Influence of Crisis Communication Strategies on Public Perception of Organisations: A Study of Caleb University

Adefisola Adeyemi[1], Funmi Falobi[2], Omolara Akin-Odukoya[3], Timothy Ekeledirichukwu Onyejelem[4], Muhammad Ridwan[5]

[1,2,3]*Department of Mass Communication, Caleb University, Imota, Lagos*
[4]*Department of Journalism and Media Studies, Federal University Otuoke, Bayelsa State*
[5]*Universitas Islam Negeri Sumatera Utara, Indonesia*

Abstract

Effective crisis communication plays a crucial role in preserving an organization's reputation during significant national or even internal crises in the organisation. This study investigates the impact of crisis communication strategies on the public perception of an organization, focusing on Caleb University. The research delves into how effective crisis communication practices influence how the public views an organization during challenging times. By analysing the specific strategies employed by Caleb University in managing crises and their subsequent effects on public perception, this study aims to provide valuable insights into the importance of communication strategies in shaping public opinion and maintaining organizational reputation. In this study, the positivist approach of research design was adopted, which informed the choice of survey method. Questionnaire was used as an instrument of data collection. The population of the study consist of students in the Department of Mass Communication, Caleb University from which a sample of 200 respondents were drawn based on the principle of stratified sampling. The findings of this study revealed that there is a positive influence of crisis communication on the public perception of crisis events and illustrates that adopting effective crisis communication strategies during crises delivers improved outcomes. The study concludes that Effective crisis communication at Caleb University would rely on preemptive planning, clear and transparent messaging, a designated crisis response team, and continuous engagement with all stakeholders.

I. Introduction

Crisis is something that is inevitable in human lives as well as organizations. The occurrence of crisis in an organization can make and mar the organization, it can boost an organizations' image and at the same time can ruin the organizations' image, and an image/reputation of an organization being an important and valuable organizational asset. Public perception of an organization is very crucial in making and unmaking an organization. When crisis occurs in an organization, especially the ones that involve the publics, in fact, every crisis in an organization interest every audience of that brand [the organization] so when an organization is going through crisis, the public is more attentive to that organization and the outcome of the organization after the crisis, this is where crisis communication comes in, the purpose of crisis communication is to communicate ways in which an organization can get over a state of crisis through communication (Governor et al., 2024; Owens-Ibie & Aondover, 2024).

For instance, the crisis that began with an accident in Ethiopia on March 10, 2019 had a significant impact on the aviation industry and posed a reputation threat to Boeing,

the largest exporter in the United States. A Boeing 737 belonging to Ethiopian Airlines crashed, similar to a previous accident involving a Lion Air flight in Indonesia. These incidents raised concerns about the safety of the Boeing 737 MAX and led to a worldwide grounding of the aircraft. Initially, Boeing blamed pilot errors, but later accepted responsibility and apologised. The United States Congress conducted an inquiry into the accidents, identifying factors such as a culture of concealment at Boeing and relaxed safety standards. Boeing implemented crisis management strategies to repair its image and regain stakeholder trust. This was a very significant case of crisis communication in Ethiopia and extensively USA (Abba et al., 2021).

Crisis communication can be traced back to the early days of public relations. Ivy Lee, considered one of the pioneers of PR, began managing corporate responses to transportation accidents in the early 1900s. He even authored the first corporate press release in 1906 following a Pennsylvania Railroad disaster. Lee's approach emphasised openness and transparency, a departure from previous practices. Other PR practitioners like Edward Bernays and Arthur Page also recognised the importance of crisis communication in managing issues and reputation (Aondover et al., 2022). By the 1950s, crisis communication had become a recognised and specialised function within public relations.

In the 1980s, some notable case studies were published, like Erikson's examination of the Buffalo Creek disaster, Fink's analysis of the Three Mile Island Disaster, and Seeger's analysis of the Challenger Disaster. During this time, scholars also started applying critical frameworks to post-crisis communication, such as William Benoit's work on image repair. This led to further research on reputation management and attribution processes in crisis situations. By the mid-1990s, crisis communication research programs were established, but theoretical development was still limited. The field continues to be driven by dramatic cases of crisis (Aondover et al., 2023).

Caleb University is a private university located in Imota - Lagos, and was established in year 2007. Many might assume that universities or schools generally don't go through crisis but like the study mentioned earlier, "crisis is something that is inevitable in every organization", it seems minor but crisis is crisis. Caleb University just like every other organization has been through a series of crisis and considering how long they've been in existence, they have quite an experience in handling crisis.

The covid-19 crisis that happened in 2019/2020 is a typical example of a crisis that affected all organizations in Nigeria, some were able to manage the crisis and some organizations crashed as a result of the crisis. Caleb University is one of the few organizations that were able to manage the crisis beautifully well. Covid-19 had a significant impact on all students due to its nature and severity (Christensen & Laegreid, 2020; Airaoje et al., 2023; Aliyu et al., 2023). Many students had to transition to online learning. Which presented challenges such as limited online resources, they had to adapt to a new learning environment and so many other challenges. Social interactions and campus activities were also put on hold affecting the overall college experience. Some students faced some setbacks in terms of financial challenges and had to get used to a new routine and study habits.

Any health crisis would test how well tertiary institutions can communicate with their stakeholders. The COVID-19 pandemic, though, presented an exceptional challenge because it was both immediate and widespread (Wu, 2020). How did crisis communication strategies come through for Caleb University? The COVID-19 crisis highlighted the need for well-defined communication systems that allow organizations to have a unified voice

and respond swiftly when an outbreak occurs (Balog-Way & McComas, 2020; Aondover et al., 2021).

Caleb University implemented internal crisis communication strategy. This strategy involves effective communication with students, faculty and staff within the university community during a crisis communication. This type of crisis involves the process of timely updates for both staffs and students, addressing concerns and making sure that every person has the necessary information and support to navigate the challenges that the pandemic brought about. Channels like emails, websites, and social media to reach students, staff and faculty. The process of coming up with these strategies of communication and management of the unplanned situation Covid-19 is "crisis communication". Crisis communication is a field that focuses on how organizations and individuals communicate during times of crisis. It involves strategies and techniques to effectively manage and respond to crises in order to protect reputation, maintain trust, and mitigate potential harm.

1.1 Problem Statement

Management of crisis in an organization is a contentious issue but more contentious is the issue of public perception of an organization after or during crisis (Aondover, 2018). The shift to stakeholder perspectives better reflects the definition of public relations as relationship management. Does the organization implement crisis management strategies effectively and does it have a positive or negative effect on public perception of the organization? The main problem statement of this study is how crisis communication strategies affect how the public perceives organizations, specifically focusing on Caleb University.

This study aims to explore how the communication strategies utilized by organizations [Caleb University] during crises can affect or shape the perception or views of the publics towards the organization. By doing in-depth research and examining various crisis communication skills such as messaging, management and crisis response, this study seeks to help every reader understand the effects of these crisis communication strategies on the opinion of the publics and the organizations reputation. The goal that should be achieved at the end of this study: Gain insights into the relationship between crisis communication and public perception, ultimately contributing to effective crisis management practices.

1.2 Objectives of the Study

The research objectives for the topic influence of crisis communication strategies on public perception of organizations. The objectives of the study are:

1.3 Experienced of Crisis in Caleb University

1. To analyse different experience of crisis in Caleb University.
2. To examine the effectiveness of crisis communication on organisation and public perception.
3. To provide recommendation for Caleb University based on the crisis communication effort.
4. To find out crisis communication strategies that influence the perception of Caleb University as an organisation.

II. Review of Literatures

2.1 Understanding Crisis Communication

Many scholars in the field of crisis communication have made efforts to define and describe what constitutes a crisis (Ezeonyejiaku & Onyejelem, 20210; Garba & Msughter, 2023a); Garba & Msughter, 2023b). While there is no universally accepted definition, certain key characteristics can help us understand it. For instance, according to Hermann (cited by Alexander, 2010), a crisis is characterized by surprise, threat, and a short response time. In other words, a troubling event becomes a crisis when it comes unexpectedly, poses a serious threat to the organization's core values, and requires a swift response. Similarly, Ahmed Cooley, 2011identified unexpected elements, disruption of routine, loss of control, heightened media attention, and negative publicity as common features of crises (Hile et al., 2023).

These shared characteristics indicate that crises are often unexpected and unpredictable. Crisis strategies involve developing crisis management plans and training a crisis management team. The focus during the crisis stage, which is extensively researched in crisis communication, is on how organizations respond to crises. The post-crisis stage aims to learn from the crisis and analyze its impact (Kurfi et al., 2021; Idris & Msughter, 2022; Onyejelem et al., 2023).

Academic fields or sub-disciplines often come into existence through a combination of different writings and authors. These collections of literature contribute to the development and formation of the field, providing a foundation for further research and exploration (Spence, 2019). After the initial collection of literature and authors, academic fields or sub-disciplines further solidify through well-structured and recognizable research and study programs. According to Huber and Morreale (2002), these disciplines are characterized by shared intellectual histories, agreements, and disputes, as well as specific methods and communities of scholars engaged in teaching and research. These elements contribute to the growth and development of the field, fostering a sense of identity and cohesion among its practitioners. (Maikaba & Msughter, 2019).

When it comes to conducting research on crises in real-world settings, scholars often encounter various procedural challenges. Since crises are unexpected and non-routine events, the conditions surrounding them are often not conducive to traditional methods of data collection. This poses obstacles for researchers who rely on established research protocols. They may need to adapt their approaches or develop new methods to gather data effectively in these unique circumstances.

The concept of "crisis" can vary depending on different perspectives. Scholars from various disciplines, such as public relations, management, and organizational communication, have defined it differently. In Greek, "krisis" means judgement, choice, or decision. In the field of public relations, a crisis refers to negative situations and extensive media coverage that can have a destructive impact on regular business operations, crisis is a situation that critically threatens an organization's survival. Coombs (2012) notes that a crisis is unpredictable but not unexpected, as organizations are aware that a crisis is inevitable, even if they don't know when it will occur. Crises can have significant impacts on various stakeholders, including consumers, investors, and the public. The negative outcomes of crises, such as financial loss and damage to an organization's reputation, are significant. It's crucial for organizations to take steps to avoid, mitigate, and respond to crises in order to protect their financial status, human resources, and reputation (Maradun et al., 2021; Onyejelem et al., 2023).

To effectively and legitimately respond to a crisis, the government of an organization needs to be prepared to carry out a set of tasks (Mojaye & Msughter, 2022; Obasi & Msughter, 2023). They have to take necessary and adequate action and comprehend the unfolding situation, make decisions, collaborate across different levels, and formulate and communicate a convincing and enabling understanding of the crisis. The symbolic aspect of strategic crisis is the main topic of this article's discussion of the challenges of meaning-making and crisis management. In other words, to effectively and legitimately respond to a crisis, Caleb University as an organization needs to be prepared to carry out a set of tasks.

Crisis can be seen as an event that threatens what stakeholders expect and can impact an organization's performance. Crises are mostly based on perception. If stakeholders believe there's a crisis, the organization is considered to be in a crisis unless it can successfully convince stakeholders otherwise (Gambo et al., 2021; Taiwo et al., 2024). A crisis occurs when expectations are violated and stakeholders feel that the organization has acted inappropriately. In terms of assessing crisis response and its quality, Coombs emphasizes the importance of focusing on two aspects: (a) Crisis management knowledge, and (b) Managing stakeholder reactions.

Crises are indeed complex and have many facets. When studying crisis communication, researchers focus on different aspects and use various methods to analyze them. Organizational crises have an impact on management, employees, stakeholders, and society. They can be defined as untimely events that have consequences for stakeholders' interests and the reputation of the organization. Crises can occur in any industry, social context, and organizational structure. While they are unexpected and disruptive, they are also quite common (Onyejelem et al., 2021; Oreoluwa et al., 2024).
When approaching a crisis from a communication standpoint, the situation's context and nature must be taken into consideration. The nature of the crisis, the level of corporate accountability, the severity of the harm, the number of parties engaged, the sector, and the organization's track record and reputation can all influence how different a crisis is. For example, a crisis caused by a slip of the tongue in a nonprofit organization may not be as serious or long-lasting as a crisis involving extensive environmental damage or loss of life due to a corporation cutting corners or neglecting safety measures (Onyejelem & Ndolo, 2018; Vitalis et al., 2023). This study focuses on how organizations handle communication during times of crisis and how it affects the way the public perceives them. Crisis communication strategies refer to the actions and messages that organizations use to manage and respond to crises effectively. The strategy workshops typically involve an initial explanation of the strategies to be learned, followed by extensive practice sessions (Gadour, 2013). The researchers are specifically interested in understanding how these strategies can shape public perception, which is how people view and evaluate an organization during and after a crisis.

By examining the influence of crisis communication strategies, the study aims to provide insights into the importance of effective communication when organizations face challenging situations. It may explore different types of strategies, such as being proactive in sharing information, maintaining transparency, responding in a timely manner, and showing empathy towards those affected by the crisis (Msughter & Aondover, 2023). The researchers have chosen Caleb University as a specific case study to gain a deeper understanding of crisis communication within that particular organization. By focusing on a specific institution, they can analyze how crisis communication strategies are implemented and how they impact the way the public perceives Caleb University.

2.2 Case Study of Past Crisis in Caleb University

Caleb University in the past five years has gone through few crisis situations but because of how strong their PR team and the management is they have been very efficient in employing strategies to tackle the crisis and for that reason, they have not gone through a phase of bad reputation or downfall as a result of crisis unlike other organizations.

The Covid-19 crisis: The remarkable crisis that affected the better part of the world and started in Nigeria in 2020 has been the biggest crisis in every organization worldwide and in fact, it has caused so many organizations to close down due to their lack of capability to handle the situation (Aondover et al., 2022; Onyejelem, 2023). Caleb University like every organization went through the phase and came back stronger. They were able to manage their staffs, students and the organization as a whole through these times by employing various strategies to control the situation and to limit the impact on their stakeholders.

The security breach crisis: This case happened within Caleb University in year 2023 and the internal stakeholders were a major partaker in the unfortunate event. One of the female hostels in Caleb University, the Susanna hall was invaded at night and the incident spiked a lot of gossips, rumors and distrust amongst external stakeholders of the organization. According to Mr Abimbola Olulesi, the organization made good use of the media to clear the rumors that were caused by the incident and were able to put the situation under control and as well take necessary steps to avoid the situation from occurring again. The whole incident didn't take much toll on the organization because of the trust and credibility they have built with their name over the years and the obvious steps they took to avoid such incidents in the future, in fact, the situation didn't stop new students from coming to Caleb University.

2.3 Theoretical Foothold

For this study examines the influence of crisis communication strategies on public perception of organizations. The study adopted the theoretical postulation of Agenda Setting Theory. The agenda setting theory was first introduced in 1972 by Dr. Maxwell McCombs and Dr. Donald Shaw. Agenda-setting theory suggests that the media has the power to influence which issues and topics gain prominence in public opinion (Onyejelem & Aondover, 2024a). Media organizations play a crucial role in determining what news stories and information are considered important and newsworthy. By highlighting certain topics and downplaying others, the media can shape the public's perception and understanding of current events.

For example, if the media consistently focuses on a particular issue, such as climate change, it can increase public awareness and concern about the topic. Conversely, if an issue is consistently ignored or given less attention, it may be perceived as less important or relevant. The tone adopted by print media articles has the potential to shape public sentiment (Onyejelem & Aondover, 2024ab). The Agenda Setting Theory, which has been widely discussed in communication research, suggests that the media plays a significant role in influencing what the public considers important or relevant. According to this theory, the media has the power to shape the public agenda by highlighting certain topics and issues while downplaying others.

In a study by McCombs and Shaw in Msughter et al., (2023) observed that the media's selection and emphasis on specific news stories can influence the public's perception of the salience and importance of those issues. The researchers observed that the more frequently and prominently a topic is covered in the media, the more likely it is to be perceived as important by the public.

Furthermore, another study by Dearing and Rogers in Msughter et al., (2022) explored the agenda-setting effects of media in the context of health communication. They found that media coverage of health issues can significantly influence public opinion, policy decisions, and individual behavior. By focusing on specific health topics, the media can shape public perception and influence the public's understanding and response to health-related issues. In the case of crisis communication strategies and public perception of organizations, the Agenda Setting Theory can be applied to understand how organizations strategically use media channels to shape the public agenda during a crisis. By effectively managing their communication and ensuring their messages are prominently covered in the media, organizations can influence the public's perception and understanding of the crisis.

This theory suggests that the media has the power to influence the public's perception and understanding of issues by highlighting certain topics and downplaying others. In the context of crisis communication, organizations can strategically use media channels to shape the public agenda and influence how their actions and messages are perceived during a crisis (Gilardi et al., 2022). By employing the Agenda Setting Theory, this study can help in examining how crisis communication strategies implemented by organizations, such as Caleb University, can influence the media's coverage and subsequently shape the public's perception of the organization. The study would investigate how the organization's messaging and actions (communication strategies) during a crisis are portrayed in the media and how it affects what the public considers important or relevant, do the people have a negative or positive perception of an organization after they implement crisis management strategies/ skills during or after a disaster and does the media help in shaping the stakeholders (the publics) perception of the company. The Agenda Setting Theory provides a framework to understand how organizations can strategically manage their communication during a crisis to influence the public agenda and shape public perception. It allows researchers to explore the relationship between crisis communication strategies and the media's role in shaping public opinion.

III. Research Methods

Research design is a blueprint that help researchers to collect data in a valid and cost-effective way in order to address research questions and achieve the research objective in a valid way. In this study, the positivist approach of research design was adopted, which informed the choice of survey method. Questionnaire was used as an instrument of data collection. The population of the study consist of students in the Department of Mass Communication, Caleb University from which a sample of 200 respondents were drawn based on the principle of stratified sampling. Caleb University was stratified into level 100 level- 50 students, 200 level- 50 students, 300 level- 50 students, and 400 level- 50 students, making a sample size of 200 respondents. The data was analysis using simple table, percentages and frequencies.

IV. Results and Discussion

Table 1. Experienced of Crisis in Caleb University

RESPONSE	FREQUENCY	PERCENTAGE
YES	145	72.5%
NO	18.6	9.3%
NOT SURE	36.4	18.2%

TOTAL	**200**	**100%**

Source: (field study, 2024).

Table 1 examines if Caleb University Mass Communication students have experienced a crisis in the university or not and the result shows that 72.5% mass communication students have experienced crisis in Caleb University, 9.3% Mass communication students have not experienced crisis in Caleb University and 18.3% of the respondents are not sure if they've experienced crisis in Caleb University. This shows that majority of Mass communication students of Caleb University have experienced a crisis situation in Caleb University.

Table 2. Believe that effective crisis communication can positively impact an organisations public perception

RESPONSE	FREQUENCY	PERCENTAGE
YES	156.8	78.4%
NO	12	6%
NOT SURE	31.2	15.6%
TOTAL	**200**	**100%**

Source: (field study, 2024).

Table 2 shows that majority of the respondents believe that effective crisis communication can positively impact an organizations' public perception which further proves the argument of this study. The data shows that 78.4% of the respondents agree that effective crisis communication can positively impact an organizations' public perception, 6% of the respondents argue that effective crisis communication cannot positively impact an organizations' public perception and 15.6% of the respondents are not sure if effective crisis communication can positively impact an organizations' public perception or not.

Table 3. How likely are you to recommend Caleb University based on their crisis communication effort

RESPONSE	FREQUENCY	PERCENTAGE
LIKELY	73.6	36.8%
VERY LIKELY	102.6	51.3%
UNLIKELY	12.2	6.1%
VERY UNLIKELY	11.6	5.8%
TOTAL	**200**	**100%**

Source: (field study, 2024).

Table 3 shows that 36.8% of the respondents are likely to recommend Caleb University based on their crisis communication efforts, 51.3% of the respondents are "very likely" to recommend Caleb University based on their crisis communication efforts, 6.1% of the respondents are unlikely to recommend them and 5.8% of the respondents are very unlikely to recommend them. Claeys and Cauberghe (2014) study provide a nuanced understanding of how the choices organizations make during crises can shape their reputation management efforts. The study highlights a pivotal role of crisis communication effectiveness in influencing public opinion, particularly emphasizing its significance not only during the crisis itself but also in its aftermath. Drawing from empirical evidence, Claeys and Cauberghe (2014) identified a range of strategies that organizations can employ, which can either bolster or undermine their standing in the eyes of stakeholders.

Table 4. On a scale of 1 to 5, with 1 being "Not at all" and 5 being "Significantly," how much do you think your opinion about Caleb University's crisis communication effort during a crisis impacts your overall perception of them as an organization?

RESPONSE	FREQUENCY	PERCENTAGE
1	36.4	18.2%
2	58.8	29.4%
3	34.2	17.1%
4	44.6	22.3%
5	26	13%
TOTAL	**200**	**100%**

Source: (field study, 2024).

Table 4 shows that majority of the respondents which is 29.4% of the respondents don't necessarily think Caleb University's effort during a crisis would impact their perception of them as an organization. The findings validate the postulation Agenda Setting theory as the media can set agenda on crisis by constant disseminating information on such crises.

Table 5. How much does effective crisis communication strategies influence your perception of Caleb University as an organization

RESPONSES	FREQUENCY	PERCENTAGE
VERY MUCH	90	45%
LITTLE EFFECT	77.4	38.7
NOT MUCH	17.8	8.9%
NOT SURE	14.8	7.4%
TOTAL	200	100%

Source: (field study, 2024).

Majority of respondents argue that effective crisis communication strategies very much influence their perception of Caleb University as an organization. This means they know what crisis communication strategies and they pay attention to the strategies used in Caleb University during times of crisis. According to Ozanne et al., (2020) post-crisis communication initiatives can have a substantial impact on public opinion and organizational recuperation. They put forth the idea that a critical stage in crisis management is post-crisis communication. In order to restore credibility and trust with stakeholders, they contend that companies should continue their communication efforts long after the initial crisis has passed. They stress that in order to positively affect public perception in post-crisis communication, consistency, sincerity, and empathy are essential.

IV. Conclusion

This study analyzed the influence of Crisis communication strategies on public perception of organizations using Caleb University as a case study. Caleb University Mass communication students as the population of study and the stratification of 50 students from each level of the department of Mass communication as the sample size. It was discovered that the respondents are very much aware of crisis communication strategies and they consider it while opting to patronize an organization. Crisis communication at Caleb University, like any higher education institution, would typically involve a strategic approach to managing and responding to situations that threaten the institution's

reputation, operations, or stakeholders' safety and well-being. Whether it's a public health issue, natural disaster, security incident, or internal scandal, effective crisis communication is essential for maintaining trust, minimizing damage, and ensuring a coordinated response. The study concludes that Effective crisis communication at Caleb University would rely on preemptive planning, clear and transparent messaging, a designated crisis response team, and continuous engagement with all stakeholders.

References

Abba, A. A., Abbas, A. A., & Msughter, A. E. (2021). Comparative content analysis of press coverage of kidnapping cases in Nigeria. *Comunicación & Métodos*, *3*(1), 84-99.

Airaoje, O. K., Obada, A. A., & Msughter, A. E. (2023). A Critical Review on Gender Based Violence in Nigeria: Media Dimension. *Humanities*, *3*(2), 9-16.

Alexander, R. (2010). *Children, their world, their education* (pp. 279-310). London: Routledge.

Aliyu, M. A., Msughter, A. E., & Nneka, A. Q. (2023). Comparative Study of National Development Plans in Nigeria and India: Media Dimension. *SIASAT*, *8*(4), 202-212.

Aondover, E. M., Garba, S., & Rabiu, A. B. (2021). Framing Theory Perspective of Identity and Narratives of Conflict in Nigerian Media. *Indian Journal of Mass Communication and Journalism (IJMCJ)*, *1*(2), 1-5.

Aondover, E. M., Maradun, L. U., & Yar'Adua, S. M. (2022). Mediatization of the net and internetization of the print media in Northern Nigeria. *Unisia*, *40*(2), 335-356.

Aondover, E. M., Oyeleye, S. A., & Aliyu, M. A. (2023). New World Information and Communication Order and its changing role in Nigerian Television Authority (NTA) Kano. Unisia, 41(1), 17-38. https://doi.org/10.20885/unisia.vol41.iss1.art2

Aondover, E. M., Oyeleye, S. A., & Aondover, P. P. (2022). Analysis of Iconographic Effect of Visual Communication Genre on Covid-19 in Nigeria. *Journal of Gynaecology and women's health*, *23*(3), 1-10.

Aondover, M. E. (2018). A comparative content analysis of the coverage of arms deal scandal in three Nigerian newspapers. *Journal of Communication and Media Research*, *10*(1), 28-37.

Aondover, P. O., Aondover, E. M., & Babele, A. M. (2022). Two nations, same technology, different outcomes: Analysis of technology application in Africa and America. *Journal of Educational Research and Review*, *1*(1), 001-008.

Balog-Way, D., McComas, K., & Besley, J. (2020). The evolving field of risk communication. *Risk Analysis*, *40*(S1), 2240-2262.

Christensen, T., &Lægreid, P. (2020). *The coronavirus crisis—crisis communication, meaning-making, and reputation management*. International Public Management Journal, 23(5), 713-729.

Communication and media studies: Multiple Perspectives. New Generation Educare Ltd. 405-420

Coombs, W. T. (2012). *Situational crisis communication theory: Influences, contributions, and limitations*. Annals of the International Communication Association, 43(3), 287-313.

Ezeonyejiaku, N.P & Onyejelem, T.E (2021). The Nexus between Communication and Migration in Age of Social Media. Madonna University Journal of Communication Studies 3 (1), 167-186

Gadour, A. (2010). An Investigation Into Students' Approaches To Learning in Higher Education. *Budapest International Research and Critics in Linguistics and Education (BirLE) Journal*. P. 9-17

Gambo, S., KUR, J.T., & Onyejelem, T. E (2021). Uncertainty Reduction Strategy and

Garba, S., & Msughter, A. E. (2023a). Newspaper Content Analysis of 2012-2015 Ombaste Ethnic Conflict in Nasarawa State: A Framing Theory Perspective. *Konfrontasi: Jurnal Kultural, Ekonomi dan Perubahan Sosial*, *10*(2), 69-77.

Garba, S., & Msughter, A. E. (2023b). Beyond the framing process: An X-ray of newspaper reportage of conflicts in Northern Nigeria. *Unisia*, *41*(2)

Gilardi, F., Gessler, T., Kubli, M., & Müller, S. (2022). Social media and political agenda setting. *Political communication*, *39*(1), 39-60.

Governor, R.E, Edherue, O.E, Onyejelem, T.E, Ozioko, U.C. M. &Onuama, E.C (2024) Viewers Assessment of the Performance of Broadcast Media in Reporting Flooding Issues in South-South Nigeria. *Ianna Journal of Interdisciplinary Studies, 6(1), 1-15* DOI:10.5281/zenodo.10650642

Hile, M. M., Msughter, A. E., & Aliyu, M. A. (2023). Secularism and Ethical Issues in Media Practice as a Bane for National Development. *SIASAT*, *8*(3), 166-177.

Huber, M. T., & Morreale, S. P. (Eds.). (2023). *Disciplinary styles in the scholarship of teaching and learning: Exploring common ground*. Taylor & Francis.

Idris, M. K., & Msughter, A. E. (2022). Sources of Information on National Issues among Border Communities in Yobe State, Nigeria. *ASEAN Journal of Community Engagement*, *6*(1), 22-47.

In Nigeria (The Nollywood Option). International Journal of Arts, Languages and Business Studies, 1(1), 108 – 115

Kurfi, M. Y, Aondover, E. M. & Mohammed. I. (2021). Digital Images on Social Media and Proliferation of Fake News on Covid-19 in Kano, Nigeria. Galactica Media: *Journal of Media Studies*, 1(1), 103-124. Doi: https://doi.org/10.46539/gmd.v3i1.111.

Maikaba, B., & Msughter, A. E. (2019). Digital Media and Cultural Globalisation: The Fate of African Value System. *Humanities and Social Sciences*, *12*(1), 214-220.

Maradun, L. U., Yar'Adua, S. M., & Msughter, A. E. (2021). Perceived value of social media in the# EndSARS'protest in Nigeria. *International Journal of English Literature and Culture*, *9*(3), 69-80.

Mojaye, E. M. & Aondover, E. M. (2022). Theoretical perspectives in world information systems: A propositional appraisal of new media-communication imperatives. *Journal of Communication and Media Research*, 14(1), 100-106

Msughter, A. E., & Aondover, P. O. (2023). Nollywood Offering and Nigeria People and Culture: Reflections and Projection. *Unisia*, *41*(1).

Msughter, A. E., Perpetua, A. O., & Itiafa, A. L. (2023). Artificial Intelligence and the Media: Revisiting Digital Dichotomy Theory. In *Information Systems Management*. IntechOpen.

Msughter, A. E., Yar'Adua, S. M., & Ogechi, A. P. (2022). Information seeking behavior on Covid-19 vaccine among residents of Fagge Local Government Area of Kano, Nigeria. *Journal of Positive School Psychology*, *6*(9), 2526-2541.

Networking Sites Choice among International Students in Eastern Mediterranean University, North Cyprus. *Madonna University Journal of Communication Studies* 3(1), 42-54.

Nigeria. International Journal of Research in Social Sciences, 10(4), 27-33.

Obasi, M. C., & Msughter, A. E. (2023). Assessment of media coverage of environmental hazards in mining communities in Ebonyi State, Nigeria. *Environmental Challenges*, *13*, 100758.

Onyejelem, T. E. (2023). Reporting child rights through film 'language'. In C.S Okunna (Ed.),

Onyejelem, T. E., & Aondover, E. M. (2024a). Digital Generative Multimedia Tool Theory (DGMTT): A Theoretical Postulation in the Era of Artificial Intelligence. *Adv Mach Lear Art Inte*, *5*(2), 01-09.

Onyejelem, T. E., & Aondover, E. M. (2024b). Digital Generative Multimedia Tool Theory (DGMTT): A Theoretical Postulation. *Journalism*, *14*(3), 189-204.

Onyejelem, T. E., &Ndolo, I. S. (2018). Cultural communication as a public diplomacy tool

Onyejelem, T.E (2020). Teno Proactive Communication Model for Job Creation in

Onyejelem, T.E, Ezeaka, N.B &Nwafor, O.A (2021) Perceptions of Anambra Residents on

Onyejelem, T.E, Ezeonyejiaku, N.P, Nwafor, O.A &Nwodu, G.E (2023). Portrayal of drug-

Oreoluwa, P. A., Vitalis, P. O., Nneka, A. Q., Collins-Dike, J., & Ridwan, M. (2024). Online Harassment of Female Journalist in Lagos State. *Polit Journal Scientific Journal of Politics*, *4*(3), 162-174.

Owens-Ibie, N., & Aondover, E. M. (2024). Hate postings on social media and peace imperatives in Nigeria. *Legal challenges and political strategies in the post-truth era*, Labcom Comunicacao & Artes,121.

Ozanne, L. K., Ballantine, P. W., & Mitchell, T. (2020). *Investigating the methods and effectiveness of crisis communication*. Journal of Nonprofit& Public Sector Marketing, 32(4), 379-405.

Related crimes among teenagers in Nollywood movies: A critical discourse analysis of *Nimbe.* IMSU Journal of Communication Studies 7(2), 156 – 155

Representation of Discrimination against Foster Children in Nollywood Films. *Madonna Journal of Communication Studies* - (MAJOCS) 3(1), 145-166.

Spence, C. (2019). On the relationship (s) between color and taste/flavor. *Experimental psychology*.

Taiwo, M., Jaiyesimi, B. J., & Aondover, E. M. (2024). Product placement in Namaste Wahala in the global film industry and brand recall in Nigeria.

Vitalis, P. O., Onyejelem, T. E., & Okuneye, A. P. (2023). Understanding advertising in the era of social media. *Information System and Smart City*, *3*(1), 502-502.