. For post-crisis emotions, the study started with the factorial model for crisis emotions (Jin, Liu, Anagondahalli, & Austin, 2014) and sought to synthesize all the relevant emotions in crisis communication research (Choi & Lin, 2009; Coombs & Holladay, 2005; Fredrickson, Tugade, Waugh, & Larkin, 2003; Jin, Pang, & Cameron, 2012; Lerner, Gonzalez, Small, & Fischhoff, 2003). For a complete list of pre- and post-crisis consumer emotions, see Table 2. A sample question was "In your interactions with the organization, how often does the organization make you feel grateful?". The question was anchored by a 0-10 scale where 0 is never and 10 is every time.

This study measured all the concrete emotions, but did not test all of them in the models. This is partially due to the limited capacity of this study, it could not accommodate the testing of all of the concrete emotions. More importantly, the model testing was more interested in the type of emotions and their function in the model, versus the effect of each specific emotion. Therefore, this study analyzed the theoretical structure of pre- and post- crisis emotions, and on the basis of the analysis of the structure of emotions, selected an emotion to represent each type of emotion that are of theoretical interest for model testing.

The analysis of the structure underlying emotions and the selection of representative emotions are discussed in detail in the results chapter (see Figure 13). Specifically, all the emotions were empirically tested whether they are attribution-dependent or attribution-independent emotions. The emotions' relationship with attribution of responsibility and the emotions' valence are the two underlying dimensions that form the types of emotions and dictate the selection of representative emotions. The selected representative emotions were tested in the study's modeling.

Organization-Public Relationship (OPR)

The measurement for organization-public relationship (OPR) in this study is adapted from previous literature, including positive organization-public relationship (POPR) (Hon & Grunig, 1999; Shen, 2016; Ni & Wang, 2011; Wang, Ni, & De la Flor, 2014), as well as negative organization-public relationship (NOPR) (Moon & Rhee, 2013). The POPR includes trust, satisfaction, control mutuality, and commitment. The NOPR includes distrust, dissatisfaction, control dominance, and dissolution. A sample question is "To what extent do you agree that the organization can be relied on to keep its promises", on the 0-10 scale where 0 represents strongly disagree and 10 represents strongly agree.

Perceived Effectiveness of Crisis Response Strategies

The perceived effectiveness of crisis response strategies (Coombs, 2006; Coombs, 2014) was measured by the questions of the extent to which consumers believe the organization responded appropriately to the crisis and handled it well. Participants were asked how well they believed the organization handled the crisis situation. An example of the questions is "To what extent do you agree that using this strategy is very effective in handling this crisis", on the scale of 0-10 where 0 is strongly disagree and 10 is strongly agree.

Attribution of Responsibility

The attribution of responsibility measure is used in determining whether an emotion is attribution-dependent or attribution-independent. McAuley, Duncan, and Russell (1992) proposed a model of attribution of causes, including locus of causality, external control, stability, and personal control. Locus of causality means whether the crisis reflects an aspect of the organization or reflects an aspect of the situation. External

control refers to the extent to which the cause of the crisis is under the control of other people. Stability means whether the cause of the crisis is temporary or permanent. Personal control refers to the extent to which the cause of the crisis is controllable by oneself. Coombs and Holladay (1996) adapted this into a model for causal attributions in crisis which has been used in crisis communication research (Brown & White, 2010). This study adapted items from locus of causality to measure consumers' attribution of responsibility of the crisis (Brown & White, 2010; Coombs & Holladay, 1996; McAuley, Duncan, & Russell, 1992). Participants were asked to think about the cause of the crisis, whether it is the organization's fault, or something outside the organization is responsible. An example of the questions is "Is the cause(s) of the crisis something…" on a 0-10 scale where 0 = …that reflects an aspect of the situation, and 10 = that reflects an aspect of the organization.

Pilot Study 1: Select the Organization for the Study

Purpose

The purpose of pilot study 1 was to select the organization for this study. The organization to be selected needed to meet the following criteria for the purpose of this study: (1) There are long-standing, pre-existing relationships between consumers and the organization. This excludes using fictitious organizations, since consumers' impressions of the fictitious organization only stem from exposure to the stimuli and are short-term and limited. In the short time period after reading the stimuli about the organization, consumers could not develop long-term, multifaceted relationships with the organization. (2) There is a sufficient range, or variety of the quality of positive organization-public relationships as well as negative organization-public relationships. The organization does not have a particularly good or bad reputation that makes its relationship with publics

highly skewed in one direction. This ensures that there is no concern about the restriction of range of the relationships in the study. (3) The organization selected can realistically undergo the crisis in the stimuli to make the study design valid. (4) For the purpose of studying emotions in this dissertation, the organization often elicits emotions in its interactions with consumers. (5) The organizational crisis is likely to elicit emotional responses from consumers. (6) Possible confounding variables need to be accounted for, such as industry of the organization, geographical dispersion, offline versus online presence (Claeys & Cauberghe, 2015, p. 67). (7) The organization ideally has a large number of consumers and its locations are distributed all over the U.S. This is a practical concern for data collection.

Participants

For the informal interviews, forty consumers with similar demographics as the participants in the main study were recruited through convenience sampling and asked to discuss the organization(s) they were familiar with and with which they consider themselves to have established a long-term relationship.

For the survey phase, a survey was conducted to gauge consumers' perceptions and relationships with each of the organizations selected from the interview phase. At least thirty participants were recruited for each of the surveys about each organization on MTurk. The duration of the surveys was approximately 10 minutes. Participants were compensated $0.1 for completing the survey.

Procedures

The two phases for pilot study 1 were an informal interview phase to name a list of organizations that meet the aforementioned criteria, and a survey phase to check that the organization suits the purpose of this study.

Informal Interview Phase. The informal interview phase of pilot study 1 generated a list of organizations with which consumers consider themselves to "be in long-term relationships". Interviews were conducted with forty participants who were consumers in the United States. Participants were asked to discuss the organization(s) they consider that they were familiar with and with which they interacted frequently over a long period of time. Through the interviews, a list of organizations that have established relationships with consumers were generated. The organizations mentioned most frequently by the participants were selected to be further tested in the survey phase of pilot study 1. The final selection of the suitable organizations also accounted for expert feedback and information from industry reports on customer loyalty (Brand Keys, 2017).

Survey Phase. The survey phase of pilot study 1 was to check the distribution of POPR and NOPR of the selected organizations from the informal interview phase and narrow down the selection to one organization with a wide range of POPR and NOPR. Participants were surveyed about one of the two organizations selected from the interview phase, and asked to rate their overall impression of the organization and answer questions about POPR and NOPR with the organization. The survey instrument can be found in Appendix A.

The following section discusses the method for pilot study 2 which involves the construction and testing of the organization's crisis news story as stimuli. The final selection of the organization was critical to discussing the selection of crisis scenario and crisis response strategies. Therefore it is important to reveal here that the final selection of the organization was Walmart. The complete discussion of pilot study 1 results is presented in Chapter Four.

Pilot Study 2: Examine Effectiveness of the Stimuli

Pilot study 2 constructed the stimuli and examined the effectiveness of the crisis situation and crisis response strategies manipulations to be used in the main study.

Crisis Type Consideration

Based on the organization chosen from pilot study 1, the crisis scenario manipulation of the organizational crisis was adapted from real news stories. This crisis needed to sound realistic for Walmart, but could not be a real crisis that had taken place for Walmart to avoid the possible confounding effect of organizational crisis history. For the purpose of this study, this crisis needed to elicit emotional responses from consumers in order to study emotions pre- and post- crisis.

The crisis type or crisis cluster was not specified. This is because when a crisis hits and the initial news coverage is released, it is usually not clear to the publics which entity is responsible for the crisis. Publics' perceptions differ. While some may perceive a crisis to be a management misconduct accident in which the organization has strong responsibility attributions, others may perceive the same crisis to be a rumor with weak responsibility attributions (Coombs, 2006, p. 183). While publics read the news coverage, they are likely to seek information about the crisis first rather than the cause of the crisis or attribution of responsibility (Choi & Lin, 2009, p. 199). The crisis selected for this study shall align more with the accidental cluster which is more common, as opposed to victim or intentional clusters.

This study design of non-specification of crisis responsibility mimicked what would likely happen in real crisis situations. This made the study findings more widely applicable. Another reason for this design was to allow for more variance in publics' perceptions of the crisis. The non-specification of crisis responsibility generated more

variance in the variables and reduced issues of restricted range. Such greater variance may be expected in attribution of responsibility, as well as post-crisis emotions and perceived effectiveness of crisis response strategies, both of which vary based on attribution of responsibility (Jin, Liu, Anagondahalli, & Austin, 2014, p. 516).

Stimuli Construction

Five interviews with public relations scholars, practitioners and journalists were conducted to explore a crisis with the selected organization (Walmart) that is likely to elicit strong emotional responses and influence consumers' perceptions of the organization. For example, crises involving product defects were not selected because the crises would be perceived to be primarily associated with the product brands and Walmart is just one retailer among many others that sells the product. Crises involving Walmart's store brand products were eliminated because one interviewee pointed out that Walmart buys and sells many products from contractors under the Walmart store brand and such crises would be more relevant to the contractors rather than the Walmart brand. A data breach leaking consumers' identifying information was not selected as this crisis did not elicit strong emotions in interviewees. A suitable crisis scenario for this study would be a crisis that threatens the core identity, products or services of an organization, and at the same time violates consumers' fundamental beliefs and values so that they feel very strongly about the crisis. From the interviews and discussion with public relations experts, the crisis scenario selected was Walmart's abuse of labor causing deaths in child workers.

Referencing news coverage about Walmart and crisis stories related to child labor and employee abuse in China, a news story about child laborers' suicides revealing Walmart's abuse of employees was constructed.

Following the crisis news story, there were five different manipulations of Walmart's crisis response strategies (cf. Brown & White, 2010, p. 82), including denial, diminishment, rebuilding, bolstering and adding a fifth condition of no response (Coombs, 2014). The fifth condition illustrated that there was no response from the organization and the organization has kept silent. Referencing the SCCT crisis response posture descriptions (Coombs, 2014), the organization spokesperson responses were adapted from real news coverage to form the five conditions of the stimuli. The same news story followed by one of the five crisis responses form the five manipulations of the experimental conditions. The constructed news story manipulations were shown to six people who have similar demographics with the MTurk survey participants for their feedback and was iteratively revised.

Comprehension and Manipulation Checks

Two factual questions that describe details in the news story stimuli were used as the comprehension check. Following the comprehension check, a question that asked the survey participants to select the statement that best described the crisis response served as the manipulation check. The check questions were all on the 0-10 Likert-type scale where 0 is strongly disagree and 10 represents strongly agree.

Procedures

The news story manipulations were pilot tested using an online experiment on MTurk. Long-term consumers of Walmart who were familiar with Walmart were recruited on MTurk to participate in the online experiment. Participants were randomly assigned to one of the five treatments. Participants first answered a few questions that gauged their familiarity and relationship with Walmart. Then the participants read the assigned news article (including the same crisis news story and one of the crisis

responses) for their experimental condition. After that, participants answered the comprehension and manipulation check questions. Pilot study 2 questions conclude after the manipulation check, but for practical reasons of data collection budget, participants went on to complete the whole survey for the dissertation. Note that the news story stimuli have gone through extensive reviews and multiple revisions with feedback from public relations scholars, practitioners and people who have similar demographics as the MTurk participants. The news story stimuli research instrument had also been tested with undergraduate students (N=77) with satisfactory results before they were tested on MTurk for pilot study 2.

Participants

A total of 100 Walmart consumers were recruited on MTurk, with about 20 participants assigned to each news story condition. The portion for testing the stimuli in the online experiment took about 5 minutes to complete. The complete survey for the study took approximately 30 minutes to complete. Each participant were compensated $0.4 for completing the survey.

Main Study

Using the organization selected from pilot study 1 and the crisis stimuli from pilot study 2, the main study tests the entire model to address the proposed research questions and hypotheses.

Participants

A total of 508 participants who were consumers of Walmart familiar with Walmart were recruited through Amazon Mechanical Turk (MTurk). The participants completed the online experiment on Qualtrics which took approximately 30 minutes. Each participant was compensated $0.4 for completing the experiment on Qualtrics.

Procedures

The Web-based experiment took the form of a survey administered through Qualtrics. Participants were randomly assigned to one of the five conditions (four crisis response strategy manipulations, and a "no response" manipulation).

Participants first answered questions about pre-crisis perceptions of the organization's relationship cultivation strategies, the emotions they experienced, and their relationships with the organization. Next, participants were randomly assigned to view one of the five news article manipulations. Then, participants answered post-crisis questions including the comprehension and manipulation check questions, emotions experienced, questions on attribution of responsibility of the crisis, and demographic questions. At the end of the survey participants were provided a debriefing that the news article was fictitious and made up by the researcher for the purpose of this study. Participants were offered an opportunity to withdraw their answers or contact the researcher with questions.

Data Analysis

Sample Size Justification

Prior research has provided different guidelines on the sample size needed for conducting structural equation modelling (SEM) analysis. Nunnally (1967) recommended that at least 10 cases are needed for every variable in the SEM model estimation. Bentler and Chou (1987) suggested that 10 participants are needed for every free parameter in the model. In terms of the total sample size, at least 150 total participants has been recommended as the guideline for SEM (Anderson & Gerbing, 1988; Holbert & Stephenson, 2002). More recent research in public relations has suggested that for a large

population over 100,000, the sample size of 384 would be deemed representative (Stacks, 2010).

The pre-crisis structural equation model has more indicators and constructs than the post-crisis model, therefore the pre-crisis model was used in calculating the sample size needed. There were a total of 81 measured variables for the 17 constructs. Based on the counting rule in SEM, the degree of freedom of a SEM model is [p*(p+1)/2 – number of parameters to be estimated] in which p represents the number of parameters to be estimated in the model. Using the counting rule, the degree of freedom of the model is 81*82/2-(3*6+8*3+8*6) = 3231. If composites were used in the analysis to represent measured variables, there were 17 composites, and the degree of freedom of the model would be 17*18/2-(3*6+8*3+8*6) = 63. According to Hancock's (2006) *a priori* power analysis for testing the data-model fit as a whole, to have a power of π =.80 with df = 63, ε_1 = .02, for the α = .05-level test associated with the root mean square error of approximation (RMSEA), the estimated sample size would approximately be between 278 and 292. This means that if distributional assumptions are met, under the realistic assumption that the true level of data-model fit in the population is ε_1 = .02, at the α = .05 level, with df = 63, a minimum sample size of about 292 (this is at df=60) would be needed to have .80 probability to reject H_0: $\varepsilon_0 \geq .05$ in favor of acceptable data-model fit (Hancock, 2006). Hancock (2006) also suggested a general rule that a sample size of 300 appears to be sufficient when ε_1 = .02, df $\geq$ 60 to achieve a power of π =.80 for testing overall data-model fit (p. 103). Taking into account the above guidelines for estimating the sample size needed for assessing data-model fit in SEM, this study aimed to achieve a sample size of 400.

There are limitations to the estimation of sample size needed for this study. Justification of sample size is needed on three levels: firstly, to establish confidence for the estimates; secondly, to establish trust for testing the model as a whole; thirdly, to establish sufficient power that justifies testing the parameters within the model. The established guidelines and rule of thumbs (e.g. Nunnally, 1967) are about the estimates. The calculation of sample size based on power analysis (Hancock, 2006) is with regards to testing the data-model fit as a whole. There were no specific estimations of sample size for testing the parameters within the model.

Data Examination

Prior to data analysis, the data were examined and recoded as needed for reverse coding, missing data, and data distribution (to check for the statistical assumptions for the analyses).

There were no reverse coded items in this study. After the comprehension check and manipulation check, the remaining data contained no missing data since the survey used "force response" for most questions.

In order to use structural equation modelling (SEM), the data needed to meet the corresponding assumptions of SEM, including the assumptions of linearity, homoscedasticity, and multivariate normality of errors. From the data collection, it can be assumed that the independence of observations assumption is met. Linearity and homoscedasticity can not be diagnosed at the latent level, and therefore the assessment of these two assumptions does not apply here. In this study, the robust estimation method (maximum likelihood mean adjusted, MLM) was used, which is robust against nonnormality in the data distribution.

After the assumption checking, the data were assessed for each scale's dimensionality, and Cronbach's alphas were calculated to assess the reliability of the measurement scales.

Structural Equation Modelling

Structural equation modelling (SEM) is defined as the family of statistical methods that analyze both experimental and non-experimental data, construct both observed variable-only, and observed and latent variable models, and fit *a priori* theoretical models to data to test their statistical correspondence (Kline, 2011). The SEM methodology fits the proposed model to the data, to test if the proposed model stands as a viable representation of the associative relationships between variables. Structural equation modelling (SEM) is appropriate for testing the models in this dissertation.

SEM takes into consideration all the information available by using the variances, covariances, and sometimes the means of all the variables in its analysis, therefore providing the context for all the relationship cultivation strategies, emotions and OPR outcomes to be in the presence of each other. Through model modifications, the relationships such as error covariances that are not conceptualized *a priori* can be added, making the model more robust and a more accurate representation of the actual relations underlying the variables. Also, this study collected survey data and the survey included an embedded experiment, and SEM is appropriate for analyzing both experimental and nonexperimental data (Kline, 2011).

There were two phases in the structural equation modelling: the measurement phase and the structural phase. In the measurement phase, the measurement model was assessed using confirmatory factor analysis (CFA) and necessary model modifications were made to improve model fit. In the structural phase, the relations between factors

were specified and estimated, and the overall data-model fit was assessed. Bootstrapping was attempted in the estimation of mediation effects, but results were in vain. The post-crisis structural model examining the interaction between crisis emotions and organization-public relationships was analyzed using the latent interaction analysis in structural equation modelling (Marsh, Wen, Hau, and Nagengast, 2013).

In this study, the measures of effect sizes of interest include direct effects and indirect effects. R squared represents the proportion of variance in a measured or latent dependent variable that is explained by the measured and latent independent and dependent variables leading to it in the model. Structural equation modelling is more interested in testing the theory by fitting the model to the data to see if the *a priori* model stands as a viable representation of the system of relationships between all the observed and latent variables. Therefore, R squared is not considered in this study.

SPSS 19.0 and Mplus 6 were used in the data analysis. SPSS19.0 was used for cleaning data, calculating descriptive statistics, recoding variables, etc. to prepare data for analysis in Mplus 6. Mplus 6 was used to test the structural equation models to address the hypotheses and research questions. The robust estimation method was used to adjust for possible violations of the normality assumption.

For the structural equation models in this study, Hu and Bentler's (1999) cutoff criteria for evaluating model fit were utilized: Comparative Fit Index (CFI) $\geq$ .96, and Standardized Root Mean Square (SRMR) $\leq$ .10; or Root Mean Square Error of Approximation (RMSEA) $\leq$.06, and SRMR $\leq$ .10. RMSEA is an indicator of model parsimony. CFI evaluates goodness of fit with regards to the baseline model. SRMR compares the discrepancy between the observed variance and covariance matrices and the

model-implied variance and covariance matrices. The χ^2 is a commonly used measure for assessing data-model fit, but it was not included in the cutoff criteria as χ^2 is very sensitive to sample size (Kline, 2011).

Chapter 4: Results

The purpose of this study was to test the role of emotions in the relationship management model. The study tested the influence of relationship cultivation strategies on relationship outcomes, and the mediating role of emotions in the relationship building process. The study also addressed how organization-public relationships moderated the influence of emotions on consumers' perceived effectiveness of crisis responses strategies. In the study five different organizational crisis response strategies were tested. There were two pilot studies leading to the main study of this dissertation. Pilot study 1 was conducted to select an appropriate organization to test the hypothesized relationship management models. Pilot study 2 was conducted to test the effectiveness of the constructed crisis news story as experimental stimuli. Based on pilot study 1 and 2, the main study tested the entire relationship management model including pre-crisis and post-crisis models, and addressed the four hypotheses and two research questions.

Pilot Study 1

Pilot study 1 started with informal interviews to list organizations with which consumers in the United States consider that they have a relationship. Then surveys were conducted to test consumers' relationships with a few frequently mentioned organizations to select a most suitable organization for this study.

Informal Interview Phase

Selecting an organization for this study started with informal interviews. Thirty consumers in the United States were interviewed and asked about the organizations they consider that they have a relationship with and frequently purchased from over a long period of time. Sample questions include "Think of organizations that you have been a

very loyal customer for many years", "Think of an organization that you go out of your way to purchase from". Through the informal interviews a list of organizations that consumers consider that they have relationships with was generated (see Table 5).

Table 5

List of Organizations with which Publics have Relationships

Index	Company name
1	Costco*
2	Panera
3	Trader Joe's*
4	Starbucks
5	Chipotle
6	Kentucky Fried Chicken
7	Bed Bath and Beyond
8	Sprouts
9	Madewell
10	IKEA
11	Target*
12	Ranch99
13	Amazon*
14	Walmart
15	Pizza Hut
16	Papa John's
17	Domino's
18	Brooks Brothers
19	Taobao
20	Hanna Anderson
21	Estee Lauder
22	Muji
23	& Other Stories
24	Nordstrom
25	Neiman Marcus
26	In N Out
27	Longchamp
28	The Body Shop
29	Olay
30	Neutrogena
31	McDonald's

32	Pandora
33	Wholefoods
34	Shopbop
35	J. Crew
36	Wegmans
37	Gymboree
38	Raising Cane's
39	Chik-fil-A
40	Jos A Bank
41	Mentholatum (hand lotion)

Note. *organizations mentioned by five or more interviewees.

Organizations that were mentioned by at least five interviewees include: Costco, Trader Joe's, Target and Amazon. Costco was excluded first as a possible organization for this study as Costco is a membership-only company, which means Costco consumers consist mostly of people who have committed to a paid Costco membership subscription. There is a selection bias in that Costco consumers are people who subscribe to Costco already and therefore the relationship measures would be positively skewed and restricted in range. Trader Joe's was excluded because its store locations are not widely or evenly distributed across all parts of the United States, for example in states like Vermont and Nevada, there are only one or two Trader Joe's (Trader Joe's official website, 2017). Amazon was not selected because Amazon is an electronic commerce organization with unique and unrivaled cloud computing services, so consumers do not have alternative choices in some areas such as cloud computing.

Target was selected as it receives a wide range of unfavorable to favorable opinions especially due to the data breach and controversial bathroom policy in recent years. Target is an appropriate organization for this study as the second largest discount

retailer in the United States behind Walmart with 1807 stores in the United States (Target, 2017).

After narrowing down the list and the tentative selection of Target, five more interviews were conducted to get consumers' feedback on the selection of Target for this study. Based on the findings from these additional interviews, Walmart was added as a possible choice of organization for this study. Two interviewees strongly recommended using Walmart as they believe that people's opinions about Walmart are often strong and truly divided. Target and Walmart were further examined regarding their relationships with consumers in the survey phase of pilot study 1.

Survey Phase

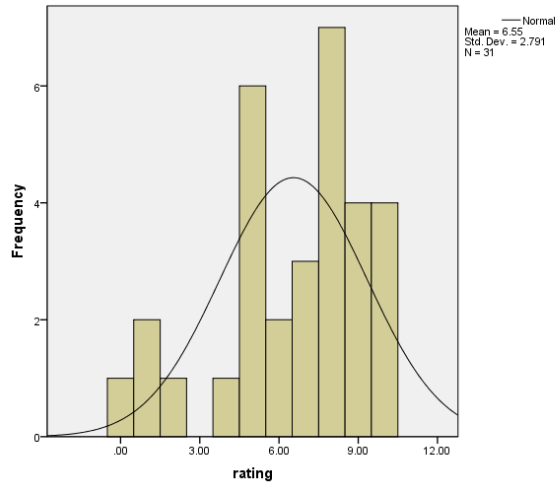
In this phase, two surveys (with the same questions asked about Target and Walmart, respectively) were conducted to gauge the distributions of consumers' relationships with Target and Walmart. The goal was to select the organization that had a wide range of unfavorable to favorable relationships. Participants were asked about their overall rating of Target or Walmart on a scale of 0 to 10, where 0 is extremely unfavorable and 10 is extremely favorable. The average rating of Target (N = 31, M = 6.55, $S.D.$ = 2.79) was higher than that of Walmart (N = 41, M = 5.63, $S.D.$ = 2.94) while the dispersion of ratings for Target was smaller than that of Walmart (see Table 6). This shows that consumers' relationships with Walmart was more varied than consumer relationships with Target. From the histograms (see Figure 10), it is observable that consumer ratings of Target was more skewed towards favorable ratings, whereas consumer ratings of Walmart was more evenly distributed across unfavorable and favorable ratings. Therefore, Walmart fit the study purpose better. Walmart was selected as the organization to be used in this study.

Table 6

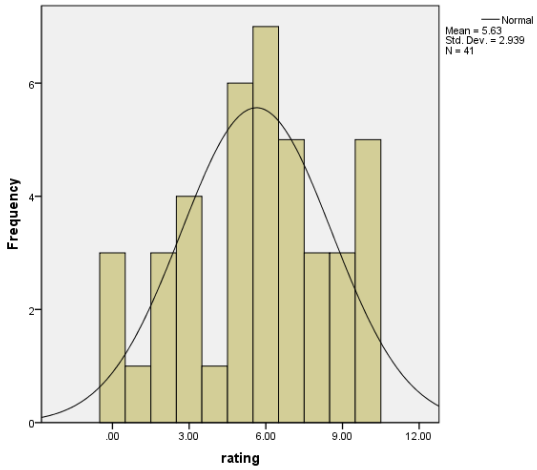
Descriptive Statistics for Target and Walmart

	N	Mean	Std Deviation	Skewness (S.E.)	Kurtosis (S.E.)
Target	31	6.54	2.79	-.84 (.42)	.02 (.82)
Walmart	41	5.63	2.94	-.29 (.37)	-.70 (.72)

Target



Walmart



Note. Ratings are on a 0-10 scale, 0=extremely unfavorable, 10=extremely favorable.

Figure 10. Consumer ratings of Target and Walmart.

Pilot Study 2

With the selection of Walmart, pilot study 2 was conducted to construct a crisis news story about Walmart and test its effectiveness as the experiment stimuli in this study. Research involving crisis scenarios as well as news coverage about Walmart were reviewed, and some possible crisis scenarios emerged. The possible crisis scenarios were presented to public relations scholars, practitioners and members of the consumer publics

for their feedback on what constitutes a most relatable, emotion-provoking and believable crisis scenario for Walmart.

The crisis scenario of a data breach was ruled out as it did not provoke strong emotions. The contamination of food products was excluded because it was not strongly attributed to Walmart and did not trigger strong emotions towards Walmart (many alternative explanations exist including production manufacturers instead of the Walmart brand, unknown contamination in ingredients, damage in transportation, consumers' allergies). A sudden gunshot in a Walmart store was ruled out. Although a gunshot crisis is emotion-provoking, it is limited to one store location and it is unclear whether Walmart is responsible. The final selection of the crisis scenario is Walmart's abuse of labor policies causing deaths. Labor practices are an integral aspect to Walmart's identity and Walmart's troubled history makes it somewhat believable. To make the crisis news story more emotion-provoking, the story was about child laborers committing suicide who had suffered from despicable work conditions in Walmart factories.

The Walmart crisis news story was written referencing real news coverage including Walmart's corporate social responsibility activities in China, Apple's "Chinese sweatshop factories", and Nike's use of child labor in third world countries. The crisis news story stimuli were edited by three public relations scholars and proofread by five Walmart consumers for feedback and were iteratively polished. There were five experimental conditions each with the same crisis news story and with a different organizational crisis response strategy. The five conditions were: denial, diminishment, rebuilding, bolstering, and no response. The crisis news story stimuli are as follows:

Denial posture: denial, scapegoating

Walmart child laborers in China: Slapped, dragged and verbally abused

- **Walmart child laborers committed suicide, revealing deplorable work conditions and abuse**
- **Retail giant Walmart denies responsibility, blames suppliers and Chinese laws as the scapegoat**

Between April 13 and April 17, in the span of just four days, an 11-year-old girl and a 10-year old boy, both laborers in a Walmart factory in Zhengzhou, China, jumped off their eighth-floor dorm and lost their lives. Weibo (the Chinese Twitter) erupted in response, drawing attention to many child laborers working 14-hour days in Walmart suppliers' factories across China under inhumane work conditions and threat of physical and verbal abuse.

"My boss slaps me in the face when he gets angry, calling me names like pig," said a 10-year-old girl who just got off her work shift at 3 a.m.

Walmart completely denied any responsibility. "We were shocked to hear of this incident. We fully expect that our suppliers will act in accordance with our contract and provide a safe working environment for their employees, in full compliance with Chinese laws and regulations. While we have extensive policies and processes in place to evaluate the labor practices of our suppliers, it is impossible to monitor every supplier every day at every production site throughout the world." said a Walmart spokesperson.

Diminishment posture: excusing, justification

Walmart child laborers in China: Slapped, dragged and verbally abused

- **Walmart child laborers committed suicide, revealing deplorable work conditions and abuse**
- **Retail giant Walmart provides justification by emphasizing Walmart's fair labor standards across factories in China, claiming the scope of the incident as "extremely limited", diminishes Walmart's responsibility**

Between April 13 and April 17, in the span of just four days, an 11-year-old girl and a 10-year-old boy, both laborers in a Walmart factory in Zhengzhou, China, jumped off their eighth-floor dorm and lost their lives. Weibo (the Chinese Twitter) erupted in response, drawing attention to many child laborers working 14-hour days in Walmart factories across China under inhumane work conditions and threat of physical and verbal abuse.

"My boss slaps me in the face when he gets angry, calling me names like pig," said a 10-year-old girl who just got off her work shift at 3 a.m.

Walmart provides justification by revisiting its history of upholding fair labor standards, in this way minimizing their responsibility. “Walmart has extensive policies and constant evaluation in place to ensure that our suppliers meet fair labor standards for their employees,” a Walmart spokesperson said. “We will continue to be vigilant and proactive in assuring that these standards are maintained by all of our global suppliers.” Walmart clarified the distinction between corporate branches and foreign suppliers. Citing limited direct supervision of certain foreign suppliers, Walmart emphasizes that the incident’s scope of influence is “extremely limited”, as the incident is a very rare case among the over 1,000 Walmart factories in China.

Rebuilding posture: apology, compensation

Walmart child laborers in China: Slapped, dragged and verbally abused

- **Walmart child laborers committed suicide, revealing deplorable work conditions and abuse**
- **Retail giant Walmart apologizes, takes full responsibility, and offers financial support**

Between April 13 and April 17, in the span of just four days, an 11-year-old girl and a 10-year-old boy, both laborers in a Walmart factory in Zhengzhou, China, jumped off their eighth-floor dorm and lost their lives. Weibo (the Chinese Twitter) erupted in response, drawing attention to many child laborers working 14-hour days in Walmart factories across China under inhumane work conditions and threat of physical and verbal abuse.

“My boss slaps me in the face when he gets angry, calling me names like pig,” said a 10-year-old girl who just got off her work shift at 3 a.m.

Walmart apologized, took full responsibility and asked for forgiveness. “The tragic events in Zhengzhou have given us all pause.” said a Walmart spokesperson. “At Walmart, we take the well-being of our customers, employees, suppliers and their employees extremely seriously. As we have learned more about the employment practices of our suppliers in recent days, our leadership team has instituted a new, more rigorous evaluation program to ensure that fair labor practices will always be upheld.” Walmart has also offered financial support to the child laborers involved.

Bolstering posture: reminding, ingratiation

Walmart child laborers in China: Slapped, dragged and verbally abused

- **Walmart child laborers committed suicide, revealing deplorable work conditions and abuse**
- **Retail giant Walmart reminds the public of $20,000,000 donations to charities in China, reaffirms and praises customers and employees**

Between April 13 and April 17, in the span of just four days, an 11-year-old girl and a 10-year-old boy, both laborers in a Walmart factory in Zhengzhou, China, jumped off their eighth-floor dorm and lost their lives. Weibo (the Chinese Twitter) erupted in response, drawing attention to many child laborers working 14-hour days in Walmart factories across China under inhumane work conditions and threat of physical and verbal abuse.

"My boss slaps me in the face when he gets angry, calling me names like pig," said a 10-year-old girl who just got off her work shift at 3 a.m.

Walmart reminds the public of its past good works, reaffirms and praises customers and employees. "Despite the tragic events of the past few days at one of our suppliers, we at Walmart stand by our record of supporting Chinese children through donations of more than $20,000,000 to local charities in underdeveloped areas across the country," said a Walmart spokesperson. "In an increasingly global world, the contributions of tens of thousands of Chinese workers and millions of customers continue to be an integral part of our success and growth."

No response

Walmart child laborers in China: Slapped, dragged and verbally abused

- **Walmart child laborers committed suicide, revealing deplorable work conditions and abuse**
- **Retail giant Walmart remains silent, issues no response, provides no comment**

Between April 13 and April 17, in the span of just four days, an 11-year-old girl and a 10-year-old boy, both laborers in a Walmart factory in Zhengzhou, China, jumped off their eighth-floor dorm and lost their lives. Weibo (the Chinese Twitter) erupted in response, drawing attention to many child laborers working 14-hour days in Walmart factories across China under inhumane work conditions and threat of physical and verbal abuse.

"My boss slaps me in the face when he gets angry, calling me names like pig," said a 10-year-old girl who just got off her work shift at 3 a.m.

Walmart has remained silent about this issue. When contacted for a response, the Walmart spokesperson provides no comment regarding this tragic incident.

To check that the news story stimuli are comprehensible and convey the intended message, 100 survey participants who were Walmart consumers were recruited on MTurk. The participants were randomly assigned to read one of the five news story stimuli and then answer two comprehension check questions and one manipulation check

question. A comprehension check question was: “To what extent do you agree that some child laborers in China work in Walmart factories under inhumane work conditions”, on a scale of 0 to 10 where 0 = strongly disagree and 10 = strongly agree. The manipulation check question was:

If you need to choose one and ONLY ONE of the statements that best describes Walmart's response to this incident, which one would best describe Walmart's response:

A. The Walmart spokesperson denies responsibility, and shifts the blame to local suppliers and Chinese laws. [**denial and scapegoating**]
B. The Walmart spokesperson emphasizes Walmart’s fair labor practices and the extremely limited scope of this incident, provides justification, diminishes responsibility [**providing justification, minimizing responsibility**]
C. The Walmart spokesperson apologizes for this tragic incident, and offers financial support to child laborers involved [**apology and compensation**]
D. The Walmart spokesperson reminds people of past good works such as donations, and praises employees and customers as an integral part of Walmart’s success [**reminding and praising**]
E. The Walmart spokesperson provides no response, keeps silent over this incident [**no response, no comment**]

Of the 100 participants, 92 survey participants (92%) passed both comprehension checks and were retained. Seventy-five of the 92 survey participants (82%) correctly selected the news story they read and passed the manipulation check (see Table 7). For each news story condition, the percentage of participants who passed the manipulation check were 68% for the denial condition, 80% for the diminishment condition, 94% for the rebuilding condition, 71% for the bolstering condition, and 94% for the no response condition (see Table 7). The percentages of participants who passed the comprehension and manipulation checks for this experiment are comparable to, or have exceeded the standards in current crisis communication research. For example, Brown and White’s

(2011) experimental study in crisis communication retained 275 of 400 participants (69%) after the comprehension and manipulation checks. The crisis news stories with relatively lower percentages of correct selection were modified for improved accuracy. The news story stimuli were used in the main study.

Table 7

Correct Selection of the Crisis News Story in Pilot Study 2

News Story Displayed	**N**	**Number of Correct Selection**	**Percentage of Correct Selection**
1. Denial	19	13	68%
2. Diminishment	20	16	80%
3. Rebuilding	18	17	94%
4. Bolstering	17	12	71%
5. No Response	18	17	94%
Total	92	75	82%

Main Study

A total of 508 surveys were completed by Walmart consumers on MTurk. Participants who failed both comprehension checks were excluded (N = 17), reducing the sample size to 491. Participants who failed the manipulation check were further excluded, yielding a final sample size of 402. Across the five experimental conditions, 82% of the participants correctly selected the news story they read (see Table 8). The percentage of participants who correctly recognized the crisis scenario they read were 76% in the denial condition, 76% in diminishment, 88% for rebuilding, 74% for bolstering, and 88% in the no response condition (see Table 8).

Table 8 *Correct Selection of the Crisis News Story in the Main Study*

News Story Displayed	N	Number of Correct Selection	Percentage of Correct Selection
1. Denial	101	76	75%
2. Diminishment	98	76	78%
3. Rebuilding	99	88	89%
4. Bolstering	94	74	79%
5. No response	99	88	89%
Total	491	402	82%

Description of Sample

As shown in Table 9, in the final sample of 402 participants: 34.6% were male (139) and 65.4% were female (263). The participants' ages ranged from 19 to 78, with an average age of 39.78 (*S.D.* = 12.95). Regarding participants' education levels, 10% were high school graduates (40), 24.6% had some college credit but no degree (99), 4.2% had technical or vocational training (17), 13.4% held an Associate Degree (54), 32.8% had a Bachelor's Degree (134), 11.9% had a Master's Degree (48), 1.5% held a professional degree (6), and 1.5% had a Doctorate Degree (6).

In terms of racial and ethnic identity, 71.6% were European American (288), 5.5% were Hispanic American (22), 6% were Asian American (24), 7% were African American (28), 1.7% were Native American (7), 4% were European (16), 1.5% were Asian (6), and 2.7% reported "other" (11).

Participants' income levels ranged from monthly incomes of $1,000 or less (18.9%, *n* = 76), $1,001 to $3,000 (34.3%, *n* = 138), $3,001 to $5,000 (25.1%, *n* = 101), $5,001 to $7,000 (12.4%, *n* = 50), $7,001 to $9,000 (4.7%, *n* = 19), $9,001 to $11,000 (1.5%, *n* = 6), and more than $11,000 (3.0%, *n* = 12).

Table 9

Summary of Demographics for the Main Study

		%	N
Age (*M*= 40, *SD* = 12.95)			
Gender	Male	34.6	139
	Female	65.4	263
Education			
	Some high school, no diploma	.5	2
	High school graduate, diploma or the equivalent (for example: GED)	9.5	38
	Some college credit, no degree	24.6	99
	Trade/technical/vocational training	4.2	17
	Associate degree	13.4	54
	Bachelor's degree	32.8	132
	Master's degree	11.9	48
	Professional degree	1.5	6
	Doctorate degree	1.5	6
Ethnicity			
	European-American	71.6	288
	Hispanic-American	5.5	22
	Asian-American	6.0	24
	African-American	7.0	28
	Native American	1.7	7
	European	4.0	16
	Asian	1.5	6
	Other	2.7	11
Monthly Income			
	$1,000 or less	18.9	76
	$1,001 to $3,000	34.3	138
	$3,001 to $5,000	25.1	101
	$5,001 to $7,000	12.4	50
	$7,001 to $9,000	4.7	19
	$9,001 to $11,000	1.5	6
	More than $11,000	3.0	12

Description of Variables

The descriptive statistics were calculated first through principal components analyses to check that measurement variables load strongly on one common latent factor. It is expected that measurement variables load strongly on one common latent factor as the scales are adapted from prior research literature. If a measurement variable loaded less than 0.5 on the corresponding factor, the variable was removed. Secondly, a reliability test was conducted with the remaining variables from the principal components analysis and the cutoff criteria for Cronbach's alpha was 0.8. For variables that significantly decreases the Cronbach's alpha of the latent factor, these variables were removed from the measurement scale.

The measurement instrument for relationship cultivation strategies was adapted from prior literature (Ki & Hon, 2009; Ni & Wang, 2011; Shen, 2011). Access was measured by three items (α = .91), openness was measured by four items (α = .86), sharing of tasks was measured by four items (α = .95), networking was measured by four items (α = .97), assurance of legitimacy was measured by four items (α = .96), and positivity was measured by three items (α = .92). All the measures of relationship cultivation strategies were based on a 0-10 Likert-type scale with 0 being strongly disagree and 10 being strongly agree. For a complete list of measurement items for relationship cultivation strategies, see Table 10.

Table 10

Items, Reliability, and Factor Loadings for Relationship Cultivation Strategies

Relationship Cultivation Strategy	Reliability (Cronbach's Alpha)	Measurement Item	Mean	S.D.	Factor Loading

Access	.91	1. Walmart provides you with adequate contact information.	7.47	2.65	.88
		2. When you have questions or concerns, Walmart is willing to answer your inquiries.	6.82	2.81	.92
		3. Walmart provides you with adequate contact information for specific staff on specific issues.	6.41	2.91	.92
Openness	.86	1. Walmart's social media accounts are a valuable source of information for you.	4.44	2.99	.72
		2. Walmart shares enough information with you on its website.	7.19	2.73	.83
		3. Walmart shares information with you about news and updates that are important to you.	5.79	2.84	.91
		4. Walmart shares enough information about policies that are relevant to you.	6.14	2.89	.90
Sharing of Tasks	.95	1. Walmart works with consumers to develop solutions to problems that benefit consumers.	6.11	2.78	.92
		2. Walmart is involved in managing community issues that consumers care about.	5.58	2.89	.90
		3. Walmart works effectively to resolve issues its consumers are facing, thus sharing the joint responsibilities facing consumers as well as Walmart.	5.94	2.95	.95
			5.74	2.89	.94

		4. Consumers and Walmart are both involved in solving mutual problems.			
Networking	.97	1. Walmart builds coalitions and displays connections with groups that are important to consumers.	5.77	2.72	.96
		2. The coalitions and connections that Walmart forms with other groups benefit consumers.	5.74	2.73	.97
		3. The activities that Walmart is involved in with other groups are helpful to consumers.	5.96	2.83	.95
		4. Walmart effectively builds coalitions with groups that impact consumers.	5.87	2.70	.96
Assurances of Legitimacy	.96	1. Walmart makes a genuine effort to provide personal responses to consumers' concerns.	6.12	2.96	.94
		2. Walmart communicates the importance of consumers.	6.17	3.06	.95
		3. Walmart allows consumers adequate opportunity to raise concerns and voice opinions.	6.28	2.99	.95
		4. When consumers raise concerns, Walmart takes these concerns seriously.	6.09	3.20	.93
Positivity	.92	1. Walmart's communication with you is courteous.	6.94	2.82	.92
		2. Walmart attempts to make its interactions with you enjoyable.	6.44	3.00	.93
		3. Walmart is cooperative when handling disagreements with you.	6.49	2.78	.89

The measures of relationship outcomes were adapted from Hon and Grunig (1999), Shen (2016), and Moon and Rhee (2013). Trust was measured by six items (α = .95), satisfaction was measured by six items (α = .98), control mutuality was measured by six items (α = .98), commitment was measured by six items (α = .96). The negative organization-public relationship dimension of distrust was measured by five items (α = .95), dissatisfaction was measured by five items (α = .96), control dominance was measured by five items (α = .98), dissolution was measured by five items (α = .98). All items of relationship outcomes were measured on a 0-10 scale in which 0 represented strongly disagree and 10 represented strongly agree. For a complete list of measurement items for relationship outcomes, see Table 11.

Table 11

Items, Reliability, and Factor Loadings for Relationship Outcomes

Employee-Organization Relationship	**Reliability Cronbach's Alpha**	**Measurement Item**	**Mean**	**S.D.**	**Factor Loading**
Trust	.95	1. Walmart treats consumers like me fairly and justly.	6.29	2.91	.92
		2. Whenever Walmart makes an important decision, I know it will consider the decision's impact on consumers like me.	5.62	3.07	.87
		3. Walmart can be relied on to keep its promises.	5.68	3.05	.94
		4. I feel very confident about Walmart's abilities.	6.11	3.13	.93
		5. Walmart has the ability to accomplish what it says it will do.	7.31	2.87	.76
		6. Sound principles guide Walmart's behavior.	5.63	3.11	.90

Satisfaction	.98	1. I am happy with Walmart.	6.19	3.22	.96
		2. Both the company and its consumers benefit from the relationship.	6.65	3.18	.92
		3. I am happy in my interactions with Walmart.	6.31	3.20	.97
		4. Generally speaking, I am pleased with the relationship Walmart has established with me.	6.27	3.24	.98
		5. I enjoy dealing with Walmart.	5.81	3.37	.95
		6. I am generally satisfied with the relationship with Walmart.	6.35	3.29	.97
Control Mutuality	.98	1. Walmart and consumers like me are attentive to what each other say.	5.83	2.87	.91
		2. Walmart believes the opinions of consumers like me are legitimate.	5.95	3.02	.95
		3. Walmart cooperates with consumers.	6.11	3.04	.96
		4. Walmart really listens to what consumers like me have to say.	5.82	3.10	.96
		5. Consumers' opinions are taken into account by decision makers in Walmart.	5.89	3.10	.96
		6. The management of Walmart considers consumers' concerns and feedback in the decision-making process.	5.84	3.14	.96
Commitment	.95	1. I feel that Walmart is trying to maintain a long-term commitment to consumers like me.	6.48	3.17	.90
		2. I can see that Walmart wants to maintain a positive	6.43	3.24	.90

		relationship with consumers like me.			
		3. There is a long-lasting bond between Walmart and consumers like me.	5.88	3.29	.93
		4. Compared to other organizations in the same business, I value my relationship with Walmart more.	5.06 5.51	3.35 3.48	.93 .87
		5. I would rather purchase from Walmart than not.	4.51	3.41	.88
		6. I feel a sense of loyalty to Walmart.			
Distrust	.95	1. Walmart puts more weight on its private interests than on public interests.	6.87	2.95	.85
		2. Walmart often deceives publics intentionally.	5.81	3.07	.93
		3. Walmart seems to hide its problems.	6.50	3.13	.94
		4. Walmart has the tendency to blame consumers or the environment when the problem or fault is its own.	5.88	3.09	.93
		5. Walmart does not seem to practice transparent management.	6.36	3.09	.93
Dissatisfaction	.96	1. My relationship with Walmart is bad.	4.73	3.42	.93
		2. I feel that the relationship with Walmart is a disadvantage.	4.41	3.21	.93
		3. I don’t have good feelings about the relationship I have with Walmart.	4.93	3.48	.95
		4. I am disappointed about the relationship with Walmart.	4.75	3.47	.95

		5. Relationship with Walmart is not as good as I had expected.	5.06	3.46	.89
Control Dominance	.98	1. Walmart ignores opinions of consumers like me.	5.57	3.30	.96
		2. Walmart does not like having the opinions of people like me to be considered in its decision making processes.	5.58	3.31	.98
		3. Walmart does not try to be in the shoes of people like me.	5.94	3.43	.94
		4. Walmart seems to not care about the opinions of people like me.	5.79	3.48	.98
		5. Walmart does not give people like me a chance to voice an opinion.	5.44	3.29	.95
Dissolution	.98	1. I plan to end my relationship with Walmart.	3.67	3.20	.95
		2. I don't want to continue the relationship with Walmart any more.	4.07	3.48	.96
		3. I regret the relationship with Walmart.	4.10	3.51	.95
		4. I will discontinue the relationship with Walmart soon.	3.66	3.28	.96
		5. If possible, I want to end the relationship with Walmart right now.	3.99	3.57	.95

Measures of emotions were adapted from prior literature (Jin, Liu, Anagondahalli, & Austin, 2014; Laros & Steenkamp, 2005; Fredrickson, Tugade, Waugh, Larkin, 2003). Anger was measured by four items (pre-crisis: α = .94; post-crisis: α = .99). Sympathy was measured by four items (pre-crisis: α = .83; post-crisis: α = .83). Contentment was measured by three items (pre-crisis: α = .94; post-crisis: α = .98). The pre-crisis emotions

were assessed by the question of "in your interactions with Walmart, how often do you feel…" on a 0 to 10 scale, wherein 0 represented never and 10 represented every time. The post-crisis emotions were assessed by the question of "to what extent does the crisis make you feel…" on a 0 to 10 scale, in which 0 represented "not at all", and 10 represented "extremely". For a complete list of the measurement items for pre- and post-crisis emotions, see Table 12 and Table 13.

Table 12

Items, Reliability, and Factor Loadings for Pre-Crisis Emotions

Emotion	**Reliability Cronbach's Alpha**	**Measurement Item**	**Mean**	**S.D.**	**Factor Loading**
Anger	.94	angry	5.11	3.03	.94
		irritated	5.96	3.06	.95
		annoyed	6.09	3.05	.95
		outraged	4.19	3.13	.86
Sympathy	.83	sympathy	3.00	2.60	.86
		compassion	3.19	2.72	.85
		pity	3.02	2.71	.75
		concern	3.35	2.79	.78
Contentment	.94	content	5.26	3.12	.91
		serene	4.13	2.96	.97
		peaceful	4.09	3.00	.96

Table 13

Items, Reliability, and Factor Loadings for Post-Crisis Emotions

Emotion	**Reliability Cronbach's Alpha**	**Measurement Item**	**Mean**	**S.D.**	**Factor Loading**
Anger	.99	angry	7.24	3.50	.98
		irritated	7.44	3.47	.98
		annoyed	7.41	3.46	.98
		outraged	7.23	3.62	.97
Sympathy	.83	sympathy	2.08	2.09	.92
		compassion	2.03	2.14	.88
		pity	2.24	2.34	.83
		concern	3.17	3.10	.70
Contentment	.98	content	1.99	2.09	.97

	serene	1.84	2.01	.98
	peaceful	1.88	2.06	.98

The measurement scale of perceived effectiveness of crisis response strategies was adapted from prior literature (Coombs, 2006; Coombs, 2014) and partially written by the researcher. Perceived effectiveness of crisis response strategies was measured by seven items (α = .98). The items were measured on a 0 to 10 scale in which 0 represented strongly disagree and 10 represented strongly agree. For a complete list of measurement items for the perceived effectiveness of crisis response strategies, see Table 14.

Table 14

Items, Reliability, and Factor Loadings for Perceived Effectiveness of Crisis Response Strategy

Perceived Effectiveness of Crisis Response Strategy	**Reliability (Cronbach's Alpha)**	**Measurement Item**	**Mean**	**S.D.**	**Factor Loading**
	.98	1. This organization handled this crisis very well.	3.65	3.02	.95
		2. This organization responded to the crisis appropriately.	3.77	3.17	.96
		3. Given the crisis, this organization did what is right.	3.63	3.19	.97

4. Using this strategy is very effective in handling this crisis.	4.04	3.26	.89
5. The way the organization responded showed its concern and commitment to consumers.	3.53	3.09	.92
6. The way the organization handled the crisis emphasized protecting victims of the crisis.	3.28	3.14	.93
7. The way the organization handled the crisis shows that the organization accepts responsibility for the crisis.	3.35	3.21	.94

Pre-Crisis Structural Equation Modelling

The structural equation modeling analysis of the pre-crisis model used Mplus 6 to examine the causal relationships between relationship cultivation strategies and relationship outcomes mediated by pre-crisis emotions. The pre-crisis model utilized all the measurement variables in testing the model, as this approach provides a degree of freedom of 3231 and using all the measured variables instead of composites requires a smaller sample size for the desired power of model testing. The structural equation

modeling involved a two-stage process: an assessment of the measurement model and an assessment of the structural model.

Assessment of the Measurement Model

To assess the measurement model for the pre-crisis structural equation model, a confirmatory factor analysis (CFA) was conducted with all the direct effects and mediation effects structural paths saturated. Since all the measurement scales are taken from established measurement scales from existing research, the measurement scales were expected to have established structures. Therefore this model did not allow for cross-loading or error covariances. The evaluation of the measurement model showed that all measurement variables loaded significantly on the corresponding latent factor ($p <$ .001). The measurement model fit indices were as follows: χ^2 /degree of freedom ratio was 2.074 ($\chi^2 = 5944.247$, $df = 2866$, $p < .001$), Comparative Fit Index (*CFI*) is 0.921, Standardized Root Mean Square (*SRMR*) is 0.058, Root Mean Square Error of Approximation (*RMSEA*) is 0.052 (0.050, 0.054). CFI evaluates model fit with regards to the baseline model. SRMR compares the discrepancy between the observed variance and covariance matrices and the model-implied variance and covariance matrices. RMSEA is an indicator of model parsimony. According to Hu and Bentler's (1999) cutoff criteria for model fit, a structural equation model demonstrates good fit if it meets either of the two criteria: Comparative Fit Index (CFI) ≥ .96, and Standardized Root Mean Square (SRMR) ≤ .10; or Root Mean Square Error of Approximation (RMSEA) ≤ .06, and SRMR ≤ .10. In this study, the measurement model meets the latter criteria and demonstrates goodness of fit.

Assessment of the Structural Model

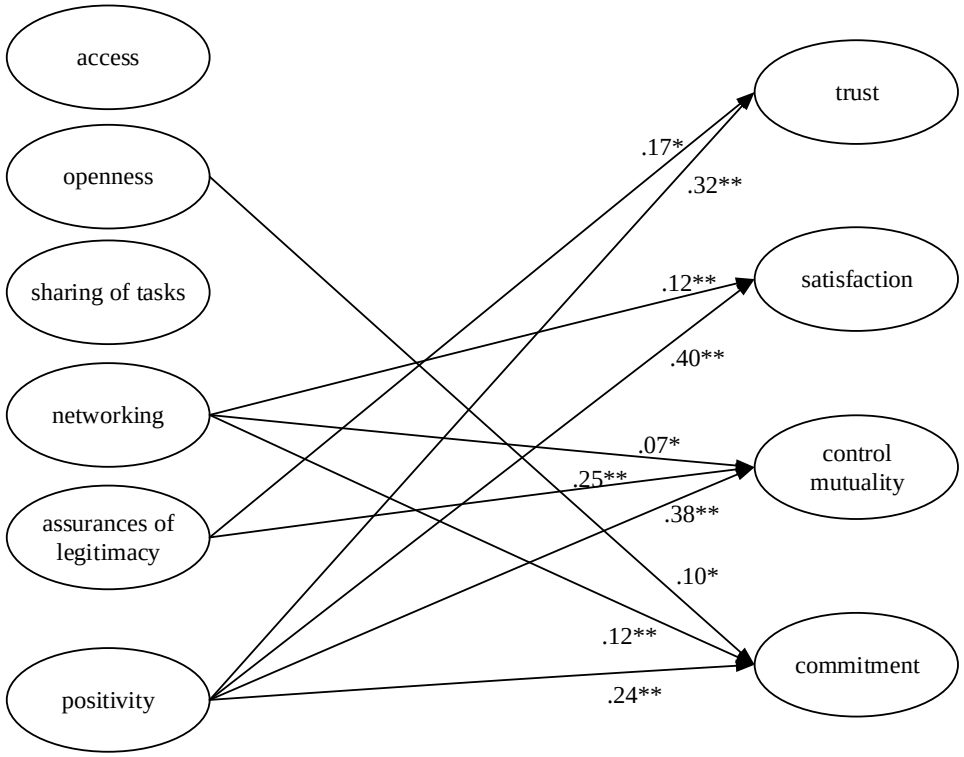
The emotions-mediated relationship management model demonstrates good data-model fit based on Hu and Bentler's (1999) criteria: χ^2 /degree of freedom ratio was 2.074 (χ^2 = 5944.246, *df* = 2866, $p < .001$); Comparative Fit Index (*CFI*) is 0.921, Standardized Root Mean Square (*SRMR*) is 0.058, Root Mean Square Error of Approximation (*RMSEA*) is 0.052 (0.050, 0.054).

The CFIs are relatively low. The CFI evaluates goodness of fit with regards to the baseline model. The baseline model (null model, independence model) assumes that all the structural paths are unlinked (path coefficient is 0). The baseline model includes the means and variances of all observed variables.

Since CFI is an incremental or comparative fit index which evaluates the improvement in fit of the proposed model compared to the baseline model, a relatively low CFI means that this improvement in fit is relatively small, i.e. adding the proposed structural paths explains relatively little of the relationships between the variables in the model. This may be due to that the variables in the model have relatively strong correlations. The structural relationships that remain in the data to be explained are relatively small. In this study, the items of relationship cultivation strategies are correlated, the OPR and NOPR items are correlated, and the strategies items and the relationship outcomes items are also relatively highly correlated. These correlations amongst variables (as indicated in the theorization and past empirical research) may result in that the structural paths in the proposed model explains relatively less of the relationships among latent variables, and therefore brings about relatively less improvement in model fit.

Test of Hypotheses

The hypotheses tested in the pre-crisis model are detailed as follows. Hypothesis 1 predicted that relationship cultivation strategies have positive significant direct effects on positive organization-public relationships. The significant direct effects are shown in Figure 11. For a complete summary of the results of H1, see Table 15.



Note. * $p < .05$ ** $p < .01$.

Figure 11. Model of direct influence of relationship cultivation strategies on positive organization-public relationships.

Hypothesis 1a predicted that the relationship cultivation strategy of access had significant direct effects on the positive relationship outcomes of trust, satisfaction, control mutuality and commitment. As shown in Figure 11, none of the direct effects paths were statistically significant. Therefore, H1a was not supported.

Table 15

SEM Results of Direct Influence of Relationship Cultivation Strategies on Positive Organization-Public Relationships

Independent Variable	Dependent Variable	*β*	*B*	*SE B*
Access	Trust	-.04	-.05	.06
Access	Satisfaction	-.03	-.04	.07
Access	Control mutuality	-.10	-.12	.06
Access	Commitment	-.04	-.05	.07
Openness	Trust	.06	.09	.06
Openness	Satisfaction	-.00	-.00	.06
Openness	Control mutuality	.04	.05	.06
Openness	Commitment	.10*	.15	.07
Sharing of tasks	Trust	.12	.13	.08
Sharing of tasks	Satisfaction	-.00	.00	.09
Sharing of tasks	Control mutuality	.09	.09	.08
Sharing of tasks	Commitment	.08	.09	.09
Networking	Trust	.05	.06	.04
Networking	Satisfaction	.12***	.14	.04
Networking	Control mutuality	.07*	.07	.03
Networking	Commitment	.12***	.14	.04
Assurances of legitimacy	Trust	.17*	.16	.08
Assurances of legitimacy	Satisfaction	.12	.12	.09
Assurances of legitimacy	Control mutuality	.25*	.23	.08
Assurances of legitimacy	Commitment	.15	.16	.09
Positivity	Trust	.32***	.34	.07
Positivity	Satisfaction	.40***	.48	.09
Positivity	Control mutuality	.38***	.38	.07
Positivity	Commitment	.24***	.27	.08

Note. 1.β represents standardized path coefficients, B represents unstandardized path coefficients.
3. * $p < .05$ ** $p < .01$ *** $p < .001$.

Hypothesis 1b predicted that the relationship cultivation strategy of openness had significant direct effects on the positive organization-public relationship outcomes of

trust, satisfaction, control mutuality and commitment. Only one of the four direct paths was significant, openness has a statistically significant direct effect on commitment, the path coefficient from openness to commitment was $\beta = .10$, $p < .05$. Thus, H1b was partially supported.

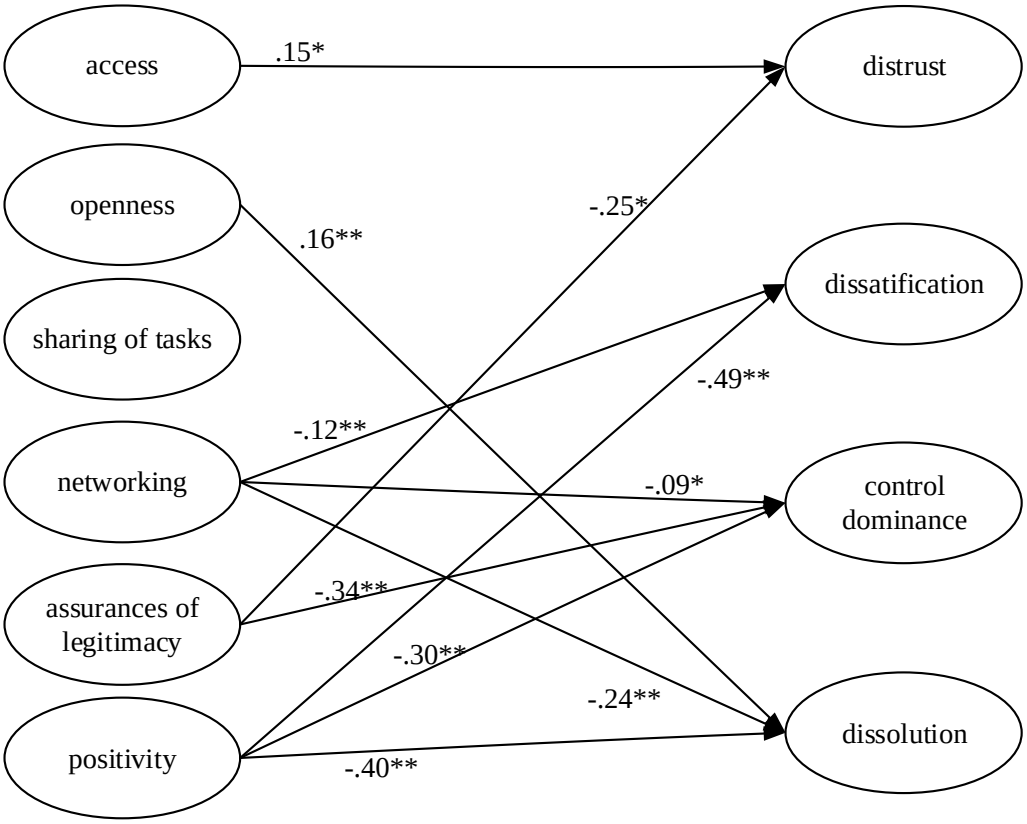
Hypothesis 1c predicted that the relationship cultivation strategy of sharing of tasks had significant direct effects on the positive relationship outcomes of trust, satisfaction, control mutuality, and commitment. None of the direct effects were significant. H1c was not supported.

Hypothesis 1d predicted that the relationship cultivation strategy of networking had positive direct effects on the relationship outcomes of trust, satisfaction, control mutuality, and commitment. Networking had a statistically significant direct effect on satisfaction, the path coefficient from networking to satisfaction was $\beta = .12$, $p < .01$. Networking had a statistically significant direct effect on control mutuality, the path coefficient from networking to control mutuality was $\beta = .07$, $p < .05$. There was a statistically significant effect of networking on commitment, the path coefficient from networking to commitment, $\beta = .12$, $p < .01$. Therefore, H1d was partially supported.

Hypothesis 1e predicted that assurances of legitimacy had positive direct effects on the relationship outcomes of trust, satisfaction, control mutuality, and commitment. Assurances of legitimacy had a statistically significant direct effect on trust, the path coefficient from assurances of legitimacy to trust was $\beta = .17$, $p < .05$. Assurances of legitimacy also had a significant direct effect on control mutuality, the path coefficient from assurances of legitimacy to control mutuality was $\beta = .25$, $p < .01$. Thus, H1e was partially supported.

Hypothesis 1f predicted that the relationship cultivation strategy of positivity had positive direct effects on the organization-public relationship outcomes of trust, satisfaction, control mutuality and commitment. Positivity had a significant direct effect on all four relationship outcomes. The significant direct effect of positivity on trust was $\beta = .32$, $p < .01$. The significant direct effect of positivity on satisfaction was $\beta = .40$, $p < .01$. The significant direct effect of positivity on control mutuality was $\beta = .38$, $p < .01$. The significant direct effect of positivity on commitment was $\beta = .24$, $p < .01$. Therefore, H1f was supported.

Hypothesis 2 predicted that relationship cultivation strategies have negative direct effects on negative organization-public relationships. The significant direct effects are shown in Figure 12. For a complete summary of the results for hypothesis 2, see Table 16.



Note. * $p < .05$ ** $p < .01$

Figure 12. Model of direct influence of relationship cultivation strategies on negative organization-public relationships.

Hypothesis 2a predicted that the relationship cultivation strategy of access had negative direct effects on the negative organization-public relationship outcomes of distrust, dissatisfaction, control dominance, and dissolution. Access had a significant direct effect on distrust ($\beta = .15$, $p < .05$). However, the path coefficient value was positive, which means that the strategy of access had a positive direct effect on distrust instead of a negative effect. The direct effects of access on the other negative OPR outcomes were not statistically significant. Therefore, H2a was not supported.

Table 16

SEM Results of Direct Influence of Relationship Cultivation Strategies on Negative Organization-Public Relationships

Independent Variable	Dependent Variable	*β*	*B*	*SE B*
Access	Distrust	.15*	.17	.08
Access	Dissatisfaction	.01	.02	.10
Access	Control dominance	.10	.14	.09
Access	Dissolution	-.09	-.13	.10
Openness	Distrust	.04	.05	.08
Openness	Dissatisfaction	.07	.13	.08
Openness	Control dominance	.01	.01	.08
Openness	Dissolution	.16**	.27	.09
Sharing of tasks	Distrust	-.18	-.17	.11
Sharing of tasks	Dissatisfaction	.08	.10	.12
Sharing of tasks	Control dominance	.05	.07	.11
Sharing of tasks	Dissolution	.07	.08	.13
Networking	Distrust	-.06	-.06	.05
Networking	Dissatisfaction	-.12**	-.15	.05
Networking	Control dominance	-.09*	-.11	.05
Networking	Dissolution	-.24***	-.28	.07
Assurances of legitimacy	Distrust	-.25*	-.22	.10
Assurances of legitimacy	Dissatisfaction	-.03	-.03	.11
Assurances of legitimacy	Control dominance	-.34***	-.39	.11
Assurances of legitimacy	Dissolution	.06	.07	.11
Positivity	Distrust	-.04	-.04	.09
Positivity	Dissatisfaction	-.49***	-.62	.10
Positivity	Control dominance	-.30***	-.38	.10
Positivity	Dissolution	-.40***	-.48	.09

*Note.*1. *β* represents standardized path coefficients, B represents unstandardized path coefficients.
2. * $p < .05$ ** $p < .01$ *** $p < .001$.

Hypothesis 2b predicted that the relationship cultivation strategy of openness had negative direct effects on the negative organization-public relationship outcomes of distrust, dissatisfaction, control dominance and dissolution. The strategy of openness had a significant direct effect on dissolution, the path coefficient from openness to dissolution

was $\beta = .16$, $p < .01$. This path coefficient was positive as opposed to the predicted negative, which means that the data suggested that openness had a positive direct effect on dissolution. The direct effects of openness on the other negative OPR outcomes were not significant. Thus, H2b was not supported.

Hypothesis 2c predicted that the relationship cultivation strategy of sharing of tasks had negative direct effects on the negative relationship outcomes of distrust, dissatisfaction, control dominance, and dissolution. None of the direct effects of sharing of tasks on negative relationship outcomes were statistically significant. Therefore, H2c was not supported.

Hypothesis 2d predicted that the relationship cultivation strategy of networking had negative direct effects on the negative relationship outcomes of distrust, dissatisfaction, control dominance, and dissolution. The strategy of networking had a significant direct effect on three of the four negative relationship outcomes: the path coefficient from networking to dissatisfaction was $\beta = -.12$, $p < .01$; the path coefficient from networking to control dominance was $\beta = -.09$, $p < .05$; the path coefficient from networking to dissolution was $\beta = -.24$, $p < .01$. Therefore, H2d was partially supported.

Hypothesis 2e predicted that the relationship cultivation strategy of assurances of legitimacy had negative direct effects on the negative relationship outcomes of distrust, dissatisfaction, control dominance, and dissolution. The strategy of assurances of legitimacy had a negative significant direct effect on distrust, the path coefficient from assurances of legitimacy to distrust was $\beta = -.25$, $p < .05$. Assurances of legitimacy had a negative significant direct effect on control dominance, the path coefficient from assurances of legitimacy to control dominance was $\beta = -.34$, $p < .01$. There was no

significant direct effects of assurances of legitimacy on dissatisfaction and dissolution. Therefore, H2e was partially supported.

Hypothesis 2f predicted that the relationship cultivation strategy of positivity had negative significant direct effects on the negative organization-public relationship outcomes of distrust, dissatisfaction, control dominance, and dissolution. The strategy of positivity had significant negative direct effects on dissatisfaction, control dominance, and dissolution: the path coefficient from positivity to dissatisfaction was β = -.49, p < .01; the path coefficient from positivity to control dominance was β = -.30, p < .01; the path coefficient from positivity to dissolution was β = -.40, p < .01. Therefore, H2f was partially supported.

Consideration of Selection of Emotions in this Study

Before testing the mediation of emotions in the relationship management model, the consideration of the selection of emotions is discussed. This study aims for a comprehensive conceptualization of emotions both pre- and post-crisis, but realistic concerns in the modelling does not allow the testing of every emotion. Therefore, the structure of pre- and post- crisis emotions was synthesized from prior literature, and a few emotions were selected to represent the most prevalent type of emotions pre- and post- crisis. These representative emotions were used in model testing in this study to represent the respective type of emotions. The following is a synthesis and analysis of the structure and selection of emotions in this study.

This study attempted to measure all relevant emotions from prior literature in both the pre- and post- crisis models. The study used the same comprehensive list of 29 discrete emotions to measure publics' experienced emotions both before and after the crisis. However, when investigating the mediating role of emotions in the relationship

management model, it is difficult to account for each of the 29 discrete emotions. Additionally, types of emotions as opposed to specific discrete emotions are of theoretical interest in the modelling. Therefore, a few representative emotions were selected to represent the types of emotions, out of practical concerns for modelling and parsimony.

Prior research on emotions has indicated the factor structure underlying emotions both pre- and post- crisis. In the pre-crisis context, consumer emotions encompass the general dimension of valence (positive versus negative) (Laros & Steenkamp, 2005). In the post-crisis context, emotions have been dissected based on attribution of responsibility (attribution-independent versus attribution-dependent) (Choi & Lin, 2009; Jin, Liu, Anagondahalli, & Austin, 2014; Weiner, 1986). Attribution-independent emotions refer to emotions that result from the crisis situation (what *happened* in the crisis; the *outcome/consequence* of the crisis) (Choi & Lin, 2009; Weiner, 1986) and are the "initial and general affective responses" to a crisis (Jin et al., 2014, p. 512). Attribution-dependent emotions are emotions elicited by people's identification of the cause(s) of the crisis (what *caused* the crisis; the *cause* of the crisis) (Choi & Lin, 2009; Weiner, 1986).

Based on prior theorization of the factors underlying emotions, this study synthesizes the underlying factors across the pre- and post-crisis contexts. Therefore, the types of emotions of interest to both pre- and post- crisis encompass two underlying factors: valence (positive versus negative) and attribution of responsibility (attribution-independent versus attribution-dependent). Considering the scope of this study and that the type of emotion is of more theoretical significance than specific discrete emotions,

one emotion was selected to represent each type of emotion (corresponding to each of the four quadrants formed by the two factors). The valence of the emotions were taken from existing literature. For attribution of responsibility, the attributions were measured and latent path analyses were conducted to analyze whether the emotions were significantly related to attribution of crisis responsibility (see Table 17).

Table 17

Loadings of Post-Crisis Emotions on Attribution of Responsibility

Valence	**Emotion**	***β***	***p***
Positive	grateful	-.35***	.000
	interested	-.17**	.004
	love	-.25***	.000
	amused	-.20**	.002
	glad	-.31***	.000
	hopeful	-.35***	.000
	sexual	-.02	.722
	proud	-.27***	.000
	content	-.31***	.000
	awe	-.17**	.009
Negative	angry	.61***	.000
	sad	.50***	.000
	scared	.29***	.000
	disgust	.63***	.000
	contemptuous	.57***	.000
	embarrassed	.28***	.000
	repentant	.28***	.000
	ashamed	.32***	.000
	anxious	.46***	.000
Other	sympathy	-.37***	.000
	surprised	.28***	.000
	schadenfreude	.36***	.000
	confused	.19***	.000
	alert	.20***	.000
	worry	.37***	.000
	relief	-.03	.514
	guilt	.27***	.000
	shame	.33***	.000

Note. 1. β represents standardized path coefficients.
2. * $p < .05$ ** $p < .01$ *** $p < .001$.

The selection criteria for emotions were (1) valence (negative, positive) (2) attribution of responsibility (attribution-independent, attribution-dependent). The representative emotion selected to represent each quadrant (1) has been established in prior crisis communication research and is important in building and testing theory (2) has a high loading on attribution of responsibility (see Figure 13). For the negative-valent, attribution-dependent quadrant, the emotion of anger was selected as it has been established and tested in prior crisis communication research (An, 2010; Coombs & Holladay, 2005; Grappi & Romani, 2015; Jin, 2014; Jin, Fraustino, & Liu, 2016; Lerner & Keltner, 2001), and has a relatively high loading on attribution of responsibility. Similarly, contentment was selected to represent the positive-valent, attribution-dependent quadrant.

All but two emotion were statistically significantly associated with attribution of responsibility. The only two emotions independent of attribution were sexual (flirtatious, desiring) and relief, which were not very relevant to this crisis scenario. This may be due to that for this specific organization (Walmart) and specific crisis (abuse of child labor in China leading to employee suicides), consumers' crisis emotions were associated with their perceptions of attribution of responsibility. After the crisis had happened, consumers' emotions have overarching influence in shaping their perception of the extent to which Walmart is responsible. Therefore, the theoretically derived attribution-independent emotions may not be applicable in this study. An alternative perspective is that almost all emotions play a part in consumers' perception of crisis, and the attribution-independent emotions are emotions coming from and directed to oneself and are not related to what happens in the outside world. Therefore the attribution-

independent emotions are not only unrelated to attribution of responsibility, but also unrelated with other crisis-related perceptions and therefore are beyond the scope of this study. The attribution-independent emotions are derived from the individual and are not dependent on what happens outside of the individual (such as the emotion of feeling sexual), and these emotions may not be informative in the organization's crisis communication.

Instead of selecting attribution-independent emotions, this study selected another attribution-dependent emotion that is neutral in valence as a representative emotion. Sympathy is a neutral-valent emotion that has been established in crisis communication research as a most frequently occurring emotion in crisis (Coombs & Holladay, 2005; Fredrickson, Tugade, Waugh, & Larkin, 2003). The emotion of sympathy has a high loading on attribution of responsibility and is statistically significantly attribution-dependent. Therefore sympathy was included to represent attribution-dependent emotions that are neutral in valence (neither positive nor negative) (see Figure 13).

<table>
<tr><td colspan="5">[cause] Attribution-Dependent [organization]
(The organization makes me feel…)</td></tr>
<tr><td rowspan="2">Negative</td><td>anger</td><td>sympathy</td><td>contentment</td><td rowspan="2">Positive</td></tr>
<tr><td>none</td><td>none</td><td>sexual
(irrelevant, eliminated)</td></tr>
<tr><td colspan="5">[outcome] Attribution-Independent [crisis]
(I feel…)</td></tr>
</table>

Figure 13. Structure of emotions pre- and post- crisis and selection of representative emotions.

The empirical findings show that all the publics' experienced emotions are attribution-dependent in the context of Walmart's abuse of child labor crisis. The final selection of emotions are: (1) negative and attribution-dependent emotion — anger; (2) neutral and attribution-dependent emotion — sympathy; (3) positive and attribution-dependent emotion —contentment. Based on the selection of emotions, hypothesis 3 and hypothesis 4 were modified to test the selected emotions.

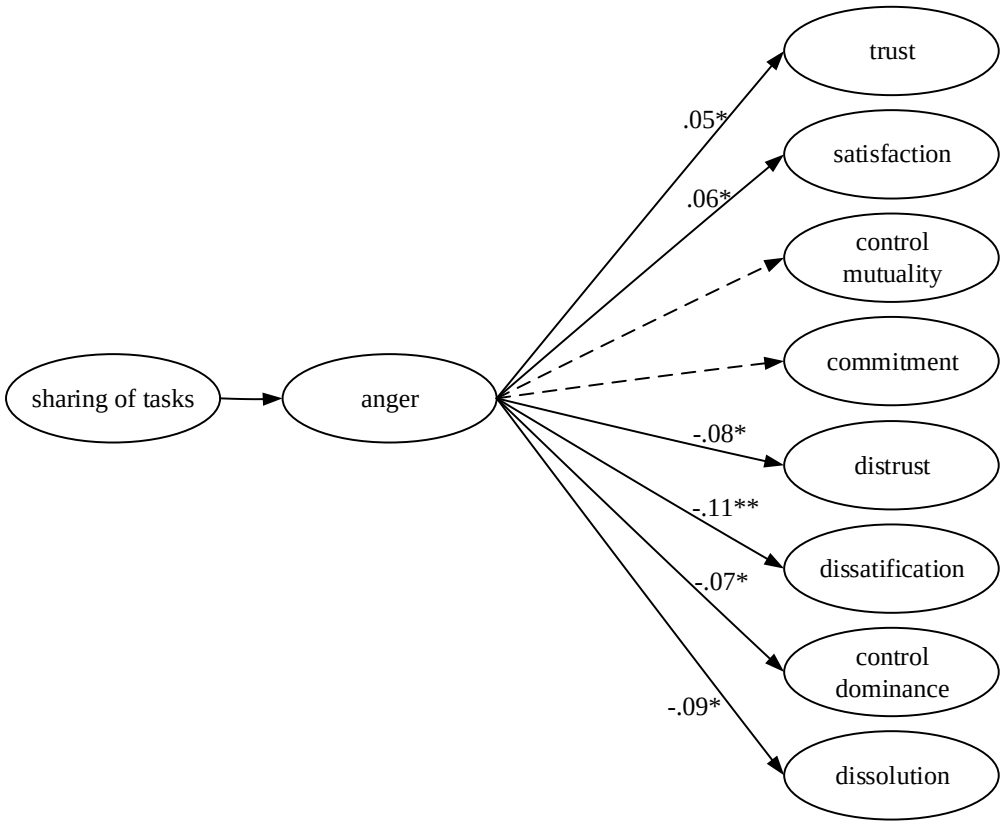
> **Modified Hypothesis 3**: The influence of relationship cultivation strategies on positive organization-public relationships (POPR) is partially mediated by (1) negative & attribution-dependent emotions, (2) neutral & attribution-dependent emotions, and (3) positive & attribution-dependent emotions.
>
> **Modified Hypothesis 4**: The influence of relationship cultivation strategies on negative organization-public relationships (NOPR) is partially mediated by (1) negative & attribution-dependent emotions, (2) neutral & attribution-dependent emotions, and (3) positive & attribution-dependent emotions.

Hypothesis 3 predicted that emotions were significant mediators of the influence of relationship cultivation strategies on positive relationship outcomes. Hypothesis 4 predicted that emotions significantly mediated the influence of relationship cultivation strategies on negative relationship outcomes. A few specific emotions representing different types of emotions were used in model testing. Anger represents negative and attribution-dependent emotions, sympathy is used to represent neutral and attribution-dependent emotions, and contentment is used to represent positive and attribution-

dependent emotions. To streamline the discussion, the findings from hypotheses 3 and 4 were combined in the discussion as follows.

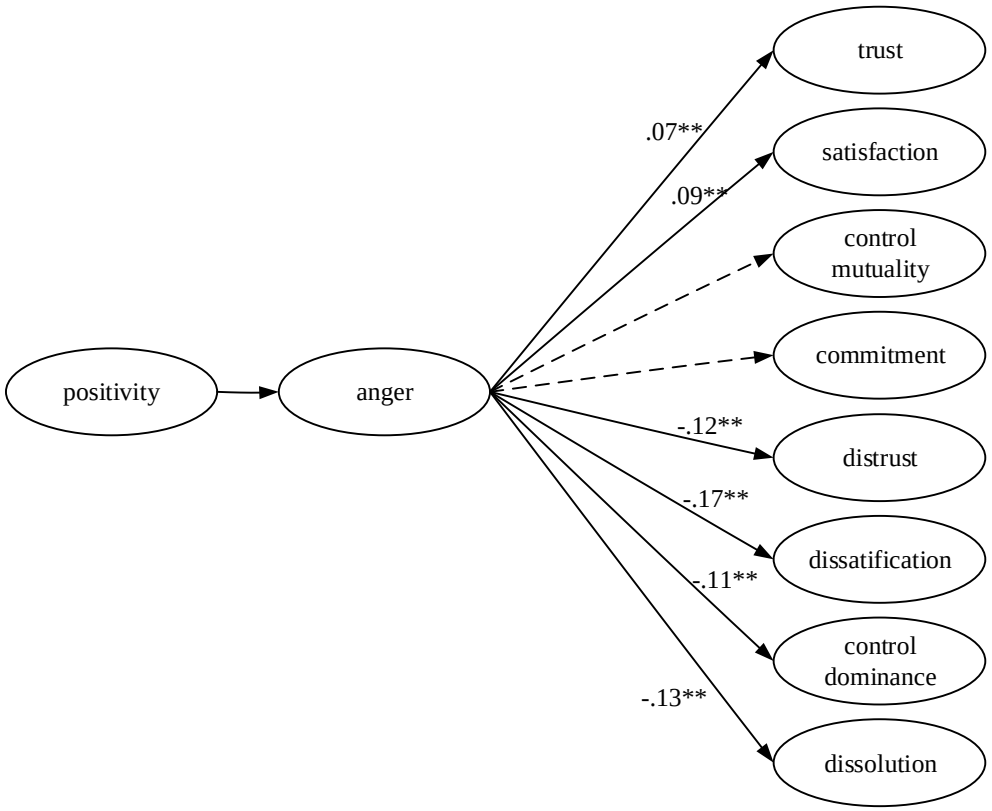
The negative and attribution-dependent emotion of anger as mediator

Hypothesis 3 predicted that anger was a significant mediator for the influence of relationship cultivation strategies on positive organization-public relationships. Anger was a significant mediator of the influence of sharing of tasks on trust ($\beta = .05$, $p < .05$) and on satisfaction ($\beta = .06$, $p < .05$) (see Figure 14). Anger also significantly mediated the influence of positivity on trust ($\beta = .07$, $p < .01$) and satisfaction ($\beta = .09$, $p < .01$) (see Figure 15). Therefore, the negative and attribution-dependent emotion of anger was a significant mediator for the influence of sharing of tasks and positivity on trust and satisfaction. For a complete summary of the findings of anger as a mediator, see Table 18.



Note. * $p < .05$ ** $p < .01$. Dotted line represents a non-significant path.

Figure 14. Influence of sharing of tasks mediated by anger.



Note. * $p < .05$ ** $p < .01$. Dotted line represents a non-significant path.

Figure 15. Influence of positivity mediated by anger.

Hypothesis 4 predicted that anger was a significant mediator for the influence of relationship cultivation strategies on negative organization-public relationships. Anger significantly mediated the influence of sharing of tasks on distrust (β = -.08, $p < .05$), dissatisfaction (β = -.11, $p < .01$), control dominance (β = -.07, $p < .05$), and dissolution (β = -.09, $p < .05$) (see Figure 14). Anger was a significant mediator of the influence of positivity on distrust (β = -.12, $p < .01$), dissatisfaction (β = -.17, $p < .01$), control dominance (β = -.11, $p < .01$), and dissolution (β = -.13, $p < .01$) (see Figure 15). The negative and attribution-dependent emotion of anger was a significant mediator of the influence of sharing of tasks and positivity on the negative organization-public

relationship dimensions of distrust, dissatisfaction, control dominance, and dissolution (see Table 18).

Table 18

Influence of Relationship Cultivation Strategies Mediated by Anger

Independent Variable	Dependent Variable	*β*	*B*	*SE B*
Sharing of tasks	Trust	.05*	.05	.02
Sharing of tasks	Satisfaction	.06*	.08	.03
Positivity	Trust	.07***	.08	.02
Positivity	Satisfaction	.09***	.11	.03
Sharing of tasks	Distrust	-.08*	-.07	.03
Sharing of tasks	Dissatisfaction	-.11**	-.14	.05
Sharing of tasks	Control dominance	-.07*	-.09	.04
Sharing of tasks	Dissolution	-.09*	-.10	.04
Positivity	Distrust	-.12***	-.11	.03
Positivity	Dissatisfaction	-.17***	-.21	.05
Positivity	Control dominance	-.11***	-.14	.03
Positivity	Dissolution	-.13***	-.16	.04

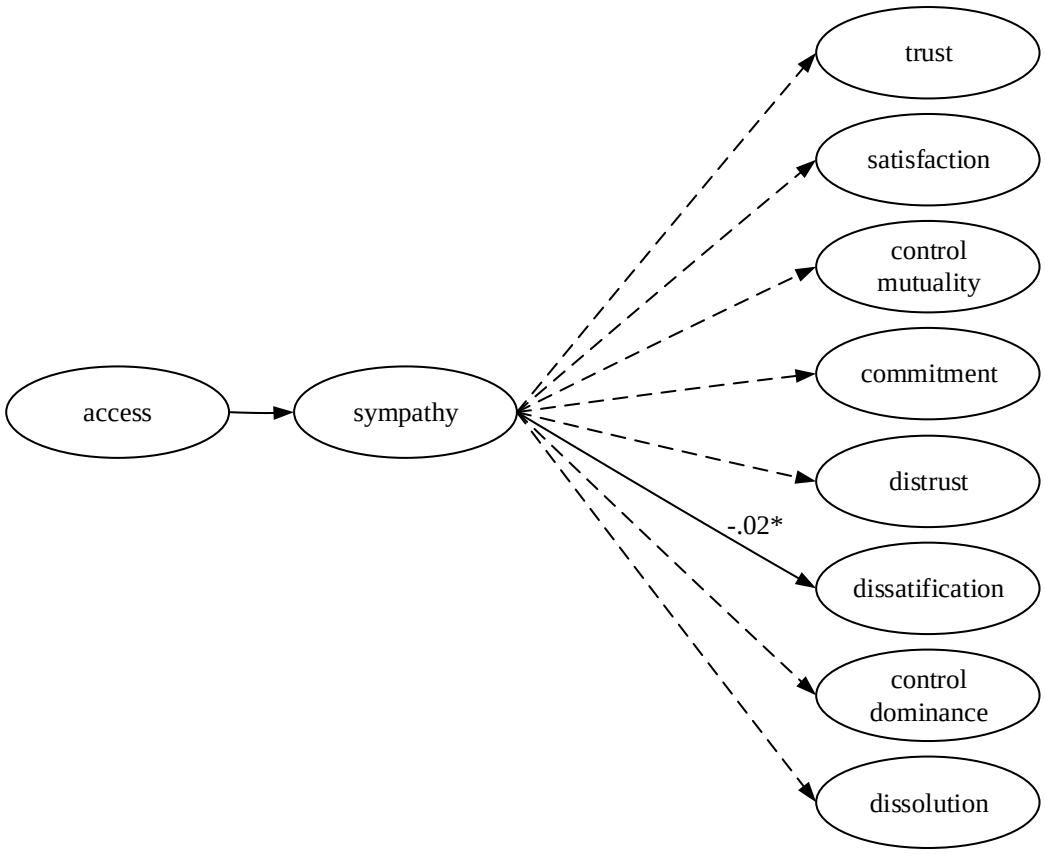
Note. 1. β represents standardized path coefficients, B represents unstandardized path coefficients.
2. * $p < .05$ ** $p < .01$ *** $p < .001$.

The neutral and attribution-dependent emotion of sympathy as mediator

Hypothesis 3 predicted that the emotion of sympathy was a significant mediator for the influence of relationship cultivation strategies on positive relationship outcomes. The neutral and attribution-dependent emotion of sympathy did not significantly mediate any of the path of influence of relationship cultivation strategies on positive relationship outcomes (see Figures 16, 17, and 18). For a complete summary of the mediation effect of sympathy, see Table 19.

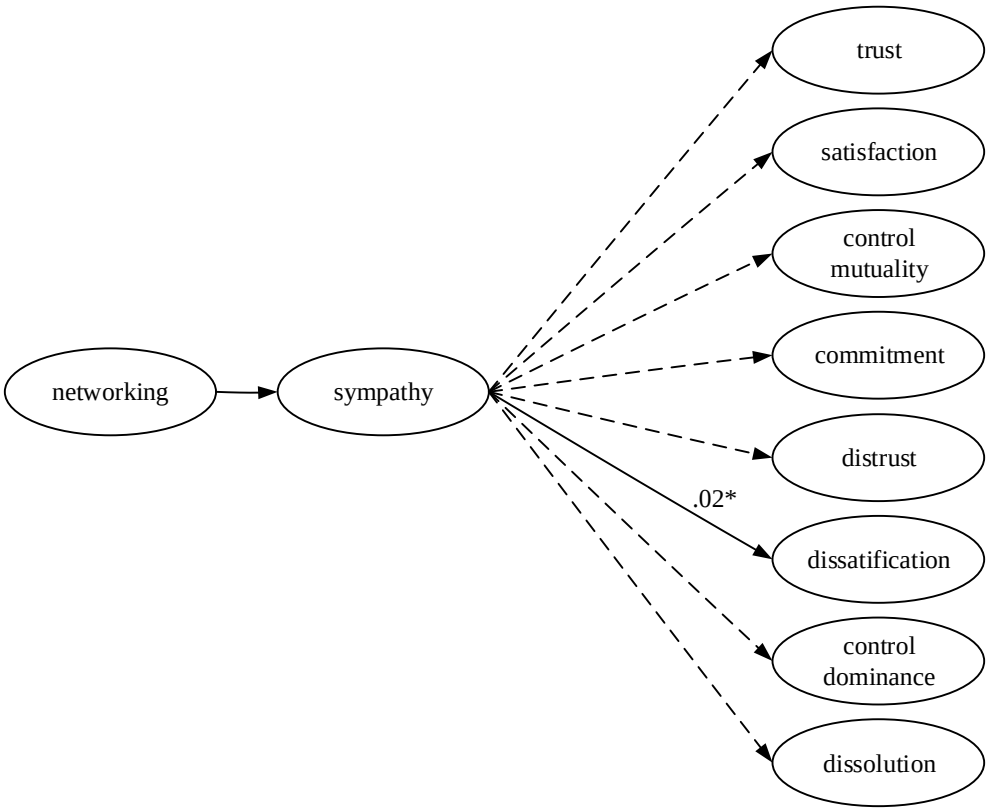
Hypothesis 4 predicted that sympathy was a significant mediator of the influence of relationship cultivation strategies on negative organization-public relationships. Sympathy was a significant mediator of the influence of access on dissatisfaction (β = -

.02, $p < .05$) (see Figure 16), networking on dissatisfaction ($\beta = .02$, $p < .05$) (see Figure 17), and positivity on dissatisfaction ($\beta = .03$, $p < .05$) (see Figure 18). The neutral and attribution-dependent emotion of sympathy was a significant mediator of the influence of access, networking, and positivity on dissatisfaction.



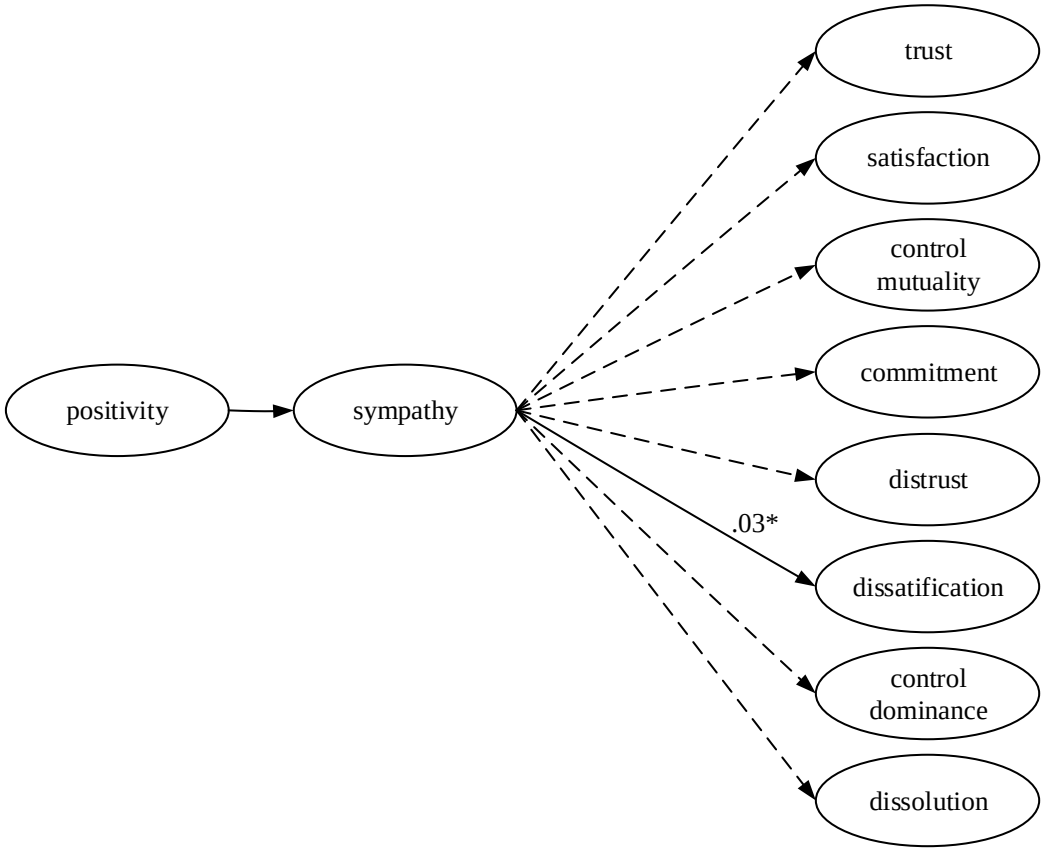
Note. * $p < .05$ ** $p < .01$. Dotted line represents a non-significant path.

Figure 16. Influence of access mediated by sympathy.



Note. * $p < .05$ ** $p < .01$. Dotted line represents a non-significant path.

Figure 17. Influence of networking mediated by sympathy.



Note. * $p < .05$ ** $p < .01$. Dotted line represents a non-significant path.

Figure 18. Influence of positivity mediated by sympathy.

Table 19

Influence of Relationship Cultivation Strategies Mediated by Sympathy

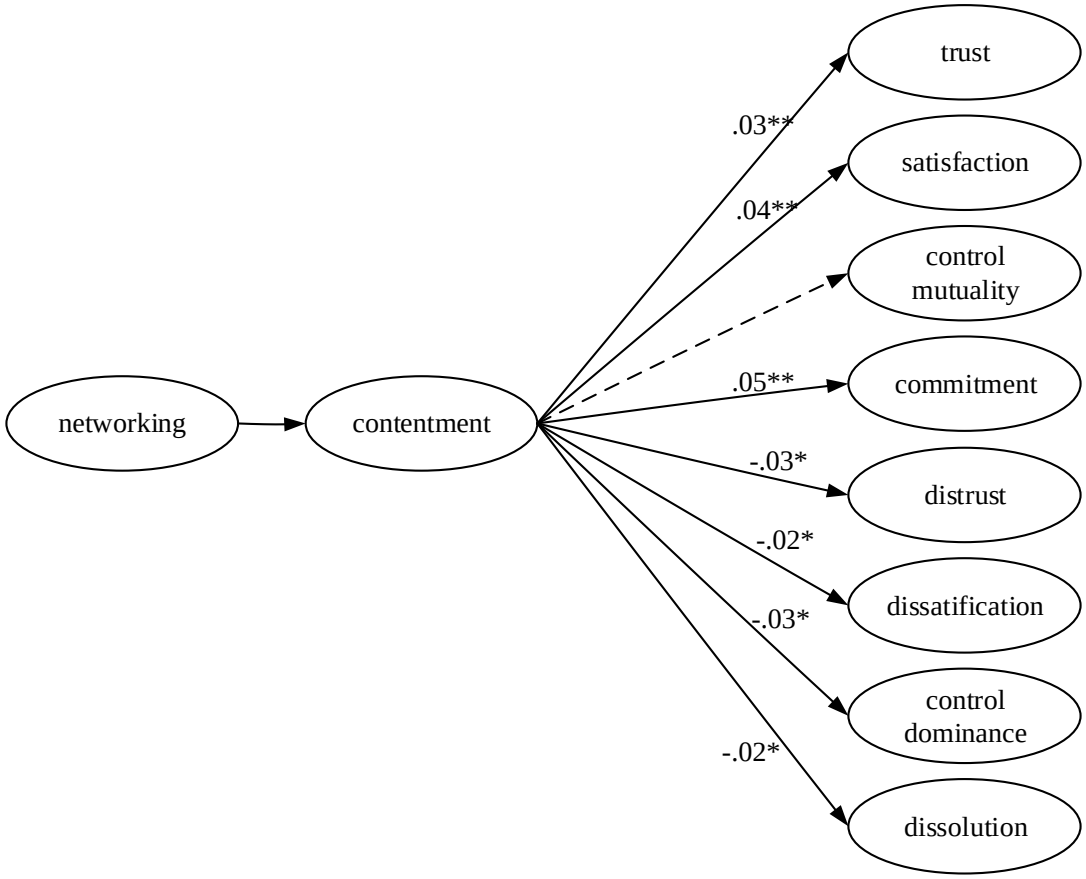
Independent Variable	**Dependent Variable**	***β***	***B***	***SE B***
Access	Dissatisfaction	-.02*	-.03	.02
Networking	Dissatisfaction	.02*	.02	.01
Positivity	Dissatisfaction	.03*	.03	.02

Note. 1. β represents standardized path coefficients, B represents unstandardized path coefficients.
2. * $p < .05$

The positive and attribution-dependent emotion of contentment as mediator

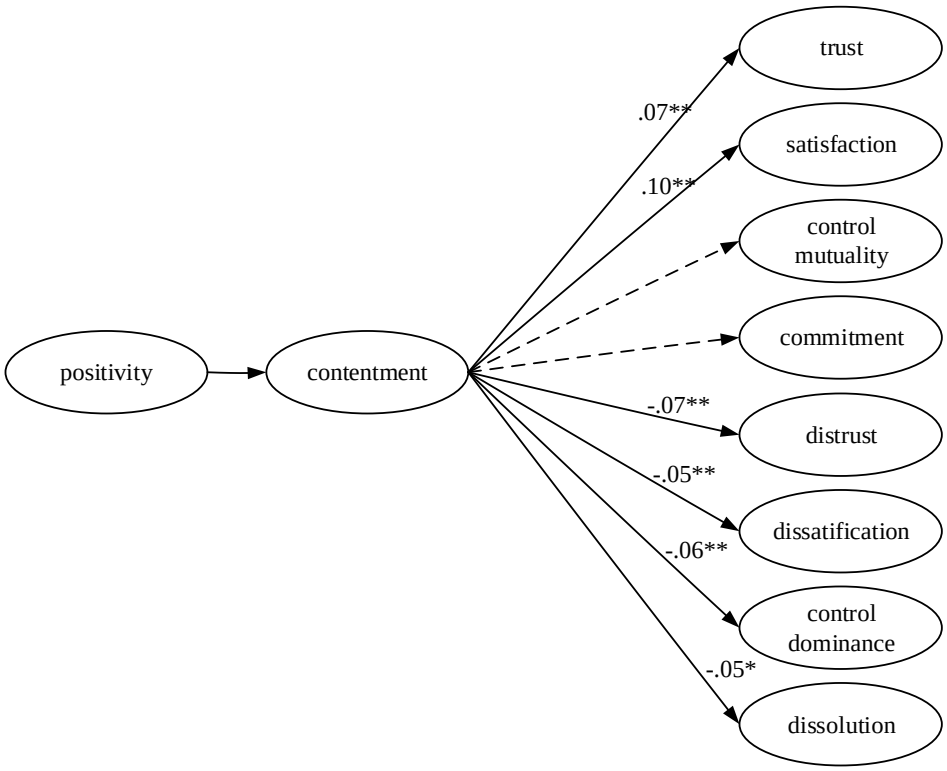
Hypothesis 3 predicted that the emotion of contentment was a significant mediator of the influence of relationship cultivation strategies on positive organization-public relationships. The positive and attribution-dependent emotion of contentment significantly mediated the influence of networking on trust (β = .03, p < .01), satisfaction (β = .04, p < .01), and commitment (β = .05, p < .01) (see Figure 19). Contentment was also a significant mediator of the influence of positivity on trust (β = .07, p < .01) and satisfaction (β = .10, p < .01) (see Figure 20). The positive and attribution-dependent emotion of contentment was a significant mediator of the influence of networking on trust, satisfaction and commitment; and of the influence of positivity on trust and satisfaction (see Table 20).

Hypothesis 4 predicted that the emotion of contentment was a significant mediator of the influence of relationship cultivation strategies on negative organization-public relationships. The negative and attribution-dependent emotion of contentment significantly mediated the influence of networking on distrust (β = -.03, p < .05), dissatisfaction (β = -.02, p < .05), control dominance (β = -.03, p < .05), and dissolution (β = -.02, p < .05) (see Figure 19). Contentment was also a significant mediator of the influence of positivity on distrust (β = -.07, p < .01), dissatisfaction (β = -.05, p < .01), control dominance (β = -.06, p < .01), and dissolution (β = -.05, p < .05) (see Figure 20). The positive and attribution-dependent emotion of contentment significantly mediated the influence of networking and positivity on distrust, dissatisfaction, control dominance, and dissolution (see Table 20).



Note. * $p < .05$ ** $p < .01$. Dotted line represents a non-significant path.

Figure 19. Influence of networking mediated by contentment.



Note. * $p < .05$ ** $p < .01$. Dotted line represents a non-significant path.

Figure 20. Influence of positivity mediated by contentment.

Table 20

Influence of Relationship Cultivation Strategies Mediated by Contentment

Independent Variable	Dependent Variable	*β*	*B*	*SE B*
Networking	Trust	.03*	.03	.01
Networking	Satisfaction	.04*	.05	.02
Networking	Commitment	.05*	.05	.02
Positivity	Trust	.07***	.07	.02
Positivity	Satisfaction	.10***	.12	.03
Networking	Distrust	-.03	-.03	.01
Networking	Dissatisfaction	-.02	-.03	.01
Networking	Control dominance	-.03	-.03	.01
Networking	Dissolution	-.02	-.03	.01
Positivity	Distrust	-.07*	-.06	.02
Positivity	Dissatisfaction	-.05*	-.07	.02
Positivity	Control dominance	-.06*	-.07	.03
Positivity	Dissolution	-.05	-.06	.02

Note. 1. β represents standardized path coefficients, B represents unstandardized path coefficients.
2. * $p < .05$ ** $p < .01$ *** $p < .001$.

Based on the findings discussed above, hypothesis 3 and hypothesis 4 were valid for some but not all relationship cultivation strategies and relationship outcomes. Therefore, hypothesis 3 and 4 were partially supported.

Data Reduction

Before testing the post-crisis moderation model, out of practical concerns for model convergence, the measurement variables were averaged to form composite variables for each latent factor. Using mean scores instead of factor scores retains the original measurement scale. Table 21 shows a summary of the descriptive statistics of the mean scores. Table 22 shows the correlations between the mean scores.

Table 21

Descriptive Statistics for Mean Scores

Variable	***M***	***SD***
MACCESS	6.85	2.28
MOPEN	5.89	2.40
MSHARE	5.84	2.68
MNET	5.83	2.62
MASSURE	6.16	2.88
MPOSIT	6.62	2.67
MCONTENT	4.50	2.85
MSYMPAT	3.14	2.19
MANGRY	5.34	2.83
MTRUST	6.11	2.68
MSATIS	6.26	3.11
MCONTROL	5.90	2.89
MCOMMIT	5.64	3.00
MDISTRU	6.28	2.80
MDISSATIS	4.78	3.16
MCONTRDOM	5.66	3.23
MDISSOL	3.90	3.25
MEFFECT	3.61	2.96
MPANGRY	7.33	3.44
MPSYMPAT	2.38	1.99
MPCONTENT	1.90	2.01

Table 22

Correlation Matrix of Mean Scores

		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21
1	**MACCESS**	1																				
2	**MOPEN**	.63**	1																			
3	**MSHARE**	.69**	.74**	1																		
4	**MNET**	.58**	.65*	.82**	1																	
5	**MASSURE**	.74**	.67**	.87**	.74**	1																
6	**MPOSIT**	.75**	.64**	.77**	.63**	.84**	1															
7	**MCONTENT**	.55**	.57**	.69**	.63**	.70**	.66**	1														
8	**MSYMPAT**	.18**	.26**	.30**	.31**	.28**	.25**	.40**	1													
9	**MANGRY**	-.53**	-.48**	-.59**	-.49**	-.60**	-.61**	-.54**	-.13*	1												
10	**MTRUST**	.67**	.65**	.78**	.68**	.80**	.78**	.73**	.25**	-.68**	1											
11	**MSATIS**	.69**	.63**	.76**	.68**	.80**	.79**	.77**	.25**	-.72**	.88**	1									.	
12	**MCONTROL**	.67**	.65**	.80**	.70**	.83**	.81**	.74**	.30**	-.63**	.90**	.87**	1									
13	**MCOMMIT**	.67**	.67**	.79**	.72**	.80**	.77**	.78**	.30**	-.65**	.86**	.89**	.90**	1								
14	**MDISTRU**	-.45**	-.47**	-.62**	-.55**	-.62**	-.56**	-.58**	-.20**	.60**	-.73**	-.70**	-.71**	-.70**	1							
15	**MDISSATIS**	-.60**	-.51**	-.65**	-.57**	-.69**	-.73**	-.63**	-.14**	.74**	-.76**	-.87**	-.75**	-.79**	.65**	1						
16	**MCONTRDOM**	-.60**	-.56**	-.71**	-.64**	-.76**	-.75**	-.67**	-.24**	.68**	-.83**	-.82**	-.87**	-.83**	.79**	.81**	1					
17	**MDISSOL**	-.55**	-.44**	-.58**	-.55**	-.61**	-.63**	-.59**	-.14**	.65**	-.68**	-.81**	-.65**	-.70**	.60**	.83**	.70**	1				
18	**MEFFECT**	.23**	.33**	.33**	.30**	.30**	.26**	.33**	.28**	-.26**	.36**	.33**	.34**	.34**	-.38**	-.24**	-.33**	-.22**	1			
19	**MPANGRY**	-.27**	-.32**	-.37**	-.34**	-.36**	-.35**	-.35**	-.16**	.42**	-.43**	-.49**	-.41**	-.44**	.49**	.45**	.45**	.44**	-.62**	1		
20	**MPSYMPAT**	.21**	.23**	.29**	.29**	.29**	.17**	.35**	.44**	-.19	.23**	.22**	.23**	.28**	-.20**	-.08	-.16**	-.09	.34**	-.26**	1	.
21	**MPCONTENT**	.26**	.27**	.32**	.28**	.32**	.26**	.40**	.32**	-.19**	.29**	.30**	.30**	.34**	-.26**	-.18**	-.25**	-.15**	.46**	-.40**	.62**	1

Note. **. Correlation is significant at the .01 level (2-tailed).

*. Correlation is significant at the .05 level (2-tailed).

Post-Crisis Structural Equation Modelling

RQ1: Is there a correlation between pre-crisis emotions and post-crisis emotions?

As shown in Table 23, the pre-crisis emotion of anger was significantly correlated with the post-crisis emotion of anger ($r = .42$, $p < .01$). The pre-crisis emotion of sympathy was significantly correlated with sympathy experienced post-crisis ($r = .44$, $p < .01$). Contentment experienced pre-crisis was significantly correlated with contentment experienced post-crisis ($r = .40$, $p < .01$). Overall, the pre-crisis emotions are moderately related with the corresponding emotions experienced after the crisis.

Table 23

Means, Standard Deviations, and Correlations of Mean Scores of Emotions

Variable	*M*	*SD*	1	2	3	4	5	6
MCONTENT	4.50	2.85	1					
MSYMPAT	3.14	2.19	.48**	1				
MANGRY	5.34	2.83	-.54**	-.13*	1			
MPANGRY	7.33	3.449	-.35**	-.16**	.42**	1		
MPSYMPAT	2.38	1.99	.35**	.44**	-.09	-.26**	1	
MPCONTENT	1.90	2.01	.40**	.32**	-.19**	-.40**	.62**	1

Note. **. Correlation is significant at the .01 level (2-tailed).

*. Correlation is significant at the .05 level (2-tailed).

MCONTENT, MSYMPAT, MANGRY refer to the mean scores of measurement items for the pre-crisis emotions.

MPANGY, MPSYMPAT, MPCONTENT refer to the mean scores of the measurement items for the post-crisis emotions.

RQ2: How do organization-public relationships (OPR) impact the influence of post-crisis emotions on perceived effectiveness of crisis response strategies?

Latent Moderation

There are different ways to analyze fully latent interactions in structural equation modeling, including the product-indicator constrained approach (Jaccard & Wan, 1995; Joreskog & Yang, 1996), product-indicator unconstrained approach (Marsh, Wen, & Hau, 2004), Latent Moderated Structural Equation (LMS) / Quasi-Maximum Likelihood (QML) (Klein & Moosbrugger, 2000; Klein & Muthen, 2007), and Bayesian approach (Lee, Song, & Tang, 2007). The product-indicator unconstrained approach was adopted in this study as it is one of the most recommended methods due to its less biased estimates compared with the constrained approach (Marsh, Wen, Hau, & Nagengast, 2013, p. 279). The product-indicator unconstrained approach also demonstrates ease in application (Marsh et al., 2013, p. 279).

In the product-indicator unconstrained approach, the latent interaction variables are formed by the product indicators from the independent variable and the moderator. The matched pairs of the product indicators as moderators demonstrates better precision of estimation compared with other types of moderators (Marsh et al., 2013, p. 281). To form the matched pairs, indicators of the post-crisis emotion construct were matched respectively with a corresponding OPR or NOPR dimension. There were four OPR dimensions, four NOPR dimensions, which may correspond to the four indicators of anger and sympathy. There were three indicators of contentment which is one indicator short of forming corresponding pairs with the four OPR and NOPR dimensions. Therefore, in the case of contentment, the first indicator of contentment was used twice in forming the matched pair moderators, with the fourth moderator being the product of the first indicator of contentment and the last indicator of relationship dimensions.

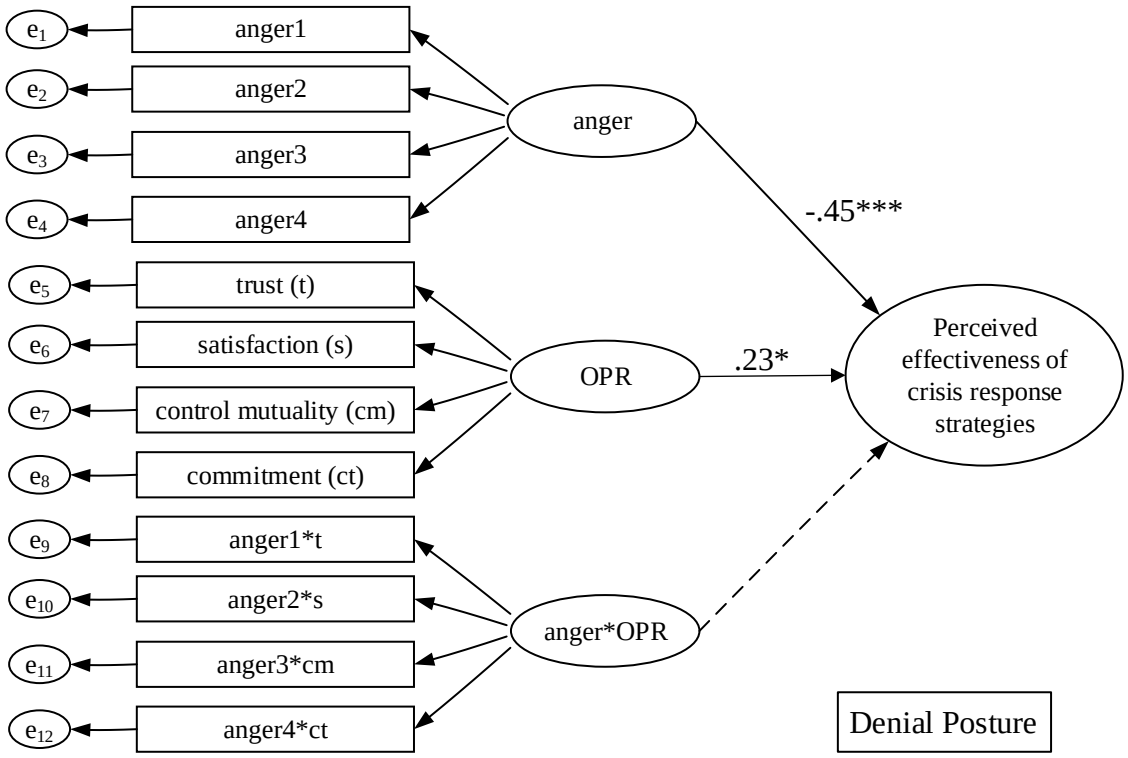
There are error covariances in the model. Each indicator of the moderator term is formed by two indicators, one is an indicator of emotion, the other a measured variables of OPR or NOPR. The error terms of the indicator of the moderator and the two measured variables that formed this moderator indicator are allowed to covary, respectively. (Corresponding to the product of a*b, the error of a and this product term a*b, and the error of b and this product term a*b, are allowed to covary, respectively.)

In the product indicator approach, all the indicators need to be mean-centered (Marsh et al., 2013, p. 285). Before the analysis all the indicators including emotions and relationship outcome variables are mean centered, which reduces the collinearity issue and burden of estimation in the mean structure. Then after forming product pairs of the mean-centered indicator variables, the product indicators are mean-centered again, thereby completing the double mean centering process.

The latent moderation model was fitted for each of the three emotions of anger, sympathy, and contentment, under each of the five crisis response scenarios, and with OPR or NOPR as the moderator, yielding a total of 30 moderation models. Some of these models could not converge, some converged but did not reach acceptable fit after model modifications. Only the moderation models that demonstrated good fit are discussed below. In the six moderation models which had good fit, none of the moderation effects were significant. Therefore, although organization-public relationships and negative organization-public relationships in some cases directly influenced perceived effectiveness of crisis response strategies, OPR and NOPR had not been found to moderate the impact of emotions on perceived effectiveness of crisis response strategies.

Post-Crisis Moderation Models

As shown in Figure 21, in the first crisis response condition of denial, the model of the impact of anger on perceived effectiveness moderated by OPR had borderline fit according to Hu and Bentler's (1999) cutoff criteria for model fit: χ^2 /degree of freedom ratio was 1.50 ($\chi^2 = 204.07$, $df = 136$, $p < .001$), Comparative Fit Index (*CFI*) was .96, Standardized Root Mean Square (*SRMR*) was .05, Root Mean Square Error of Approximation (*RMSEA*) was .08 (.06, .10). In this model, the influence of anger on perceived effectiveness of the denial strategy was significant, the path coefficient from anger to perceived effectiveness of denial was $\beta = -.45$, $p < .001$. Organization-public relationship also had a significant impact on perceived effectiveness of the denial strategy, the path coefficient from OPR to perceived effectiveness was $\beta = .23$, $p < .05$. The interaction term between anger and OPR did not have a significant influence on perceived effectiveness of the denial strategy, which means that OPR did not moderate the influence of anger on perceived effectiveness of the crisis response strategy of denial.

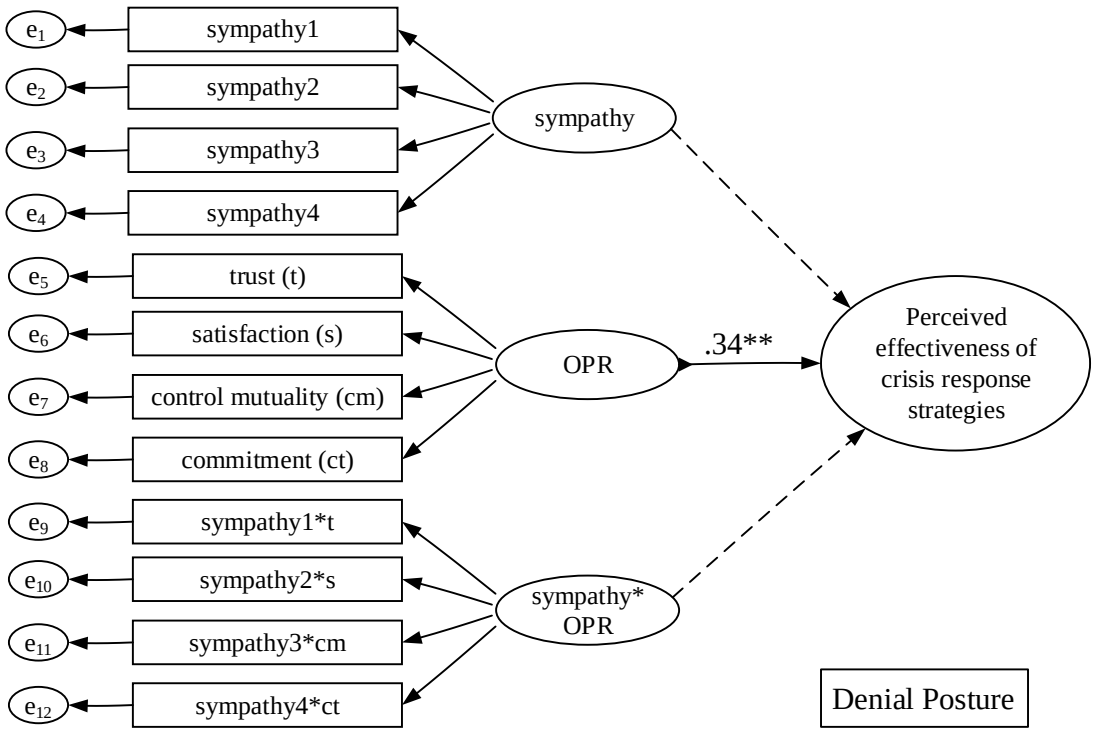


Note. * $p < .05$. Dotted line represents a non-significant path.

Figure 21. Moderation model of anger on OPR in the denial posture.

As shown in Figure 22, under the denial condition, the model of the influence of sympathy on perceived effectiveness moderated by OPR meets Hu and Bentler's (1999) cutoff criteria for model fit. The model's χ^2 /degree of freedom ratio was 1.25 (χ^2 = 170.78, df = 137, $p < .05$), Comparative Fit Index (*CFI*) was .96, Standardized Root Mean Square (*SRMR*) was .08, Root Mean Square Error of Approximation (*RMSEA*) was .06 (.02, .08). In this model, the emotion of sympathy did not have a significant influence on the perceived effectiveness of the denial strategy. However, OPR significantly impacted the perceived effectiveness of the denial strategy in this context, the path coefficient from OPR to perceived effectiveness was $\beta = .34$, $p < .01$. There was no

moderation effect of OPR on the influence of sympathy on perceived effectiveness of the denial strategy.

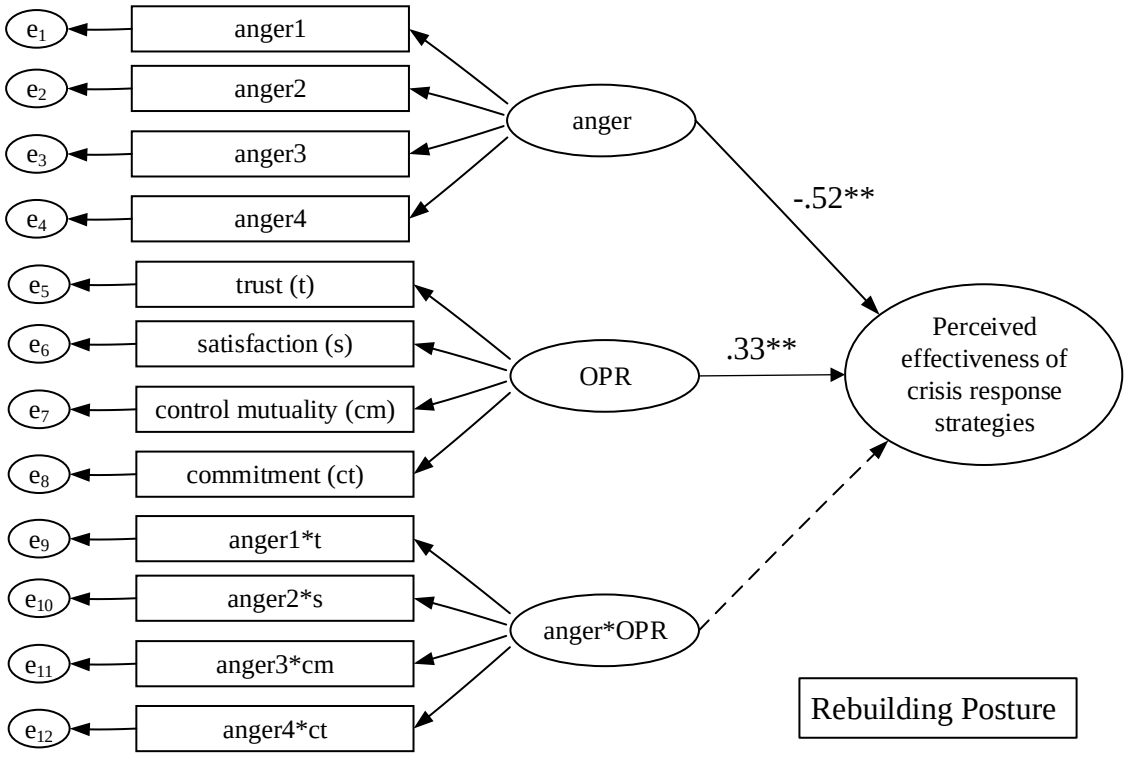


Note. * $p < .05$ ** $p < .01$. Dotted line represents a non-significant path.

Figure 22. Moderation model of sympathy on OPR in the denial posture.

In the rebuilding crisis response scenario, the model of the influence of anger on perceived effectiveness moderated by OPR (see Figure 23) meets Hu and Bentler's (1999) cutoff criteria for model fit. The model's χ^2 /degree of freedom ratio was 1.41 ($\chi^2 = 194.36$, $df = 138$, $p < .01$), Comparative Fit Index (*CFI*) was .97, Standardized Root Mean Square (*SRMR*) was .04, Root Mean Square Error of Approximation (*RMSEA*) was .07 (.04, .09). In this model, both anger and OPR had a significant influence on the

perceived effectiveness of the crisis response strategy of rebuilding: the path coefficient from anger to perceived effectiveness was β = -.52, p < .01; the path coefficient from OPR to perceived effectiveness was β = .33, p < .01. OPR did not significantly moderate the influence of anger on the perceived effectiveness of the rebuilding strategy.

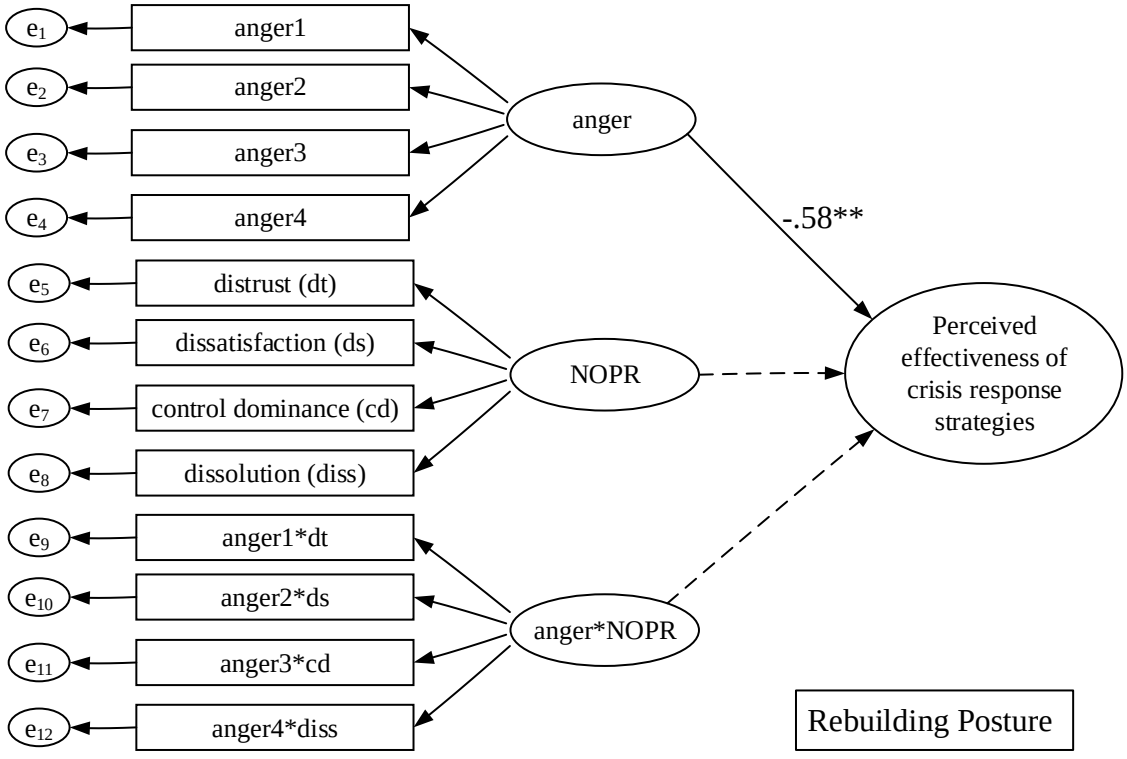


Note. * p < .05 ** p < .01. Dotted line represents a non-significant path.

Figure 23. Moderation model of anger on OPR in the rebuilding posture.

As shown in Figure 24, in the rebuilding crisis response scenario, the model of the influence of anger on perceived effectiveness of the rebuilding strategy moderated by negative organization-public relationship demonstrates adequate fit based on Hu and Bentler's (1999) criteria for model fit. The model's χ^2 /degree of freedom ratio was 1.44 (χ^2 = 199.31, df = 138, p < .001), Comparative Fit Index (*CFI*) was .97, Standardized

Root Mean Square (*SRMR*) was .05, Root Mean Square Error of Approximation (*RMSEA*) was .07 (.05, .09). In this model, the emotion of anger significantly influenced the perceived effectiveness of the rebuilding strategy, the path coefficient from anger to rebuilding was β = -.58, p < .01. In this model, negative organization-public relationship did not significantly influence perceived effectiveness of the rebuilding strategy, and it did not moderate the influence of anger on perceived effectiveness of the rebuilding strategy either.

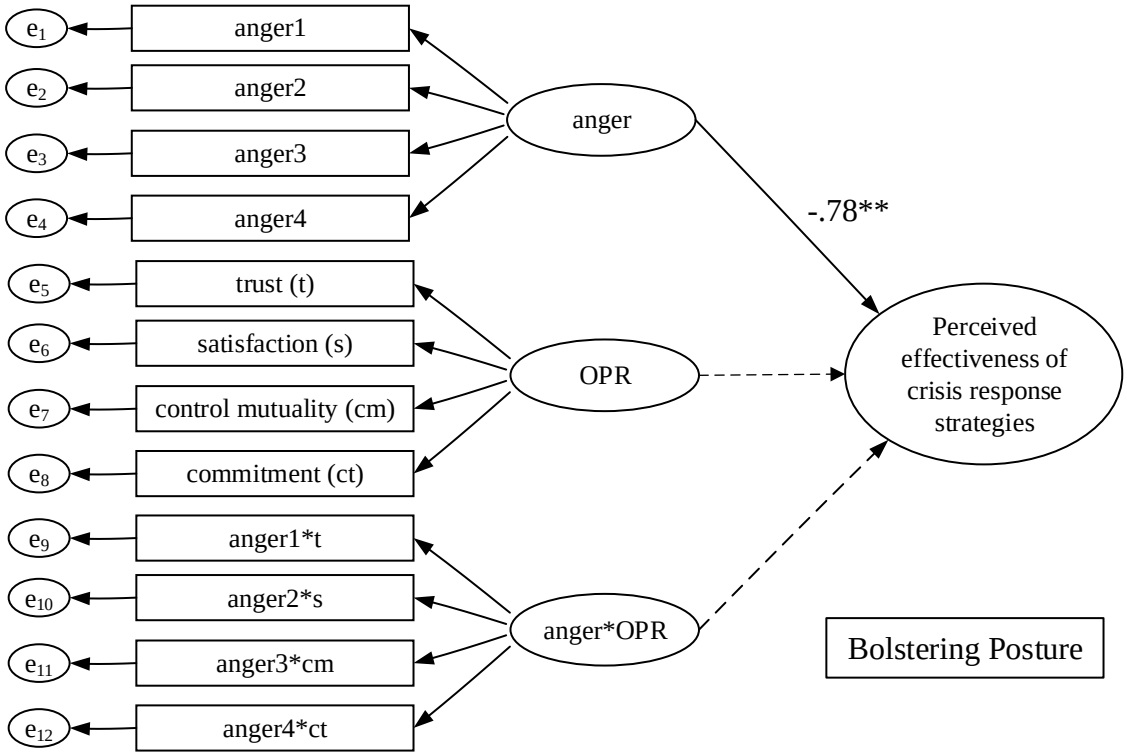


Note. * p < .05 ** p < .01. Dotted line represents a non-significant path.

Figure 24. Moderation model of anger on NOPR in the rebuilding posture.

As shown in Figure 25, in the bolstering crisis response condition, the model of the influence of anger on perceived effectiveness of the bolstering strategy moderated by OPR demonstrates adequate model fit based on Hu and Bentler's (1999) criteria. The

model's χ^2 /degree of freedom ratio was 1.49 (χ^2 = 203.08, *df* = 136, $p < .001$), Comparative Fit Index (*CFI*) was .96, Standardized Root Mean Square (*SRMR*) was .05, Root Mean Square Error of Approximation (*RMSEA*) was .08 (.06, .10). In this model, the influence of anger on the perceived effectiveness of the bolstering strategy was significant (β = -.78, $p < .01$). In this model, OPR did not significantly influence perceived effectiveness of the bolstering strategy, and OPR did not moderate the influence of anger on the perceived effectiveness of the crisis response strategy of bolstering.

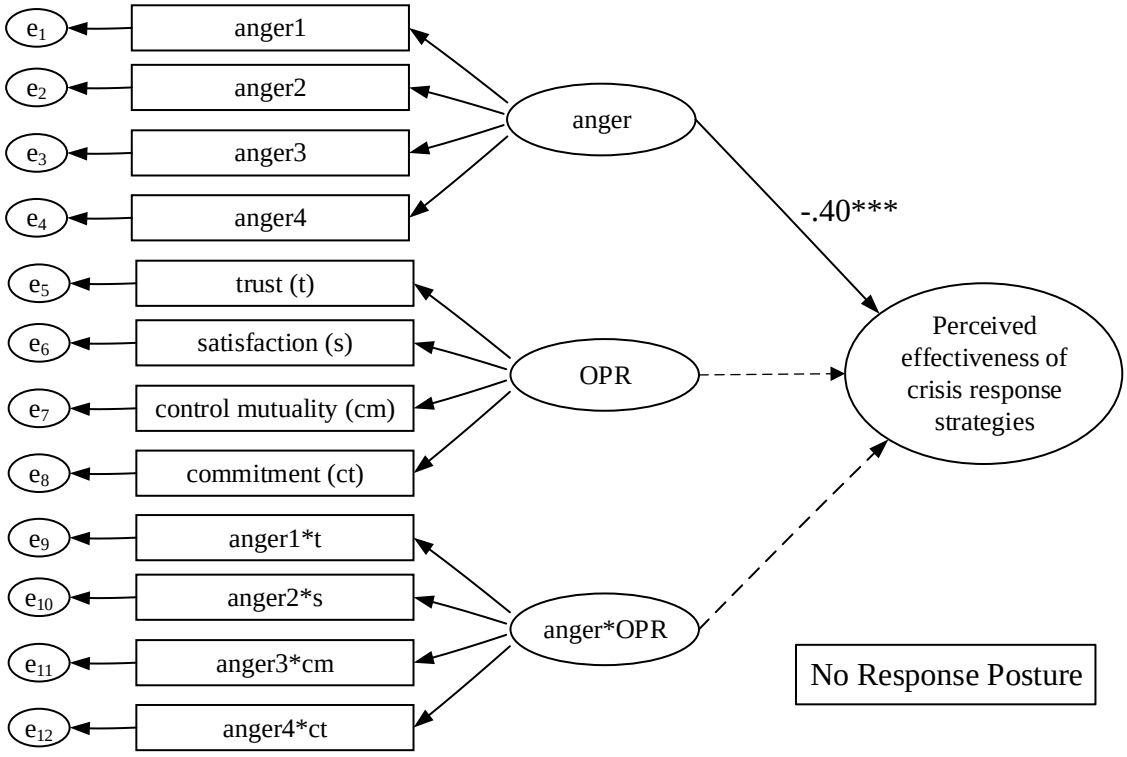


Note. * $p < .05$ ** $p < .01$. Dotted line represents a non-significant path.

Figure 25. Moderation model of anger on OPR in the bolstering posture.

As shown in Figure 26, in the no response scenario, the model of the influence of anger on perceived effectiveness of the crisis response strategy moderated by NOPR

demonstrates borderline fit according to Hu and Bentler's (1999) cutoff criteria for model fit. The model's χ^2 /degree of freedom ratio was 1.56 (χ^2 = 208.02, *df* = 133, $p < .001$), Comparative Fit Index (*CFI*) was .95, Standardized Root Mean Square (*SRMR*) was .06, Root Mean Square Error of Approximation (*RMSEA*) was .08 (.06, .10). In this model, under the no response condition, anger significantly influenced the perceived effectiveness of the crisis response strategy of no response (β = -.40, $p < .001$). Under the no response crisis response strategy, NOPR did not significantly influence perceived effectiveness of the crisis response strategy, and NOPR did not moderate the influence of anger on the perceived effectiveness of the crisis response strategy.



Note. * $p < .05$ ** $p < .01$. Dotted line represents a non-significant path.

Figure 26. Moderation model of anger on OPR in the no response posture.

Overall, the data suggests that none of the moderation effects were statistically significant, which means that organization-public relationships and negative organization-public relationships did not moderate the influence of emotions on perceived effectiveness of crisis response strategies. However, the findings reveal that: Firstly, under some crisis response strategies and with certain emotions, OPR significantly predicts perceived effectiveness of the crisis response strategy when the emotion does not. This applies to the crisis response strategy of denial, in which case OPR significantly predicts perceived effectiveness of the denial strategy, while the emotion of sympathy does not. Secondly, under some crisis response strategies, both OPR and emotions significantly influence the perceived effectiveness of crisis response strategies. This is true under the denial strategy and the rebuilding strategy, when both anger and OPR significantly influence the perceived effectiveness of the crisis response strategy, respectively.

Chapter 5: Discussion and Conclusion

This dissertation introduces an emotions perspective on relationship management theory by incorporating emotions into the theory and examining the role of emotions. This study expanded the relationship management theory to both the normal times, i.e. pre-crisis and the post-crisis contexts. Extant research conceptualizes relationship management theory in the pre-crisis context, and theorizes that relationship cultivation strategies directly influence relationship outcomes (Grunig & Huang, 2000; Hon & Grunig, 1999; Ki & Hon, 2009). This study adds emotions into the relationship management process and explores how emotions mediate the influence of relationship cultivation strategies on relationships in the pre-crisis context. In order to test whether relationships have a long-lasting impact, this study explores the influence of OPR in the post-crisis context. Overall, this study integrates emotions into relationship management theory and expands relationship management theory to the crisis context.

There are three main themes that guided the explorations of this study: Firstly, this study tested the relationship management model in the current public relations literature, i.e. the relationship management model of the direct influence of relationship cultivation strategies on relationship outcomes. Secondly, this study investigated the role of emotions as a mediator in the relationship management process. Thirdly, this study explored the influence of emotions and relationships on perceived effectiveness of crisis response strategies.

Direct Influence of Relationship Cultivation Strategies Based on the conceptualization of the current relationship management model (Hon & Grunig, 1999; Ki & Hon, 2009), this study tested the direct influence of relationship cultivation

strategies on relationship outcomes. This study incorporated not only the traditional, positive dimensions of organization-public relationships (Grunig & Huang, 2000; Hon & Grunig, 1999), but also the negative dimensions of organization-public relationships (Moon & Rhee, 2013).

Pre-Crisis Mediation Model This dissertation study incorporates emotions into the relationship management model and provides an emotions perspective on relationship management both before and after crises. This study explored the role of emotions as a mediator in building and maintaining organization-public relationships under the normal, pre-crisis circumstances. This study builds on the existing relationship management model in public relations (Grunig & Huang, 2000; Ki & Hon, 2009) by adding and analyzing the emotions components in relationship management.

Post-Crisis Moderation Model In the post-crisis context, this study explored the influence of emotions on consumers' perceived effectiveness of crisis response strategies. It was hypothesized that emotions predict consumer perceptions of the crisis response strategies, and that the pre-existing organization-public relationships influence the impact of emotions. In the post-crisis model, emotions were tested as the predictors and organization-public relationships were the moderators in the post-crisis model.

The discussion section will be organized based on the three main themes. After the discussion of the findings, this chapter summarizes the theoretical and practical implications, and limitations and directions for future research.

Direct Influence of Relationship Cultivation Strategies

Overall, the relationship cultivation strategies, which represent the organization's conscious and proactive efforts to build relationships with publics, lead to increased positive organization-public relationships. Positivity was the most effective relationship

cultivation strategy. Walmart's efforts to make its interactions with consumers more enjoyable and warm increased consumers' perceptions of all of the positive OPR dimensions, namely, trust, satisfaction, control mutuality, and commitment. This is similar to Ki and Hon's (2009) finding that the positivity strategy influences publics' perceptions of trust, satisfaction, and control mutuality. An organization's conscious efforts to make its exchanges with publics more pleasant may have an overarching influence on publics' perceptions of their relationship with the organization.

Walmart's strategy of networking, which refers to Walmart's attempts at building coalitions and seeking involvement with the same groups that their consumers belong to or care about, appeared to be the second most effective strategy. The use of the networking strategy leads to increased satisfaction, control mutuality, and commitment. The organization's efforts of seeking involvement or identification with groups that its consumers care about demonstrate that the organization cares about its publics. Such efforts are likely to make consumers feel more favorable about the organization and more committed to the organization, and it may also increase the consumers' sense of mutual control over the organization. This is similar to the prior empirical finding that networking leads to increases in trust, satisfaction, control mutuality, and commitment (Ki & Hon, 2009). Similarly, assurances of legitimacy was found to be an effective relationship cultivation strategy.

However, the strategy of access, which means the organization's efforts of providing consumers with access to the organization's information, turned out to be an ineffective strategy. The reason may be that given this age of information explosion wherein abundant information is often a click away, consumers do not tend to appreciate,

or even identify, the organization's efforts to provide access to their information. Consumers may be overloaded with information from different organizations, and may even perceive an organization's attempts at providing information as distracting advertisements or bothersome excessive outreach. This contradicts Ki & Hon's (2009) finding that access increases publics' perceptions of all positive relationship dimensions. This may be due to differences in the type of organization and relationship context. Ki & Hon's (2009) research surveyed members of a large agricultural organization which was an "independent, non-governmental, voluntary, grassroots organization representing its members" (Ki & Hon, 2009, p. 250). Their case organization represented and advocated for its members, therefore its members may have been eager to get more information and consider having access to the organization's information important.

The organization in this dissertation study was Walmart and the type of public surveyed was consumers. Walmart needed to promote sales and acquire profits from consumers, and consumers may have already been bombarded by Walmart's advertising and therefore did not think of having access to information as important.

This study found that the strategy of openness was not effective and only predicted commitment. Being open about ideas and feelings to the public may not be an attribute of Walmart that is considered important by its consumers. This contradicts the findings about the large agricultural membership organization's use of openness, which effectively increased all dimensions of the positive organization-public relationships (Ki & Hon, 2009).

The strategy of sharing of tasks, wherein Walmart and its consumers cooperate in solving problems together, did not influence consumer perceptions of relationships with

Walmart. This may be due to that consumers do not perceive that they have shared problems to work on together with Walmart. This is not consistent with Ki and Hon's (2009) findings that in a membership organization, members perceive the strategy of sharing of tasks as effective in relationship building.

In terms of the influence of relationship cultivation strategies on negative organization-public relationships, the strategies of networking, assurances of legitimacy, and positivity were effective in reducing consumer perceptions of negative relationship outcomes. However, Walmart's efforts at providing consumers with access to its information and decision making processes increased consumers' distrust in Walmart. Walmart's willingness to be open in disclosing information increased consumers' intentions of dissolution of their relationships with Walmart. This may be because if Walmart's inside information is not sound or ethical, then the more that the consumers are exposed to such inside information, the more they distrust Walmart and intend to stop purchasing from Walmart. While more disclosure of positive information may be helpful, more openness about negative information may be devastating to the relationships. It may be inferred from this finding that an organization needs to do good first, as the actual deeds form the foundation of good relationships with consumers. The organization can worry about disclosing and disseminating their information to the consumers later. If the organization's deeds are not sound, then the disclosure of such information may backfire.

Pre-Crisis Mediation Model

This study further developed relationship management theory by incorporating emotions as a mediator in the relationship building model. This study proposed that the influence of relationship cultivation strategies on relationship outcomes is mediated by the emotions mechanisms. Based on the structure of pre- and post- crisis emotions, three

types of emotions were tested in the model, with each type represented by a concrete emotion: (1) negative and attribution-dependent emotion, as represented by anger; (2) neutral and attribution-dependent emotion, as represented by sympathy; and (3) positive and attribution-dependent emotion, as represented by contentment.

Among all the relationship cultivation strategies, positivity is the only strategy that encompasses a clear emotions orientation (Cameron, 1997; Hon & Grunig, 1999; Shen, 2011). Positivity had been excluded from the conceptualization of relationship cultivation strategies due to its overlap with openness and assurances of legitimacy, which are similar to positivity in the cognitive (as opposed to emotions) aspect (Shen, 2011, p. 402). This study adds positivity back into the theorization of relationship cultivation strategies, emphasizing positivity as a unique strategy with an emotions orientation. Consistent with theory, of all the relationship cultivation strategies, positivity ranks as the top strategy that affects the greatest number of relationship outcomes through the underlying emotions mechanism. According to Barron and Kenny (1986), a variable is considered a mediator "to the extent that it accounts for the relationship between the predictor and the criterion" (p. 1176). The negative and attribution-dependent emotion of anger partially accounts for the influence of positivity on trust, satisfaction as well as all the negative relationship dimensions. The positive and attribution-dependent emotion of contentment demonstrates a similar mediation effect on the impact of positivity on positive and negative relationship outcomes. These results presented evidence that the relationship cultivation strategy with an emotions orientation, i.e. positivity, exerts its influence on relationship outcomes partially through emotions mechanisms, including both positive and negative emotions.

The neutral and attribution-dependent emotion of sympathy did not mediate the influence of positivity on positive relationship outcomes. This may be because neutral feelings about the organization do not result in positive perceptions of relationships with the organization. By contrast, positive-valent emotions and negative-valent emotions both serve as underlying mechanisms for the impact of the strategy of positivity. There is one exception to the emotion of sympathy as a potential mediator, the effect of positivity on dissatisfaction is mediated, in part, by the neutral emotion of sympathy. This may be due to the strong emotions orientation of dissatisfaction as a relationship dimension. Of the four negative organization-public relationship dimensions, dissatisfaction is the one with the strongest emotions orientation. Unlike control mutuality which is purely cognitive (Grunig & Huang, 2000), and trust and commitment which have both been clearly dissected into cognitive and affective components (Grunig & Huang, 2000; McAllister, 1995; Schaubroeck, Lam, & Peng, 2011), satisfaction and its corresponding negative relationship outcome of dissatisfaction have been theorized as solely affective (Grunig & Huang, 2000, p. 45) and influenced by emotions (Oliver, 1993). Therefore, the neutral emotion of sympathy influences the emotions-based relationship dimension when it does not impact other relationship dimensions with both cognitive and affective dimensions.

The findings about sympathy also indicate that feeling sympathetic towards the organization does not change consumers' level of satisfaction with the organization, but may impact consumers' perceptions of dissatisfaction with the organization. This is congruent with the theorization that corresponding positive and negative relationship dimensions such as satisfaction and dissatisfaction are not simply polar opposites on the same continuum, but are rather independent, separate constructs (Moon & Rhee, 2013).

The finding that sympathy does not mediate the influence of positivity on satisfaction, while sympathy does mediate the impact of positivity on dissatisfaction, indicates that the underlying mechanisms for the antecedent and cause to satisfaction and dissatisfaction are different. The mechanisms that drive the formation and process of corresponding positive and negative relationship dimensions such as satisfaction and dissatisfaction may be very different and worthy of further research.

Compared to the positive and negative emotions, the neutral emotion of sympathy serves least often as a mediator of the influence of relationship cultivation strategies on relationship outcomes. Sympathy does not mediate the influence of any relationship cultivation strategy on any positive organization-public relationship outcome. This may be because the valence of emotions matters in whether the emotions lead to changes in relationship outcomes. When publics develop neutral feelings towards an organization, such neutral-valent feelings do not alter publics' trust, satisfaction, control mutuality and commitment towards the organization. Although sympathy is the least likely emotion to serve as a mediator compared with positive and negative emotions in the emotions-mediated relationship management model, it still mediates the impact of access and networking on dissatisfaction. An interesting observation is that the neutral-valent emotion of sympathy only mediates the influence of three strategies, in all three scenarios the outcome variable is dissatisfaction. This finding indicates that feeling sympathetic towards the organization may be an underlying mechanism for developing satisfaction towards the organization, while sympathy is not associated with all other positive and negative relationship outcomes.

Each type of emotion seems to mediate the influence of specific relationship cultivation strategies. There appears to be a "match" between relationship cultivation strategies and the emotions mechanism through which they impact relationship outcomes. The negative and attribution-dependent emotion of anger partially mediates the influence of sharing of tasks on some positive relationship outcomes and all the negative relationship outcomes. The positive and attribution-dependent emotion of contentment mediates, in part, the influence of networking on some positive relationship dimensions and all four negative relationship dimensions.

This finding indicates that the four negative relationship dimensions appear to be more inherently correlated and uniformly influenced by the same emotion and the same relationship cultivation strategy. This is consistent with the principle of the negativity bias, which implies that the negative relationship dimensions are often more "salient, potent, dominant in combinations, generally efficacious" than the positive dimensions (Rozin & Royzman, 2001, p. 297). A possible interpretation is that the negative relationship dimensions tend to cling to each other more closely and forms a more potent and powerful combination of relationship perceptions, whereas each dimension of the positive organization-public relationship are more independent of the other positive dimensions and can be influenced through different emotions mechanisms. This may imply that once publics develop certain feelings towards the organization and the emotion makes them feel unfavorable about the organization, it usually deteriorates all dimensions of their negative organization-public relationships with the organization at the same time. However, when publics experience certain feelings that make them feel favorable about

the organization, the influence of these feelings may only influence select dimensions of their positive organization-public relationships with the organization.

There is no clear-cut answer as to which emotions serve as the underlying mechanism for the nurturing and production of positive versus negative relationship outcomes. It is not so simple that positive emotions only mediate the influence of relationship cultivation strategies on positive relationship outcomes, and negative emotions only mediate the influence of relationship cultivation strategies on negative relationship outcomes. The positive/negative valence of emotions and their impact on positive/negative relationship outcomes are intertwined. Both anger and contentment are underlying mechanisms for positive relationship outcomes, and anger, contentment and sympathy all serve as mediators in inducing negative relationship outcomes. Therefore, there is no straightforward answer with regards to what emotions the organization should attempt to nurture versus suppress in their publics.

Emotions may be naturally occurring, complicated, fascinating, and elusive phenomena in the human experience. Our understanding of publics' emotions may be in its very nascent stage, with this dissertation adding a little more understanding of publics' emotions in the relationship management process. These research efforts are small, albeit important steps to explore the complicated phenomena of publics' emotions. Organizations need to work with their publics' emotions to better build and maintain relationships with publics, and be aware of the effect of emotions and continue to deepen their understanding of publics' emotions in the day-to-day business and in crisis situations.

Not all relationship cultivation strategies influence relationship outcomes through the emotions mechanism. The findings indicate that the strategy of openness and assurances of legitimacy are not mediated by any emotions in their impact on positive and relationship outcomes. This means that the organization's being open and willing to disclose information about itself does not impact the publics' perceptions of relationships through emotions mechanisms. The organization's efforts at assuring the publics of their legitimacy and attempting to address the publics' concerns do not affect the publics' relationships with the organization by influencing their feelings towards the organization.

It may be inferred that emotion is only one of the many different underlying mechanisms for the influence of relationship cultivation strategies on relationship outcomes. Some relationship cultivation strategies do not generate their influence on relationships through the emotions mechanism at all, the mechanisms of influence may be cognitive, or some other processes. The findings also imply that some relationship cultivation strategies may encompass an emotions component, therefore their impact are mediated by emotions, whereas certain relationship cultivation strategies such as openness and assurances of legitimacy do not encompass a emotions component, and may be perceived as purely cognitive by the publics.

Post-Crisis Moderation Model

Crisis communication research has conceptualized the buffering and boomerang effects of corporate social responsibility (CSR) on consumers' perceptions of an organization during crises. There has been controversial empirical findings regarding whether prior corporate reputation and corporate social responsibility activities have a positive or negative influence on consumers' perceptions of an organization in times of crises (Grunwald & Hempelmann, 2011; Kim & Lee, 2015; Sohn & Lariscy, 2015).

Some scholars posit that favorable prior organizational reputation positively influences publics' perceptions of the organization during crises (Coombs & Holladay, 2006), creating the buffering effect, or halo effect (Dawar & Pillutla, 2000; Grunwald & Hempelmann, 2011; Klein & Dawar, 2004).

This may be explained by cognitive dissonance theory, which suggests that negative information from a crisis contradicts the publics' existing positive beliefs about the organization, so publics tend to minimize or ignore the negative information, thereby the organization's good reputation serves as a buffer and shock absorber and its effect carries over to the crisis context (Sohn & Lariscy, 2015).

Other scholars argue that better prior reputation negatively impacts publics' perceptions of an organization in times of crises (Dean, 2004). The expectancy violation theory may account for this phenomenon, known as the boomerang effect in crisis communication (Grunwald & Hempelmann, 2011; Sohn & Lariscy, 2015). When an organization with good reputation encounters a crisis which violates the publics' expectations, the organization may be more heavily blamed than an organization with an average or bad prior reputation (Sohn & Lariscy, 2015).

Inspired by crisis communication research on the buffering and boomerang effect of prior reputation on publics' perceptions during crisis, this study conceptualized that organization-public relationships may span the pre-crisis and post-crisis contexts and influence publics' perceptions of the organization after crisis. OPR and NOPR may serve as contextual variables that impact the influence of publics' emotions on perceived effectiveness of crisis response strategies.

This study did not find that organization-public relationships and negative organization-public relationships impact the influence of emotions on perceived effectiveness of crisis response strategies. The findings reveal that sometimes only the emotion predicts perceived effectiveness of the crisis response strategy, sometimes only OPR impacts the perceived effectiveness, and in some cases both the emotion and OPR influence the perceived effectiveness. When OPR is found to predict publics' perceptions, either together with emotions or as the sole predictor, positive organization-public relationships always have a positive influence on perceived effectiveness of crisis response strategies. In this study negative organization-public relationships have not been found to impact publics' perceptions of the organization after crisis.

Theoretical and Practical Implications

This dissertation refines and further develops the theory of relationship management into a more comprehensive theoretical framework. Research advancements in the conceptualization of relationship cultivation strategies and relationship outcomes are synthesized and incorporated into the refined theoretical framework. The relationship cultivation strategy of positivity, unlike the other strategies, is an emotions-oriented strategy through which the organization attempts to make its interactions with publics pleasant and enjoyable and influence public perceptions through the emotions mechanism. The strategy of positivity has been excluded in the conceptualization of relationship cultivation strategies due to its lack of uniqueness in the cognitive or content dimension (Grunig & Huang, 2000; Shen, 2011). This study adds positivity back into the relationship cultivation strategies conceptualization and acknowledges it as an emotions-oriented strategy.

Relationship management theory, as the second most frequently used theory in public relations and a major paradigm in public relations (Ferguson, 1984; Sallot, Lyon, Acosta-Alzuru, & Jones, 2003; Toth, 2010), can be further developed and refined by reflecting the research advancements in the constructs of the theory, and by incorporating the updated constructs and testing them in the context of each other in the theoretical framework. The recent research developments on the theorization of negative organization-public relationships are incorporated into the refined theoretical framework of relationship management theory, including the negative relationship dimensions of distrust, dissatisfaction, control dominance, and dissolution (Moon & Rhee, 2013). By testing all relationship cultivation strategies and all positive and negative relationship outcomes in the refined model, the study also demonstrates how each strategy differentially impacts each positive and negative relationship outcome. Study findings reveal that the emotions-oriented strategy of positivity turns out to be the most effective relationship cultivation strategy that influences the greatest number of relationship outcomes.

This dissertation also develops the relationship management theory by expanding it into the crisis context. Using the construct of organization-public relationship which transcends the pre-crisis and post-crisis contexts, this study further conceptualizes the relationship management theory to encompass both the pre-crisis and post-crisis components. The idea of refining a public relations theory to encompass components of the normal (pre-crisis) times and the post-crisis times may be of reference for the further development of other public relations theories. The relationship management theory is originally conceptualized in the normal, pre-crisis context in the day-to-day exchanges

between an organization and its publics. However, the relationships between an organization and its publics are theorized as long-lasting and affecting the publics' overall perception of the organization in normal times and in crises. Therefore, this study used organization-public relationships to bridge the gap between the pre-crisis relationship building and the post-crisis utilization of relationships. This method of theory development of expanding the theory into both pre-crisis and post-crisis contexts sheds light on the further development of other public relations theories. For theories conceptualized in the normal times, expanding them into the crisis context may test the robustness of the theory in times of crisis. For theories originally conceptualized in the crisis context, expanding them to the pre-crisis context may build connections with other public relations theories and explore the theory's antecedents. Overall, this approach of expanding public relations theories across the pre-crisis and post-crisis contexts may contribute to theory development in public relations.

In addition to expanding and refining the relationship management theory, this study also contributes to developing the crisis communication theories by incorporating organization-public relationships into the consideration of crisis communication endeavors. Existing crisis communication theories such as the situational theory of crisis communication (Coombs, 2007) and the Integrated Crisis Mapping (ICM) model (Jin, Pang, & Cameron, 2012) did not focus on cultivating or maintaining relationships during crises. This study built and tested exploratory theoretical models that focus on the effects of relationships in crisis communication, which could be further refined towards a relationship-based crisis communication theory. Such a refined theory would serve to

bridge the gap between public relations theories during crises and in normal times through the constant cultivation and maintenance of organization-public relationships.

Contrary to the theoretical and empirical distinction between attribution-dependent and attribution-independent emotions in the situational crisis communication (SCCT) model (Choi & Lin, 2009), this study has found that in the context of this crisis, almost all the emotions are dependent on attribution of responsibility. Prior literature has conceptualized alertness and confusion as attribution-independent emotions (Choi & Lin, 2009). Whether alertness and confusion function as emotional or cognitive mechanisms in crisis communication and relationship management may be further clarified. Also, this study's empirical finding that almost all emotions are attribution-dependent may warrant further research on the role of attribution of crisis responsibility in the formation of crisis emotions, as well as clear distinctions between attribution-independent and attribution-dependent concrete emotions, if such distinctions exist across different types of crisis situations.

However, in the SCCT framework, anger has been found to be negatively associated with organizational reputation (Choi & Lin, 2009) and supportive behavioral intentions (Coombs, 2007), which is similar to this study's findings that anger is often negatively related to perceived effectiveness of crisis response strategies. In this study as well as across and SCCT and ICM models, anger has been found to be a dominant emotion in crisis with considerable impact (Choi & Lin, 2009; Jin, Pang, & Cameron, 2012).

The overarching purpose of the modelling and theory of this study is consistent with that of the ICM model. The ICM model is an emotions-based approach to crisis

communication that examines publics' experienced emotions as critical antecedents to understanding publics' coping strategies to different types of crises (Jin, Pang, & Cameron, 2012). Similarly, this study also constructs and advocates for an emotions-based approach for organizations to select effective crisis response strategies based on publics' experienced emotions. The underlying idea of the emotions-based approach is that the "hearts and minds" (Jin, Pang, & Cameron, 2012, p. 291) of publics are critical for determining the appropriate organizational crisis response. As research establishes the match between publics' emotions and corresponding crisis response strategies, organizations can make their crisis response strategies more "targeted and honed" (Jin, Pang, & Cameron, 2012, p. 291). This study serves to contribute to this mission of the ICM model, and thereby adds to the further development of this prominent "publics-driven, emotion-based" ICM model of crisis communication (Jin, Pang, & Cameron, 2012, p. 266).

Emotion tends to be an undervalued and sometimes overlooked phenomenon in public relations. Public relations theory and research often does not distinguish between cognitive and affective mechanisms, or adopts the unspoken assumption that organizations and publics are rational and behave based on cognition (Huang, 2003; Wehmeier, 2006). This study suggests an alternative, emotions-based perspective which may be a constructive and productive approach in further developing public relations theory. This dissertation conceptualizes an emotions perspective on relationship management theory. This study contributes to the development of relationship management theory by dissecting the emotions components and analyzing the emotions mechanisms in the relationship building process.

This dissertation's practical implications lie in its guidance for the selection of relationship cultivation strategies and crisis response strategies. Study findings have suggested the respective effectiveness of relationship cultivation strategies both through the emotions mechanism, and through the direct influence on relationship outcomes. The emotions-oriented strategy of positivity turns out to be the most effective strategy, which suggests that in order to build relationships, organizations need to make efforts to make publics "feel good", in addition to simply "do good".

This study also found that emotions and organization-public relationships may significantly predict publics' perceptions of the effectiveness of the organization's crisis response. This means that the organization's efforts in building long-term relationships with publics may prove useful in times of crisis. This also suggests that in order to select the most appropriate and effective crisis response strategy, the organization may gauge the publics' feelings during the crisis and use that assessment to guide their selection of a response strategy that matches and addresses the publics' emotions. The real-time assessment of publics' crisis emotions may be conveniently conducted in the era of big data, such as through a sentiment analysis of publics' tweets (Zhao, Zhan, & Wong, 2017). The recent advancement in public relations research on the large-scale, real-time measurement of publics' emotions on social network sites may further contribute to the research and practice on the selection of crisis response strategies.

Limitations and Directions for Future Research

There are limitations to all research endeavors, but they may point to fruitful directions of future research. The main goal of this study is to build and refine a more comprehensive relationship management model. In order to test the role of emotions in the model, this study could not accommodate all the 29 concrete emotions, but selected a

few salient emotions to represent their respective type of emotion. Although this may contribute to the parsimony of the model, the modelling results may be different if other specific emotions were tested in the model. Future researchers may continue to test different discrete emotions in the relationship management model both pre- and post-crisis, and the insignificant paths in this study may turn out to be a significant effect for other emotions.

Since there is no prior conceptualization of consumer emotions specifically in the crisis context, it is important to synthesize the relevant emotions in this context. In order to explore the functionality of emotions in crisis, empirically testing the impact of emotions in the pre- and post- crisis contexts may serve as an exploratory step. However, it is beyond the scope of this dissertation to test all emotions in the relationship management model. This dissertation aims to test and clarify the role of emotions in relationship management, therefore selecting a few emotions that represent the list of emotions may help demonstrate the role and function of each type of emotion.

Some of the effect sizes may seem small. This study aims to explore whether, if at all, emotions serve as a mediator in the relationship management process; and also if emotions serve to moderate the impact of relationships on perceived effectiveness of crisis response strategies. For the sake of this study, it is important to distinguish between types of emotions, since their impact could differ in direction. This study measured 29 discrete emotions and empirically analyzed and categorized them into three types. Instead of using composites, and following prior research on emotions in crisis communication, this study selected a representative emotion from each category (based on its loading on attribution of responsibility and prevalence), and tested the selected emotion in the

model, to represent its type of emotions' function in the model. Based on the exploratory findings from this research regarding the functions of each type of emotions, further research could test more emotions, test the most prevalent emotions, and combine emotions in the same category, to better gauge the impact of emotions in relationship management.

The underlying structure of the conceptualization of pre-crisis and post-crisis emotions needs to be further explored and validated. This study took the initial steps in bridging the pre-crisis emotions and post-crisis emotions, and attempted to build a conceptualization of emotions that spans the pre-crisis and post-crisis contexts. The study synthesized existing theory on consumer emotions and publics' crisis emotions and derived a two-factor structure of consumer emotions pre- and post-crisis (Jin, Liu, Anagondahalli, & Austin, 2014; Laros & Steenkamp, 2005). The theoretically derived factor structure of emotions including valence (positive versus negative) and attribution of responsibility (attribution-dependent versus attribution-independent) as the two underlying factors did not align with empirical data in this crisis scenario. This study empirically tested all the concrete emotions pre- and post-crisis and found that almost all emotions were attribution-dependent. Therefore, more empirical research is needed in testing the attribution of responsibility for different emotions across different crisis scenarios, in order to validate whether the concrete emotions are attribution-dependent or attribution-independent. Such empirical research will also enhance the understanding of the structure of consumer emotions in the crisis context.

Further research is needed to examine whether attribution of responsibility serves as an underlying dimension for the comprehensive conceptualization of emotions pre-

and post-crisis. Since this study measured all concrete emotions, the data from this study can be used to conduct a factor analysis to examine the factorial structure of the pre- and post- crisis emotions. Further research can be done to replicate and refine the factorial structure of pre- and post- crisis emotions.

To further demonstrate the importance of emotions and the process through which the emotions mechanism functions, more theoretical and empirical research is needed to examine how emotions function in the relationship management model. For example, the emotion of sympathy impacts the influence of relationship cultivation strategies on negative relationship outcomes, but does not pose any influence as a mediator for positive relationship outcomes. Future research may compare the emotions mechanism in producing positive and negative relationship outcomes and further examine the function of the emotions mechanism.

Further research may be needed to clarify between emotions- and cognition-based mechanisms as mediators in the pre-crisis relationship management model. In this study, shock and confusion are considered emotions mechanisms. An emotion is a concrete display and vocalization of affect (Thien, 2005, p. 452), and an affect is defined as positive and negative visceral responses to stimuli (Keltner & Haidt, 1999; Williams, 2015; Zajonc, 2008). An emotion by definition is a mental state as opposed to a cognitive state which arises spontaneously and instinctively (Ifenthaler, 2015). Emotions are on a different dimension from cognitive states which require conscious efforts of information seeking and information processing behaviors. Mental states such as shock and confusion encompass an emotions dimension and are included in the synthesis of consumer

emotions in crisis situations, which is consistent with prior literature in crisis communication (Choi & Lin, 2009; Liu, Jin, & Fraustino, 2013).

The discrete emotions approach in this study may be further strengthened by the emotional flow approach, characterized by a series of emotional shifts in valence or intensity of the emotions in consumers' experiences during crises (Nabi & Green, 2015). The emotional flow approach adds the dimension of time in the conceptualization of emotions, and with multiple measurements of emotions at different time points, may provide a more in-depth and dynamic view of the nuances in emotions.

This study only theorized but did not test the cognitive versus affective (emotions) dimensions of key constructs in the relationship management theory, such as relationship cultivation strategies and organization-public relationships. Future research may empirically test the cognitive versus affective dimensions of relationship cultivation strategies, as well as such dual dimensions of relationship outcomes such as cognitive commitment and affective commitment.

The nonconvergence of the post-crisis moderation models may be due to the following reasons: (1) the complexity of the proposed moderation models in post-crisis relationship management; (2) the estimation mechanism; (3) the inherent challenges in the data, such as moderate to high correlations between measured variables; (4) the exploratory nature of the moderation models in post-crisis relationship management: the models could benefit from further theoretical development and refinement. This study could serve as a constructive exploratory step to understanding the impact of emotions and relationships in managing publics' post-crisis perceptions of the organization.

There are limitations to the method of this study that may be addressed by other methods. The use of a constructed news story as stimuli and the manipulation of an artificial crisis situation may take away from the ecological validity of this study. The use of surveys conducted through MTurk brings bias related to the study participants. Qualitative methods may be used to provide in-depth examinations of emotions in relationship management, with complex, multifaceted, lived human experience, in real crisis situations. The use of qualitative methods may be particularly useful in exploring new phenomena and building new theory, such as exploring the hypothesized invigorating and enervating effects of organization-public relationships in crisis in this study.

Future researchers may take this study to the next level by replicating the study using the social network analysis approach with social network data. For example, publics' emotions and perceptions of crisis responses may be measured through the publics' Twitter posts. This approach offers more organic, real-time and spontaneous measurements of publics' cognitive and affective responses to real crises. The data can be collected on a large scale with a large number of publics, and within a short period of time after the eruption of a crisis. This approach of measuring publics' reactions assisted by big data and machine learning technology may provide additional insights into the model testing, as compared to the traditional experiment method in which respondents answer survey questions about hypothetical crisis situations. Future researchers can test this pre- and post- crisis relationship management model by replicating this study using the social network analysis approach with a real crisis, and compare the observations with

this study' findings using the traditional experiment and survey methods with a manipulated crisis.

Appendix A. Pilot Study 1 Instrument

I. Informal Interviews

Please think of a few organizations that you have a relationship with. For example,

1. Amazon
2. Costco
3. Starbucks
4. Chik fil A

From this list, is there an organization you are most familiar with? _____

1. Do you buy their membership?
2. Do you have an online account?
3. Do you use their cellphone app?
4. Do you follow the company on any social media? If yes, which _____
5. Have you ever posted online about this organization, such as on their social media, on review websites (yelp, Google reviews, etc.)? If yes, which one(s)_____
6. Have you talked about this organization with other people (word of mouth)?
7. How long have you known this organization?
8. How often do you purchase from this organization?
9. Do you have a go-to product (you buy frequently and repeatedly), or favorite product(s), from this organization? If yes, what is it_____
10. Do you have special experiences that make you loyal and emotionally attached to this organization? (such as celebrating your birthday/anniversary with a certain product or at this organization) _____

II. Surveys:

Questionnaire for Target:
This survey will ask about your impressions and opinions about Target. You will need to be familiar with Target and have your own opinions about Target to answer the questions.

1. When we mention Target, what are some descriptive words that characterize Target in your mind? Please describe how you feel about Target briefly.

2. On a scale of 0 to 10 where 0 = extremely unfavorable, 10 = extremely favorable, your overall rating of Target is?

3. Do you feel strongly about Target, either love or hate? Please explain why you love/hate/feel the way you feel about Target.

Questionnaire for Walmart:

This survey will ask about your impressions and opinions about Walmart. You will need to be familiar with Walmart and have your own opinions about Walmart to answer the questions.

1. When we mention Walmart, what are some descriptive words that characterize Walmart in your mind? Please describe how you feel about Walmart briefly.

2. On a scale of 0 to 10 where 0 = extremely unfavorable, 10 = extremely favorable, your overall rating of Walmart is?

3. Do you feel strongly about Walmart, either love or hate? Please explain why you love/hate/feel the way you feel about Walmart.

Appendix B. Pilot Study 2 Instrument

Participants are randomly assigned to one of five crisis response strategy scenarios. Participants will read the assigned scenario and answer questions.

Denial posture: denial, scapegoating

Walmart child laborers in China: Slapped, dragged and verbally abused

- **Walmart child laborers committed suicide, revealing deplorable work conditions and abuse**
- **Retail giant Walmart denies responsibility, blames suppliers and Chinese laws as the scapegoat**

Between April 13 and April 17, in the span of just four days, an 11-year-old girl and a 10-year old boy, both laborers in a Walmart factory in Zhengzhou, China, jumped off their eighth-floor dorm and lost their lives. Weibo (the Chinese Twitter) erupted in response, drawing attention to many child laborers working 14-hour days in Walmart suppliers' factories across China under inhumane work conditions and threat of physical and verbal abuse.

"My boss slaps me in the face when he gets angry, calling me names like pig," said a 10-year-old girl who just got off her work shift at 3 a.m.

Walmart completely denied any responsibility. "We were shocked to hear of this incident. We fully expect that our suppliers will act in accordance with our contract and provide a safe working environment for their employees, in full compliance with Chinese laws and regulations. While we have extensive policies and processes in place to evaluate the labor practices of our suppliers, it is impossible to monitor every supplier every day at every production site throughout the world." said a Walmart spokesperson.

Diminishment posture: excusing, justification

Walmart child laborers in China: Slapped, dragged and verbally abused

- **Walmart child laborers committed suicide, revealing deplorable work conditions and abuse**
- **Retail giant Walmart provides justification by emphasizing Walmart's fair labor standards across factories in China, claiming the scope of the incident as "extremely limited", diminishes Walmart's responsibility**

Between April 13 and April 17, in the span of just four days, an 11-year-old girl and a 10-year-old boy, both laborers in a Walmart factory in Zhengzhou, China, jumped off their eighth-floor dorm and lost their lives. Weibo (the Chinese Twitter) erupted in

response, drawing attention to many child laborers working 14-hour days in Walmart factories across China under inhumane work conditions and threat of physical and verbal abuse.

"My boss slaps me in the face when he gets angry, calling me names like pig," said a 10-year-old girl who just got off her work shift at 3 a.m.

Walmart provides justification by revisiting its history of upholding fair labor standards, in this way minimizing their responsibility. "Walmart has extensive policies and constant evaluation in place to ensure that our suppliers meet fair labor standards for their employees," a Walmart spokesperson said. "We will continue to be vigilant and proactive in assuring that these standards are maintained by all of our global suppliers." Walmart clarified the distinction between corporate branches and foreign suppliers. Citing limited direct supervision of certain foreign suppliers, Walmart emphasizes that the incident's scope of influence is "extremely limited", as the incident is a very rare case among the over 1,000 Walmart factories in China.

Rebuilding posture: apology, compensation

Walmart child laborers in China: Slapped, dragged and verbally abused

- **Walmart child laborers committed suicide, revealing deplorable work conditions and abuse**
- **Retail giant Walmart apologizes, takes full responsibility, and offers financial support**

Between April 13 and April 17, in the span of just four days, an 11-year-old girl and a 10-year-old boy, both laborers in a Walmart factory in Zhengzhou, China, jumped off their eighth-floor dorm and lost their lives. Weibo (the Chinese Twitter) erupted in response, drawing attention to many child laborers working 14-hour days in Walmart factories across China under inhumane work conditions and threat of physical and verbal abuse.

"My boss slaps me in the face when he gets angry, calling me names like pig," said a 10-year-old girl who just got off her work shift at 3 a.m.

Walmart apologized, took full responsibility and asked for forgiveness. "The tragic events in Zhengzhou have given us all pause." said a Walmart spokesperson. "At Walmart, we take the well-being of our customers, employees, suppliers and their employees extremely seriously. As we have learned more about the employment practices of our suppliers in recent days, our leadership team has instituted a new, more rigorous evaluation program to ensure that fair labor practices will always be upheld." Walmart has also offered financial support to the child laborers involved.

Bolstering posture: reminding, ingratiation

Walmart child laborers in China: Slapped, dragged and verbally abused

- **Walmart child laborers committed suicide, revealing deplorable work conditions and abuse**
- **Retail giant Walmart reminds the public of $20,000,000 donations to charities in China, reaffirms and praises customers and employees**

Between April 13 and April 17, in the span of just four days, an 11-year-old girl and a 10-year-old boy, both laborers in a Walmart factory in Zhengzhou, China, jumped off their eighth-floor dorm and lost their lives. Weibo (the Chinese Twitter) erupted in response, drawing attention to many child laborers working 14-hour days in Walmart factories across China under inhumane work conditions and threat of physical and verbal abuse.

"My boss slaps me in the face when he gets angry, calling me names like pig," said a 10-year-old girl who just got off her work shift at 3 a.m.

Walmart reminds the public of its past good works, reaffirms and praises customers and employees. "Despite the tragic events of the past few days at one of our suppliers, we at Walmart stand by our record of supporting Chinese children through donations of more than $20,000,000 to local charities in underdeveloped areas across the country," said a Walmart spokesperson. "In an increasingly global world, the contributions of tens of thousands of Chinese workers and millions of customers continue to be an integral part of our success and growth."

No response

Walmart child laborers in China: Slapped, dragged and verbally abused

- **Walmart child laborers committed suicide, revealing deplorable work conditions and abuse**
- **Retail giant Walmart remains silent, issues no response, provides no comment**

Between April 13 and April 17, in the span of just four days, an 11-year-old girl and a 10-year-old boy, both laborers in a Walmart factory in Zhengzhou, China, jumped off their eighth-floor dorm and lost their lives. Weibo (the Chinese Twitter) erupted in response, drawing attention to many child laborers working 14-hour days in Walmart factories across China under inhumane work conditions and threat of physical and verbal abuse.

"My boss slaps me in the face when he gets angry, calling me names like pig," said a 10-year-old girl who just got off her work shift at 3 a.m.

Walmart has remained silent about this issue. When contacted for a response, the Walmart spokesperson provides no comment regarding this tragic incident.

Comprehension check:

On a scale of 0 to 10, where 0 = strongly disagree and 10 = strongly agree,

1. To what extent do you agree that some child laborers in China work in Walmart factories under inhumane work conditions?

2. To what extent do you agree that Weibo (the Chinese Twitter) reveals threat of physical and verbal abuse to child laborers in Walmart factories in China.

Manipulation check:

3. Which best describes Walmart's response to this crisis (choose only one)

A. The Walmart spokesperson denies abuse, and shifts the blame to personal circumstances such as mental health issues. [**denial and scapegoating**]
B. The Walmart spokesperson emphasizes Walmart's fair labor practices and the extremely limited scope of this incident, provides justification, diminishes responsibility [**providing justification, minimizing responsibility**]
C. The Walmart spokesperson apologizes for this tragic incident, and offers financial support to child laborers involved [**apology and compensation**]
D. The Walmart spokesperson reminds people of past good works such as donations, and praises employees and customers as an integral part of Walmart's success [**reminding and praising**]
E. The Walmart spokesperson provides no response, keeps silent over this incident [**no response, no comment**]

Appendix C. Main Study Instrument

All items are on a 0-10 Likert-type scale where 0 = not at all/strongly disagree, and 10 = extremely/strongly agree, unless otherwise specified.

To what extent do you agree…

Relationship cultivation strategies

Access

1. Walmart provides you with adequate contact information.
2. When you have questions or concerns, Walmart is willing to answer your inquiries.
3. Walmart provides you with adequate contact information for specific staff on specific issues.
4. My experience with Walmart could be characterized as mostly not cooperative (0) versus mostly cooperative (10).

Openness

1. Walmart's social media accounts are a valuable source of information for you.
2. Walmart shares enough information with you on its website.
3. Walmart shares information with you about news and updates that are important to you.
4. Walmart shares enough information about policies that are relevant to you.

Sharing of Tasks

1. Walmart works with consumers to develop solutions to problems that benefit consumers.
2. Walmart is involved in managing community issues that consumers care about.
3. Walmart works effectively to resolve issues its consumers are facing, thus sharing the joint responsibilities facing consumers as well as Walmart.
4. Consumers and Walmart are both involved in solving mutual problems.

Networking

1. Walmart builds coalitions and displays connections with groups that are important to consumers.
2. The coalitions and connections that Walmart forms with other groups benefit consumers.
3. The activities that Walmart is involved in with other groups are helpful to consumers.
4. Walmart effectively builds coalitions with groups that impact consumers.

Assurances of Legitimacy

1. Walmart makes a genuine effort to provide personal responses to consumers' concerns.
2. Walmart communicates the importance of consumers.
3. Walmart allows consumers adequate opportunity to raise concerns and voice opinions.
4. When consumers raise concerns, Walmart takes these concerns seriously.

Positivity

1. Walmart's communication with you is courteous.
2. Walmart attempts to make its interactions with you enjoyable.
3. Walmart is cooperative when handling disagreements with you.
4. My experience with Walmart has been mostly not pleasant (0) versus mostly pleasant (10).

Pre-crisis Emotions

In your interactions with Walmart, how often does Walmart make you feel:
0 = never, 5 = sometimes, 10 = every time

	Emotions
Positive	Grateful/appreciative/thankful
	Interested/alert/curious
	Love/closeness/trust
	Amused/fun-loving/silly
	Glad/happy/joyful
	Hopeful/optimistic/encouraged
	Sexual/desiring/flirtatious
	Proud/confident/self-assured
	Content/serene/peaceful
	Awe/wonder/amazement
	Interested/alert/curious
Negative	Angry/irritated/annoyed/outraged
	Sad/downhearted/unhappy
	Scared/fearful/afraid/dread/fright
	Disgust/distaste/revulsion
	Contemptuous (contempt)/scornful/disdainful
	Embarrassed/self-conscious/blushing
	Repentant/guilty/blameworthy
	Ashamed/humiliated/disgraced
	Anxious/worried/concerned
	Apprehension

Other	Sympathy/compassion/pity/concern
	Surprised/amazed/astonished/shocked
	Schadenfreude: drawing pleasure from the pain of others
	Confused
	Alert
	Worry
	Relief
	Guilt
	Shame

What are your impressions of this organization?

Organization-public relationship

1. Control mutuality
   (1) Walmart and consumers like me are attentive to what each other say.
   (2) Walmart believes the opinions of consumers like me are legitimate.
   (3) Walmart cooperates with consumers.
   (4) Walmart really listens to what consumers like me have to say.
   (5) Consumers' opinions are taken into account by decision makers in Walmart.
   (6) The management of Walmart considers consumers' concerns and feedback in the decision-making process.
2. Trust
   (1) Walmart treats consumers like me fairly and justly.
   (2) Whenever Walmart makes an important decision, I know it will consider the decision's impact on consumers like me.
   (3) Walmart can be relied on to keep its promises.
   (4) I feel very confident about Walmart's abilities.
   (5) Walmart has the ability to accomplish what it says it will do.
   (6) Sound principles guide Walmart's behavior.
3. Commitment
   (1) I feel that Walmart is trying to maintain a long-term commitment to consumers like me.
   (2) I can see that Walmart wants to maintain a positive relationship with consumers like me.
   (3) There is a long-lasting bond between Walmart and consumers like me.
   (4) Compared to other organizations in the same business, I value my relationship with Walmart more.
   (5) I would rather purchase from Walmart than not.
   (6) I feel a sense of loyalty to Walmart.
4. Satisfaction
   (1) I am happy with Walmart.

(2) Both the company and its consumers benefit from the relationship.
(3) I am happy in my interactions with Walmart.
(4) Generally speaking, I am pleased with the relationship Walmart has established with me.
(5) I enjoy dealing with Walmart.
(6) I am generally satisfied with the relationship with Walmart.

Negative organization-public relationship

1. Dissatisfaction
   (1) My relationship with Walmart is bad.
   (2) I feel that the relationship with Walmart is a disadvantage.
   (3) I don't have good feelings about the relationship I have with Walmart.
   (4) I am disappointed about the relationship with Walmart.
   (5) Relationship with Walmart is not as good as I had expected.
2. Distrust
   (1) Walmart puts more weight on its private interests than on public interests.
   (2) Walmart often deceives publics intentionally.
   (3) Walmart seems to hide its problems.
   (4) Walmart has the tendency to blame consumers or the environment when the problem or fault is its own.
   (5) Walmart does not seem to practice transparent management.
3. Control dominance
   (1) Walmart ignores opinions of consumers like me.
   (2) Walmart does not like having the opinions of people like me to be considered in its decision making processes.
   (3) Walmart does not try to be in the shoes of people like me.
   (4) Walmart seems to not care about the opinions of people like me.
   (5) Walmart does not give people like me a chance to voice an opinion.
4. Dissolution
   (1) I plan to end my relationship with Walmart.
   (2) I don't want to continue the relationship with Walmart any more.
   (3) I regret the relationship with Walmart.
   (4) I will discontinue the relationship with Walmart soon.
   (5) If possible, I want to end the relationship with Walmart right now.

Participants are randomly assigned to one of five crisis response strategy scenarios. Participants will read the assigned scenario and answer questions.

Denial posture: denial, scapegoating

Walmart child laborers in China: Slapped, dragged and verbally abused

- **Walmart child laborers committed suicide, revealing deplorable work conditions and abuse**
- **Retail giant Walmart denies responsibility, blames suppliers and Chinese laws as the scapegoat**

Between April 13 and April 17, in the span of just four days, an 11-year-old girl and a 10-year old boy, both laborers in a Walmart factory in Zhengzhou, China, jumped off their eighth-floor dorm and lost their lives. Weibo (the Chinese Twitter) erupted in response, drawing attention to many child laborers working 14-hour days in Walmart suppliers' factories across China under inhumane work conditions and threat of physical and verbal abuse.

"My boss slaps me in the face when he gets angry, calling me names like pig," said a 10-year-old girl who just got off her work shift at 3 a.m.

Walmart completely denied any responsibility. "We were shocked to hear of this incident. We fully expect that our suppliers will act in accordance with our contract and provide a safe working environment for their employees, in full compliance with Chinese laws and regulations. While we have extensive policies and processes in place to evaluate the labor practices of our suppliers, it is impossible to monitor every supplier every day at every production site throughout the world." said a Walmart spokesperson.

Diminishment posture: excusing, justification

Walmart child laborers in China: Slapped, dragged and verbally abused

- **Walmart child laborers committed suicide, revealing deplorable work conditions and abuse**
- **Retail giant Walmart provides justification by emphasizing Walmart's fair labor standards across factories in China, claiming the scope of the incident as "extremely limited", diminishes Walmart's responsibility**

Between April 13 and April 17, in the span of just four days, an 11-year-old girl and a 10-year-old boy, both laborers in a Walmart factory in Zhengzhou, China, jumped off their eighth-floor dorm and lost their lives. Weibo (the Chinese Twitter) erupted in response, drawing attention to many child laborers working 14-hour days in Walmart factories across China under inhumane work conditions and threat of physical and verbal abuse.

"My boss slaps me in the face when he gets angry, calling me names like pig," said a 10-year-old girl who just got off her work shift at 3 a.m.

Walmart provides justification by revisiting its history of upholding fair labor standards, in this way minimizing their responsibility. “Walmart has extensive policies and constant evaluation in place to ensure that our suppliers meet fair labor standards for their employees,” a Walmart spokesperson said. “We will continue to be vigilant and proactive in assuring that these standards are maintained by all of our global suppliers.” Walmart clarified the distinction between corporate branches and foreign suppliers. Citing limited direct supervision of certain foreign suppliers, Walmart emphasizes that the incident’s scope of influence is “extremely limited”, as the incident is a very rare case among the over 1,000 Walmart factories in China.

Rebuilding posture: apology, compensation

Walmart child laborers in China: Slapped, dragged and verbally abused

- **Walmart child laborers committed suicide, revealing deplorable work conditions and abuse**
- **Retail giant Walmart apologizes, takes full responsibility, and offers financial support**

Between April 13 and April 17, in the span of just four days, an 11-year-old girl and a 10-year-old boy, both laborers in a Walmart factory in Zhengzhou, China, jumped off their eighth-floor dorm and lost their lives. Weibo (the Chinese Twitter) erupted in response, drawing attention to many child laborers working 14-hour days in Walmart factories across China under inhumane work conditions and threat of physical and verbal abuse.

“My boss slaps me in the face when he gets angry, calling me names like pig,” said a 10-year-old girl who just got off her work shift at 3 a.m.

Walmart apologized, took full responsibility and asked for forgiveness. “The tragic events in Zhengzhou have given us all pause.” said a Walmart spokesperson. “At Walmart, we take the well-being of our customers, employees, suppliers and their employees extremely seriously. As we have learned more about the employment practices of our suppliers in recent days, our leadership team has instituted a new, more rigorous evaluation program to ensure that fair labor practices will always be upheld.” Walmart has also offered financial support to the child laborers involved.

Bolstering posture: reminding, ingratiation

Walmart child laborers in China: Slapped, dragged and verbally abused

- **Walmart child laborers committed suicide, revealing deplorable work conditions and abuse**

- **Retail giant Walmart reminds the public of $20,000,000 donations to charities in China, reaffirms and praises customers and employees**

Between April 13 and April 17, in the span of just four days, an 11-year-old girl and a 10-year-old boy, both laborers in a Walmart factory in Zhengzhou, China, jumped off their eighth-floor dorm and lost their lives. Weibo (the Chinese Twitter) erupted in response, drawing attention to many child laborers working 14-hour days in Walmart factories across China under inhumane work conditions and threat of physical and verbal abuse.

"My boss slaps me in the face when he gets angry, calling me names like pig," said a 10-year-old girl who just got off her work shift at 3 a.m.

Walmart reminds the public of its past good works, reaffirms and praises customers and employees. "Despite the tragic events of the past few days at one of our suppliers, we at Walmart stand by our record of supporting Chinese children through donations of more than $20,000,000 to local charities in underdeveloped areas across the country," said a Walmart spokesperson. "In an increasingly global world, the contributions of tens of thousands of Chinese workers and millions of customers continue to be an integral part of our success and growth."

No response

Walmart child laborers in China: Slapped, dragged and verbally abused

- **Walmart child laborers committed suicide, revealing deplorable work conditions and abuse**
- **Retail giant Walmart remains silent, issues no response, provides no comment**

Between April 13 and April 17, in the span of just four days, an 11-year-old girl and a 10-year-old boy, both laborers in a Walmart factory in Zhengzhou, China, jumped off their eighth-floor dorm and lost their lives. Weibo (the Chinese Twitter) erupted in response, drawing attention to many child laborers working 14-hour days in Walmart factories across China under inhumane work conditions and threat of physical and verbal abuse.

"My boss slaps me in the face when he gets angry, calling me names like pig," said a 10-year-old girl who just got off her work shift at 3 a.m.

Walmart has remained silent about this issue. When contacted for a response, the Walmart spokesperson provides no comment regarding this tragic incident.

Comprehension check:

On a scale of 0 to 10, where 0 = strongly disagree and 10 = strongly agree,

1. To what extent do you agree that some child laborers in China work in Walmart factories under inhumane work conditions?

2. To what extent do you agree that Weibo (the Chinese Twitter) reveals threat of physical and verbal abuse to child laborers in Walmart factories in China.

Manipulation check:

3. Which best describes Walmart's response to this crisis (choose only one)
   A. The Walmart spokesperson denies abuse, and shifts the blame to personal circumstances such as mental health issues. [**denial and scapegoating**]
   B. The Walmart spokesperson emphasizes Walmart's fair labor practices and the extremely limited scope of this incident, provides justification, diminishes responsibility [**providing justification, minimizing responsibility**]
   C. The Walmart spokesperson apologizes for this tragic incident, and offers financial support to child laborers involved [**apology and compensation**]
   D. The Walmart spokesperson reminds people of past good works such as donations, and praises employees and customers as an integral part of Walmart's success [**reminding and praising**]
   E. The Walmart spokesperson provides no response, keeps silent over this incident [**no response, no comment**]

Post-crisis Emotions

What happened makes you feel: 0 = not at all, 10 = extremely

	Emotions
Positive	Grateful/appreciative/thankful
	Interested/alert/curious
	Love/closeness/trust
	Amused/fun-loving/silly
	Glad/happy/joyful
	Hopeful/optimistic/encouraged
	Sexual/desiring/flirtatious
	Proud/confident/self-assured
	Content/serene/peaceful
	Awe/wonder/amazement
	Interested/alert/curious
Negative	Angry/irritated/annoyed/outraged
	Sad/downhearted/unhappy
	Scared/fearful/afraid/dread/fright

	Disgust/distaste/revulsion
	Contemptuous (contempt)/scornful/disdainful
	Embarrassed/self-conscious/blushing
	Repentant/guilty/blameworthy
	Ashamed/humiliated/disgraced
	Anxious/worried/concerned
	Apprehension
Other	Sympathy/compassion/pity/concern
	Surprised/amazed/astonished/shocked
	Schadenfreude: drawing pleasure from the pain of others
	Confused
	Alert
	Worry
	Relief
	Guilt
	Shame

Perceived Effectiveness of Crisis Response Strategies

Overall, how well do you think Walmart has handled this situation (or: to what extent do you agree that this response strategy is effective)?

1. Walmart handled this crisis very well.
2. Walmart responded to the crisis appropriately.
3. Given the crisis, Walmart did what is right.
4. Using this strategy is very effective in handling this crisis.
5. The way Walmart responded showed its concern and commitment to consumers.
6. The way Walmart handled the crisis emphasized protecting victims of the crisis.
7. The way Walmart handled the crisis shows that Walmart accepts responsibility for the crisis.

Cause of the Crisis

What do you think caused the crisis?
Is it the organization's own fault, or an outside factor?

Adapted from (Brown & White, 2010; Coombs & Holladay, 1996; McAuley, Duncan, & Russell, 1992)

Is the cause(s) of the crisis something…

Locus of causality
That reflects an aspect of the organization 10 9 8 7 6 5 4 3 2 1 0 reflects an aspect of the situation
Something about the organization 10 9 8 7 6 5 4 3 2 1 0 something about other factors
Manageable by the organization 10 9 8 7 6 5 4 3 2 1 0 not manageable by the organization
Over which the organization has power 10 9 8 7 6 5 4 3 2 1 0 over which the organization has no power

External control (others = factors outside the organization)
Over which others have control 10 9 8 7 6 5 4 3 2 1 0 over which others have no control
Under the power of other people 10 9 8 7 6 5 4 3 2 1 0 not under the power of other people
Other people can regulate 10 9 8 7 6 5 4 3 2 1 0 other people can not regulate

Stability
Permanent 10 9 8 7 6 5 4 3 2 1 0 temporary
Stable over time 10 9 8 7 6 5 4 3 2 1 0 variable over time
Unchangeable 10 9 8 7 6 5 4 3 2 1 0 changeable

Demographics

1. What is your sex: A. male B. female

2. How old are you? _____ years old

3. What is the highest degree or level of school you have completed? If currently enrolled, highest degree received.
   A. No schooling completed
   B. Nursery school to 8th grade
   C. Some high school, no diploma
   D. High school graduate, diploma or the equivalent (for example: GED)
   E. Some college credit, no degree
   F. Trade/technical/vocational training
   G. Associate degree
   H. Bachelor's degree
   I. Master's degree
   J. Professional degree
   K. Doctorate degree

4. Which of the following best describe your racial/ethnic identity?
   A. European-American
   B. Hispanic-American
   C. Asian-American
   D. African-American
   E. Native American
   F. Pacific Islander American
   G. European
   H. South/Central American
   I. Asian
   J. African
   K. Other

5. What is your estimated monthly income?
   A. $1,000 or less
   B. $1,001 to $2,000
   C. $2,001 to $3,000
   D. $3,001 to $4,000
   E. $4,001 to $5,000
   F. $5,001 to $6,000
   G. More than $6,000

6. What is the estimated annual household income in your family?
   A. $10,000 or less
   B. $10,001 to $20,000
   C. $20,001 to $40,000
   D. $40,001 to $60,000
   E. $60,001 to $80,000
   F. $80,001 to $100,000
   G. More than $100,000

7. Marital Status: What is your marital status?

   A. Single, never married
   B. Married or domestic partnership
   C. Widowed
   D. Divorced
   E. Separated

8. Employment Status: Are you currently…?

   A. Employed for wages

B. Self-employed
C. Out of work and looking for work
D. Out of work but not currently looking for work
E. A homemaker
F. A student
G. Military
H. Retired
I. Unable to work

9. Where do you live (in which state) drop down menu

Appendix D. Pre-Crisis Mediation Model Complete Mplus Output

Note:

The output includes the model results of each relationship cultivation strategy on each relationship outcome, mediated by each emotion. The output includes total effects, total indirect effects, specific indirect effects, and direct effects.

	Estimate	S.E.	Two-Tailed Est./S.E.	P-Value
Effects from ACCESS to TRUST				
Total	-0.070	0.062	-1.116	0.264
Total indirect	-0.023	0.026	-0.890	0.373
Specific indirect				
TRUST PEACE ACCESS	-0.030	0.017	-1.707	0.088
TRUST SYMPAT ACCESS	0.001	0.007	0.137	0.891
TRUST ANGRY ACCESS	0.006	0.015	0.394	0.694
Direct				
TRUST ACCESS	-0.047	0.059	-0.801	0.423
Effects from OPEN to TRUST				
Total	0.083	0.068	1.233	0.218
Total indirect	-0.005	0.022	-0.237	0.812
Specific indirect				
TRUST PEACE OPEN	0.003	0.015	0.241	0.810
TRUST SYMPAT OPEN	0.000	0.000	-0.030	0.976
TRUST ANGRY OPEN	-0.009	0.015	-0.579	0.562
Direct				
TRUST OPEN	0.089	0.064	1.389	0.165
Effects from OPEN to TRUST				
Total	0.083	0.068	1.233	0.218
Total indirect	-0.005	0.022	-0.237	0.812
Specific indirect				
TRUST PEACE OPEN	0.003	0.015	0.241	0.810
TRUST SYMPAT OPEN	0.000	0.000	-0.030	0.976
TRUST ANGRY OPEN	-0.009	0.015	-0.579	0.562
Direct				
TRUST OPEN	0.089	0.064	1.389	0.165
Effects from SHARE to TRUST				
Total	0.215	0.080	2.701	0.007
Total indirect	0.083	0.032	2.606	0.009
Specific indirect				
TRUST PEACE SHARE	0.033	0.023	1.447	0.148
TRUST SYMPAT SHARE	0.000	0.002	-0.132	0.895
TRUST ANGRY SHARE	0.050	0.021	2.350	0.019
Direct				
TRUST SHARE	0.131	0.076	1.731	0.083
Effects from NET to TRUST				
Total	0.094	0.038	2.462	0.014
Total indirect	0.039	0.014	2.822	0.005
Specific indirect				
TRUST PEACE NET	0.031	0.010	3.000	0.003
TRUST SYMPAT NET	-0.001	0.005	-0.137	0.891
TRUST ANGRY NET	0.008	0.009	0.907	0.364

Direct				
TRUST				
NET	0.055	0.036	1.544	0.122

Effects from ASSURE to TRUST

Total	0.182	0.082	2.227	0.026
Total indirect	0.019	0.032	0.596	0.551
Specific indirect				
TRUST				
PEACE				
ASSURE	0.033	0.023	1.417	0.157
TRUST				
SYMPAT				
ASSURE	0.000	0.002	-0.138	0.890
TRUST				
ANGRY				
ASSURE	-0.014	0.020	-0.680	0.496
Direct				
TRUST				
ASSURE	0.163	0.078	2.086	0.037

Effects from POSIT to TRUST

Total	0.483	0.069	7.046	0.000
Total indirect	0.147	0.029	4.990	0.000
Specific indirect				
TRUST				
PEACE				
POSIT	0.073	0.019	3.865	0.000
TRUST				
SYMPAT				
POSIT	-0.001	0.007	-0.136	0.891
TRUST				
ANGRY				
POSIT	0.075	0.019	3.969	0.000
Direct				
TRUST				
POSIT	0.336	0.067	4.987	0.000

Effects from ACCESS to SATIS

Total	-0.062	0.089	-0.695	0.487
Total indirect	-0.021	0.038	-0.542	0.588
Specific indirect				
SATIS				
PEACE				
ACCESS	-0.050	0.028	-1.802	0.072
SATIS				
SYMPAT				
ACCESS	0.021	0.011	1.838	0.066
SATIS				
ANGRY				
ACCESS	0.009	0.023	0.396	0.692
Direct				
SATIS				
ACCESS	-0.041	0.072	-0.574	0.566

Effects from OPEN to SATIS

Total	-0.010	0.071	-0.137	0.891
Total indirect	-0.007	0.034	-0.215	0.829
Specific indirect				
SATIS				
PEACE				
OPEN	0.006	0.024	0.241	0.810
SATIS				
SYMPAT				
OPEN	0.000	0.007	-0.030	0.976
SATIS				
ANGRY				
OPEN	-0.013	0.022	-0.582	0.560
Direct				
SATIS				
OPEN	-0.002	0.059	-0.040	0.968

Effects from OPEN to SATIS

Total	-0.010	0.071	-0.137	0.891
Total indirect	-0.007	0.034	-0.215	0.829
Specific indirect				
SATIS				
PEACE				
OPEN	0.006	0.024	0.241	0.810
SATIS				
SYMPAT				
OPEN	0.000	0.007	-0.030	0.976
SATIS				
ANGRY				
OPEN	-0.013	0.022	-0.582	0.560
Direct				
SATIS				
OPEN	-0.002	0.059	-0.040	0.968

Effects from SHARE to SATIS

Total	0.125	0.104	1.202	0.229
Total indirect	0.124	0.047	2.657	0.008
Specific indirect				
SATIS				
PEACE				
SHARE	0.056	0.038	1.485	0.138
SATIS				
SYMPAT				
SHARE	-0.007	0.010	-0.681	0.496

SATIS ANGRY SHARE	0.075	0.030	2.469	0.014
Direct SATIS SHARE	0.001	0.085	0.010	0.992

Effects from NET to SATIS

Total	0.189	0.043	4.352	0.000
Total indirect	0.050	0.021	2.336	0.019
Specific indirect				
SATIS PEACE NET	0.052	0.018	2.881	0.004
SATIS SYMPAT NET	-0.014	0.008	-1.907	0.056
SATIS ANGRY NET	0.012	0.013	0.903	0.366
Direct SATIS NET	0.139	0.038	3.684	0.000

Effects from ASSURE to SATIS

Total	0.144	0.105	1.367	0.172
Total indirect	0.028	0.049	0.568	0.570
Specific indirect				
SATIS PEACE ASSURE	0.056	0.039	1.441	0.150
SATIS SYMPAT ASSURE	-0.007	0.008	-0.873	0.383
SATIS ANGRY ASSURE	-0.020	0.030	-0.681	0.496
Direct SATIS ASSURE	0.116	0.088	1.315	0.189

Effects from POSIT to SATIS

Total	0.695	0.091	7.623	0.000
Total indirect	0.212	0.042	4.991	0.000
Specific indirect				
SATIS PEACE POSIT	0.122	0.030	4.091	0.000
SATIS SYMPAT POSIT	-0.021	0.012	-1.768	0.077
SATIS ANGRY POSIT	0.111	0.028	4.007	0.000
Direct SATIS POSIT	0.483	0.086	5.638	0.000

Effects from ACCESS to CONTRO

Total	-0.144	0.063	-2.284	0.022
Total indirect	-0.029	0.020	-1.411	0.158
Specific indirect				
CONTRO PEACE ACCESS	-0.029	0.017	-1.712	0.087
CONTRO SYMPAT ACCESS	-0.002	0.007	-0.295	0.768
CONTRO ANGRY ACCESS	0.003	0.007	0.386	0.699
Direct CONTRO ACCESS	-0.115	0.061	-1.877	0.060

Effects from OPEN to CONTRO

Total	0.050	0.064	0.781	0.435
Total indirect	-0.001	0.017	-0.031	0.975
Specific indirect				
CONTRO PEACE OPEN	0.003	0.014	0.240	0.810
CONTRO SYMPAT OPEN	0.000	0.001	0.030	0.976
CONTRO ANGRY OPEN	-0.004	0.007	-0.576	0.565
Direct CONTRO OPEN	0.050	0.060	0.834	0.405

Effects from OPEN to CONTRO

Total	0.050	0.064	0.781	0.435
Total indirect	-0.001	0.017	-0.031	0.975
Specific indirect				
CONTRO PEACE OPEN	0.003	0.014	0.240	0.810

CONTRO SYMPAT OPEN	0.000	0.001	0.030	0.976
CONTRO ANGRY OPEN	-0.004	0.007	-0.576	0.565
Direct CONTRO OPEN	0.050	0.060	0.834	0.405

Effects from SHARE to CONTRO

Total	0.150	0.081	1.864	0.062
Total indirect	0.056	0.027	2.114	0.034
Specific indirect				
CONTRO PEACE SHARE	0.033	0.023	1.398	0.162
CONTRO SYMPAT SHARE	0.001	0.003	0.266	0.790
CONTRO ANGRY SHARE	0.023	0.011	2.005	0.045
Direct CONTRO SHARE	0.094	0.077	1.222	0.222

Effects from NET to CONTRO

Total	0.104	0.035	2.986	0.003
Total indirect	0.036	0.011	3.194	0.001
Specific indirect				
CONTRO PEACE NET	0.031	0.011	2.868	0.004
CONTRO SYMPAT NET	0.002	0.005	0.292	0.770
CONTRO ANGRY NET	0.004	0.004	0.906	0.365
Direct CONTRO NET	0.068	0.032	2.111	0.035

Effects from ASSURE to CONTRO

Total	0.257	0.083	3.107	0.002
Total indirect	0.027	0.025	1.074	0.283
Specific indirect				
CONTRO PEACE ASSURE	0.033	0.022	1.464	0.143
CONTRO SYMPAT ASSURE	0.001	0.003	0.287	0.774
CONTRO ANGRY ASSURE	-0.006	0.009	-0.668	0.504
Direct CONTRO ASSURE	0.230	0.079	2.899	0.004

Effects from POSIT to CONTRO

Total	0.487	0.073	6.711	0.000
Total indirect	0.108	0.025	4.260	0.000
Specific indirect				
CONTRO PEACE POSIT	0.071	0.020	3.545	0.000
CONTRO SYMPAT POSIT	0.002	0.008	0.295	0.768
CONTRO ANGRY POSIT	0.034	0.012	2.803	0.005
Direct CONTRO POSIT	0.380	0.072	5.296	0.000

Effects from ACCESS to COMMIT

Total	-0.085	0.070	-1.207	0.228
Total indirect	-0.037	0.033	-1.134	0.257
Specific indirect				
COMMIT PEACE ACCESS	-0.049	0.029	-1.715	0.086
COMMIT SYMPAT ACCESS	0.007	0.009	0.797	0.426
COMMIT ANGRY ACCESS	0.005	0.012	0.396	0.692
Direct COMMIT ACCESS	-0.047	0.066	-0.718	0.473

Effects from OPEN to COMMIT

Total	0.153	0.075	2.039	0.041
Total indirect	-0.001	0.028	-0.048	0.962
Specific indirect				

COMMIT				
PEACE				
OPEN	0.006	0.024	0.241	0.810
COMMIT				
SYMPAT				
OPEN	0.000	0.003	-0.030	0.976
COMMIT				
ANGRY				
OPEN	-0.007	0.012	-0.587	0.557
Direct				
COMMIT				
OPEN	0.154	0.069	2.221	0.026

Effects from OPEN to COMMIT

Total	0.153	0.075	2.039	0.041
Total indirect	-0.001	0.028	-0.048	0.962
Specific indirect				
COMMIT				
PEACE				
OPEN	0.006	0.024	0.241	0.810
COMMIT				
SYMPAT				
OPEN	0.000	0.003	-0.030	0.976
COMMIT				
ANGRY				
OPEN	-0.007	0.012	-0.587	0.557
Direct				
COMMIT				
OPEN	0.154	0.069	2.221	0.026

Effects from SHARE to COMMIT

Total	0.182	0.096	1.910	0.056
Total indirect	0.093	0.042	2.232	0.026
Specific indirect				
COMMIT				
PEACE				
SHARE	0.055	0.038	1.444	0.149
COMMIT				
SYMPAT				
SHARE	-0.002	0.004	-0.555	0.579
COMMIT				
ANGRY				
SHARE	0.040	0.018	2.272	0.023
Direct				
COMMIT				
SHARE	0.089	0.086	1.037	0.300

Effects from NET to COMMIT

Total	0.193	0.043	4.460	0.000
Total indirect	0.053	0.019	2.839	0.005
Specific indirect				
COMMIT				
PEACE				
NET	0.052	0.018	2.892	0.004
COMMIT				
SYMPAT				
NET	-0.005	0.006	-0.806	0.420
COMMIT				
ANGRY				
NET	0.006	0.007	0.899	0.369
Direct				
COMMIT				
NET	0.140	0.038	3.699	0.000

Effects from ASSURE to COMMIT

Total	0.202	0.096	2.096	0.036
Total indirect	0.041	0.041	1.011	0.312
Specific indirect				
COMMIT				
PEACE				
ASSURE	0.055	0.037	1.480	0.139
COMMIT				
SYMPAT				
ASSURE	-0.003	0.004	-0.622	0.534
COMMIT				
ANGRY				
ASSURE	-0.011	0.016	-0.679	0.497
Direct				
COMMIT				
ASSURE	0.161	0.090	1.792	0.073

Effects from POSIT to COMMIT

Total	0.445	0.079	5.611	0.000
Total indirect	0.173	0.040	4.320	0.000
Specific indirect				
COMMIT				
PEACE				
POSIT	0.121	0.033	3.677	0.000
COMMIT				
SYMPAT				
POSIT	-0.007	0.009	-0.797	0.426
COMMIT				
ANGRY				
POSIT	0.060	0.019	3.205	0.001
Direct				
COMMIT				
POSIT	0.272	0.077	3.539	0.000

Effects from ACCESS to DISTRU

Total	0.187	0.082	2.293	0.022

Total indirect	0.022	0.031	0.714	0.475
Specific indirect				
DISTRU PEACE ACCESS	0.026	0.016	1.635	0.102
DISTRU SYMPAT ACCESS	0.005	0.011	0.425	0.671
DISTRU ANGRY ACCESS	-0.009	0.022	-0.395	0.693
Direct				
DISTRU ACCESS	0.165	0.081	2.039	0.041

Effects from OPEN to DISTRU

Total	0.063	0.087	0.717	0.473
Total indirect	0.010	0.027	0.356	0.722
Specific indirect				
DISTRU PEACE OPEN	-0.003	0.013	-0.241	0.810
DISTRU SYMPAT OPEN	0.000	0.002	-0.030	0.976
DISTRU ANGRY OPEN	0.013	0.022	0.583	0.560
Direct				
DISTRU OPEN	0.053	0.083	0.641	0.522

Effects from OPEN to DISTRU

Total	0.063	0.087	0.717	0.473
Total indirect	0.010	0.027	0.356	0.722
Specific indirect				
DISTRU PEACE OPEN	-0.003	0.013	-0.241	0.810
DISTRU SYMPAT OPEN	0.000	0.002	-0.030	0.976
DISTRU ANGRY OPEN	0.013	0.022	0.583	0.560
Direct				
DISTRU OPEN	0.053	0.083	0.641	0.522

Effects from SHARE to DISTRU

Total	-0.270	0.113	-2.394	0.017
Total indirect	-0.103	0.038	-2.720	0.007
Specific indirect				
DISTRU PEACE SHARE	-0.029	0.021	-1.387	0.165
DISTRU SYMPAT SHARE	-0.001	0.004	-0.378	0.705
DISTRU ANGRY SHARE	-0.072	0.030	-2.394	0.017
Direct				
DISTRU SHARE	-0.167	0.112	-1.483	0.138

Effects from NET to DISTRU

Total	-0.097	0.051	-1.900	0.057
Total indirect	-0.042	0.017	-2.414	0.016
Specific indirect				
DISTRU PEACE NET	-0.027	0.011	-2.557	0.011
DISTRU SYMPAT NET	-0.003	0.008	-0.420	0.675
DISTRU ANGRY NET	-0.012	0.013	-0.910	0.363
Direct				
DISTRU NET	-0.055	0.049	-1.120	0.263

Effects from ASSURE to DISTRU

Total	-0.226	0.103	-2.185	0.029
Total indirect	-0.011	0.038	-0.285	0.776
Specific indirect				
DISTRU PEACE ASSURE	-0.029	0.021	-1.390	0.165
DISTRU SYMPAT ASSURE	-0.002	0.004	-0.372	0.710
DISTRU ANGRY ASSURE	0.020	0.029	0.675	0.500
Direct				
DISTRU ASSURE	-0.215	0.102	-2.108	0.035

Effects from POSIT to DISTRU

Total	-0.216	0.091	-2.383	0.017
Total indirect	-0.176	0.038	-4.624	0.000
Specific indirect				
DISTRU PEACE POSIT	-0.063	0.021	-3.055	0.002
DISTRU SYMPAT POSIT	-0.005	0.011	-0.420	0.675
DISTRU ANGRY POSIT	-0.108	0.028	-3.797	0.000
Direct				
DISTRU POSIT	-0.041	0.089	-0.457	0.647

Effects from ACCESS to DISSAT

Total	-0.006	0.110	-0.053	0.958
Total indirect	-0.021	0.047	-0.455	0.649
Specific indirect				
DISSAT PEACE ACCESS	0.026	0.016	1.628	0.104
DISSAT SYMPAT ACCESS	-0.031	0.015	-2.052	0.040
DISSAT ANGRY ACCESS	-0.017	0.042	-0.397	0.691
Direct				
DISSAT ACCESS	0.015	0.095	0.162	0.871

Effects from OPEN to DISSAT

Total	0.150	0.091	1.660	0.097
Total indirect	0.022	0.045	0.483	0.629
Specific indirect				
DISSAT PEACE OPEN	-0.003	0.013	-0.239	0.811
DISSAT SYMPAT OPEN	0.000	0.011	0.030	0.976
DISSAT ANGRY OPEN	0.024	0.042	0.587	0.557
Direct				
DISSAT OPEN	0.129	0.077	1.676	0.094

Effects from OPEN to DISSAT

Total	0.150	0.091	1.660	0.097
Total indirect	0.022	0.045	0.483	0.629
Specific indirect				
DISSAT PEACE OPEN	-0.003	0.013	-0.239	0.811
DISSAT SYMPAT OPEN	0.000	0.011	0.030	0.976
DISSAT ANGRY OPEN	0.024	0.042	0.587	0.557
Direct				
DISSAT OPEN	0.129	0.077	1.676	0.094

Effects from SHARE to DISSAT

Total	-0.059	0.127	-0.464	0.643
Total indirect	-0.160	0.056	-2.840	0.005
Specific indirect				
DISSAT PEACE SHARE	-0.030	0.021	-1.422	0.155
DISSAT SYMPAT SHARE	0.010	0.014	0.717	0.473
DISSAT ANGRY SHARE	-0.140	0.054	-2.597	0.009
Direct				
DISSAT SHARE	0.101	0.116	0.865	0.387

Effects from NET to DISSAT

Total	-0.176	0.056	-3.153	0.002
Total indirect	-0.029	0.028	-1.011	0.312
Specific indirect				
DISSAT PEACE NET	-0.028	0.013	-2.196	0.028
DISSAT SYMPAT NET	0.022	0.010	2.095	0.036
DISSAT ANGRY NET	-0.022	0.025	-0.899	0.368

Direct				
DISSAT				
NET	-0.148	0.052	-2.819	0.005

Effects from ASSURE to DISSAT

Total	-0.011	0.126	-0.088	0.930
Total indirect	0.020	0.060	0.328	0.743
Specific indirect				
DISSAT				
PEACE				
ASSURE	-0.029	0.022	-1.322	0.186
DISSAT				
SYMPAT				
ASSURE	0.011	0.013	0.860	0.390
DISSAT				
ANGRY				
ASSURE	0.038	0.056	0.686	0.493
Direct				
DISSAT				
ASSURE	-0.031	0.109	-0.283	0.777

Effects from POSIT to DISSAT

Total	-0.861	0.109	-7.906	0.000
Total indirect	-0.241	0.054	-4.471	0.000
Specific indirect				
DISSAT				
PEACE				
POSIT	-0.065	0.023	-2.846	0.004
DISSAT				
SYMPAT				
POSIT	0.032	0.016	2.016	0.044
DISSAT				
ANGRY				
POSIT	-0.209	0.048	-4.310	0.000
Direct				
DISSAT				
POSIT	-0.619	0.097	-6.399	0.000

Effects from ACCESS to CDOMIN

Total	0.147	0.093	1.587	0.112
Total indirect	0.006	0.036	0.154	0.878
Specific indirect				
CDOMIN				
PEACE				
ACCESS	0.029	0.018	1.599	0.110
CDOMIN				
SYMPAT				
ACCESS	-0.012	0.013	-0.984	0.325
CDOMIN				
ANGRY				
ACCESS	-0.011	0.029	-0.394	0.694
Direct				
CDOMIN				
ACCESS	0.141	0.090	1.572	0.116

Effects from OPEN to CDOMIN

Total	0.027	0.088	0.303	0.762
Total indirect	0.013	0.033	0.402	0.687
Specific indirect				
CDOMIN				
PEACE				
OPEN	-0.003	0.014	-0.241	0.810
CDOMIN				
SYMPAT				
OPEN	0.000	0.004	0.030	0.976
CDOMIN				
ANGRY				
OPEN	0.016	0.028	0.584	0.559
Direct				
CDOMIN				
OPEN	0.014	0.084	0.163	0.870

Effects from OPEN to CDOMIN

Total	0.027	0.088	0.303	0.762
Total indirect	0.013	0.033	0.402	0.687
Specific indirect				
CDOMIN				
PEACE				
OPEN	-0.003	0.014	-0.241	0.810
CDOMIN				
SYMPAT				
OPEN	0.000	0.004	0.030	0.976
CDOMIN				
ANGRY				
OPEN	0.016	0.028	0.584	0.559
Direct				
CDOMIN				
OPEN	0.014	0.084	0.163	0.870

Effects from SHARE to CDOMIN

Total	-0.057	0.109	-0.521	0.602
Total indirect	-0.122	0.044	-2.765	0.006
Specific indirect				
CDOMIN				
PEACE				
SHARE	-0.033	0.025	-1.318	0.187
CDOMIN				
SYMPAT				
SHARE	0.004	0.006	0.636	0.525

CDOMIN ANGRY SHARE	-0.094	0.038	-2.486	0.013
Direct CDOMIN SHARE	0.066	0.108	0.607	0.544

Effects from NET to CDOMIN

Total	-0.144	0.054	-2.691	0.007
Total indirect	-0.037	0.020	-1.825	0.068
Specific indirect				
CDOMIN PEACE NET	-0.031	0.013	-2.363	0.018
CDOMIN SYMPAT NET	0.009	0.008	1.028	0.304
CDOMIN ANGRY NET	-0.015	0.017	-0.905	0.365
Direct CDOMIN NET	-0.107	0.052	-2.082	0.037

Effects from ASSURE to CDOMIN

Total	-0.388	0.115	-3.372	0.001
Total indirect	-0.002	0.044	-0.055	0.956
Specific indirect				
CDOMIN PEACE ASSURE	-0.032	0.022	-1.485	0.138
CDOMIN SYMPAT ASSURE	0.004	0.007	0.652	0.515
CDOMIN ANGRY ASSURE	0.026	0.038	0.680	0.496
Direct CDOMIN ASSURE	-0.385	0.110	-3.496	0.000

Effects from POSIT to CDOMIN

Total	-0.576	0.104	-5.558	0.000
Total indirect	-0.198	0.044	-4.517	0.000
Specific indirect				
CDOMIN PEACE POSIT	-0.071	0.026	-2.698	0.007
CDOMIN SYMPAT POSIT	0.013	0.013	1.013	0.311
CDOMIN ANGRY POSIT	-0.140	0.034	-4.134	0.000
Direct CDOMIN POSIT	-0.378	0.102	-3.700	0.000

Effects from ACCESS to DISSOL

Total	-0.132	0.099	-1.327	0.184
Total indirect	-0.004	0.038	-0.111	0.911
Specific indirect				
DISSOL PEACE ACCESS	0.024	0.015	1.592	0.111
DISSOL SYMPAT ACCESS	-0.016	0.013	-1.156	0.248
DISSOL ANGRY ACCESS	-0.012	0.031	-0.399	0.690
Direct DISSOL ACCESS	-0.128	0.095	-1.344	0.179

Effects from OPEN to DISSOL

Total	0.283	0.098	2.883	0.004
Total indirect	0.016	0.034	0.458	0.647
Specific indirect				
DISSOL PEACE OPEN	-0.003	0.012	-0.241	0.810
DISSOL SYMPAT OPEN	0.000	0.005	0.030	0.976
DISSOL ANGRY OPEN	0.018	0.031	0.588	0.557
Direct DISSOL OPEN	0.267	0.092	2.917	0.004

Effects from OPEN to DISSOL

Total	0.283	0.098	2.883	0.004
Total indirect	0.016	0.034	0.458	0.647
Specific indirect				
DISSOL PEACE OPEN	-0.003	0.012	-0.241	0.810

DISSOL SYMPAT OPEN	0.000	0.005	0.030	0.976
DISSOL ANGRY OPEN	0.018	0.031	0.588	0.557
Direct DISSOL OPEN	0.267	0.092	2.917	0.004

Effects from SHARE to DISSOL

Total	-0.046	0.138	-0.336	0.737
Total indirect	-0.126	0.044	-2.832	0.005
Specific indirect				
DISSOL PEACE SHARE	-0.027	0.020	-1.362	0.173
DISSOL SYMPAT SHARE	0.005	0.008	0.616	0.538
DISSOL ANGRY SHARE	-0.104	0.042	-2.497	0.013
Direct DISSOL SHARE	0.080	0.131	0.607	0.544

Effects from NET to DISSOL

Total	-0.311	0.068	-4.571	0.000
Total indirect	-0.031	0.022	-1.395	0.163
Specific indirect				
DISSOL PEACE NET	-0.025	0.012	-2.102	0.036
DISSOL SYMPAT NET	0.011	0.010	1.097	0.273
DISSOL ANGRY NET	-0.017	0.018	-0.916	0.360
Direct DISSOL NET	-0.280	0.066	-4.230	0.000

Effects from ASSURE to DISSOL

Total	0.075	0.118	0.632	0.527
Total indirect	0.007	0.047	0.160	0.873
Specific indirect				
DISSOL PEACE ASSURE	-0.026	0.020	-1.335	0.182
DISSOL SYMPAT ASSURE	0.006	0.007	0.763	0.446
DISSOL ANGRY ASSURE	0.028	0.041	0.689	0.491
Direct DISSOL ASSURE	0.067	0.109	0.619	0.536

Effects from POSIT to DISSOL

Total	-0.676	0.096	-7.075	0.000
Total indirect	-0.197	0.044	-4.523	0.000
Specific indirect				
DISSOL PEACE POSIT	-0.058	0.023	-2.568	0.010
DISSOL SYMPAT POSIT	0.016	0.014	1.123	0.262
DISSOL ANGRY POSIT	-0.155	0.038	-4.122	0.000
Direct DISSOL POSIT	-0.479	0.085	-5.606	0.000

STANDARDIZED TOTAL, TOTAL INDIRECT, SPECIFIC INDIRECT, AND DIRECT EFFECTS

STDYX Standardization

	Estimate	S.E.	Two-Tailed Est./S.E.	P-Value
Effects from ACCESS to TRUST				
Total	-0.055	0.049	-1.121	0.262
Total indirect	-0.018	0.020	-0.894	0.371
Specific indirect				
TRUST PEACE ACCESS	-0.024	0.014	-1.718	0.086
TRUST SYMPAT ACCESS	0.001	0.005	0.137	0.891
TRUST ANGRY ACCESS	0.005	0.012	0.394	0.694
Direct				

TRUST
ACCESS -0.037 0.046 -0.802 0.423

Effects from OPEN to TRUST

Total 0.056 0.045 1.231 0.218
Total indirect -0.004 0.015 -0.238 0.812

Specific indirect

TRUST
PEACE
OPEN 0.002 0.010 0.240 0.810

TRUST
SYMPAT
OPEN 0.000 0.000 -0.030 0.976

TRUST
ANGRY
OPEN -0.006 0.010 -0.579 0.562

Direct
TRUST
OPEN 0.060 0.043 1.392 0.164

Effects from OPEN to TRUST

Total 0.056 0.045 1.231 0.218
Total indirect -0.004 0.015 -0.238 0.812

Specific indirect

TRUST
PEACE
OPEN 0.002 0.010 0.240 0.810

TRUST
SYMPAT
OPEN 0.000 0.000 -0.030 0.976

TRUST
ANGRY
OPEN -0.006 0.010 -0.579 0.562

Direct
TRUST
OPEN 0.060 0.043 1.392 0.164

Effects from SHARE to TRUST

Total 0.202 0.074 2.713 0.007
Total indirect 0.078 0.030 2.624 0.009

Specific indirect

TRUST
PEACE
SHARE 0.031 0.022 1.451 0.147

TRUST
SYMPAT
SHARE 0.000 0.002 -0.132 0.895

TRUST
ANGRY
SHARE 0.047 0.020 2.357 0.018

Direct
TRUST
SHARE 0.123 0.071 1.733 0.083

Effects from NET to TRUST

Total 0.089 0.036 2.458 0.014
Total indirect 0.037 0.013 2.816 0.005

Specific indirect

TRUST
PEACE
NET 0.030 0.010 3.006 0.003

TRUST
SYMPAT
NET -0.001 0.005 -0.137 0.891

TRUST
ANGRY
NET 0.008 0.009 0.905 0.365

Direct
TRUST
NET 0.052 0.034 1.543 0.123

Effects from ASSURE to TRUST

Total 0.187 0.084 2.218 0.027
Total indirect 0.020 0.033 0.596 0.551

Specific indirect

TRUST
PEACE
ASSURE 0.034 0.024 1.413 0.158

TRUST
SYMPAT
ASSURE 0.000 0.003 -0.138 0.890

TRUST
ANGRY
ASSURE -0.014 0.021 -0.680 0.496

Direct
TRUST
ASSURE 0.168 0.081 2.078 0.038

Effects from POSIT to TRUST

Total 0.456 0.065 7.035 0.000
Total indirect 0.139 0.028 4.946 0.000

Specific indirect

TRUST
PEACE
POSIT 0.069 0.018 3.831 0.000

TRUST
SYMPAT
POSIT -0.001 0.007 -0.136 0.892

TRUST

ANGRY				
POSIT	0.071	0.018	3.938	0.000
Direct				
TRUST				
POSIT	0.318	0.064	5.000	0.000

Effects from ACCESS to SATIS

Total	-0.043	0.062	-0.697	0.486
Total indirect	-0.014	0.026	-0.543	0.587
Specific indirect				
SATIS				
PEACE				
ACCESS	-0.035	0.019	-1.813	0.070
SATIS				
SYMPAT				
ACCESS	0.014	0.008	1.834	0.067
SATIS				
ANGRY				
ACCESS	0.006	0.016	0.395	0.692
Direct				
SATIS				
ACCESS	-0.029	0.050	-0.575	0.565

Effects from OPEN to SATIS

Total	-0.006	0.041	-0.137	0.891
Total indirect	-0.004	0.020	-0.216	0.829
Specific indirect				
SATIS				
PEACE				
OPEN	0.003	0.014	0.240	0.810
SATIS				
SYMPAT				
OPEN	0.000	0.004	-0.030	0.976
SATIS				
ANGRY				
OPEN	-0.008	0.013	-0.582	0.560
Direct				
SATIS				
OPEN	-0.001	0.034	-0.040	0.968

Effects from OPEN to SATIS

Total	-0.006	0.041	-0.137	0.891
Total indirect	-0.004	0.020	-0.216	0.829
Specific indirect				
SATIS				
PEACE				
OPEN	0.003	0.014	0.240	0.810
SATIS				
SYMPAT				
OPEN	0.000	0.004	-0.030	0.976
SATIS				
ANGRY				
OPEN	-0.008	0.013	-0.582	0.560
Direct				
SATIS				
OPEN	-0.001	0.034	-0.040	0.968

Effects from SHARE to SATIS

Total	0.102	0.085	1.205	0.228
Total indirect	0.102	0.038	2.671	0.008
Specific indirect				
SATIS				
PEACE				
SHARE	0.046	0.031	1.490	0.136
SATIS				
SYMPAT				
SHARE	-0.005	0.008	-0.681	0.496
SATIS				
ANGRY				
SHARE	0.061	0.025	2.472	0.013
Direct				
SATIS				
SHARE	0.001	0.069	0.010	0.992

Effects from NET to SATIS

Total	0.157	0.036	4.368	0.000
Total indirect	0.042	0.018	2.330	0.020
Specific indirect				
SATIS				
PEACE				
NET	0.044	0.015	2.880	0.004
SATIS				
SYMPAT				
NET	-0.012	0.006	-1.913	0.056
SATIS				
ANGRY				
NET	0.010	0.011	0.903	0.367
Direct				
SATIS				
NET	0.115	0.031	3.707	0.000

Effects from ASSURE to SATIS

Total	0.129	0.094	1.369	0.171
Total indirect	0.025	0.044	0.568	0.570
Specific indirect				
SATIS				
PEACE				
ASSURE	0.050	0.035	1.437	0.151
SATIS				

SYMPAT				
ASSURE	-0.007	0.008	-0.873	0.383
SATIS				
ANGRY				
ASSURE	-0.018	0.027	-0.681	0.496
Direct				
SATIS				
ASSURE	0.104	0.079	1.317	0.188

Effects from POSIT to SATIS

Total	0.573	0.075	7.637	0.000
Total indirect	0.175	0.035	4.997	0.000
Specific indirect				
SATIS				
PEACE				
POSIT	0.101	0.025	4.075	0.000
SATIS				
SYMPAT				
POSIT	-0.018	0.010	-1.762	0.078
SATIS				
ANGRY				
POSIT	0.092	0.023	4.017	0.000
Direct				
SATIS				
POSIT	0.398	0.071	5.642	0.000

Effects from ACCESS to CONTRO

Total	-0.121	0.052	-2.302	0.021
Total indirect	-0.024	0.017	-1.422	0.155
Specific indirect				
CONTRO				
PEACE				
ACCESS	-0.025	0.014	-1.725	0.085
CONTRO				
SYMPAT				
ACCESS	-0.002	0.006	-0.296	0.767
CONTRO				
ANGRY				
ACCESS	0.002	0.006	0.386	0.699
Direct				
CONTRO				
ACCESS	-0.097	0.051	-1.884	0.060

Effects from OPEN to CONTRO

Total	0.035	0.045	0.781	0.435
Total indirect	0.000	0.012	-0.031	0.975
Specific indirect				
CONTRO				
PEACE				
OPEN	0.002	0.010	0.240	0.810
CONTRO				
SYMPAT				
OPEN	0.000	0.001	0.030	0.976
CONTRO				
ANGRY				
OPEN	-0.003	0.005	-0.576	0.565
Direct				
CONTRO				
OPEN	0.036	0.043	0.835	0.404

Effects from OPEN to CONTRO

Total	0.035	0.045	0.781	0.435
Total indirect	0.000	0.012	-0.031	0.975
Specific indirect				
CONTRO				
PEACE				
OPEN	0.002	0.010	0.240	0.810
CONTRO				
SYMPAT				
OPEN	0.000	0.001	0.030	0.976
CONTRO				
ANGRY				
OPEN	-0.003	0.005	-0.576	0.565
Direct				
CONTRO				
OPEN	0.036	0.043	0.835	0.404

Effects from SHARE to CONTRO

Total	0.149	0.080	1.875	0.061
Total indirect	0.056	0.026	2.127	0.033
Specific indirect				
CONTRO				
PEACE				
SHARE	0.032	0.023	1.404	0.160
CONTRO				
SYMPAT				
SHARE	0.001	0.003	0.266	0.790
CONTRO				
ANGRY				
SHARE	0.023	0.011	2.006	0.045
Direct				
CONTRO				
SHARE	0.093	0.076	1.225	0.220

Effects from NET to CONTRO

Total	0.105	0.036	2.956	0.003
Total indirect	0.036	0.011	3.187	0.001
Specific indirect				
CONTRO				

PEACE NET	0.031	0.011	2.867	0.004
CONTRO SYMPAT NET	0.002	0.005	0.292	0.770
CONTRO ANGRY NET	0.004	0.004	0.904	0.366
Direct CONTRO NET	0.069	0.033	2.096	0.036

Effects from ASSURE to CONTRO

Total	0.279	0.090	3.097	0.002
Total indirect	0.029	0.027	1.075	0.282
Specific indirect				
CONTRO PEACE ASSURE	0.035	0.024	1.465	0.143
CONTRO SYMPAT ASSURE	0.001	0.003	0.287	0.774
CONTRO ANGRY ASSURE	-0.007	0.010	-0.668	0.504
Direct CONTRO ASSURE	0.250	0.087	2.888	0.004

Effects from POSIT to CONTRO

Total	0.487	0.072	6.787	0.000
Total indirect	0.108	0.025	4.252	0.000
Specific indirect				
CONTRO PEACE POSIT	0.071	0.020	3.546	0.000
CONTRO SYMPAT POSIT	0.002	0.008	0.295	0.768
CONTRO ANGRY POSIT	0.034	0.012	2.790	0.005
Direct CONTRO POSIT	0.379	0.071	5.348	0.000

Effects from ACCESS to COMMIT

Total	-0.062	0.052	-1.209	0.227
Total indirect	-0.028	0.024	-1.142	0.253
Specific indirect				
COMMIT PEACE ACCESS	-0.036	0.021	-1.733	0.083
COMMIT SYMPAT ACCESS	0.005	0.007	0.797	0.426
COMMIT ANGRY ACCESS	0.004	0.009	0.395	0.693
Direct COMMIT ACCESS	-0.035	0.048	-0.717	0.473

Effects from OPEN to COMMIT

Total	0.095	0.047	2.046	0.041
Total indirect	-0.001	0.017	-0.048	0.962
Specific indirect				
COMMIT PEACE OPEN	0.004	0.015	0.241	0.810
COMMIT SYMPAT OPEN	0.000	0.002	-0.030	0.976
COMMIT ANGRY OPEN	-0.004	0.007	-0.587	0.558
Direct COMMIT OPEN	0.096	0.043	2.240	0.025

Effects from OPEN to COMMIT

Total	0.095	0.047	2.046	0.041
Total indirect	-0.001	0.017	-0.048	0.962
Specific indirect				
COMMIT PEACE OPEN	0.004	0.015	0.241	0.810
COMMIT SYMPAT OPEN	0.000	0.002	-0.030	0.976
COMMIT ANGRY OPEN	-0.004	0.007	-0.587	0.558
Direct COMMIT OPEN	0.096	0.043	2.240	0.025

Effects from SHARE to COMMIT

Total	0.159	0.084	1.905	0.057
Total indirect	0.081	0.036	2.238	0.025

Specific indirect				
COMMIT PEACE SHARE	0.048	0.033	1.447	0.148
COMMIT SYMPAT SHARE	-0.002	0.004	-0.556	0.578
COMMIT ANGRY SHARE	0.035	0.015	2.272	0.023
Direct				
COMMIT SHARE	0.078	0.075	1.034	0.301

Effects from NET to COMMIT

Total	0.171	0.038	4.469	0.000
Total indirect	0.047	0.017	2.827	0.005
Specific indirect				
COMMIT PEACE NET	0.046	0.016	2.896	0.004
COMMIT SYMPAT NET	-0.004	0.005	-0.808	0.419
COMMIT ANGRY NET	0.006	0.006	0.896	0.370
Direct				
COMMIT NET	0.124	0.033	3.717	0.000

Effects from ASSURE to COMMIT

Total	0.193	0.092	2.100	0.036
Total indirect	0.040	0.039	1.010	0.312
Specific indirect				
COMMIT PEACE ASSURE	0.052	0.035	1.479	0.139
COMMIT SYMPAT ASSURE	-0.002	0.004	-0.622	0.534
COMMIT ANGRY ASSURE	-0.010	0.015	-0.678	0.498
Direct				
COMMIT ASSURE	0.153	0.085	1.795	0.073

Effects from POSIT to COMMIT

Total	0.391	0.069	5.664	0.000
Total indirect	0.152	0.035	4.300	0.000
Specific indirect				
COMMIT PEACE POSIT	0.106	0.029	3.672	0.000
COMMIT SYMPAT POSIT	-0.007	0.008	-0.797	0.426
COMMIT ANGRY POSIT	0.053	0.017	3.188	0.001
Direct				
COMMIT POSIT	0.239	0.067	3.568	0.000

Effects from ACCESS to DISTRU

Total	0.170	0.074	2.302	0.021
Total indirect	0.020	0.028	0.717	0.473
Specific indirect				
DISTRU PEACE ACCESS	0.024	0.014	1.647	0.100
DISTRU SYMPAT ACCESS	0.004	0.010	0.426	0.670
DISTRU ANGRY ACCESS	-0.008	0.020	-0.395	0.693
Direct				
DISTRU ACCESS	0.150	0.074	2.038	0.042

Effects from OPEN to DISTRU

Total	0.048	0.067	0.718	0.473
Total indirect	0.007	0.021	0.356	0.722
Specific indirect				
DISTRU PEACE OPEN	-0.002	0.010	-0.240	0.810
DISTRU SYMPAT OPEN	0.000	0.001	-0.030	0.976
DISTRU ANGRY OPEN	0.010	0.017	0.583	0.560
Direct				
DISTRU OPEN	0.041	0.064	0.641	0.522

Effects from OPEN to DISTRU

Total	0.048	0.067	0.718	0.473
Total indirect	0.007	0.021	0.356	0.722
Specific indirect				
DISTRU PEACE OPEN	-0.002	0.010	-0.240	0.810
DISTRU SYMPAT OPEN	0.000	0.001	-0.030	0.976
DISTRU ANGRY OPEN	0.010	0.017	0.583	0.560
Direct				
DISTRU OPEN	0.041	0.064	0.641	0.522

Effects from SHARE to DISTRU

Total	-0.290	0.119	-2.430	0.015
Total indirect	-0.110	0.040	-2.760	0.006
Specific indirect				
DISTRU PEACE SHARE	-0.031	0.022	-1.398	0.162
DISTRU SYMPAT SHARE	-0.002	0.004	-0.379	0.705
DISTRU ANGRY SHARE	-0.078	0.032	-2.407	0.016
Direct				
DISTRU SHARE	-0.179	0.120	-1.493	0.136

Effects from NET to DISTRU

Total	-0.106	0.056	-1.907	0.056
Total indirect	-0.046	0.019	-2.429	0.015
Specific indirect				
DISTRU PEACE NET	-0.030	0.012	-2.575	0.010
DISTRU SYMPAT NET	-0.003	0.008	-0.420	0.675
DISTRU ANGRY NET	-0.013	0.014	-0.910	0.363
Direct				
DISTRU NET	-0.060	0.054	-1.122	0.262

Effects from ASSURE to DISTRU

Total	-0.266	0.122	-2.183	0.029
Total indirect	-0.013	0.045	-0.285	0.776
Specific indirect				
DISTRU PEACE ASSURE	-0.034	0.025	-1.380	0.168
DISTRU SYMPAT ASSURE	-0.002	0.005	-0.373	0.709
DISTRU ANGRY ASSURE	0.023	0.034	0.675	0.499
Direct				
DISTRU ASSURE	-0.253	0.120	-2.111	0.035

Effects from POSIT to DISTRU

Total	-0.234	0.098	-2.397	0.017
Total indirect	-0.190	0.040	-4.706	0.000
Specific indirect				
DISTRU PEACE POSIT	-0.069	0.022	-3.075	0.002
DISTRU SYMPAT POSIT	-0.005	0.012	-0.420	0.674
DISTRU ANGRY POSIT	-0.117	0.030	-3.825	0.000
Direct				
DISTRU POSIT	-0.044	0.096	-0.458	0.647

Effects from ACCESS to DISSAT

Total	-0.004	0.074	-0.053	0.958
Total indirect	-0.014	0.031	-0.454	0.649
Specific indirect				
DISSAT PEACE ACCESS	0.018	0.011	1.636	0.102
DISSAT SYMPAT ACCESS	-0.021	0.010	-2.045	0.041
DISSAT ANGRY ACCESS	-0.011	0.028	-0.397	0.691
Direct				

DISSAT
ACCESS 0.010 0.064 0.162 0.871

Effects from OPEN to DISSAT

Total 0.085 0.051 1.663 0.096
Total indirect 0.012 0.025 0.484 0.629

Specific indirect

DISSAT
PEACE
OPEN -0.002 0.007 -0.239 0.811

DISSAT
SYMPAT
OPEN 0.000 0.006 0.030 0.976

DISSAT
ANGRY
OPEN 0.014 0.024 0.587 0.557

Direct
DISSAT
OPEN 0.073 0.044 1.676 0.094

Effects from OPEN to DISSAT

Total 0.085 0.051 1.663 0.096
Total indirect 0.012 0.025 0.484 0.629

Specific indirect

DISSAT
PEACE
OPEN -0.002 0.007 -0.239 0.811

DISSAT
SYMPAT
OPEN 0.000 0.006 0.030 0.976

DISSAT
ANGRY
OPEN 0.014 0.024 0.587 0.557

Direct
DISSAT
OPEN 0.073 0.044 1.676 0.094

Effects from SHARE to DISSAT

Total -0.047 0.101 -0.463 0.643
Total indirect -0.127 0.045 -2.826 0.005

Specific indirect

DISSAT
PEACE
SHARE -0.023 0.016 -1.425 0.154

DISSAT
SYMPAT
SHARE 0.008 0.011 0.717 0.473

DISSAT
ANGRY
SHARE -0.111 0.043 -2.582 0.010

Direct
DISSAT
SHARE 0.080 0.092 0.865 0.387

Effects from NET to DISSAT

Total -0.142 0.045 -3.161 0.002
Total indirect -0.023 0.023 -1.013 0.311

Specific indirect

DISSAT
PEACE
NET -0.022 0.010 -2.199 0.028

DISSAT
SYMPAT
NET 0.017 0.008 2.094 0.036

DISSAT
ANGRY
NET -0.018 0.020 -0.901 0.368

Direct
DISSAT
NET -0.119 0.042 -2.818 0.005

Effects from ASSURE to DISSAT

Total -0.010 0.110 -0.088 0.930
Total indirect 0.017 0.052 0.328 0.743

Specific indirect

DISSAT
PEACE
ASSURE -0.026 0.019 -1.321 0.187

DISSAT
SYMPAT
ASSURE 0.010 0.011 0.860 0.390

DISSAT
ANGRY
ASSURE 0.033 0.048 0.686 0.493

Direct
DISSAT
ASSURE -0.027 0.095 -0.283 0.777

Effects from POSIT to DISSAT

Total -0.687 0.087 -7.892 0.000
Total indirect -0.192 0.042 -4.535 0.000

Specific indirect

DISSAT
PEACE
POSIT -0.052 0.018 -2.838 0.005

DISSAT
SYMPAT
POSIT 0.026 0.013 2.009 0.045

DISSAT

ANGRY				
POSIT	-0.167	0.038	-4.374	0.000
Direct				
DISSAT				
POSIT	-0.494	0.078	-6.319	0.000

Effects from ACCESS to CDOMIN

Total	0.099	0.062	1.597	0.110
Total indirect	0.004	0.024	0.154	0.878
Specific indirect				
CDOMIN				
PEACE				
ACCESS	0.020	0.012	1.611	0.107
CDOMIN				
SYMPAT				
ACCESS	-0.008	0.008	-0.983	0.326
CDOMIN				
ANGRY				
ACCESS	-0.008	0.019	-0.393	0.694
Direct				
CDOMIN				
ACCESS	0.095	0.060	1.576	0.115

Effects from OPEN to CDOMIN

Total	0.015	0.050	0.303	0.762
Total indirect	0.007	0.018	0.403	0.687
Specific indirect				
CDOMIN				
PEACE				
OPEN	-0.002	0.008	-0.240	0.810
CDOMIN				
SYMPAT				
OPEN	0.000	0.002	0.030	0.976
CDOMIN				
ANGRY				
OPEN	0.009	0.016	0.584	0.559
Direct				
CDOMIN				
OPEN	0.008	0.048	0.163	0.870

Effects from OPEN to CDOMIN

Total	0.015	0.050	0.303	0.762
Total indirect	0.007	0.018	0.403	0.687
Specific indirect				
CDOMIN				
PEACE				
OPEN	-0.002	0.008	-0.240	0.810
CDOMIN				
SYMPAT				
OPEN	0.000	0.002	0.030	0.976
CDOMIN				
ANGRY				
OPEN	0.009	0.016	0.584	0.559
Direct				
CDOMIN				
OPEN	0.008	0.048	0.163	0.870

Effects from SHARE to CDOMIN

Total	-0.045	0.086	-0.521	0.602
Total indirect	-0.097	0.035	-2.770	0.006
Specific indirect				
CDOMIN				
PEACE				
SHARE	-0.026	0.020	-1.323	0.186
CDOMIN				
SYMPAT				
SHARE	0.003	0.005	0.636	0.525
CDOMIN				
ANGRY				
SHARE	-0.074	0.030	-2.481	0.013
Direct				
CDOMIN				
SHARE	0.052	0.086	0.608	0.543

Effects from NET to CDOMIN

Total	-0.117	0.043	-2.695	0.007
Total indirect	-0.030	0.016	-1.824	0.068
Specific indirect				
CDOMIN				
PEACE				
NET	-0.025	0.010	-2.363	0.018
CDOMIN				
SYMPAT				
NET	0.007	0.007	1.026	0.305
CDOMIN				
ANGRY				
NET	-0.012	0.013	-0.904	0.366
Direct				
CDOMIN				
NET	-0.087	0.042	-2.085	0.037

Effects from ASSURE to CDOMIN

Total	-0.337	0.101	-3.335	0.001
Total indirect	-0.002	0.038	-0.055	0.956
Specific indirect				
CDOMIN				
PEACE				
ASSURE	-0.028	0.019	-1.481	0.138
CDOMIN				

SYMPAT				
ASSURE	0.004	0.006	0.652	0.515
CDOMIN				
ANGRY				
ASSURE	0.022	0.033	0.680	0.497
Direct				
CDOMIN				
ASSURE	-0.335	0.097	-3.456	0.001

Effects from POSIT to CDOMIN

Total	-0.460	0.082	-5.626	0.000
Total indirect	-0.158	0.035	-4.512	0.000
Specific indirect				
CDOMIN				
PEACE				
POSIT	-0.057	0.021	-2.691	0.007
CDOMIN				
SYMPAT				
POSIT	0.010	0.010	1.013	0.311
CDOMIN				
ANGRY				
POSIT	-0.112	0.027	-4.137	0.000
Direct				
CDOMIN				
POSIT	-0.302	0.081	-3.733	0.000

Effects from ACCESS to DISSOL

Total	-0.093	0.070	-1.325	0.185
Total indirect	-0.003	0.027	-0.111	0.911
Specific indirect				
DISSOL				
PEACE				
ACCESS	0.017	0.010	1.599	0.110
DISSOL				
SYMPAT				
ACCESS	-0.011	0.009	-1.154	0.249
DISSOL				
ANGRY				
ACCESS	-0.009	0.022	-0.399	0.690
Direct				
DISSOL				
ACCESS	-0.090	0.067	-1.345	0.179

Effects from OPEN to DISSOL

Total	0.168	0.058	2.923	0.003
Total indirect	0.009	0.020	0.458	0.647
Specific indirect				
DISSOL				
PEACE				
OPEN	-0.002	0.007	-0.240	0.810
DISSOL				
SYMPAT				
OPEN	0.000	0.003	0.030	0.976
DISSOL				
ANGRY				
OPEN	0.011	0.018	0.588	0.557
Direct				
DISSOL				
OPEN	0.159	0.054	2.956	0.003

Effects from OPEN to DISSOL

Total	0.168	0.058	2.923	0.003
Total indirect	0.009	0.020	0.458	0.647
Specific indirect				
DISSOL				
PEACE				
OPEN	-0.002	0.007	-0.240	0.810
DISSOL				
SYMPAT				
OPEN	0.000	0.003	0.030	0.976
DISSOL				
ANGRY				
OPEN	0.011	0.018	0.588	0.557
Direct				
DISSOL				
OPEN	0.159	0.054	2.956	0.003

Effects from SHARE to DISSOL

Total	-0.039	0.115	-0.335	0.737
Total indirect	-0.105	0.037	-2.836	0.005
Specific indirect				
DISSOL				
PEACE				
SHARE	-0.022	0.016	-1.365	0.172
DISSOL				
SYMPAT				
SHARE	0.004	0.007	0.616	0.538
DISSOL				
ANGRY				
SHARE	-0.087	0.035	-2.495	0.013
Direct				
DISSOL				
SHARE	0.066	0.109	0.608	0.543

Effects from NET to DISSOL

Total	-0.263	0.056	-4.714	0.000
Total indirect	-0.026	0.019	-1.398	0.162
Specific indirect				
DISSOL				

PEACE				
NET	-0.021	0.010	-2.129	0.033
DISSOL				
SYMPAT				
NET	0.009	0.008	1.099	0.272
DISSOL				
ANGRY				
NET	-0.014	0.015	-0.916	0.360
Direct				
DISSOL				
NET	-0.237	0.055	-4.344	0.000

Effects from ASSURE to DISSOL

Total	0.068	0.108	0.633	0.527
Total indirect	0.007	0.043	0.160	0.873
Specific indirect				
DISSOL				
PEACE				
ASSURE	-0.024	0.018	-1.335	0.182
DISSOL				
SYMPAT				
ASSURE	0.005	0.007	0.762	0.446
DISSOL				
ANGRY				
ASSURE	0.026	0.038	0.689	0.491
Direct				
DISSOL				
ASSURE	0.061	0.099	0.620	0.536

Effects from POSIT to DISSOL

Total	-0.566	0.079	-7.185	0.000
Total indirect	-0.165	0.036	-4.575	0.000
Specific indirect				
DISSOL				
PEACE				
POSIT	-0.049	0.019	-2.581	0.010
DISSOL				
SYMPAT				
POSIT	0.014	0.012	1.122	0.262
DISSOL				
ANGRY				
POSIT	-0.130	0.031	-4.144	0.000
Direct				
DISSOL				
POSIT	-0.401	0.071	-5.641	0.000

Appendix E. Summary of Results for Moderation Models

Note: This summary includes all the moderation models with at least one significant paths from the emotion, relationship outcome, or interaction term (emotion*relationship outcome) to perceived effectiveness of relationship cultivation strategies.

Denial posture

Independent Variable	**Dependent Variable**	***β***	***B***	***SE B***
Anger	Effect (perceived effectiveness)	-.45***	-.28	.06
OPR	Effect	.23*	.17	.08
Anger*OPR	Effect	-.21	-.05	.03
Sympathy	Effect	.23	.30	.18
OPR	Effect	.34***	.25	.09
Sympathy*OPR	Effect	-.06	-.03	.06

Note. 1.*β* represents standardized path coefficients, B represents unstandardized path coefficients.

2.The dependent variable is perceived effectiveness of crisis response strategies.

3. * $p < .05$ ** $p < .01$ *** $p < .001$.

Rebuilding posture

Independent Variable	**Dependent Variable**	***β***	***B***	***SE B***
Anger	Effect (perceived Effectiveness)	-.52***	-.36	.07
OPR	Effect	.33**	.31	.11
Anger*OPR	Effect	.13	.03	.02
Anger	Effect	-.58***	-.41	.08
NOPR	Effect	-.15	-.17	.16
Anger*NOPR	Effect	-.05	-.01	.03

Note. 1.*β* represents standardized path coefficients, B represents unstandardized path coefficients.

2.The dependent variable is perceived effectiveness of crisis response strategies.

3. * $p < .05$ ** $p < .01$ *** $p < .001$.

Bolstering posture

Independent Variable	Dependent Variable	*β*	*B*	*SE B*
Anger	Effect (perceived Effectiveness)	-.78***	-.53	.05
OPR	Effect	.03	.03	.09
Anger*OPR	Effect	.02	.01	.03

Note. 1.*β* represents standardized path coefficients, B represents unstandardized path coefficients.

2.The dependent variable is perceived effectiveness of crisis response strategies.

3. * $p < .05$ ** $p < .01$ *** $p < .001$.

No response posture

Independent Variable	Dependent Variable	*β*	*B*	*SE B*
Anger	Effect (perceived effectiveness)	-.40***	-.16	.06
NOPR	Effect	.05	.03	.10
Anger*NOPR	Effect	-.09	-.01	.03

Note. 1.*β* represents standardized path coefficients, B represents unstandardized path coefficients.

2.The dependent variable is perceived effectiveness of crisis response strategies.

3. * $p < .05$ ** $p < .01$ *** $p < .001$.

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