



NON-PROFIT ORGANIZATIONS IN TIMES OF CRISIS:

EXAMINING THE EFFECTS OF CRISIS TYPE,
CRISIS RESPONSE, AND SPOKESPERSON TYPE

Kirsty MacGillavry
S1010743

FACULTY OF BEHAVIOURAL SCIENCES
COMMUNICATION STUDIES

EXAMINATION COMMITTEE

Dr. A. Beldad
Dr. J.J. van Hoof

MANAGEMENT SUMMARY

Many Dutch charitable organizations had the misfortune to be involved in a crisis somewhere during the last couple of years. Since these organizations mainly depend on the support of their donors, proper crisis management is crucial in order to recover from a crisis. Even though crisis communication has been a well investigated topic in literature, most studies were conducted in the profit sector. Therefore, present study focuses on the crisis communication of non-profit organizations.

The key objective of this study was to examine the influence of crisis type, crisis response, and spokesperson type on the outcomes of a crisis in a non-profit context. A 2 x 2 x 2 experimental design was applied to determine the effects on people's emotions (anger and sympathy), willingness to forgive, trust in the organization, trust in the charitable sector, intention to donate, and intention to donate to charitable organizations in general.

The findings of present study showed that crisis type is a strong influencer of public's emotions, attitudes, and behavioural intent towards the organization. Crisis response also affected some outcomes, while spokesperson type did not result in any significant outcomes. Several interactions were found between crisis type, crisis response, and spokesperson type, however these findings were not very robust.

Keywords: crisis communication, non-profit organizations, charitable organizations, crisis type, crisis response, spokesperson type

SAMENVATTING

De afgelopen jaren zijn verschillende Nederlandse goede doelen organisaties betrokken geweest bij een crisis. Gezien het feit dat goede doelen zeer afhankelijk zijn van de steun van de samenleving, is effectieve crisis communicatie van groot belang voor de organisatie om door de crisis te komen. Ondanks dat er al veel onderzoek gedaan is naar de effecten van crisis communicatie, waren de meeste onderzoeken vooral gericht op de profit sector. Dit onderzoek richt zich dan ook op de crisis communicatie van non-profit organisaties

Het hoofddoel van dit onderzoek was om de invloed van crisis type, crisis reactie, en het type woordvoerder op de uitkomsten van een crisis in een non-profit context in kaart te brengen. Een 2 x 2 x 2 experimenteel onderzoek is toegepast om te bepalen wat de effecten zijn op emoties (boosheid en sympathie), bereidheid om te vergeven, vertrouwen in de organisatie, vertrouwen in de gehele goede doelen sector, de intentie om te doneren, en op de intentie om te doneren aan goede doelen in het algemeen.

De resultaten van dit onderzoek laten zien dat crisis type een sterke invloed heeft op de emoties, houding, en gedragsintentie. Het soort reactie dat een organisatie geeft is ook van invloed op een aantal uitkomsten, terwijl het type woordvoerder geen significante resultaten geeft. Ook zijn er verschillende interactie effecten gevonden tussen de individuele constructen, maar deze resultaten waren niet overtuigend.

Trefwoorden: crisis communicatie, non-profit organisaties, goede doelen, crisis type, reactie, woordvoerder

PREFACE

This thesis is the final piece of work that I have written for my master program Communication Studies (and believe me, it was a tough one). However, I would be lying if I said I did not enjoy it at the same time. It is really hard to believe that after all these months of research, data gathering, data analysing, and writing, my thesis is finally finished.

Reflecting on the past few months, I now can conclude that a master thesis is more than just writing a final paper, it is the end of my time as a student at the University of Twente. But after six amazing years, I could not be more grateful for everything I have experienced during these years. And of course, there are several people I would like to thank, since they played an important role during my study.

First, I would like to thank my supervisors: Ardion Beldad and Joris van Hoof. The past few months, they have not only helped me with my thesis, but also inspired me to look for explanations, instead of just assuming something is right.

Second, I would like to thank my family, my friends, and Steven in particular, for standing by me during this (sometimes nerve-racking) process and always being there for me when I got stuck or when I needed some distraction.

And last but not least, a special thanks goes out to Karin Fikkers. She offered to guide me through the complex world of SPSS and always found time for me to brainstorm on ideas.

Kirsty MacGillavry
Utrecht, May 2015

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1. INTRODUCTION

The last couple of years have been hard on charitable organizations in the Netherlands. Being one of hundreds (cbf.nl, 2014), Dutch charitable organizations constantly compete for the attention of the public, not to mention the fierce competition for resources. And on top of that the media covered a wave of scandals, starring various Dutch charitable organizations.

Being involved in a scandal can have serious consequences for organizations, especially for non-profit organizations (NPOs), since they depend heavily on the support of the community: in other words charitable organizations rely on monetary donations, tangible gifts, and time investments of their donors (Beldad, Snip, & van Hoof, 2014; Beldad, Gosselt, Hegner, & Leushuis, 2015; Farmer & Fedor, 2001; Sargeant, West, & Ford, 2004). Also, compared to profit organizations, NPOs have to deal with higher expectations: the public believes NPOs behave in an ethical and honest way or as Fussell Sisco (2012) argues “NPOs must use the values of the community in which they are based to guide their actions” (p. 3). If the public is disappointed by the actions of the charitable organization, public confidence can be lost, which ultimately could end its existence (Fussell Sisco, 2012). Therefore, proper crisis communication is crucial for the survival of Dutch charitable organizations, for it enables charitable organizations that have been involved in a crisis to keep building and maintaining public trust and support.

One of the most prominent streams of negative media attention on Dutch charitable organizations was directed at their investments, since it came to light that many Dutch charitable organizations were engaged in investment relationships with extremely controversial companies. In 2007 it was discovered that the KWF Kankerbestrijding (the Dutch Cancer Society) invested in tobacco companies, and the Dutch RSPCA invested in companies involved in animal extermination (NOS.nl, 2007; ad.nl, 2007; rd.nl, 2007). A few years later, the VARA (a Dutch public broadcaster) revealed similar scandals, only with other charitable organizations in the leading role. The Dutch heart foundation invested in companies producing cluster bombs, the Dutch rheumatic foundation invested in companies that polluted the environment, and Jantje Beton – a non-profit organization that aims to improve youth facilities and stimulates children to play outside more often – invested in the arms industry, nuclear energy plants, and in tobacco companies (nrc.nl, 2010; spits.nl, 2010; wereldburgers.tv, 2010).

Analysing the scandals in 2007 and 2010 shows Dutch charitable organizations all handled the crisis differently, in terms of crisis response and the use of spokesperson. Even though they all argued that their investments in the controversial companies were not made deliberately – in other words, the crisis was an accident - their responses varied from attempts to minimize the crisis by saying it was only a small amount of money that was invested, to others promising to correct their actions. Also, the use of a spokesperson varied as well in the crisis responses of the Dutch charitable organizations. In some responses, the organization responded as a whole, so no real spokesperson could be identified, whereas others presented their CEO as spokesperson.

Based on these practical insights, this study attempts to examine the effects of crisis type (accidental versus preventable), crisis response (minimization versus corrective action), and spokesperson type (an unidentified spokesperson versus the CEO) on a set of dependent variables – that are proven to be affected by crisis communication in previous studies – namely: emotions (anger and sympathy), willingness to forgive, trust, and intention to donate. Hence, the aim of present study is to answer the following question: ‘In what way can crisis type, crisis response, and spokesperson type influence the outcomes of a crisis in a non-profit context?’

Since this is the first study to combine crisis type and crisis response with spokesperson type, the findings of this study will have important implications for both scholars on crisis communication and for communication practitioners. Also, since prior research focused mainly on organizations in the profit sector, present study contributes to the existing knowledge of crisis communication, by extending its applications to non-profit organizations, and thereby enables practitioners operating in a non-profit sector to deal with future crises in an effective way.

In the next chapter of this paper the theoretical framework is presented, which includes the hypotheses and research questions of this study. Followed by the method section, after which the results of the study are discussed. And to conclude, a general discussion is presented.

2. THEORETICAL FRAMEWORK AND HYPOTHESIS DEVELOPMENT

When a charitable organization has been involved in a crisis, donors' trust in the organization may be seriously damaged. This could have detrimental effects for the existence of charitable organizations, since their survival depends on donors' trust and their supportive behaviour (Bekkers, 2006; Beldad et al., 2014; Beldad et al., 2015). According to Arpan (2002) organizations that face a crisis are in need of effective communication, for this inspires public faith and supportive behaviour. But not only the organization is in need of communication, Coombs (2007) argues that a crisis also creates a need for information among the public: the public expects a reaction from the organization in question concerning the crisis. Therefore, it is crucial to examine the effects of crisis communication on the audience's emotions, attitudes and behavioural intentions in a non-profit sector.

Hence, the key objective of present study is to explore the influence of crisis type, crisis response, and spokesperson type on the outcomes of crisis in a non-profit context. The outcome variables used in this study are: emotions (anger and sympathy), willingness to forgive, trust in the organization, trust in charitable organizations in general, the intention to donate to the organization, and the intention to donate to charitable organizations in general.

2.1 CRISIS TYPES

Organizations can face various forms of crises, ranging from natural disasters to technical and human errors (Coombs, 2007). After an organization has been involved in a crisis, people engage in a causal attribution process (Lee, 2004), meaning that they automatically make assumptions, or in other words: attributions, about the crisis and who is responsible for it. Based on these attributions of crisis responsibility, several crisis types can be distinguished. A frequently used typology of different crisis types was developed by Coombs (2007): crises with low attributions of responsibility belong to the victim cluster, crises with medium attributions of responsibility combined with the belief that the crisis was unintentional belong in the accidental cluster, and the last cluster, the preventable, contains crises with strong attributions of responsibility (Claeys, Cauberghe, & Vyncke, 2010; Coombs, 2007).

Applying Coombs' crisis types to the wave of scandals that struck Dutch charitable organizations in the past, leads to the assumption that those crises belong to the accidental cluster. All organizations involved argued that they were not aware of their dubious investments and they did not do it deliberately (ad.nl, 2007; joop.nl, 2010; nos.nl, 2007; refdag.nl, 2007):

"The Dutch heart foundation is shocked. "We did not realize that we invested indirectly in a manufacturer of cluster munitions". " (joop.nl, 2007)

“We do not want to be involved in weapons that go to embargoed countries. However, as you can see the Dutch banks do have relationships with them, says Adrie Papma, CEO of Oxfam/Novib.” (ad.nl, 2007; refdag.nl, 2007)

However, it seems logical to assume that some people might make attributions of crisis responsibility since the charitable organizations decided to make investments in the first place, so they seem to be partially responsible. Simultaneously, it raises questions whether the organizations were truly unaware of its investments, as it seems logical to assume that an organization knows how its money is spent. Therefore, this study makes a distinction between accidental versus preventable crises.

It is assumed that both crisis types differ in the possible damage they could inflict on the organization. This assumption is based on various empirical studies that examined the effects of crisis types on people's emotions, attitudes, and their behavioural intentions. In this line of research, many scholars noted the relevance of Coombs' typology and adopted his categorization. Several studies focused on the relationship between crisis types and emotions, especially on anger and sympathy, since these are the core emotions when considering attribution (Choi & Lin, 2009; Coombs, 2007). It is assumed that when attributed crisis responsibility strengthens, feelings of anger are heightened, whereas feelings of sympathy abate (Choi & Lin, 2009; Coombs, 2007; Lee, 2004; Weiner, Graham, Peter, & Zmuidinas, 1991). Therefore, the following hypothesis tests whether this assumption is also applicable on NPOs:

H1a: *When charitable organizations face a crisis in the preventable cluster, people's feelings of anger are higher and feelings of sympathy are lower, compared to charitable organizations facing an accidental crisis.*

Other studies investigated attributed crisis responsibility in relation to forgiveness. Based on these studies, it is argued that people are more willing to forgive the accused when they can make external attributions for the crisis (e.g. an unintentional event) instead of internal attributions (Bottom, Gibson, Daniels, & Murnighan, 2002; Shapiro, 1991; Weiner et al., 1991). Or as Jeong (2009) argues: "people are more likely to punish an actor who caused a problem when people make higher internal attributions (e.g., blaming the actor) and lower external attributions (e.g., blaming the situation)" (p. 307). Applying these findings on crisis types would suggest that preventable crises – which often deal with high internal attributions – would lead to a lower willingness to forgive, than accidental crises. This results in the following hypothesis:

H1b: *When charitable organizations face a crisis in the preventable cluster, people's willingness to forgive is lower, compared to charitable organizations facing an accidental crisis.*

As other studies show, the perceived amount of crisis responsibility not only influences people's emotions and their willingness to forgive, but also affects their trust in the organization, which in turn is a crucial ingredient for the survival of

charitable organizations (Bekkers, 2006; Bekkers, 2003; Beldad et al., 2014; Beldad et al., 2015; Bos, 2013; Einolf, 2011). Verhoeven, van Hoof, ter Keurs, and van Vuuren (2012) conducted a study that focused on the effects of apologies and crisis responsibility on corporate- and spokesperson reputation. Their results show that corporate perceptions (e.g. corporate trust and corporate reputation) are more impaired when crisis responsibility is high than when the attributions of responsibility are low. Claeys and Cauberghe (2014) and Coombs (1998) confirmed this finding: the more the organization is held responsible for the crisis, the more damage could be inflicted on the organization's reputation (e.g. reputational threat). Again, most studies were conducted in a profit sector, so it is important to examine whether previous findings also apply to NPOs. Also, previous studies focused solely on the effects on the organization itself and not on the entire sector. And since a charitable organization in crisis could harm public faith (Fussel Sisco, 2012), it might affect other charitable organizations as well. So the following is hypothesized:

H1c: *When charitable organizations face a crisis in the preventable cluster, people's trust in the organization is lower, compared to charitable organizations facing an accidental crisis.*

H1d: *When charitable organizations face a crisis in the preventable cluster, people's trust in the charitable sector is lower, compared to charitable organizations facing an accidental crisis.*

Attributions of crisis responsibility also seem to affect people's behaviour. According to Weiner's model of attribution-responsibility-action (in Yum & Jeong, 2014), the attributions people make, serve as a guide for their social behaviour. This means that people are more likely to engage in behaviour that supports the organization, when they believe the organization is not responsible for the act. In other words, crisis responsibility seems to be negatively related to supportive behaviour (Yum & Jeong, 2014; Coombs, 2007; Coombs & Holladay, 2001). This assumption leads to the following hypotheses, again one hypothesis is directed towards the organization and one hypothesis is directed at the effects for the charitable sector in general:

H1e: *When charitable organizations face a crisis in the preventable cluster, people's intention to engage in behaviour that supports the organization is lower, compared to charitable organizations facing an accidental crisis.*

H1f: *When charitable organizations face a crisis in the preventable cluster, people's intention to engage in behaviour that supports charitable organizations in general is lower, compared to charitable organizations facing an accidental crisis.*

2.2 CRISIS RESPONSES

Research on crisis response strategies has drawn a lot of attention over the years and it started with scholars who aimed to develop a categorization of the most

common crisis response strategies. This resulted in different and sometimes overlapping typologies. Benoit (1997) developed an extensive typology of possible strategies to restore the image of an organization via messages. His typology divided crisis response strategies into five categories, namely: denial (simple denial and shift the blame), evasion of responsibility (provocation, defeasibility, accident, and good intentions), reducing offensiveness of event (bolstering, minimization, differentiation, transcendence, attack the accuser, and compensation), corrective action, and mortification. Coombs (2006) also developed a categorization of different crisis responses, which is somewhat less extensive when compared to Benoit's (1997).

In his study, Coombs (2006) divided ten response strategies into three clusters: denial, diminish, and deal. The first cluster, the deny response option, aims at proving that the crisis does not exist or that the organization has nothing to do with it. Responses that belong to this cluster are: attack the accuser, denial, and scapegoat. The second cluster, the diminish response option, contains responses in which the organization acknowledges its involvement in the crisis and simultaneously tries to change stakeholders' perception of the crisis and the organization's responsibility. Excuse and justification are examples of crisis responses that belong to the diminish cluster. The last category, the deal response option, is used when there are strong attributions of responsibility towards the organization. This category consists of the following responses: ingratiation, concern, compassion, regret, and apology.

The typologies mentioned by Benoit and Coombs illustrate that there are different ways to categorize possible crisis responses. There is no definite number of crisis response strategies and the number of categories also varies. However, when taking a closer look into these typologies, one can argue that there are several crisis response strategies showing overlap, for example Coombs' justification corresponds with Benoit's minimization strategy. Also, the typologies from Benoit and Coombs are often used to form the groundwork for the typologies of other scholars (Claeys & Cauberghe, 2012; Claeys, Cauberghe, & Vyncke, 2010).

The analysis of previously used crisis responses of Dutch charitable organizations regarding their dubious investments shows that some types of responses – or a combination of several responses - are often used. In terms of Benoit (1997), charitable organizations generally tend to shift the blame to a third party, minimize the crisis, or promise to correct the action when it concerns their controversial investments. Minimization belongs to Benoit's category of evasion of responsibility and reflects a response in which the organization acts as if the act was not serious (1997). According to Lee (2004) minimization is a response in which the organization denies its responsibility. In contrast, corrective action – the promise to solve or prevent the problem (Benoit, 1997) - is seen as the response with the greatest acceptance of crisis responsibility, since the organization not only accepts its responsibility but also tries to prevent crises in the future (Lee, 2004). An example of a Dutch charitable organization that used minimization in the past, is the KWF:

“According to the spokesperson of KWF, only a small percentage (.21%) of the invested money went to the tobacco industry. “But investing in tobacco is in conflict with KWF Kankerbestrijding’s policy”.“ (refdag.nl, 2007)

However, other charitable organizations preferred corrective action as their immediate crisis response:

“The board of Jantje Beton notified the TV-show (VARA) in writing: “We’re not happy with the results.” The charitable organization will end their investments and will look for another form of savings. “ (nrc.nl, 2010).

Since minimization and corrective action are crisis responses used by Dutch charitable organizations in the past (ad.nl, 2007; joop.nl, 2010; nos.nl, 2007; nrc.nl, 2010; refdag.nl, 2007), the present study compares the effects of both responses. It is assumed that both responses have different effects on people’s emotions, attitudes, and behavioural intentions since minimization and corrective action are opposites regarding the acceptance of crisis responsibility: minimization denies responsibility, while corrective action acknowledges responsibility (Lee, 2004).

As Coombs’ crisis situation model predicts, crisis responses influence people’s emotions towards the organization and its future actions (Coombs, 2007). Findings of other studies suggest that responses in which the organization acknowledges its responsibility for the crisis lead to more positive feelings towards the organization (McDonald, Sparks, & Glendon, 2010; Lee, 2004; Weiner et al., 1991), while denying responsibility could evoke feelings of anger (Ohbuchi, Kameda, & Agarie, 1989). Again, sympathy and anger play a central role since these two are the core emotions in the attribution theory. Therefore, the following is hypothesized:

H2a: *When charitable organizations use corrective action as a crisis response, people’s feelings of anger are lower and feelings of sympathy are higher, compared to charitable organizations that minimize the crisis.*

Besides the effect of crisis responses on emotions, it is argued that the use of crisis responses in which the organization takes responsibility for the crisis leads to a higher willingness of the audience to forgive the organization in question. For example, a study by Friedman (2006) on the effect of apologies shows that apologies lead to forgiveness, especially when the organization acknowledges its responsibility and admits guilt (Friedman, 2006). Another study by Weiner et al. (1991) confirms the effect of an organization accepting its responsibility on forgiveness. Their research shows that confession - defined as a response in which the actor accepts responsibility and personal blame – leads to a higher willingness to forgive. Therefore, it is assumed that other crisis responses aimed at accepting responsibility (e.g. corrective action) will lead to more forgiveness as well, than responses that deny responsibility (e.g. minimization):

H2b: *When charitable organizations use corrective action as a crisis response, people’s willingness to forgive is higher, compared to charitable organizations that minimize the crises.*

Furthermore, a response in which responsibility is taken for the crisis also affects trust in the organization. However, previous findings are ambiguous regarding the significance of this relationship. In her study, Lee (2004) makes a distinction between

crisis responses used to deny the crisis (shifting blame, minimization, and no comment) and responses in which the organization accepts its responsibility (accept responsibility, compensation, and corrective action). Comparing these two categories resulted in the fact that organizations denying the crisis were more mistrusted than organizations that took responsibility in their response. In contrast, a study by Huang (2008) – in which several crisis responses and their effects on trust in the organization were examined - only provided partial support for the effect of crisis communication strategies on trust: only seven percent of the total variance of trust was explained by crisis communication strategies. Also, most crisis responses (e.g. excuse, justification, and denial) were not even significantly related to trust (Huang, 2008). Only concession – in which the organization did take responsibility for the crisis, acknowledged the crisis had happened and admitted guilt (Huang, 2006) – was significantly related to trust (Huang, 2008). A study by Verhoeven et al. (2012) also showed there was no significant relationship between people's trust in the organization and crisis response strategies. Hence, present research will examine this relationship not only with regards to trust in the organization in question, but also focusing on the effects on trust in the charitable sector. Therefore, the following hypotheses were developed:

H2c: *When charitable organizations use corrective action as a crisis response, people's trust in the organization is higher, compared to charitable organizations that minimize the crises.*

H2d: *When charitable organizations use corrective action as a crisis response, people's trust in the charitable sector is higher, compared to charitable organizations that minimize the crises .*

Lastly, with regards to the effects of different crisis responses, it was found that crisis responses could influence behavioural intentions. Crisis responses that deny the existence of the crisis appear to have negative influences on behavioural intent, while responses in which the organization admits guilt and takes responsibility lead to a higher intention of supportive behaviour (Coombs, 1999; Weiner et al., 1991). Therefore, it is assumed that corrective action – a response in which responsibility is taken – would lead to higher supportive behaviour than minimization, which denies responsibility. This leads to the following hypotheses, one for the behavioural intentions towards the organization in question and one for the behavioural intentions towards charitable organizations in general:

H2e: *When charitable organizations use corrective action as a crisis response, people's intention to engage in behaviour that supports the organization is higher, compared to charitable organizations that minimize the crises.*

H2f: *When charitable organizations use corrective action as a crisis response, people's intention to engage in behaviour that supports charitable organizations in general is higher, compared to charitable organizations that minimize the crises.*

2.3 SPOKESPERSON TYPE

As the previous paragraph suggests, an organization can respond to a crisis or an attack in many ways, and scholars investigated the ways in which organization should frame their message. This simultaneously raises the question whether it matters who delivers the message. Does it make a difference if a spokesperson is present in the organization's immediate crisis response or not?

The practices of Dutch charitable organizations in the past show there are multiple ways to deal with spokesperson type. Some organizations, like KWF Kankerbestrijding, the Dutch heart foundation and Oxfam/Novib introduced their CEO as a spokesperson (joop.nl, 2007; nos.nl, 2007; refdag.nl, 2007), while other organizations, for example Jantje Beton (joop.nl, 2010) used an unidentified spokesperson in the form of the board or the whole organization. Present study focuses on the use of the CEO versus an unidentified spokesperson: the organization as a whole.

According to scientific research, organizations can establish a unique brand personality by using spokespersons to humanize the organization and persuade the audience (Fleck, Michel, & Zeitoun, 2014). Even though spokespeople come in various forms - like celebrities, CEOs, employees or consumers – the CEO is often presented to speak on behalf of the organization. As reported by Fleck et al. (2014) the CEO of an organization can be seen as an internal endorser. They argue CEOs have a credibility advantage since they understand the organization and are perceived as having congruence with the organization. Also, consumers often have feelings of admiration, inspiration and respect towards CEOs. As Fleck et al. mention, "In terms of gaining the hearts and minds of their targeted consumers, CEOs seem to have a special advantage when it comes to persuasion and sales; people feel a unique connection to them" (2014, p.87). Another study by Rubin, Marger, and Friedman (1982, in Reidenbach & Pitts, 1986) also showed that advertisements with the CEO as endorser were perceived more favourably than advertisements with an unidentified endorser.

However, in contrast to the findings described above there are studies that question the advantages of using a CEO as a spokesperson or endorser. Reidenbach and Pitts (1986) argue that using a CEO as a spokesperson or endorser does not automatically mean the message is perceived more positively by the audience, since having the title of CEO does not make one a credible and persuasive spokesperson. In other words, the CEO has to possess the right characteristics (e.g. trustworthiness, expertise, and likeability) in order to be credible and persuasive. Also, a study by Ingenhoff and Sommer (2010) - that examined the main influences of trust in companies and in CEOs - showed that general trust in the organization as a whole is higher than trust in CEOs. This might imply that, since trust in the organization as a whole is higher, it might be better to use an unidentified spokesperson instead of the CEO. Furthermore, another study by Goldsmith, Lafferty, and Newell (2000), in which endorser credibility was compared to corporate credibility, showed some interesting results in favour of the organization as well. While endorser credibility had a stronger effect on the effectiveness of a message, corporate credibility had a stronger impact on the attitude towards the brand of the organization (Lafferty, Goldsmith, & Newell, 2002; Goldsmith et al., 2000) and is

directly related to the peoples' behavioural intentions (Goldsmith et al., 2000; Lafferty & Goldsmith, 1999; Winters, 1988).

As one can conclude, the advantages or disadvantages of the use of the CEO as a spokesperson are clear in the field of marketing and advertising, but what about the use of the CEO as a spokesperson in crisis communication? According to Alsop (2004, in Turk, Jin, Stewart, Kim, & Hipple, 2012) CEOs are the 'designated guardians' of the reputation of the organization. Or as Murray and Shohen (1992, in Turk et al., 2012) argue "having a CEO who takes clear and public command is a criterion for successfully surviving a corporate crisis" (p. 577). This was also reflected in the results of the study by Turk et al. (2012), which revealed that CEO visibility in the immediate crisis response led to better attitudes towards the organization and a higher purchasing intention. Furthermore, a study by Verhoeven et al. (2012) found an interesting result as well. Their results show that in a crisis scenario, in which the CEO was personally responsible for the crisis, participants blamed the organization as a whole more than the CEO in person. Thus, even though the CEO was the one to blame for the crisis, the participants were more negative towards the organization in general (Verhoeven et al., 2012).

Since previous studies on the effect of spokesperson type in crisis communication are limited, current research explores the impact of using the CEO as a spokesperson compared to the use of an unidentified spokesperson on the people's emotions (anger and sympathy), their willingness to forgive, their trust in the organization and in the charitable sector, and their intention to donate to the organization and to charitable organizations in general. Based on earlier findings, it is argued that the use of a spokesperson - in this case the CEO - in immediate crisis responses leads to better attitudes and behaviours towards the organization, than the use of an unidentified spokesperson. This results in the following hypotheses:

H3a: *When charitable organizations give an immediate crisis response in which the CEO is present, people's feelings of anger are lower and feelings of sympathy are higher, compared to charitable organizations that give a response without an identified spokesperson.*

H3b: *When charitable organizations give an immediate crisis response in which the CEO is present, people's willingness to forgive is higher, compared to charitable organizations that give a response without an identified spokesperson.*

H3c: *When charitable organizations give an immediate crisis response in which the CEO is present, people's trust in the organization is higher, compared to charitable organizations that give a response without an identified spokesperson.*

H3d: *When charitable organizations give an immediate crisis response in which the CEO is present, people's trust in the charitable sector is higher, compared to charitable organizations that give a response without an identified spokesperson.*

H3e: *When charitable organizations give an immediate crisis response in which the CEO is present, people's intention to engage in behaviour that supports the organization is higher, compared to charitable organizations that give a response without an identified spokesperson.*

H3f: *When charitable organizations give an immediate crisis response in which the CEO is present, people's intention to engage in behaviour that supports charitable organizations in general is higher, compared to charitable organizations that give a response without an identified spokesperson.*

2.4 RELATIONSHIP BETWEEN CRISIS TYPE, CRISIS RESPONSE, AND SPOKESPERSON TYPE

In addition to the main effects of crisis types, crisis responses, and spokesperson type on the emotions, attitudes and behavioural intentions of the audience, interaction effects between crisis type, crisis response, and spokesperson type were examined. There is empirical evidence - somewhat limited though - to believe that interaction effects exist between the factors. Some relationships (e.g. crisis type and crisis response) are studied more extensively than others; but even among these studies there are ambiguous results. Therefore, this study will further examine the two way and three way relationships between crisis type, crisis response, and spokesperson type. Four research questions were formulated in order to explore the relationship between each factor in a non-profit context.

2.4.1 Crisis type and crisis response

The foundation for the belief that there is a relation between crisis type and crisis response is grounded in Coombs' situational crisis communication theory (SCCT). According to the SCCT, an effective crisis response strategy should correspond to the degree of crisis responsibility that is attributed to the organization by its stakeholders (Claeys & Cauberghe, 2012; Coombs, 2006; Coombs & Holladay, 1996). This means that when there are weak attributions of responsibility, as in Coombs' victim cluster, an organization can best use denial strategies. As the amount of responsibility increases, other crisis responses are more suitable (Coombs, 1998): in the accidental cluster, diminish strategies can be used best, and in the preventable cluster, strategies dealing with the crisis are most effective. These combinations between crisis types and crisis responses (victim and denial, accidental and diminish, preventable and deal) were not only based on theoretical assumptions, but were also tested among stakeholders (Coombs, 2006). It turned out that these combinations correspond with stakeholders' expectations of how an organization should respond to a certain crisis. Applying this finding to current study would mean that in case of an accidental crisis, minimization could be used best as a crisis response, while corrective action should be used in case of a preventable crisis.

Nonetheless, a study by Claeys et al. (2010) showed contradictory results regarding this matching principle. Based on their results, the authors argued that matching crisis type to certain crisis responses does not necessarily lead to more positive attributions towards the organization than cases in which the crisis type and the crisis response mismatched.

Also, a study by Fussell Sisco (2012) that applied Coombs' SCCT to non-profit organizations, showed only partial support for the SCCT theory: SCCT strategies are successful in the victim cluster and in the preventable cluster. However, no support was found for applying SCCT for successful results in the accidental cluster.

In sum, there is some ambiguity regarding whether matching certain crisis types to specific crisis responses is effective or not. Therefore, current study further explores the relationship between crisis type and crisis response in a non-profit context with the following research question:

RQ1: *To what extent does the crisis type (accidental vs. preventable) interact with crisis response (minimization vs. corrective action)?*

2.4.2 Crisis type and spokesperson type

In comparison with the interaction between crisis type and crisis response, the relationship between crisis type and spokesperson type has received less attention from scholars. Probably due to the fact that most research on the effects of spokespersons was conducted in the field of marketing and advertising, instead of crisis communication.

Focusing on studies concerning organizational crises, a study by Verhoeven et al. (2012) suggests that crisis type influences the way in which spokespersons are perceived. The authors argue that announcing a preventable crisis harms the perceptions of the spokesperson, in terms of trust and reputation, more than when an accidental crisis was announced (Verhoeven et al., 2012). However, this study purely focused on the effects on public perceptions of the CEO and did not examine if the CEO could enhance the effectiveness of the organization's crisis communication. According to a study by Fleck et al. (2014) the presence of the CEO was seen as an indication of the CEO's commitment and willingness to take responsibility. This would suggest that the use of the CEO as a spokesperson might have a positive effect on the communication after a crisis. Perhaps the combination of an accidental crisis and the CEO showing its willingness to still take responsibility, even though the organization was not fully responsible, would lead to the best responses of the public. In contrast, the combination of a preventable crisis and the absence of the CEO might lead to the most negative response, since the CEO did not show any commitment or willingness to take responsibility. Still, further research on the possible interaction effect is needed, to see whether these assumptions are supported by empirical evidence. Therefore, present study explores whether both variables interact with each other and in what way. This results in the following research question:

RQ2: *To what extent does crisis type (accidental vs. preventable) interact with spokesperson type (CEO vs. unidentified spokesperson)?*

2.4.3 Crisis response and spokesperson type

Previous studies suggest that different sources have a different impact on the effectiveness of the message and the attitudes and behaviour of the audience. Most of these studies are grounded in marketing, advertising and public relations literature

and show that it is often beneficial for the acceptance of a message to have a spokesperson or an endorser. These studies are mostly based on the assumption that the audience assesses the source of the message based on their characteristics. Perloff (1993, in Arpan, 2002) argues that there are three relevant source characteristics that dominate the source-effects literature, namely: credibility, attractiveness, and similarity. According to Friedman, Termini, and Washington (1976, in Reidenbach & Pitts, 1986) the use of an endorser enhances the effectiveness of the message in an advertisement. Or as Arpan (2002) puts it “source effects, such as credibility, associated with the crisis spokesperson will likely determine the extent to which an audience will believe the organization’s explanation” (p.316). Another study, conducted by Goldsmith, Lafferty, and Newell (2000) – which compared the effects of endorser credibility versus corporate credibility - found evidence that endorser credibility had a stronger impact on the audiences’ attitudes towards the message than corporate credibility (Lafferty, Goldsmith, & Newell, 2002). So based on these findings, it seems logical to assume that an endorser can influence people’s attitudes towards the crisis response and the effectiveness of the message.

But what happens if the audience is not yet familiar with the spokesperson and does not have sufficient information about the spokesperson in the message to make these assumptions? Is there still an interaction effect between the message and the spokesperson if there is little or no background information?

A study by Turk et al. (2012) examined the relationship between crisis response and spokesperson type. The crisis responses used in their study were ‘apologetic’ vs. ‘defensive’ responses, and spokesperson type was translated into manipulations in the form of crisis news videos in which the CEO was present and in which he was not. The authors proposed an interaction effect between both variables. In other words, attitudes towards to organization, as well as behavioural intentions, were a function of the interactions between crisis response and spokesperson type. Surprisingly, the ultimate combination was a defensive response combined with the CEO visible in the news video. As Turk et al. explain “perhaps the company with a positive reputation and a CEO willing to be visible in responding to a crisis has much more leverage to weigh and choose responses, including the option of choosing a defensive response” (2012, p. 581).

Furthermore, as was also mentioned in the previous section, Fleck et al. (2014) argued that the presence of the CEO was seen as an indication of CEO’s commitment and willingness to take responsibility. Therefore, it seems logical to assume that the combination of corrective action and the use of the CEO as spokesperson would lead to positive outcomes, while both can be indicated as signs of the organization’s willingness to take responsibility for the crisis and therefore might strengthen each other. Also, the combination of minimization and the absence of an unidentified spokesperson might lead to negative outcomes, for neither factors show the organization is willing to take responsibility. However, there is lack of empirical evidence to further support this relationship. Thus, current study explores whether the assumptions on the interaction effect between crisis response and spokesperson type hold stand in a non-profit context. Hence, the following research question is proposed:

RQ3: *To what extent does crisis response (minimization vs. corrective action) interact with spokesperson type (CEO vs. the organization)?*

2.4.4 Crisis type, crisis response, and spokesperson type

According to the author's knowledge, this study is the first to examine the combination of crisis type, crisis response, and spokesperson type. So, in addition to the main effects and the two-way interactions, this study explores the effects between the three factors to provide new insights for scholars and communication practitioners. Focusing on the effects of the individual constructs only, would suggest that the ultimate combination for public responses is the combination of an accidental crisis, with corrective action and the presence of the CEO. The combination that would seem to result in the most negative outcomes would be the combination of a preventable crisis with minimization and the use of an unidentified spokesperson. However, since it is not yet known in what way the constructs interact with each other and if the outcomes of this three-way relationship can be determined based on the individual effects of each construct or not, the following research question is posited:

RQ4: *To what extent is there a three-way interaction between crisis type (accidental vs. preventable), crisis response (minimization vs. corrective action), and spokesperson type (CEO vs. the organization)?*

2.5 RELATIONSHIP BETWEEN EMOTIONS, WILLINGNESS TO FORGIVE, TRUST, AND INTENTION TO DONATE

Previous studies that examined the effects of crisis communication mostly focused on a selection of outcomes or treated each outcome individually. However, there is evidence to believe that relationships exist between some of the outcome variables. Examples of proven relationships are between emotions and forgiveness (van Oyen Witvliet, Ludwig, & Vander Laan, 2001), emotions and trust (Dunn & Schweitzer, 2005) emotions and behavioural intentions (Coombs, 2007; McDonald et al., 2010), forgiveness and trust (Kramer & Lewicki, 2010), forgiveness and behaviour (McCullough & Witvliet, 2002), and between trust and intention to donate (Beldad et al., 2015; Bos, 2013; Sargeant, Ford, & West, 2006; Sargeant & Lee, 2004). Based on these studies, it is assumed that all the outcomes are related to each other. Hence, present study attempts to combine all the outcome variables into one model and thus explores the interdependence of emotions (anger and sympathy), willingness to forgive, trust, and intention to donate. For this study examined trust in the organization and trust in the charitable sector, as well as intention to donate to the organization and intention to donate to charitable organizations in general, the relationships between the outcome variables are examined at both levels. This leads to the following exploratory research question:

RQ5: *To what extent do emotions (anger and sympathy), willingness to forgive, trust, and intention to donate relate to each other on a) an organizational level and on b) a sector level?*

2.6 RESEARCH FRAMEWORK

Based on the hypotheses and research questions of this study, a research framework has been developed, which is presented in Figure 1. For the simplicity of the model, research question 5 has been left out of the framework.

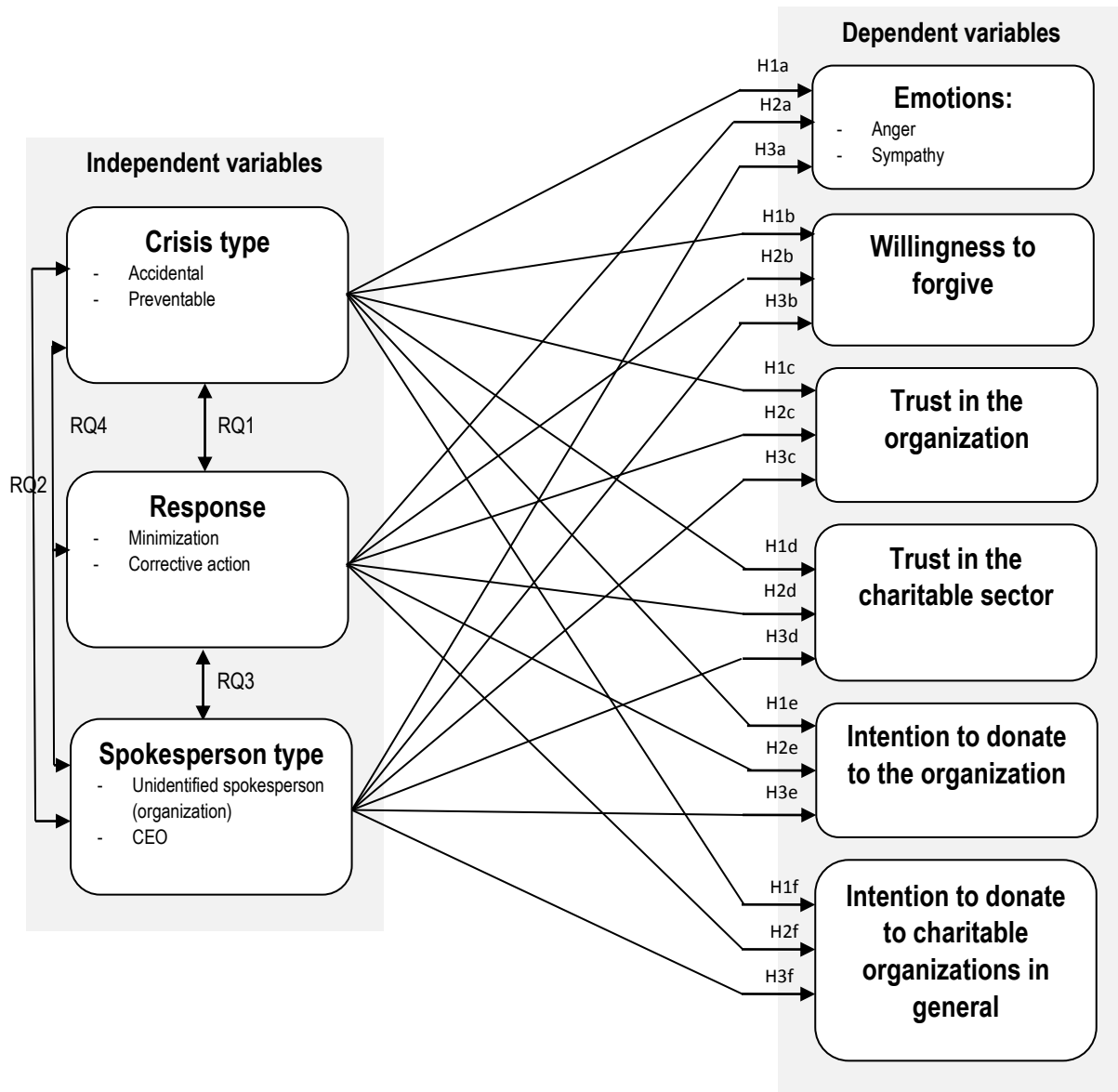


Figure 1: Research framework

3. METHOD

In this chapter the methodology of this study will be outlined: first, the design of this study will be discussed, followed by section 3.2 that describes the study's procedure. Section 3.3 concerns the demographic information of the respondents and their previous donating behaviour, while in section 3.4 the stimulus materials are discussed. Section 3.5 focuses on the research instrument and in the last section, the use of covariates is discussed.

3.1 DESIGN

In this study, a 2 x 2 x 2 scenario-based experiment was used to examine the effects of crisis type, crisis response, and spokesperson type. This resulted in eight different manipulations, each containing one crisis type (accidental versus preventable), one crisis response (minimization versus corrective action), and one spokesperson type (an unidentified spokesperson: organization versus the CEO) (see Table 1). Each respondent was randomly assigned to one of the manipulations and was asked to fill in the survey.

Table 1 2 x 2 x 2 design, number of respondents per group

	Accidental crisis		Preventable crisis	
	Minimization	Corrective action	Minimization	Corrective action
CEO	30	35	30	31
Organization	30	31	31	31

3.2 PROCEDURE

The distribution of the survey took place via snowball sampling. The researcher recruited respondents via e-mail and social media, and asked the respondents to share the survey with their network and so on. Each respondent was randomly assigned by Qualtrics to one of the eight stimuli, which were all written in the form of a newspaper article (see Appendix A), and was asked to fill in the survey.

First, each respondent was informed about the purpose of the study and had to give their consent for their participation in the study. Second, the respondents were instructed about the structure of the questionnaire, since the survey was comprised of three parts. In the first part, participants were asked to answer some questions about their trust in charitable organizations and their intention to donate in general, which served as a baseline measure. During the second stage a scenario was presented and the respondents were exposed to one of the eight different stimuli. The scenario prescribed the situation the respondents should imagine themselves in, while answering the questions. According to the scenario, the respondents should fill in the survey as if they were regular donors of the charitable organization in question, namely: Save The Innocent. The newspaper article was followed by several questions regarding the news article and the organization Save The Innocent. After the participants answered these questions, the third part of the survey was presented. The third part contained the manipulation check questions and some questions regarding the demographics and the previous donating behaviour of the

respondents. After completion of the questionnaire, the participants were thanked for their participation and were informed that the organization and crisis in the newspaper article were fictitious. Also, each participant had the ability to ask questions about the study and could request a copy of the results of the study.

3.3 RESPONDENTS

A total of 367 respondents completed the survey. However, in order to be included in the study the respondents had to answer all three manipulation check questions correctly. If one or more manipulation questions were answered incorrectly, the respondents were removed out of the dataset. This resulted in a total of 249 correct and completed surveys (67.8%).

In order to take part in the survey, respondents had to be inhabitants of the Netherlands and had to be above the age of 18, since it is assumed that adults are authorized to make donations. The number of female respondents ($n = 125$, 50.2%) was almost equal to the amount of male respondents ($n = 124$, 49.8%), and the age of the participants ranged from 20 to 77, with an average age of 37.2 ($SD = 15.54$). Furthermore, most participants had an income below average ($n = 93$, 37.3%), completed university ($n = 112$, 45.0%), and were non-religious ($n = 153$, 61.4%). A complete overview of the demographic information of the respondents in each group is presented in Table 2.

Table 2 Demographic information of the survey respondents

Demographic construct	Total $N = 249$ (%)	M1 $n = 35$ (%)	M2 $n = 31$ (%)	M3 $n = 30$ (%)	M4 $n = 30$ (%)	M5 $n = 31$ (%)	M6 $n = 31$ (%)	M7 $n = 30$ (%)	M8 $n = 31$ (%)
Gender									
Female	125 (50.2)	18 (51.4)	11 (35.5)	16 (53.3)	17 (56.7)	15 (48.4)	14 (45.2)	9 (30.0)	25 (80.6)
Male	124 (49.8)	17 (48.6)	20 (64.5)	14 (46.7)	13 (43.3)	16 (51.6)	17 (54.8)	21 (70.0)	6 (19.4)
Age (average) ^a	37.2	34.7	40.4	36.2	39.5	40.7	35.6	34.3	36.3
Income									
Below average	93 (37.3)	13 (37.1)	10 (32.3)	10 (33.3)	12 (40.0)	7 (22.6)	12 (38.7)	14 (46.7)	15 (48.4)
Average	60 (24.1)	6 (17.1)	11 (35.5)	9 (30.0)	8 (26.7)	9 (29.0)	4 (12.9)	4 (13.3)	9 (29.0)
Above average	72 (28.9)	13 (37.1)	8 (25.8)	8 (26.7)	7 (23.3)	12 (38.7)	8 (25.8)	9 (30.0)	7 (22.6)
No answer	24 (9.6)	3 (8.6)	2 (6.5)	3 (10.0)	3 (10.0)	3 (9.7)	7 (22.6)	3 (10.0)	0 (.0)
Education									
Low	9 (3.6)	1 (2.9)	2 (6.5)	1 (3.3)	1 (3.3)	0 (.0)	2 (6.5)	2 (6.7)	0 (.0)
Middle	58 (23.3)	7 (20.0)	4 (12.9)	7 (23.3)	9 (30.0)	11 (35.5)	6 (19.4)	8 (26.7)	6 (19.4)
High	182 (73.1)	27 (77.1)	25 (80.6)	22 (73.3)	20 (66.7)	20 (64.5)	23 (74.2)	20 (66.7)	25 (80.6)
Religion									
Roman Catholic	57 (22.9)	5 (14.3)	7 (22.6)	2 (6.7)	8 (26.7)	12 (38.7)	8 (25.8)	9 (30.0)	6 (19.4)
Protestant	22 (8.8)	8 (22.9)	1 (3.2)	5 (16.7)	3 (10.0)	1 (3.2)	1 (3.2)	2 (6.7)	1 (3.2)
Islamic	2	0	0	0	1	0	1	0	0

	(.8)	(.0)	(.0)	(.0)	(3.3)	(.0)	(3.2)	(.0)	(.0)
Reformed	5	2	2	0	0	0	0	0	1
	(2.0)	(5.7)	(6.5)	(.0)	(.0)	(.0)	(.0)	(.0)	(3.2)
Non-religious	153	19	19	21	17	16	19	19	23
	(61.4)	(54.3)	(61.3)	(70.0)	(56.7)	(51.6)	(61.3)	(63.3)	(74.2)
Other	10	1	2	2	1	2	2	0	0
	(4.0)	(2.9)	(6.5)	(6.7)	(3.3)	(6.5)	(6.5)	(.0)	(.0)

Note ^a Answer is based on a total of N = 245. n per group: M1 = 35, M2 = 30, M3 = 30, M4 = 28, M5 = 31, M6 = 31, M7 = 29, and M8 = 31.

Most participants indicated they donated money to one or multiple charitable organizations during the past year. The average amount of donated money is 186 Euros per person and most respondents donated to an organization in the health sector or to international aid. An overview of respondents' past donating behaviour is presented in Table 3.

Table 3 Respondents' donating behaviour over the past year

	Total	M1	M2	M3	M4	M5	M6	M7	M8
	n = 249	n = 35	n = 31	n = 30	n = 30	n = 31	n = 31	n = 30	n = 31
	(%)	(%)	(%)	(%)	(%)	(%)	(%)	(%)	(%)
Donating behaviour									
To one charitable organization	54 (21.7)	9 (25.7)	5 (16.1)	5 (16.7)	3 (10.0)	12 (38.7)	8 (25.8)	4 (13.3)	8 (25.8)
To multiple charitable organizations	131 (52.6)	18 (51.4)	17 (54.8)	19 (63.3)	18 (60.0)	18 (58.1)	12 (38.7)	11 (36.7)	18 (58.1)
No previous donations	64 (25.7)	8 (22.9)	9 (29.0)	6 (20.0)	9 (30.0)	1 (3.2)	11 (35.5)	15 (50.0)	5 (16.1)
Average amount of donated money per person ^a	186	132	258	149	269	253	200	77	117
Donated to (multiple answers applicable):									
Health/medicine	121 (48.6)	16 (45.7)	12 (38.7)	17 (56.7)	17 (56.7)	18 (58.1)	15 (48.4)	11 (36.7)	15 (48.4)
International aid	116 (46.6)	18 (51.4)	18 (58.1)	15 (50.0)	14 (46.7)	16 (51.6)	11 (35.5)	7 (23.3)	17 (54.8)
General welfare	52 (20.9)	9 (25.7)	9 (29.0)	8 (26.7)	8 (26.7)	4 (12.9)	5 (16.1)	4 (13.3)	5 (16.1)
Animal protection	35 (14.1)	5 (14.3)	5 (16.1)	4 (13.3)	5 (16.7)	8 (25.8)	4 (12.9)	4 (13.3)	0 (.0)
Environment	44 (17.7)	1 (17.1)	8 (25.8)	4 (13.3)	8 (26.7)	7 (22.6)	4 (12.9)	2 (6.7)	5 (16.1)

Note ^a Answer is based on a total of N = 186. n per group: M1 = 23, M2 = 21, M3 = 21, M4 = 20, M5 = 27, M6 = 18, M7 = 14, and M8 = 25.

3.3.1 Randomization check

Since the respondents of this study were divided into eight groups, a randomization check was applied to test the distribution of the demographic variables in each group. The demographic variables that were included in this randomization check were: gender, age, education, income, and religion. An ANOVA was conducted to check whether the demographic variables were equally divided across

the eight groups. The different groups were used as the factor of the ANOVA, while gender, age, education, income, and religion were treated as the dependent variables in this test.

Since the results show that the assumption of homogeneity of variance is violated on Levene's test, Field (2009) advises to focus on Welch's *F*-ratios. Based on this analysis it can be concluded that the means for gender are significantly different between groups, $F(7, 103) = 3.72, p = .001$. However, the means for age ($F(7, 101) = .85, p = .550$), education ($F(7, 103) = .58, p = .774$), income ($F(7, 103) = 1.32, p = .247$), and religion ($F(7, 103) = .80, p = .590$) do not differ significantly among the eight groups. In sum, all the tested demographic variables, except gender, seem to be equally divided over the groups.

3.4 STIMULUS MATERIALS

As mentioned above, this study employed a 2 x 2 x 2 experimental design in which crisis type, crisis response, and spokesperson type were manipulated. The stimuli materials were based on real news articles that were covered by Dutch newspapers in the past. However, the scenarios in this study used a fictitious organization in order to prevent prior relationships and history between the organization and the participant. The crisis that played a central role in each manipulation was about the charitable organization 'Save The Innocent' that could not close their financial statements since they received an insufficient number of donations. The reason that the organization did not receive enough donations was attributed to their investments in the arms industry. Crisis type was manipulated by changing the cause of the crisis: the investments in the controversial companies were consciously made (preventable crisis), or the bank made the dubious investments without informing the Save The Innocent (accidental crisis). Crisis response was manipulated by altering the response type of the organization: the investments were only a small part of the total investments of the organization (minimization), or the current investments were ended immediately and the organization would look for other ways to invest money in the future (corrective action). And last, spokesperson type was manipulated: an unidentified spokesperson, namely the organization as a whole responded to the accusations, or the CEO responded. Each condition also contained a small summary with background information about Save The Innocent. The newspaper articles used in this study are presented in Appendix A.

3.5 RESEARCH INSTRUMENT

The final research instrument contained one randomly assigned scenario. Prior to the scenario and after exposure to the scenario, several constructs were measured on a 5-point Likert scale, ranging from strongly disagree (1) to strongly agree (5). The dependent variables in current study were: anger, sympathy, willingness to forgive, trust in the organization, trust in the charitable sector, the intention to donate to the organization, and the intention to donate to charitable organizations in general. These variables were all derived from previous studies on crisis communication, which means that the scales used to measure each construct were based on existing scales. See Appendix B for the complete survey (in Dutch).

3.5.1 Validity check: Principal component analysis

After the data was gathered, a principal component analysis (PCA) was conducted in order to identify the components of the set of variables used in this study. An orthogonal rotation (varimax) was applied to a total of 41 items. The Kaiser-Meyer-Olkin (KMO) was .90, which indicated the adequacy of the sampling and is a superb value according to Field (2009). The KMO values on the individual items were $> .81$, which were also above the acceptable limit of .5 (Field, 2009). Bartlett's test of sphericity $\chi^2(820) = 8900.98, p < .0001$, showed that the data set was suitable for PCA. In order to obtain the eigenvalues of each component, an initial analysis was applied. The initial analysis showed seven eigenvalues over Kaiser's criterion of 1 and together they explained 71.68% of the total variance. Since the scree plot showed a point of inflexion on components 4 and 7, seven components were retained in the final analysis. The factor loadings after rotation are represented in Table 4, with a criterion level of .40 (Field, 2009). A full overview of the results of the PCA is presented in Appendix C.

The clusters of items in the table suggested that component 1 represented 'Intention to donate in general', component 2 'Trust in charitable organizations in general', component 3 'Trust in Save The Innocent', component 4 'Anger', component 5 'Intention to donate to Save The Innocent', component 6 'Sympathy', and component 7 'Willingness to forgive'.

Based on the results of the principal component analysis (see Table 4), several adjustments were made to the dataset. The constructs 'Trust in the charitable sector' and 'Intention to donate to charitable organizations in general' were measured two times in this survey. Once as a baseline measure and once after the respondents were exposed to the manipulation. However, the varimax rotation revealed that the respondents were not aware of this time element since the baseline measurements and the measurements after manipulation were grouped into the same component. In order to verify whether removal of the baseline constructs was legit, two ANOVAS were conducted to test if there were significant differences between the eight groups on the baseline measurement of 'trust in the charitable sector' and on 'intention to donate to charitable organizations in general'. The ANOVA that measured the differences between groups as a baseline on 'trust in the charitable sector' showed no significant differences, $F(7, 241) = .57, p = .783$, just as the ANOVA that was conducted to examine the differences between groups on 'intention to donate to charitable organizations in general' as a baseline, $F(7, 241) = 1.29, p = .254$. Since both ANOVAs showed no significant effects between the groups, one can conclude that if significant differences are found on these constructs after manipulation, it is the result of exposure to the stimuli. In sum, the results of the varimax rotation and the results of the ANOVAs showed the baseline constructs were not of additional value, therefore all items used as a baseline were removed from the dataset.

The principal component analysis also revealed that two items showed loading on multiple components, namely item 18 'I trust charitable organizations to use fundraising techniques that are appropriate and sensitive (after)' and item 38 'I would disapprove of Save The Innocent's policies'. According to Matsunaga (2010), if the discrepancy between the primary and the secondary loading is at least .3 or .4, one

can retain the items. However, in both cases the discrepancy was not large enough. Hence both items were rejected.

Furthermore, the results showed two items loaded on a different component than they originally belonged to, when derived from the existing scales, namely item 24 'Based on the news article, I would have a good impression of Save The Innocent' and item 29 'Based on the news article, I would develop negative feelings towards Save The Innocent'. Since both items had a relative low loading compared to the other items that loaded to that component, the items were removed from the dataset.

Table 4 Factor Loadings for Principal Component Analysis With Varimax Rotation

		Rotated factor loadings					
		Intention to donate to charitable sector	Trust in charitable sector	Trust in the organization	Anger	Intention to donate to the organization	Sympathy Willingness to forgive
Items							
1	I am planning to donate to charitable organizations in the near future.	.908					
2	There is a big chance that I will donate to charitable organizations (after)	.908					
3	I am planning to donate to charitable organizations in the near future (after)	.906					
4	There is a big chance that I will donate to charitable organizations	.906					
5	I am absolutely intending to donate to charitable organizations (after)	.902					
6	I am absolutely intending to donate to charitable organizations	.880					
7	The chance that I will donate to charitable organizations is small ^b	.856					
8	The chance that I will donate to charitable organizations is small (after) ^b	.768					
9	I trust charitable organizations to use donated funds appropriately		.832				
10	I trust charitable organizations not to exploit their donors		.814				
11	I trust charitable organizations to always act in the best interest of the cause		.812				
12	I trust charitable organizations to conduct their operations ethically		.781				
13	I trust charitable organizations to always act in the best interest of the cause (after)		.738				
14	I trust charitable organizations to use donated funds appropriately (after)		.722				
15	I trust charitable organizations not to exploit their donors (after)		.720				
16	I trust charitable organizations to use fundraising techniques that are appropriate and sensitive		.707				
17	I trust charitable organizations to conduct their operations ethically (after)		.665				
18	I trust charitable organizations to use fundraising techniques that are appropriate and sensitive (after)		.646	.435			
19	I trust Save The Innocent to use fundraising techniques that are appropriate and sensitive			.765			
20	I trust Save The Innocent not to exploit their donors			.757			

21	I trust Save The Innocent to conduct their operations ethically																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																		
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Note. Factor loadings > .40 are in boldface. ^b Items are recoded for analysis

3.5.2 Final scales and reliability scores

Based on the outcome of the varimax rotation, several adjustments were made to the dataset and the baseline measurements were removed. Changes to the original scales were made in two constructs 'willingness to forgive' and 'trust in the charitable sector'. The final scales of this study are presented below.

3.5.2.1 Emotions: anger and sympathy

The items to measure 'anger' and 'sympathy' were derived from a study by McDonald, Glendon, and Sparks (2011). The original scales measured emotions on a 7-point Likert scale, but were adjusted to a 5-point Likert scale for the consistency of the research instrument. Anger and sympathy both contained four items and had a reliability score of .86 (anger) and .85 (sympathy).

3.5.2.2 Willingness to forgive

Willingness to forgive was originally measured by six items that were adapted from the scale by Xie and Peng (2009). However, the results of the varimax rotation showed that only four items loaded on the component of willingness to forgive. Also,

one of these four items was deleted since it loaded on two components. Therefore, the Cronbach's alpha was based on three items and resulted in a score of .82.

3.5.2.3 Trust in the organization and trust in the charitable sector

The scale to measure trust in the organization was adapted from the scale by Freriksen (2014). The scale contained five items and was used to measure 'Trust in Save The Innocent', as well as 'Trust in the charitable sector'. The reliability score of 'Trust in Save The Innocent' was .88. The Cronbach's alpha of 'Trust in the charitable sector' was .89, after removing one of the original items since it loaded on multiple components.

3.5.2.4 Intention to donate to the organization and to charitable organizations in general

The items to measure 'intention to donate to the organization' and 'intention to donate to charitable organizations in general' were also derived from the study by Freriksen (2014). These constructs included statements like "I am absolutely intending to donate to Save The Innocent" and "I am planning to donate to charitable organizations in the near future". The reliability score of 'intention to donate to the organization' was .91. Cronbach's alpha was .94 for the construct that measured intention to donate to the charitable sector in general.

In sum, the reliability scores for each construct were greater than .80, which indicates a strong reliability (Field, 2009). The final reliability scores, mean and standard deviation values, and items of each construct are presented in Table 5.

3.5.3 Pre-test

After the final constructs were determined, the research instrument was finalized. Also, in order to test whether the respondents perceived each component of the different stimuli correctly, three manipulation check questions were added to the research instrument.

To ensure the survey and the stimuli that were administered to the respondents were clear, correct, and comprehensible, a pre-test was conducted. Eight respondents took part in the pre-test, each reviewing two stimuli. As a result of the pre-test some small text adjustments were made to enhance the comprehensibility. The stimuli remained the same, since the respondents did not have any remarks about the news articles and all respondents answered all three manipulation check questions correctly.

3.6 COVARIATES

Even though not many scholars have done research on the crisis communication of non-profit organizations yet, there is a wide variety of literature on charitable organizations and donors' behaviour. For the existence of charitable organizations depends on the supportive behaviour of their donors, it is wise to use these insights and elaborate on it, since there is empirical evidence to believe that donors' demographics are linked to their donating behaviour (Bekkers & Wiepking, 2011; Beldad et al., 2015; Einolf, 2011; Sargeant et al., 2006; Sargeant & Lee, 2004; Wiepking & Bekkers, 2012).

Since literature suggested that demographic variables like gender, age, education, income, and religion might influence the dependent variables in this study, several correlations were ran in SPSS to test whether the demographic variables should be included. For the categorical variables that contained more than two categories (education, income, and religion), dummy variables were made. The results of the correlations confirmed that the demographics correlated with one or multiple dependent variables. Therefore, gender, age, education, income, and religion were all included in the study as a covariate, meaning that the results were controlled for the influence of these demographics.

Table 5 Reliability scores, mean and standard deviation values for the study's final constructs

Construct	<i>n</i>	<i>α</i>	<i>M (SD)</i>	Items
Anger	4	.86	3.66 (.96)	1. Angry 2. Annoyed 3. Disgusted 4. Outraged
Sympathy	4	.85	2.00 (.86)	1. Sympathetic 2. Sorry 3. Compassion 4. Empathy
Willingness to forgive	3	.82	2.38 (.96)	1. Given Save The Innocent's response, I would disapprove of this organization ^b 2. Given Save The Innocent's response, I would forgive the organization 3. Based on the news article, I would have a positive attitude towards Save The Innocent
Trust in Save The Innocent	5	.88	2.71 (.94)	1. I trust Save The Innocent to always act in the best interest of the cause 2. I trust Save The Innocent to conduct their operations ethically 3. I trust Save The Innocent to use donated funds appropriately 4. I trust Save The Innocent not to exploit their donors 5. I trust Save The Innocent to use fundraising techniques that are appropriate and sensitive
Trust in charitable organizations in general	4	.89	3.28 (.85)	1. I trust charitable organizations to always act in the best interest of the cause 2. I trust charitable organizations to conduct their operations ethically 3. I trust charitable organizations to use donated funds appropriately 4. I trust charitable organizations not to exploit their donors
Intention to donate to Save the Innocent	4	.91	1.96 (1.01)	1. I am planning to donate to Save The Innocent in the near future 2. There is a big chance that I will donate to Save The Innocent 3. I am absolutely intending to donate to Save The Innocent 4. The chance that I will donate to Save The Innocent is small ^b
Intention to donate to charitable organizations	4	.94	3.33 (1.22)	1. I am planning to donate to charitable organizations in the near future 2. There is a big chance that I will donate to charitable organizations 3. I am absolutely intending to donate to charitable organizations 4. The chance that I will donate to charitable organizations is small ^b

Note ^b Recoded for analysis

4. RESULTS

In this chapter the results of this study are presented. First, the effects of crisis types are outlined. Second, the results on crisis response are discussed. Third, the effects of spokesperson type are presented. Fourth, the results of the interaction effects are discussed, followed by the results on the relationships between the outcome variables. And last, an overview of all the results is presented Table 23.

4.1 CRISIS TYPES

To determine the effects of different crisis types (accidental versus preventable) on the seven dependent variables: anger, sympathy, willingness to forgive, trust in the organization, trust in charitable organizations in general, intention to donate to the organization, and intention to donate to charitable organizations in general, a MANCOVA was conducted. By using a MANCOVA, the results were controlled for the influence of gender, age, education, income, and religion (see Appendix D for the results without the covariates).

Using Pillai's trace, there was a significant effect of crisis type on the dependent variables, $V = .15$, $F(7, 225) = 5.65$, $p < .001$. In addition, separate univariate ANCOVAs on the outcome variables revealed that respondents who had been exposed to a preventable crisis scored significantly higher on 'anger' ($M = 3.91$, $SD = .84$) than respondents that were exposed to an accidental crisis ($M = 3.42$, $SD = .99$), $F(1, 231) = 14.06$, $p < .001$. Also, exposure to a preventable crisis led to significantly lower feelings of 'sympathy' ($M = 1.77$, $SD = .78$) than an accidental crisis ($M = 2.22$, $SD = .87$), $F(1, 231) = 17.47$, $p < .001$, confirming hypothesis 1a. A significant effect of crisis type was also found on willingness to forgive, meaning that exposure to a preventable crisis led to a lower 'willingness to forgive' ($M = 2.08$, $SD = .91$) than exposure to an accidental crisis ($M = 2.66$, $SD = .93$), $F(1, 231) = 21.14$, $p < .001$. This finding affirms hypothesis 1b. Concerning hypothesis 1c evidence in favour of the hypothesis was found. Respondents that were exposed to a preventable crisis had significantly less trust in the organization ($M = 2.41$, $SD = .93$) than those who were exposed to an accidental crisis ($M = 2.97$, $SD = .84$), $F(1, 231) = 22.19$, $p < .001$. Crisis type was not significantly related to trust in charitable organizations in general, leading to the rejection of hypothesis 1d, $F(1, 231) = .12$, $p = .730$. Similar findings were also found for respondents' intention to donate; the intention to donate to the organization was significantly lower in case of a preventable crisis ($M = 1.77$, $SD = .95$) than in an accidental crisis ($M = 2.16$, $SD = 1.04$), $F(1, 231) = 7.33$, $p = .007$. The intention to donate to charitable organizations in general was not significantly affected by crisis type, $F(1, 231) = .27$, $p = .603$, meaning that hypothesis 1e is accepted and hypothesis 1f is rejected. See Table 6 and Table 7 for the mean scores, standard deviations, and results of the univariate ANCOVAs.

Table 6 Mean Scores and Standard Deviation of Crisis Type

Dependent variable	Accidental			Preventable		
	<i>n</i>	<i>M</i>	<i>SD</i>	<i>n</i>	<i>M</i>	<i>SD</i>
Anger	123	3.42	.99	122	3.91	.84
Sympathy	123	2.22	.87	122	1.77	.78
Willingness to forgive	123	2.66	.93	122	2.08	.91
Trust in the organization	123	2.97	.84	122	2.41	.93
Trust in charitable organizations in general	123	3.30	.82	122	3.26	.88
Intention to donate	123	2.16	1.04	122	1.77	.95
Intention to donate to charitable organizations in general	123	3.40	1.17	122	3.26	1.27

Table 7 Univariate Effects for Crisis Type

	Sum of Squares	<i>df</i>	Mean square	<i>F</i>	Sig.
Anger	11.62	1	11.62	14.06	.000***
Sympathy	12.07	1	12.07	17.47	.000***
Willingness to forgive	17.46	1	17.46	21.14	.000***
Trust in the organization	15.95	1	15.95	22.19	.000***
Trust in charitable organizations in general	.08	1	.08	.12	.730
Intention to donate	7.30	1	7.30	7.33	.007**
Intention to donate to charitable organizations in general	.40	1	.40	.27	.603

Note Bonferroni correction was not applied, ** $p < .05$, *** $p < .001$

4.2 CRISIS RESPONSES

A second MANCOVA was conducted to determine the effects of different crisis responses (minimization versus corrective action) on the seven dependent variables: anger, sympathy, willingness to forgive, trust in the organization, trust in charitable organizations in general, intention to donate to the organization, and intention to donate to charitable organizations in general. Again, by using a MANCOVA, the results were controlled for the influence of gender, age, education, income, and religion (see Appendix D for the results without the covariates).

A significant effect of crisis responses on the dependent variables was found, using a MANCOVA. Pillai's trace indicated a significant effect, $V = .11$, $F(7,225) = 4.00$, $p < .001$. However, separate univariate ANCOVAs showed that there were significant effects of crisis response on anger, trust in the organization, and on trust in the charitable sector. Respondents that were exposed to corrective action as a crisis response were significantly less angry ($M = 3.45$, $SD = 1.00$) than respondents that were exposed to minimization as a crisis response ($M = 3.87$, $SD = .84$), $F(1, 231) = 15.23$, $p < .001$. Since there was no significant evidence on sympathy, $F(1, 231) = .30$, $p = .587$, hypothesis 2a was only partially supported. Hypothesis 2b was rejected, since crisis response was not significantly related to willingness to forgive, $F(1, 231) = .07$, $p = .797$. Hypothesis 2c and 2d were both accepted: exposure to corrective action as a crisis response led to higher levels of trust in the organization ($M = 2.79$, $SD = .88$), than exposure to minimization ($M = 2.60$, $SD = .97$), $F(1, 231) = 5.42$, $p = .021$. A marginal effect was found on trust in the charitable sector: corrective action led to higher levels of trust in charitable organizations in general ($M = 3.35$, $SD = .78$) than minimization ($M = 3.21$, $SD = .91$), $F(1, 231) = 2.74$, $p = .099$. Due to the lack of significant evidence of the effect of different crisis responses on intention to donate to the organization ($F(1, 231) = .64$, $p = .424$), and general

intention to donate to charitable organization ($F(1,231) = .01, p = .938$), hypotheses 2e and 2f were rejected.

While interpreting these findings, it should be acknowledged that the assumption of homogeneity of variance was violated on anger ($F(1, 243) = 3.33, p = .013$) and on trust in charitable organizations in general ($F(1, 243) = 4.02, p = .046$). See Table 8 and Table 9 for the mean scores, standard deviations, and results of the univariate ANCOVAs.

Table 8 Mean Scores and Standard Deviation of Crisis Response

Dependent variable	Minimization			Corrective Action		
	<i>n</i>	<i>M</i>	<i>SD</i>	<i>n</i>	<i>M</i>	<i>SD</i>
Anger	127	3.87	.84	118	3.45	1.00
Sympathy	127	1.97	.87	118	2.02	.85
Willingness to forgive	127	2.38	.98	118	2.36	.94
Trust in the organization	127	2.60	.97	118	2.79	.88
Trust in charitable organizations in general	127	3.21	.91	118	3.35	.78
Intention to donate	127	1.94	1.01	118	1.99	1.02
Intention to donate to charitable organizations in general	127	3.33	1.22	118	3.31	1.24

Table 9 Univariate Effects for Crisis Response

	Sum of Squares	<i>df</i>	Mean square	<i>F</i>	Sig.
Anger	12.52	1	12.52	15.23	.000***
Sympathy	.22	1	.22	.296	.587
Willingness to forgive	.06	1	.06	.07	.797
Trust in the organization	4.17	1	4.17	5.42	.021**
Trust in charitable organizations in general	1.79	1	1.79	2.74	.099*
Intention to donate	.66	1	.66	.64	.424
Intention to donate to charitable organizations in general	.01	1	.01	.01	.938

Note Bonferroni correction was not applied , * $p < .10$, ** $p < .05$, *** $p < .001$.

4.3 SPOKESPERSON TYPE

In order to determine the effect of spokesperson type (unidentified spokesperson versus the CEO) of the message on the dependent variables, a MANCOVA was conducted, which controlled any influences of gender, age, education, income, and religion (see Appendix D for the results without the covariates).

Pillai's trace indicated that there was no significant effect of spokesperson type on the dependent variables, $V = .00, F(7, 225) = .07, p = .999$. Separate univariate ANCOVAs confirmed this finding. Translating this finding into the different hypotheses on the effects of spokesperson type on the dependent variables, showed there was no significant difference between having a CEO as a spokesperson and having an unidentified spokesperson on anger ($F(1, 231) = .00, p = .973$), sympathy ($F(1, 231) = .01, p = .935$), willingness to forgive ($F(1, 231) = .01, p = .934$), trust in the organization ($F(1, 231) = .02, p = .898$), general trust in charitable organizations ($F(1, 231) = .00, p = .982$), intention to donate to the organization ($F(1, 231) = .00, p = .953$), and on the general intention to donate to charitable organizations ($F(1, 231) = .38, p = .539$). This means that hypotheses 3a, 3b, 3c, 3d, 3e, and 3f were rejected. See Table 10 and Table 11 for the mean scores, standard deviations, and results of the univariate ANCOVAs.

Table 10 Mean Scores and Standard Deviation of Spokesperson type

Dependent variable	Organization			CEO		
	<i>n</i>	<i>M</i>	<i>SD</i>	<i>n</i>	<i>M</i>	<i>SD</i>
Anger	120	3.69	.94	125	3.64	.96
Sympathy	120	1.99	.84	125	2.00	.87
Willingness to forgive	120	2.34	.94	125	2.40	.99
Trust in the organization	120	2.67	.91	125	2.71	.95
Trust in charitable organizations in general	120	3.24	.84	125	3.31	.86
Intention to donate	120	1.96	1.02	125	1.97	1.01
Intention to donate to charitable organizations in general	120	3.28	1.23	125	3.39	1.22

Table 11 Univariate Effects for Spokesperson type

	Sum of Squares	<i>df</i>	Mean square	<i>F</i>	Sig.
Anger	.00	1	.00	.00	.973
Sympathy	.01	1	.01	.01	.935
Willingness to forgive	.01	1	.01	.01	.934
Trust in the organization	.01	1	.01	.02	.898
Trust in charitable organizations in general	.00	1	.00	.00	.982
Intention to donate	.00	1	.00	.00	.953
Intention to donate to charitable organizations in general	.55	1	.55	.38	.539

Note Bonferroni correction was not applied

4.4 RELATIONSHIP BETWEEN CRISIS TYPE, CRISIS RESPONSE, AND SPOKESPERSON TYPE

Besides the effects of each independent variable on the independent variables, four MANCOVAs were conducted in order to examine whether interaction effects exist between the independent variables.

4.4.1 Crisis type and crisis response

To investigate the interaction effects between the crisis type and crisis response on the dependent variables a MANCOVA was performed, which controlled any influences of gender, age, education, income, and religion (see Appendix D for the results without the covariates).

Using Pillai's Trace, there was no significant main effect found between crisis type and crisis response, $V = .04$, $F(7, 223) = 1.41$, $p = .204$. When interpreting this finding, one should take into account that the assumption of homogeneity of variances was violated on anger, $F(3, 241) = 4.54$, $p = .004$.

Surprisingly, by conducting separate univariate ANCOVAs a marginal interaction effect was found between crisis type and crisis response on sympathy ($F(1, 229) = 3.75$, $p = .054$). Interaction effects were also found on willingness to forgive ($F(1, 229) = 4.24$, $p = .041$), and on trust in the organization ($F(1, 229) = 5.74$, $p = .017$) (see Figure 2). No significant results were found on anger ($F(1, 229) = .28$, $p = .595$), trust in charitable organizations in general ($F(1, 229) = 1.36$, $p = .244$), intention to donate to the organization ($F(1, 229) = 2.37$, $p = .125$), and on intention to donate to charitable organizations in general ($F(1, 229) = .04$, $p = .850$).

The analyses showed that in case of an accidental crisis, publics' feelings of sympathy, its willingness to forgive, and its trust in the organization was higher when

minimization was used as a crisis response. In contrast, when the organization was involved in a preventable crisis corrective action led to higher feelings of sympathy, willingness to forgive, and trust in the organization. In other words, the combination of an accidental crisis with the use of minimization and the combination of a preventable crisis with corrective action led to the most positive outcomes (see Figure 2). See Table 12 and Table 13 for the mean scores, standard deviations, and results of the univariate ANCOVAs.

Table 12 Mean Scores and Standard Deviation of Crisis Type * Crisis Response

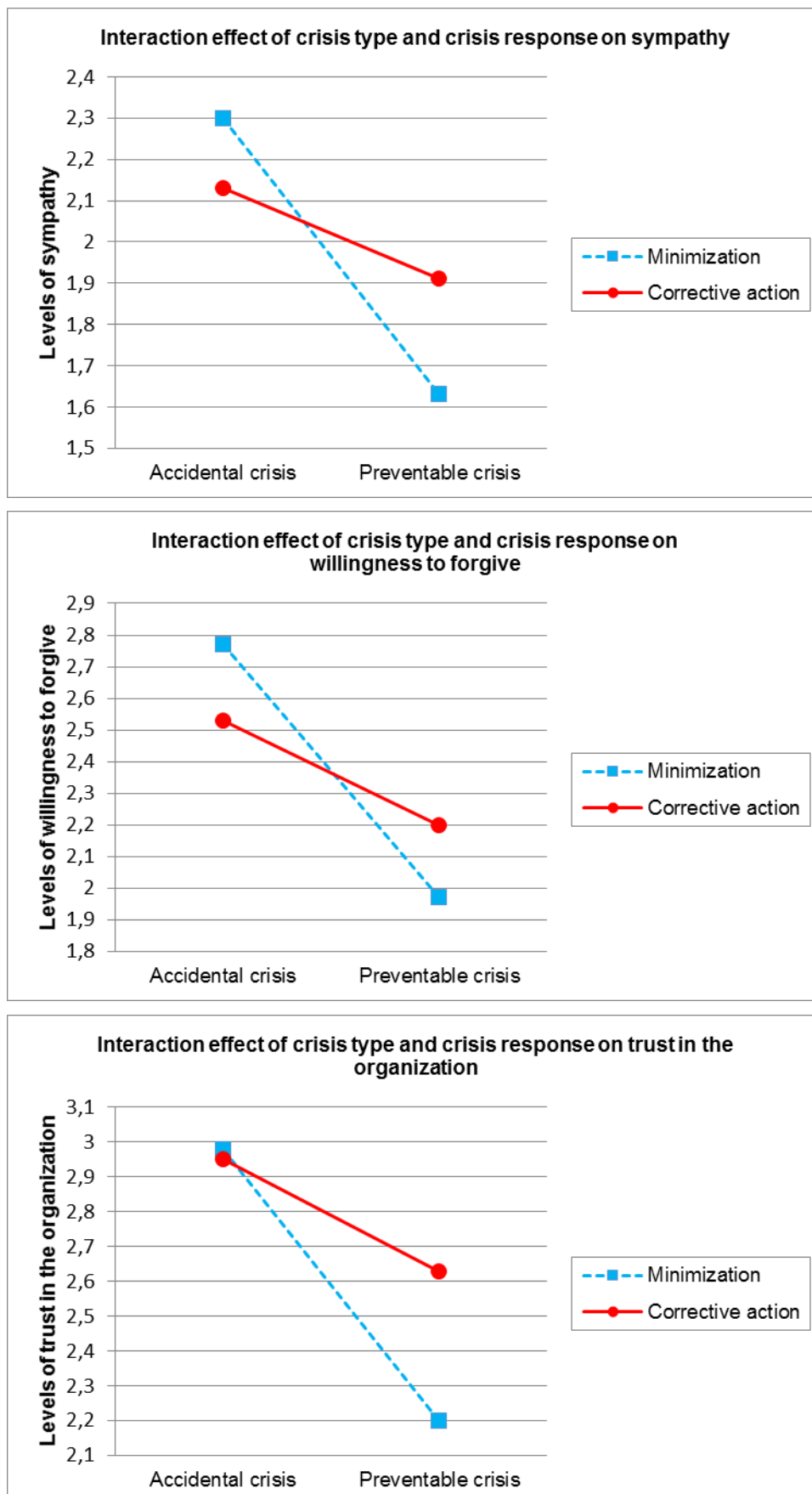
Dependent variable		Minimization			Corrective Action		
		<i>n</i>	<i>M</i>	<i>SD</i>	<i>n</i>	<i>M</i>	<i>SD</i>
Anger	Accidental	65	3.57	.90	58	3.26	1.06
	Preventable	62	4.18	.65	60	3.63	.92
Sympathy	Accidental	65	2.30	.85	58	2.13	.90
	Preventable	62	1.63	.75	60	1.91	.79
Willingness to forgive	Accidental	65	2.77	.91	58	2.53	.94
	Preventable	62	1.97	.88	60	2.20	.92
Trust in the organization	Accidental	65	2.98	.83	58	2.95	.86
	Preventable	62	2.20	.94	60	2.63	.87
Trust in charitable organizations in general	Accidental	65	3.27	.91	58	3.32	.71
	Preventable	62	3.14	.90	60	3.38	.84
Intention to donate	Accidental	65	2.20	1.05	58	2.10	1.04
	Preventable	62	1.66	.88	60	1.89	1.00
Intention to donate to charitable organizations in general	Accidental	65	3.41	1.23	58	3.39	1.13
	Preventable	62	3.29	1.19	60	3.24	1.35

Table 13 Univariate Effects for Crisis Type * Crisis Response

	Sum of Squares	<i>df</i>	Mean square	<i>F</i>	Sig.
Anger	.22	1	.22	.28	.595
Sympathy	2.56	1	2.56	3.75	.054*
Willingness to forgive	3.47	1	3.47	4.24	.041**
Trust in the organization	3.95	1	3.95	5.74	.017**
Trust in charitable organizations in general	.89	1	.89	1.36	.244
Intention to donate	2.35	1	2.35	2.37	.125
Intention to donate to charitable organizations in general	.05	1	.05	.04	.850

Note Bonferroni correction was not applied, * $p < .10$ ** $p < .05$.

Figure 2 Interaction effects of crisis type and crisis response on sympathy, willingness to forgive, and trust in the organization



4.4.2 Crisis type and spokesperson type

To determine the interaction effect between crisis type and spokesperson type, another MANCOVA was conducted with crisis type and spokesperson type as independent variables and anger, sympathy, willingness to forgive, trust in the organization, trust in charitable organizations in general, intention to donate to the organization, and intention to donate to charitable organizations in general as dependent variables. Again, by using a MANCOVA the results were controlled for any influences of anger, age, education, income, and religion (see Appendix D for the results without the covariates).

Pillai's trace indicated no significant main effect between the two variables, $V = .02$, $F(7, 223) = .80$, $p = .588$. This finding was also confirmed by the separate univariate ANCOVAs: anger ($F(1, 229) = .65$, $p = .420$), sympathy ($F(1, 229) = .52$, $p = .472$), willingness to forgive ($F(1, 229) = 1.56$, $p = .213$), trust in the organization ($F(1, 229) = 2.44$, $p = .119$), trust in charitable organizations in general ($F(1, 229) = .34$, $p = .560$), intention to donate ($F(1, 229) = 1.99$, $p = .160$), and intention to donate to charitable organizations in general ($F(1, 229) = .66$, $p = .416$). So based on these findings, it can be concluded that no interaction effect was found between crisis type and spokesperson type. See Table 14 and Table 15 for the mean scores, standard deviations, and results of the univariate ANCOVAs.

Table 14 Mean Scores and Standard Deviation of Crisis Type * Spokesperson type

Dependent variable		Organization			CEO		
		<i>n</i>	<i>M</i>	<i>SD</i>	<i>n</i>	<i>M</i>	<i>SD</i>
Anger	Accidental	58	3.48	1.05	65	3.37	.93
	Preventable	62	3.90	.77	60	3.93	.91
Sympathy	Accidental	58	2.20	.87	65	2.24	.88
	Preventable	62	1.79	.77	60	1.74	.79
Willingness to forgive	Accidental	58	2.59	.90	65	2.72	.96
	Preventable	62	2.11	.92	60	2.05	.90
Trust in the organization	Accidental	58	2.92	.81	65	3.01	.87
	Preventable	62	2.44	.94	60	2.38	.93
Trust in charitable organizations in general	Accidental	58	3.31	.81	65	3.28	.83
	Preventable	62	3.18	.87	60	3.34	.88
Intention to donate	Accidental	58	2.08	1.05	65	2.23	1.04
	Preventable	62	1.84	.98	60	1.70	.91
Intention to donate to charitable organizations in general	Accidental	58	3.27	1.22	65	3.52	1.13
	Preventable	62	3.28	1.25	60	3.25	1.30

Table 15 Univariate Effects for Crisis Type * Spokesperson type

	Sum of Squares	<i>df</i>	Mean square	<i>F</i>	Sig.
Anger	.54	1	.54	.65	.420
Sympathy	.36	1	.36	.52	.472
Willingness to forgive	1.29	1	1.29	1.56	.213
Trust in the organization	1.75	1	1.75	2.44	.119
Trust in charitable organizations in general	.23	1	.23	.34	.560
Intention to donate	1.98	1	1.98	1.99	.160
Intention to donate to charitable organizations in general	.97	1	.97	.66	.416

Note Bonferroni correction was not applied

4.4.3 Crisis response and spokesperson type

In order to test if there was an interaction effect between crisis response and spokesperson type, a MANCOVA was performed, which controlled for possible influences of gender, age, education, and income (see Appendix D for the results without the covariates).

Pillai's trace showed there was no significant main effect between crisis response and spokesperson type. $V = .03$, $F(7, 223) = 1.02$, $p = .421$. Separate univariate ANCOVAs on anger ($F(1, 229) = .14$, $p = .707$), sympathy ($F(1, 229) = .10$, $p = .751$), willingness to forgive ($F(1, 229) = .14$, $p = .705$), trust in charitable organizations in general ($F(1, 229) = .48$, $p = .490$), intention to donate to the organization ($F(1, 229) = .14$, $p = .712$), and the intention to donate to charitable organizations in general ($F(1, 229) = .01$, $p = .934$), also indicated there no significant interaction effect of crisis response and spokesperson type on the dependent variables. However, a marginal interaction effect was found on trust in the organization ($F(1,229) = 2.76$, $p = .098$). Meaning that the highest levels of trust in the organization were found for the combination of minimization and the organization, and for the combination of corrective action and the CEO (see Figure 3). See Table 16 and Table 17 for the mean scores, standard deviations, and results of the univariate ANCOVAs.

Table 16 Mean Scores and Standard Deviation of Crisis Response * Spokesperson type

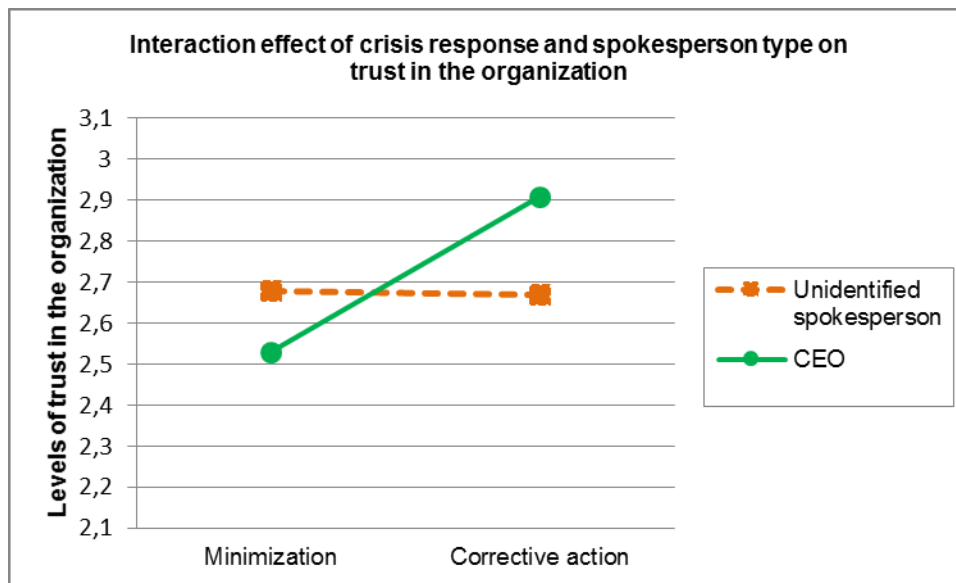
Dependent variable		Organization			CEO		
		<i>n</i>	<i>M</i>	<i>SD</i>	<i>n</i>	<i>M</i>	<i>SD</i>
Anger	Minimization	61	3.91	.84	66	3.82	.85
	Corrective Action	59	3.47	.98	59	3.43	1.03
Sympathy	Minimization	61	2.00	.88	66	1.95	.86
	Corrective Action	59	1.99	.81	59	2.05	.88
Willingness to forgive	Minimization	61	2.37	.93	66	2.39	1.03
	Corrective Action	59	2.31	.95	59	2.41	.95
Trust in the organization	Minimization	61	2.68	1.02	66	2.53	.92
	Corrective Action	59	2.67	.79	59	2.91	.95
Trust in charitable organizations in general	Minimization	61	3.15	.95	66	3.26	.86
	Corrective Action	59	3.33	.70	59	3.37	.85
Intention to donate	Minimization	61	1.98	1.04	66	1.90	.98
	Corrective Action	59	1.93	1.00	59	2.06	1.05
Intention to donate to charitable organizations in general	Minimization	61	3.25	1.25	66	3.45	1.16
	Corrective Action	59	3.31	1.21	59	3.32	1.29

Table 17 Univariate Effects for Crisis Response * Spokesperson type

	Sum of Squares	<i>df</i>	Mean square	<i>F</i>	Sig.
Anger	.12	1	.12	.14	.707
sympathy	.08	1	.08	.10	.751
Willingness to forgive	.13	1	.13	.14	.705
Trust in the organization	2.11	1	2.11	2.76	.098*
Trust in charitable organizations in general	.31	1	.31	.48	.490
Intention to donate	.14	1	.14	.14	.712
Intention to donate to charitable organizations in general	.01	1	.01	.01	.934

Note Bonferroni correction was not applied, * $p < .10$

Figure 3 Interaction effects of crisis response and spokesperson type on trust in the organization



4.4.4 Crisis type, crisis response, and spokesperson type

To see whether the three independent variables interacted with one another, a MANCOVA was conducted. Again, by using a MANCOVA the results of the test were controlled for the influences of gender, age, education, income, and religion (see Appendix D for the results without the covariates).

Using Pillai's trace, there was no significant main effect between the three variables, $V = .04$, $F(7, 219) = 1.31$, $p = .246$. Again, it should be taken into account that Levene's assumption of homogeneity of variances was violated, since anger ($F(7, 237) = 2.48$, $p = .018$) and intention to donate to charitable organizations in general ($F(7, 237) = 2.42$, $p = .021$) were significant in Levene's test.

Even though no significant main effect was found, a significant interaction effect of crisis type, crisis response, and spokesperson type was found on anger ($F(1, 225) = 3.89$, $p = .050$) when separate univariate ANCOVAs were conducted. As presented in Figure 4, in an accidental as well as in a preventable crisis corrective action led to lower feelings of anger. However, when spokesperson type is taken into account as well, a change in effects occurs. The combination of an accidental crisis, with corrective action, and the organization as spokesperson led to the lowest feelings of anger. While the combination of a preventable crisis, combined with minimization and the CEO as a spokesperson led to the highest feelings of anger.

The other univariate ANCOVAs did not show a significant result of the interaction between crisis type, crisis response, and spokesperson type, on sympathy ($F(1, 225) = .13$, $p = .715$), willingness to forgive ($F(1, 225) = 1.90$, $p = .170$), trust in the organization ($F(1, 225) = .21$, $p = .649$), trust in the charitable sector ($F(1, 225) = .59$, $p = .443$), intention to donate to the organization ($F(1, 225) = .02$, $p = .903$), and on the intention to donate to charitable organizations in general ($F(1, 225) = 2.35$, $p = .126$). See Table 18 and Table 19 for the mean scores, standard deviations, and results of the univariate ANCOVAs.

Table 18 Mean Scores and Standard Deviation of Crisis Type * Crisis Response * Spokesperson type
a) Accidental crisis

Dependent variable		Organization			CEO		
		<i>n</i>	<i>M</i>	<i>SD</i>	<i>n</i>	<i>M</i>	<i>SD</i>
Anger	Minimization	30	3.74	.93	35	3.41	.86
	Corrective action	28	3.20	1.11	30	3.32	1.03
Sympathy	Minimization	30	2.28	.90	35	2.32	.81
	Corrective action	28	2.12	.85	30	2.14	.96
Willingness to forgive	Minimization	30	2.67	.83	35	2.87	.97
	Corrective action	28	2.50	.98	30	2.56	.93
Trust in the organization	Minimization	30	3.07	.83	35	2.91	.83
	Corrective action	28	2.76	.76	30	3.12	.93
Trust in charitable organizations in general	Minimization	30	3.30	.95	35	3.25	.89
	Corrective action	28	3.32	.65	30	3.33	.77
Intention to donate	Minimization	30	2.18	1.11	35	2.23	1.02
	Corrective action	28	1.97	.99	30	2.23	1.08
Intention to donate to charitable organizations in general	Minimization	30	3.39	1.21	35	3.43	1.26
	Corrective action	28	3.14	1.23	30	3.62	.98

b) Preventable crisis

Dependent variable		Organization			CEO		
		<i>n</i>	<i>M</i>	<i>SD</i>	<i>n</i>	<i>M</i>	<i>SD</i>
Anger	Minimization	31	4.08	.71	31	4.28	.57
	Corrective action	31	3.71	.80	29	3.54	1.05
Sympathy	Minimization	31	1.72	.77	31	1.54	.72
	Corrective action	31	1.87	.78	29	1.95	.81
Willingness to forgive	Minimization	31	2.09	.95	31	1.85	.81
	Corrective action	31	2.14	.90	29	2.26	.96
Trust in the organization	Minimization	31	2.30	1.05	31	2.10	.82
	Corrective action	31	2.58	.81	29	2.69	.95
Trust in charitable organizations in general	Minimization	31	3.01	.95	31	3.27	.84
	Corrective action	31	3.35	.75	29	3.41	.94
Intention to donate	Minimization	31	1.79	.96	31	1.52	.80
	Corrective action	31	1.90	1.02	29	1.88	1.00
Intention to donate to charitable organizations in general	Minimization	31	3.11	1.30	31	3.47	1.07
	Corrective action	31	3.45	1.19	29	3.01	1.49

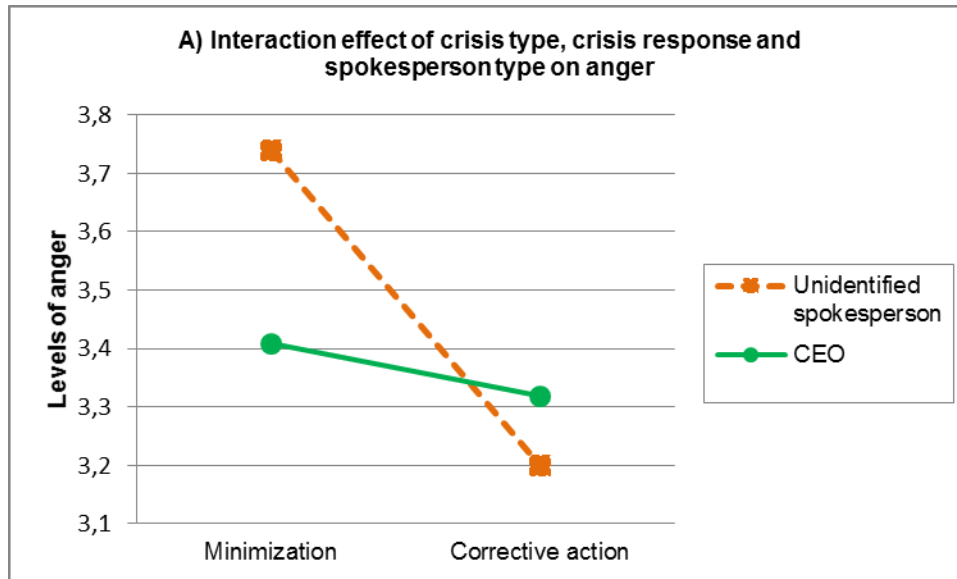
Table 19 Univariate Effects for Crisis Type * Crisis Response * Spokesperson type

	Sum of Squares	<i>df</i>	Mean square	<i>F</i>	Sig.
Anger	3.01	1	3.01	3.89	.050*
sympathy	.09	1	.09	.13	.715
Willingness to forgive	1.56	1	1.56	1.90	.170
Trust in the organization	.14	1	.14	.21	.649
Trust in charitable organizations in general	.39	1	.39	.59	.443
Intention to donate	.02	1	.02	.02	.903
Intention to donate to charitable organizations in general	3.46	1	3.46	2.35	.126

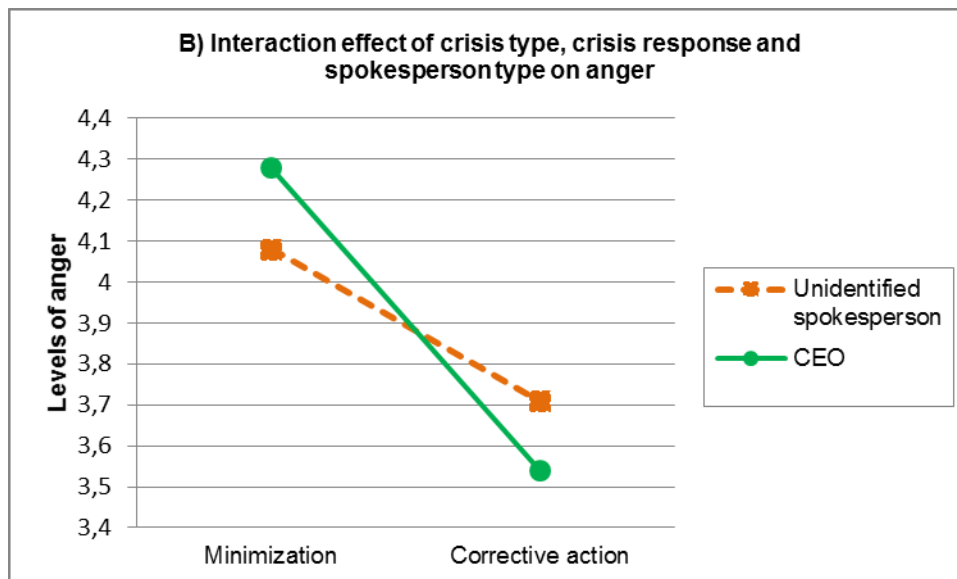
Note Bonferroni correction was not applied, * $p < .10$.

Figure 4 The three-way interaction effects

a) *Accidental crisis*



b) *Preventable crisis*



4.4.5 Relationship between emotions, willingness to forgive, trust, and intention to donate

Finally, in order to examine the relationship between emotions, willingness to forgive, trust, and intention to donate, several regression analyses were conducted on both an organization level as well as on the sector level.

The regression analyses on the organizational level showed that each outcome variable was significantly related to all of the other variables. A multiple regression was calculated to predict willingness to forgive based on emotions (anger and sympathy). A significant regression equation was found ($F(2, 246) = 101.69, p < .001$), with an $R^2 = .45$. A multiple regression was also calculated to predict trust in the organization based on emotions. Another significant regression equation was

found ($F(2, 246) = 49.79, p < .001$), with an $R^2 = .29$. Another multiple regression was calculated to predict intention to donate to the organization based on emotions. Again, a significant regression equation was found ($F(2, 246) = 65.83, p < .001$), with an $R^2 = .35$. To predict trust in the organization, based on willingness to forgive, a simple linear regression was calculated. This led to a significant regression equation ($F(1, 247) = 123.75, p < .001$), with an $R^2 = .33$. In order to predict intention to donate to the organization based on willingness to forgive, a single linear regression was calculated and resulted in a significant regression equation ($F(1, 247) = 163.51, p < .001$), with an $R^2 = .40$. And last, to predict intention to donate to the organization based on trust in the organization, a simple linear regression was calculated, also resulting in a significant regression equation ($F(1, 247) = 120.05, p < .001$), with an $R^2 = .33$. An overview of the results of each regression analysis is presented in Table 20.

Table 20 Summary of regression models on an organizational level

Regression	<i>B</i>	<i>SE B</i>	β
1) Constant	3.31	.28	
Anger	-.46	.05	-.45***
Sympathy	.37	.06	.33***
2) Constant	3.51	.31	
Anger	-.37	.06	-.37***
Sympathy	.27	.07	.25***
3) Constant	2.86	.32	
Anger	-.43	.06	-.40***
Sympathy	.33	.07	.28***
4) Constant	1.37	.13	
Willingness to forgive	.56	.05	.58***
5) Constant	.39	.13	
Willingness to forgive	.67	.05	.63***
6) Constant	.29	.16	
Trust	.62	.06	.57***

Note *** $p < .001$. Regression 1: predictor: anger and sympathy, dependent variable: willingness to forgive, $R^2 = .45$. Regression 2: predictor: anger and sympathy, dependent variable: trust in the organization, $R^2 = .29$. Regression 3: predictor: anger and sympathy, dependent variable: intention to donate to the organization, $R^2 = .35$. Regression 4: predictor: willingness to forgive, dependent variable: trust in the organization, $R^2 = .33$. Regression 5: predictor: willingness to forgive, dependent variable: intention to donate to the organization, $R^2 = .40$. Regression 6: predictor: trust in the organization, dependent variable: intention to donate to the organization, $R^2 = .33$.

Since all the regression equations resulted in a significant relationship between the variables and therefore meet the conditions by Baron and Kelly (1986) for a possible mediation effect, a multiple regression analysis was conducted for the four possible mediations. First, a multiple linear regression analysis was calculated to predict trust in the organization based on emotions and willingness to forgive. A significant regression equation was found ($F(3, 245) = 48.78, p < .001$), with an $R^2 = .37$. Second, in order to predict intention to donate to the organization based on emotions and willingness to forgive, another multiple linear regression was calculated and resulted in a significant regression equation ($F(3, 245) = 66.43, p < .001$), with an $R^2 = .45$. Third, a multiple linear regression was calculated to predict intention to donate to the organization based on emotions and trust in the organization. This led to a significant regression equation ($F(3, 245) = 64.15, p < .001$), with an $R^2 = .44$. Last, a multiple linear regression was calculated to predict intention to donate to the organization, based on willingness to forgive and trust in the organization. Again, a

significant regression equation was found ($F(2, 246) = 105.96, p < .001$), with an $R^2 = .46$. The results of the multiple regression analyses show that for each combination a significant form of mediation was found. The results of the mediation analyses are presented in Table 21.

Table 21 Summary of the mediation analysis on an organizational level

Regression	B	SE B	β
1) Constant	2.23	.37	
Anger	-.19	.06	-.19**
Sympathy	.13	.07	.12*
Willingness to forgive	.39	.07	.40***
2) Constant	1.37	.37	
Anger	-.22	.07	-.21**
Sympathy	.17	.07	.14**
Willingness to forgive	.45	.07	.43***
3) Constant	1.51	.37	
Anger	-.29	.06	-.27***
Sympathy	.23	.07	.19**
Trust	.39	.06	.36***
4) Constant	-.08	.15	
Willingness to forgive	.48	.06	.45***
Trust	.34	.06	.31***

Note * $p < .10$, ** $p < .05$, *** $p < .001$. Regression 1: predictors: anger, sympathy, willingness to forgive, dependent variable: trust in the organization, $R^2 = .37$. Regression 2: predictors: anger, sympathy, willingness to forgive, dependent variable: intention to donate to the organization, $R^2 = .45$. Regression 3: predictors: anger, sympathy, trust in the organization, dependent variable: intention to donate to the organization, $R^2 = .44$. Regression 4: predictors: willingness to forgive, trust in the organization, dependent variable: intention to donate to the organization, $R^2 = .46$.

On the sector level, the regression analyses showed that not all variables are related to each other. A multiple regression was calculated to predict willingness to forgive based on emotions (anger and sympathy). A significant regression equation was found ($F(2, 246) = 101.69, p < .001$), with an $R^2 = .45$. Another multiple regression was calculated to predict trust in the charitable sector based on emotions. However, no significant regression equation was found ($F(2, 246) = 2.24, p = .109$), with an $R^2 = .02$. A multiple regression was also calculated to predict intention to donate to charitable organization in general based on emotions. Again, no significant regression equation was found ($F(2, 246) = 1.27, p = .284$), with an $R^2 = .01$. To predict trust in the charitable sector, based on willingness to forgive, a simple linear regression was calculated. This led to a significant regression equation ($F(1, 247) = 11.89, p = .001$), with an $R^2 = .05$. In order to predict intention to donate to charitable organizations in general based on willingness to forgive, a single linear regression was calculated and resulted in a significant regression equation ($F(1, 247) = 7.37, p = .007$), with an $R^2 = .03$. And last, to predict intention to donate to charitable organizations in general based on trust in the charitable sector, a simple linear regression was calculated, also resulting in a significant regression equation ($F(1, 247) = 48.98, p < .001$), with an $R^2 = .17$. An overview of the results of the findings is presented in Table 22.

Table 22 Summary of regression models on the sector level

Regression	<i>B</i>	<i>SE B</i>	β
1) Constant	3.31	.28	
Anger	-.46	.05	-.45***
Sympathy	.37	.06	.33***
2) Constant	3.61	.33	
Anger	-.11	.06	-.12
Sympathy	.03	.07	.03
3) Constant	3.23	.48	
Anger	-.04	.09	-.03
Sympathy	.12	.10	.08
4) Constant	2.83	.14	
Willingness to forgive	.19	.06	.21**
5) Constant	2.82	.20	
Willingness to forgive	.22	.08	.17**
6) Constant	1.41	.28	
Trust	.58	.08	.41***

Note ** $p < .05$, *** $p < .001$,. Regression 1: predictor: anger and sympathy, dependent variable: willingness to forgive, $R^2 = .45$. Regression 2: predictor: anger and sympathy, dependent variable: trust in the charitable sector, $R^2 = .02$. Regression 3: predictor: anger and sympathy, dependent variable: intention to donate to charitable organizations in general, $R^2 = .01$. Regression 4: predictor: willingness to forgive, dependent variable: trust in the charitable sector, $R^2 = .05$. Regression 5: predictor: willingness to forgive, dependent variable: intention to donate to charitable organizations in general, $R^2 = .03$. Regression 6: predictor: trust in the charitable sector, dependent variable: intention to donate to charitable organizations in general, $R^2 = .17$.

Again, there were regression equations that met the conditions of Baron and Kelly (1986) for a possible mediation, namely between willingness to forgive, trust in the charitable sector, and the intention to donate to charitable organizations in general. A multiple linear regression was calculated to predict intention to donate to charitable organizations in general based on willingness to forgive and trust in the charitable sector. A significant regression equation was found ($F(2, 246) = 25.68$, $p < .001$), with an $R^2 = .17$. The results of the mediation analysis showed that only trust in the charitable sector is a significant mediator. Willingness to forgive did not have any added value in predicting intention to donate to charitable organizations in general. Therefore, it can be concluded that this is a case of full mediation. The results of the mediation analysis are presented in Table 23

Table 23 Summary of the mediation analysis on the sector level

Regression	<i>B</i>	<i>SE B</i>	β
1) Constant	1.24	.31	
Willingness to forgive	.11	.08	.09
Trust	.56	.09	.39***

Note: *** $p < .001$. Regression 1: predictors: willingness to forgive, trust in the charitable sector, dependent variable: intention to donate to charitable organizations in general, $R^2 = .17$.

4.4.6 Overview of the results

In Table 24 an overview is presented of all the outcomes of present study:

Table 24 Overview of all outcomes

Hypotheses	Outcome
H1a When charitable organizations face a crisis in the preventable cluster, people's feelings of anger are higher and feelings of sympathy are lower, compared to charitable organizations facing an accidental crisis.	Confirmed
H1b When charitable organizations face a crisis in the preventable cluster, people's willingness to forgive is lower, compared to charitable organizations facing an accidental crisis.	Confirmed
H1c When charitable organizations face a crisis in the preventable cluster, people's trust in the organization is lower, compared to charitable organizations facing an accidental crisis.	Confirmed
H1d When charitable organizations face a crisis in the preventable cluster, people's trust in the charitable sector is lower, compared to charitable organizations facing an accidental crisis.	Rejected
H1e When charitable organizations face a crisis in the preventable cluster, people's intention to engage in behaviour that supports the organization is lower, compared to charitable organizations facing an accidental crisis.	Confirmed
H1f When charitable organizations face a crisis in the preventable cluster, people's intention to engage in behaviour that supports charitable organizations in general is lower, compared to charitable organizations facing an accidental crisis.	Rejected
H2a When charitable organizations use corrective action as a crisis response, people's feelings of anger are lower and feelings of sympathy are higher, compared to charitable organizations that minimize the crisis.	Partially confirmed
H2b When charitable organizations use corrective action as a crisis response, people's willingness to forgive is higher, compared to charitable organizations that minimize the crisis.	Rejected
H2c When charitable organizations use corrective action as a crisis response, people's trust in the organizations is higher, compared to charitable organizations that minimize the crisis.	Confirmed
H2d When charitable organizations use corrective action as a crisis response, people's trust in the charitable sector is higher, compared to charitable organizations that minimize the crisis.	Confirmed
H2e When charitable organizations use corrective action as a crisis response, people's intention to engage in behaviour that supports the organization is higher, compared to charitable organizations that minimize the crisis.	Rejected
H2f When charitable organizations use corrective action as a crisis response, people's intention to engage in behaviour that supports charitable organizations in general is higher, compared to charitable organizations that minimize the crisis.	Rejected
H3a When charitable organizations give an immediate crisis response in which the CEO is present, people's feelings of anger are lower and feelings of sympathy are higher, compared to charitable organizations that give a response without an identified spokesperson.	Rejected
H3b When charitable organizations give an immediate crisis response in which the CEO is present, people's willingness to forgive is higher, compared to charitable organizations that give a response without an identified spokesperson.	Rejected
H3c When charitable organizations give an immediate crisis response in which the CEO is present, people's trust in the organization is higher, compared to charitable organizations that give a response without an identified spokesperson.	Rejected
H3d When charitable organizations give an immediate crisis response in which the CEO is present, people's trust in the charitable sector is higher, compared to charitable organizations that give a response without an identified spokesperson.	Rejected
H3e When charitable organizations give an immediate crisis response in which the CEO is present, people's intention to engage in behaviour that supports the organization is higher, compared to charitable organizations that give a response without an identified spokesperson.	Rejected
H3f When charitable organizations give an immediate crisis response in which the CEO is present, people's intention to engage in behaviour that supports charitable organizations in general is higher, compared to charitable organizations that give a response without an	Rejected

identified spokesperson.

Research questions	Outcome
RQ1 To what extent does crisis type (accidental vs. preventable) interact with crisis response (minimization vs. corrective action)?	Significant results for the interaction between crisis type and crisis response were found on willingness to forgive, and trust in the organization. Also, a marginal significant effect was found on sympathy.
RQ2 To what extent does crisis type (accidental vs. preventable) interact with spokesperson type (CEO vs. unidentified company representative)?	No significant results were found for the interaction of crisis type and spokesperson type.
RQ3 To what extent does crisis response (minimization vs. corrective action) interact with spokesperson type (CEO vs. unidentified company representative)?	A marginal significant effect the interaction between crisis response and spokesperson type was found on trust in the organization.
RQ4 To what extent is there a three-way interaction between crisis type (accidental vs. preventable), crisis response (minimization vs. corrective action), and spokesperson type (CEO vs. unidentified company representative)?	A marginal significant effect for the three-way interaction was found on anger.
RQ5 To what extent do emotions (anger and sympathy), willingness to forgive, trust, and intention to donate relate to each other on a) an organizational level and on b) a sector level?	<p>On the organizational level, all outcome variables were related to each other. Also, support for several mediators was found.</p> <p>On the sector level, all outcome variables affected each other, except for emotions and trust in the charitable sector, and emotions and intention to donate to charitable organizations in general. Also, support for the mediation between willingness to forgive and trust in the entire sector was found on intention to donate to charitable organizations in general.</p>

5. DISCUSSION

The aim of this study was to answer the overall research question: ‘In what way can crisis type, crisis response, and spokesperson type influence the outcomes of a crisis in a non-profit context?’ By conducting a 2 x 2 x 2 scenario-based experiment, in which crisis type (accidental vs. preventable), crisis response (minimization vs. corrective action), and spokesperson type (CEO vs. unidentified corporate spokesperson) were manipulated, this study investigated the effects anger, sympathy, willingness to forgive, trust in the organization, trust in the charitable sector, intention to donate to the organizations, and intention to donate to charitable organizations in general.

First, the results of the study will be discussed in relation to previous studies. Second, future research directions will be outlined, followed by the practical implications of present study. Finally, the general conclusion is presented.

5.1 DISCUSSION OF THE RESULTS

5.1.1 Crisis type

As expected, the type of crisis an organization is in, influences people’s emotions, attitudes, and behavioural intentions towards the organization. In line with previous studies on the effects of crisis types, this study found that charitable organizations in a preventable crisis deal with higher feelings of anger, lower feelings of sympathy, a lower willingness to forgive, less trust in the organization, and a lower intent to engage in donating behaviour of the public than charitable organizations that faced an accidental crisis.

These findings can be explained according to the attribution theory. According to this theory, the more people can attribute crisis responsibility to the actor, the more negative associations they will have towards the organization and the event, in terms of emotions (Coombs, 2007; Lee, 2004), their willingness to forgive (Bottem et al., 2002; Shapiro, 1991; Weiner et al., 1991), their trust in the organization (Claeys & Cauberghe, 2014; Coombs, 1998), and their behavioural intentions (Yum & Jeong, 2014; Coombs, 2007; Coombs & Holladay, 2001). Present research affirms the findings of these studies and thereby shows that the attribution theory, which is originally grounded in a more social psychological field of research (Reisenzein, 1986; Weiner, 1985), is also applicable in a non-profit context focused on crisis communication.

Despite most findings being in line with previous studies on the effects of crisis type, present study showed that crisis type did not influence trust in the charitable sector or the intention to donate to charitable organizations in general, which was in contrast to the expectations. A possible explanation for this finding can also be found in the attribution theory. The theory posits that people make attributions of an event (Coombs, 2007), in this case the crisis of the organization Save The Innocent. However, since the event only concerned one specific organization, the respondents probably only made attributions towards the organization in question – Save The Innocent - and not towards the charitable sector as a whole. This lack of attributed crisis responsibility towards the sector might explain why crisis type was not related

to trust in the charitable sector and intention to donate to charitable organizations in general. This finding also means that when a single organization is involved in a crisis, crisis type does not automatically harm the entire sector.

Another explanation might be that the gap between measuring trust and behavioural intentions towards one organization versus the whole non-profit sector might have been too big to find any results. Perhaps a crisis of a single charitable organization does not affect trust in all charitable organizations, but it might influence people's opinions and behaviours towards more similar organizations, for example to other organizations that are committed to international aid. Or maybe it takes more than just a single organization that is involved in a crisis to affect peoples' attitudes and behaviour towards the entire sector. There is practical evidence that supports this assumption: a study with a Dutch panel of donors indicated that the negative media coverage concerning the investments of several charitable organizations did influence the image of the whole charitable sector, which ultimately led to lower trust among donors (wereldburgers.tv, 2010; wwaw.nl, 2009). Therefore, it would be interesting to further examine the influence of multiple negative media articles, in order to determine whether a crisis only affects the organization in question or if it could also lead to damaging effects for the charitable sector.

5.1.2 Crisis response

Based on previous studies, it was assumed that different crisis responses would lead to different outcomes. It was expected that corrective action – in which crisis responsibility is accepted – would lead to more favourable outcomes for the organization than minimization, since this response denies crisis responsibility (Lee, 2004). However, the findings of this study only provided partial support for this assumption.

Present study affirms the influence of crisis response on anger, but did not find a significant effect on sympathy. This finding is in contrast with previous studies, which argued that crisis response significantly affects anger, as well as sympathy (McDonald et al, 2010; Lee, 2004). Perhaps this contrasting finding could be ascribed to the influence of responsibility on emotions. As McDonald et al. (2010) pointed out, responsibility predicted a larger variance of anger than of sympathy, meaning that responsibility had a stronger impact on anger than on sympathy. And since both responses revolve around accepting or denying responsibility, perhaps the impact of responsibility on sympathy was too small in this study to notice any differences between the two responses. Future research is needed to determine the amount of variance that is explained by crisis responses and in what way this influences people's emotions.

The findings regarding the influence of crisis response on willingness to forgive were also in contrast with the expectations: people were not more willing to forgive the organization when the organization used corrective action instead of minimization. A possible explanation might be that previous studies which did find a positive effect of accepting responsibility on willingness to forgive used different crisis responses in their study: Friedman (2006) explored the effect of apologies, while Weiner et al. (1991) used confession – which also includes an apology - as a crisis response. In both studies the actor not only accepted responsibility but also showed

remorse and apologized. Perchance this means that accepting responsibility alone is not enough and should be accompanied by a form of apology to make a difference in people's willingness to forgive.

Concerning trust in the organization and trust in the charitable sector, present study found results that were significant. Crisis type influenced trust in the organization as well as in the sector, meaning that the use of corrective action - in which responsibility is accepted – led to higher levels of trust than minimization. This corresponds with Lee's findings (2004). However, the findings of present study were not very robust for the effect on trust in the charitable sector was only marginally significant. The lack of robustness might be attributed to the variance of trust that is explained by crisis responses. According to a study by Huang (2008), who did not find a significant effect of crisis response (e.g. excuse, justification, and denial) on trust, only seven percent of trust was explained by crisis responses. This finding, combined with the fact that the stimulus materials in this study focused on one organization instead of the entire sector, might explain why the effect on trust in the entire sector of charitable organizations was only marginally significant. Huang also argued that "the form of crisis response (timely response, consistent response, and active response) is more powerful than crisis communicative strategies in predicting trust and relational commitment" (2008, p. 297). However, Huang's study was conducted among communication practitioners instead of the general public. Therefore, it might be an interesting direction for future studies to examine whether the form of crisis response is indeed more powerful than the crisis response itself from a public's perspective.

According to the findings of this study crisis response was not of any influence on people's intention to donate to the organizations or to charitable organizations in general. This contradicted the expectations. However, even among previous studies ambiguous results were found regarding the effects of crisis response on supportive behaviour. Some studies found that acceptance of responsibility led to more positive behavioural intentions (Coombs, 1991; Weiner et al., 1991), while other studies did not find significant effects of several crisis responses on supportive behaviour at all (Coombs & Schmidt, 2000; Griffin, Babin, & Attaway, 1991). Even in previous studies, it remains unclear why crisis response does not always affect behavioural intentions. Perhaps crisis response does not account for enough variance on the intention to engage in supportive behaviour. Or maybe minimization and corrective action were not distinct enough in this study in the view of the respondents, since a comparison of means shows little differences. Either way, future research is needed to investigate the impact of crisis response on behavioural intentions.

Furthermore, the overall lack of robust and significant findings could also be ascribed to the use of a single crisis response. Perhaps the use of one single crisis response is not effective or strong enough, since in practice combinations of multiple responses are often used. Meaning that one response may not represent reality well enough. There are several scholars that argue that a combination of crisis responses might be more effective than one single response (Benoit & Drew, 1997; Huang, 2006; Sellnow, Ulmer, & Snider, 1998). Hence, future research ought to examine the impact of the combinations of different crisis responses.

5.1.3 Spokesperson type

Since literature suggested that the use of spokespersons would be beneficial for organizations, it was assumed that the manipulations with the CEO visible in it, would lead to more positive outcomes. Opposed to the expectations, no significant effects of spokesperson type were found on people's responses, in terms of emotions, willingness to forgive, trust, and intention to donate. This lack of supportive findings led to a critical review of the stimulus materials.

A closer look at the different stimuli provides a possible explanation; the manipulation of spokesperson type might have been too limited. In the news articles, the CEO was only mentioned by name without any further background information. The unidentified spokesperson, in this case the organization as a whole, was also visible by name and the article contained a small piece of background information on the organization. It should be mentioned that the way spokesperson type was manipulated in this study was deliberately limited in order to resemble a realistic situation: in daily life, people are often confronted with news articles without having full background information on the organization or the actors and this does not refrain them from making attributions about the event. Still, the manipulations might have contained too few cues for the public to form an opinion about the CEO compared to the unidentified spokesperson. According to Fleck et al. (2014) the effectiveness of a spokesperson depends on their attractiveness, similarities with the public, likeableness, familiarity, and their credibility. And as many other scholars argue, source credibility – which refers to public's perceptions of the source's expertise, trustworthiness, and likeability (Reidenbach & Pitts, 1986) - is a powerful facility to persuade the public (Eisend, 2004; Goldsmith, Lafferty, & Newell, 2000; Grewal, Gotlieb, & Marmorstein, 1994). So perhaps, in order for spokesperson type to make a difference on people's emotions, attitudes, and behavioural intent, more information on the spokesperson is needed. In that way the public can form assumptions about the spokesperson's expertise, trustworthiness, and likeability, which in turn could lead to more positive outcomes, at least if the spokesperson is perceived as credible.

Another explanation might be that the form of the stimulus materials itself did not contain enough cues. Previous studies that did find effects on spokesperson type used different stimuli. For example, the study by Rubin et al. (1982, in Reindenbach & Pitts, 1986), which did find effects in favour of the use of the CEO as an endorser was conducted with television ads in which the CEO was visible. And a study by Turk et al. (2012), which also found more positive attitudes and behavioural intent towards the organization when the CEO was visible, used news videos as stimuli too. Compared to television ads or news videos, a newspaper article contains less cues, which might explain the lack of supportive findings. Possibly, this means that including visual or audio components in the stimulus materials could have led to different findings.

5.1.4 Relationship between crisis type, crisis response, and spokesperson type

5.1.4.1 Crisis type and crisis response

Starting with the combination of crisis type and crisis response, the findings of present study suggested that crisis response did influence sympathy, willingness to

forgive, and trust in the organization, when interacting with crisis type. In case of an accidental crisis, the use of minimization led to the most positive outcomes, while in a preventable crisis corrective action could be used best. These findings on sympathy, willingness to forgive, and trust in the organization are in line with Coombs' situational crisis communication theory (SCCT) and extend Fussell Sisco's (2012) support for the assumption that SCCT is also applicable in a non-profit context.

Focusing on the significant interactions between crisis type and crisis response, showed that the effects of the different responses diverge more on sympathy and trust in the organization in a preventable crisis than in an accidental crisis, while the difference in means was almost the same for willingness to forgive. A possible explanation for this finding might be related to people's expectations on how the organization is ought to respond in times of crisis. Especially in a preventable crisis, the public probably expects the organization to take its responsibility for the crisis. So when these expectations are violated, and the organization denies its responsibility, it seems logical to assume that the effects of both responses (minimization versus corrective action) diverge more in its outcomes than in case of an accidental crisis, where people's expectations were probably lower from the outset. It should be noted though, that one should be careful while interpreting these findings, since the Bonferroni correction was not applied. If this correction had been applied, the results would have lost their significance. However, even though the findings were not very robust, it seems like there might be a relationship between crisis type and crisis response on audience's emotions and attitudes. Therefore, future research is needed to generalize these findings and to further test whether Coombs' SCCT is indeed applicable in a non-profit context. Hence, future studies should focus on the use of all three crisis types defined by Coombs and the use of different crisis responses, in order to examine whether these new combinations also support the SCCT.

In contrast to the findings that were in line with previous studies, no evidence was found for the interaction of crisis type and crisis response on anger, trust in the charitable sector, intention to donate to the organization, and intention to donate to charitable organizations in general. The large influence of crisis type as an individual construct might provide a possible explanation. As mentioned before, crisis type influenced feelings of anger and intention to donate to the organization. So perhaps crisis type is that influential, that it does not make a difference anymore how the organization responds afterwards. The lack of findings concerning trust in- and intention to donate to the charitable sector might also be ascribed to the lack of attributions people can make towards the entire sector based on one news article that concerns one specific organization.

Another explanation might be the difference in the methodology that was used. Coombs and Holladay (1996) and Coombs (2006) used a within-subjects design and found results that supported SCCT. In contrast, a study by Claeys et al. (2010) used a between-subjects design and did not find any support for Coombs' SCCT. Present study also used a between-subjects design, which therefore might explain why only partial support for SCCT was found.

5.1.4.2 Crisis type and spokesperson type

The focus on the interaction between crisis type and spokesperson type was purely exploratory, since previous studies did not examine this relationship before. So

based on the individual effects of the constructs, it was reasoned that the combination of an accidental crisis and the use of the CEO would lead to the most positive outcomes, whereas the combination of a preventable crisis and an unidentified spokesperson would lead to the worst outcomes.

However, the findings suggested crisis type and spokesperson type did not interact on people's emotions, willingness to forgive, trust, and intention to donate. A possible explanation could be ascribed to the influence of crisis type as an individual construct. Perhaps the use of a different spokesperson does not add any effects to people's responses, since the influence of crisis type alone is too strong.

Or as previously discussed, the manipulation of spokesperson type was possibly too limited to find any results. Perchance an interaction could have been found if more information about the spokesperson was given, so the public could have formed assumptions about the spokesperson and would have been more able to judge the spokesperson's credibility.

5.1.4.3 Crisis response and spokesperson type

Based on previous studies, it was expected that spokesperson type would influence the effectiveness of a message. However, most of these studies were based on the assumption that the audience is able to make assumptions about the spokesperson. Therefore, present study examined the effects of a news article in which little information was known about the spokesperson.

This study did not find any support for the interaction between crisis response and spokesperson type, except for a marginal finding on trust in the organization. Focusing on the effects of the interaction on trust in the organization showed that the impact of the use of an unidentified spokesperson is almost the same for the use of minimization as for corrective action. However, the use of the CEO as spokesperson does really impact the effects of each response on trust in the organization. When the CEO used corrective action, people's trust in the organization was at its highest, while the use of minimization by the CEO led to the lowest levels of trust. A possible explanation for this finding might be the coherence or the discrepancy between the expectations the public has of a CEO and their evaluation of each crisis response. As the study by Fleck et al. (2014) showed, respondents evaluated the presence of the CEO as an indication of CEO's commitment and their willingness to take responsibility. This corresponds with corrective action, which is also a way to show that the organization is willing to take its responsibility. Therefore, it seems logical to assume that this combination led to the highest levels of trust, since the CEO as a spokesperson and the use of corrective action strengthen each other in accepting responsibility.

The most negative outcomes on trust in the organization were expected for the combination of minimization and an unidentified spokesperson, as both factors do not resemble any willingness to take responsibility. However, the results showed that the combination of minimization and the CEO led to the lowest levels of trust. Perhaps it was expected by the respondents, based on the presence of the CEO, that the CEO would be willing to take responsibility, while the use of minimization indicated the opposite. So this contrasting combination probably accounted for the low levels of trust in the organization. So perchance the contrast between the presence of the CEO and a response that denies responsibility accounts for a larger impact on trust,

than the use of a crisis response and a spokesperson type that both do not resemble willingness to take responsibility.

Besides the effect on trust in the organization, no further effects on the relationship between crisis response and spokesperson type were found. This was not only in contrast with the expectations, but it was also in contrast with the findings of Turk et al. (2012). According to Turk et al. (2012) CEO's visibility in crisis communication is always preferred by shareholders and leads to more positive outcomes, in terms of attitudes and behavioural intentions. The authors explain this finding by arguing that leaders play a role in effective crisis management; an active role concerning the use of a crisis response is better than letting the media take over. A possible explanation why present study found no further support for the interaction between crisis response and spokesperson type might be the use of different stimulus materials. Compared to the news videos used by Turk et al. (2012), the news articles might have contained too little cues for the audience to see the CEO play an active role. Another explanation might be the use of different crisis responses and different contexts. Turk et al. (2012) used defensive vs. apologetic responses and examined the effects of crisis communication in a profit sector, while present study focused on minimization and corrective action and was conducted in a non-profit sector.

5.1.4.4 Crisis type, crisis response, and spokesperson type

Another interaction that was explored in this study was the relationship between crisis type, crisis response, and spokesperson type. Except for the marginal effect on anger, no further evidence was found in favour of the three-way interaction. Again, this lack of supportive evidence might be caused by the manipulation of crisis response and spokesperson type, which might have been too limited as discussed in previous sections. Still, it is interesting to focus on the effect that was found on anger. Again, it should be mentioned that the interpretation of the three-way interaction has to be done with care, since the Bonferroni correction was not applied.

Based on previous studies on the effects of each individual component on anger, it was expected that the combination of an accidental crisis, corrective action, and the CEO would lead to the lowest feelings of anger, whereas the combination of a preventable crisis, minimization, and the unidentified spokesperson would cause the highest feelings of anger. However, the relationship among the three led to counter-intuitive results: the ultimate combination to lower people's feelings of anger was the combination of an accidental crisis, corrective action and the unidentified spokesperson. The combination that had the most detrimental effects and led to the highest feelings of anger was the combination of a preventable crisis, combined with minimization and the CEO as a spokesperson.

The counter-intuitive results regarding spokesperson type in the three-way interaction led to the speculation on possible explanations: it was expected that the best combination of crisis factors would include the CEO instead of an unidentified spokesperson. Perchance, an accidental crisis and corrective action had so much leverage, that the use of an unidentified spokesperson became a valid option. Also, it was expected that the unidentified spokesperson would be part of the least favourable combination of crisis factors. However, the results revealed that the CEO was part of this combination. Perhaps, as Fleck et al. (2014) argue the presence of

the CEO leads to the expectation that the CEO is taking responsibility. So when the CEO minimizes the crisis instead of taking responsibility, people's expectations might be violated, resulting in high feelings of anger. Or maybe the public is looking for a scapegoat when minimization is used in a crisis that could have been prevented by the organization. So when an identified spokesperson is visible, in this case the CEO, feelings of anger might be higher since the public can direct their feelings towards a person instead of an organization.

5.1.5 Relationship between emotions, willingness to forgive, trust, and intention to donate

The final analyses of present study concerned the relationship between the outcomes, in terms of emotions, willingness to forgive, trust, and intention to donate. In line with previous studies, for each path between emotions, willingness to forgive, trust, and intention to donate a relationship was confirmed on the organizational level. Also, the results provide evidence for the role of willingness to forgive and trust in the organization as mediators. By combining all factors into one model and examining the possible mediation effects, present study contributes to scientific literature on the effects of crisis communication on an organizational level.

However, on the sector level, no effects were found between emotions and trust in the charitable sector, and between emotions and intention to donate to charitable organizations in general. Perhaps, no immediate effects of emotions on trust and intention to donate were found on a sector level, since people's feelings of anger and sympathy were evoked by the manipulations and therefore were directed towards the organization in question instead of towards the charitable sector. However, the results did confirm that the relationship between willingness to forgive on intention to donate to charitable organizations in general is fully mediated by trust in the charitable sector. Therefore, present study did not only contribute to literature on the organizational level, but also on the sector level.

However, as Baron and Kenny (1986) suggested, the use of a structural equation technique would be more sophisticated than individual regression analyses, since it tests all relevant paths between the outcome variables directly and controls for measurement error, correlated measurement errors, and feedback. Therefore, the use of a structural equation model is recommended for future studies.

5.2 FUTURE RESEARCH DIRECTIONS

Based on this study, several directions for future research could be pointed out. First, during this study data was collected via snowball sampling. This resulted in a sample that largely consisted of respondents that were part of the researcher's network. Due to the use of this method, it is hard to generalize the findings of this study for the entire population of the Netherlands (Atkinson & Flint, 2001). Therefore, future research ought to use a larger and more randomized sample in order to generalize the outcomes.

Second, the stimulus materials used in this study were based on a fictitious organization and a fictitious crisis. However, according to Lyon and Cameron (2004, in Turk et al., 2012) it is recommended to use corporate crises from real life instead of a fictitious scenario: cause when an organization is involved in a crisis people often make attributions based on previous knowledge of- and experiences with the

organization. Not surprisingly, several scholars underscore the influence of crisis history and the organization's reputation on crisis communication (Coombs, 2006; Coombs, 2007; Turk et al., 2012). Hence, it is recommended for future studies to examine real life crises and to include the organization's crisis history and reputation.

Third, this study focused on one single type of charitable organizations, namely: those committed to international aid. According to Brunel and Nelson (2000) the use of a single type could be a limitation. Also, as could be concluded from the donating behaviour of the study's respondents and from a study by VFI - the association of the Dutch charitable sector - the involvement and support for each type of charitable organizations differs among the public (goededoelen.nl, 2014). And as Claeys and Cauberghe (2014) argue, people's involvement in the crisis could make a difference on the outcomes of crisis communication. So, it is recommended for the generalization of the findings to include other types of charitable organizations in future studies and to take public's involvement into account.

Fourth, the way crisis type, crisis response, and spokesperson type were manipulated in this study also leaves room for improvement. Concerning crisis type, future studies could focus on all three crisis types defined by Coombs (2007), instead of two. This could broaden the scope of research on crisis communication in a non-profit context. Regarding crisis response, it would be interesting to examine the effects of other crisis responses. The typologies by Benoit (1997) and Coombs (2006) provide a wide variety of response options for organizations that might lead to different outcomes. Also, since in practice a combination of multiple responses is often used and several scholars argue crisis responses can strengthen one another (Benoit & Drew, 1997; Huang, 2006; Sellnow et al., 1998), it would be an interesting direction for future studies to examine which combinations are the most effective. Furthermore, the spokesperson in each manipulation was only visible by name. Therefore, future studies could manipulate spokesperson type by providing more cues on the characteristics of the spokesperson. This could enable the public to form an opinion about the spokesperson's credibility for example, which in turn could affect the effectiveness of spokesperson type (Reidenbach & Pitts, 1986).

Fifth, the stimulus materials in present study were in the form of news articles. But as Turk et al. (2012) argue, social media is also a very popular medium to gather information. So in order to anticipate on the ever changing media landscape, it would be interesting to explore the influence of different media - and thereby taking a variety of possibilities into account (e.g. news videos, word of mouth) – on crisis communication in a non-profit context.

Finally, in this study the organization's crisis response was covered in a news article. So eventually, the media was the one to break the news about the crisis. And as An and Gower (2009) argue media often frame the crisis at the outset, which gives them a powerful tool to shape public opinion. However, there are several studies that showed it is better for the acceptance of the organization's crisis response, if the organization adopts a highly proactive approach and 'stole thunder' (Arpan & Pompper, 2003; Liu, Austin, & Jin, 2011). In other words, it would be better if the public heard about the crisis from the organization itself first instead of a third party. Hence, future research could focus on the effects of stealing thunder on the crisis communication of non-profit organizations.

5.3 PRACTICAL IMPLICATIONS

Communication practitioners have to be aware that a crisis, if not properly managed, could form a serious threat to a charitable organization. It is important to acknowledge that donors' trust in the organization and their supportive behaviour is crucial for the existence of such an organization. So when a charitable organization has the misfortune to be involved in a crisis, communication practitioners ought to focus on maintaining and building trust, and try to shape the public's opinion in favour of the organization. Based on this study, several practical guidelines for practitioners will be discussed.

First, crisis type is a factor that should not be underestimated. In line with previous studies, this study shows that the type of crisis is a strong influencer of public's emotions, attitudes, and behavioural intentions towards the organization in crisis. In case of a preventable crisis communication practitioners should prepare for more negative responses of the public, in terms of emotions, willingness to forgive, trust in the organization, and people's willingness to donate than in an accidental crisis. Hence, it is recommended for communication practitioners to analyse the crisis before responding to it, so it is clear what kind of crisis they are dealing with and what kind of reactions could be expected from the public.

Second, after analysing the type of crisis, it is important to decide which crisis strategy should be applied in the immediate crisis response. Focusing on the differences between minimization and corrective action, it seems that the use of corrective action has a more positive effect on people's feelings of anger, their trust in the organization, and their trust in the charitable sector. Nonetheless, it is important to note that the effects of crisis responses on public's responses could depend on the type of crisis the organization is in. The findings of this study suggest that the combination of an accidental crisis and minimization as crisis response lead to the best results, in terms of sympathy, willingness to forgive, and trust in the organization. While in a preventable crisis, corrective action leads to the most positive outcomes on these variables. Hence, it is recommended to select an appropriate crisis response that is in line with the type of crisis the organization is in.

Third, it seems that the type of spokesperson used in the immediate crisis response does not directly lead to different outcomes for the organization. Though, it is important to remark that in this study the spokesperson was only present in the article by name: the respondents did not have any background information on the CEO and were not familiar with the CEO beforehand. Therefore, communication practitioners are encouraged to evaluate the characteristics of their CEO (e.g. credibility, familiarity, attractiveness, similarities with the public) from a perspective of the public, before deciding to use the CEO as a spokesperson. They also should consider what information about the spokesperson is already known by the public.

Finally, the results of this study suggest that one single charitable organization in crisis, does not automatically lead to many detrimental effects for the whole charitable sector. Nonetheless, it is stressed to handle this finding with precaution since there is evidence to believe that negative media attention on multiple charitable organizations can affect the image of charitable organizations in general. Thus, practitioners ought to be cautious when another charitable organization is involved in a crisis.

5.4 CONCLUSION

At the beginning of this thesis the overall research question of this study was presented, namely: 'In what way can crisis type, crisis response, and spokesperson type influence the outcomes of a crisis in a non-profit context?'

Reflecting on the individual role crisis type, crisis response, and spokesperson type played in the crisis communication of non-profit organizations, it is argued that crisis type has the most influence on people's emotions, attitudes, and behavioural intentions. Overall, a preventable crisis leads to more negative outcomes than an accidental crisis. Regarding the influence of crisis response on the outcomes of different crisis types, it is argued that solely focusing on the individual effects of crisis response, the use of corrective action leads to more positive outcomes than the use of minimization. However, in combination with crisis type, it is argued that in an accidental crisis it is better to use minimization, whereas corrective action results in better outcomes when it concerns a preventable crisis. Also, as can be concluded from this study, the type of spokesperson on itself did not cause any differences in public's responses. It is suggested though, that spokesperson type might interact with crisis response, and with both crisis type as well as crisis response. However, these findings were not very robust.

The findings of this study have important implications for both scholars on crisis communication, as well as for communication practitioners operating in a non-profit context. By examining the effects of crisis type, crisis response, and spokesperson type, present study contributed to literature on crisis communication and extends the application of some findings to a non-profit context.

For communication practitioners, it is advised to start with an analysis of the crisis to determine with what kind of crisis type they are dealing with and what kind of responses they can expect from the public. After that, they should select a crisis response strategy, or perhaps multiple strategies, that matches the type of crisis. Regarding spokesperson type, it is recommended for communication practitioners to evaluate the characteristics of their spokesperson from the public's perspective before deciding to use an identified spokesperson.

Overall, scholars and communication practitioners should be encouraged to keep exploring the effects of crises on NPOs, since knowing how to properly manage a crisis can make an enormous difference to charitable organizations: it can either ensure the survival of the organization or it can be its downfall.

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APPENDIX A – STIMULUS MATERIALS

M1: ACCIDENTAL, CORRECTIVE ACTION, CEO

OPBRENGST DONATIES 2014 LAAGSTE PUNT OOIT

Gepubliceerd: 11 januari 2015, 10:29

Het Nederlandse goede doel ‘Save The Innocent’, dat zich internationaal inzet om vluchtelingen in veiligheid te brengen, bereikte het afgelopen jaar haar dieptepunt. Nadat aan het licht kwam dat Save The Innocent onbewust investeerde in wapenfabrikanten, daalde het aantal donaties aanzienlijk. In de officiële verklaring benadrukt CEO Tim Vossink dat ze begrijpen dat de investeringen in de wapenfabrikanten tegenstrijdig zijn met hun missie en dat Save The Innocent op zoek gaat naar een andere spaarvorm.

Uit het jaarverslag van Save The Innocent blijkt dat de organisatie in 2014 onvoldoende donaties ontving om haar jaarrekening positief af te sluiten. Voormalig donateurs wijzen de controversiële investeringen van de organisatie aan als oorzaak van het tekort aan donaties. “Toen ik erachter kwam dat Save The Innocent investeert in de wapenindustrie, heb ik besloten mijn jaarlijkse donaties onmiddellijk te beëindigen”, aldus oud-donateur Peter Broekhuizen (46).

In de officiële verklaring onderstreept de CEO dat zij onbewust investeerden in wapenfabrikanten. “Wij hebben onze bank gevraagd te investeren in winstgevende bedrijven, zodat we meer vluchtelingen konden helpen. Maar we wisten niet dat we investeerden in de wapenindustrie, dat heeft de bank ons nooit verteld”, aldus Tim Vossink (CEO).

Ook maakt de CEO in de verklaring duidelijk dat ze de ophef rondom de situatie erg serieus nemen. “Het is begrijpelijk dat onze huidige investeringen niet in lijn zijn met de verwachtingen die mensen van ons hebben. We zullen de dubieuze investeringen meteen beëindigen en op zoek gaan naar andere investeringsmogelijkheden, zodat we de vluchtelingen kunnen blijven helpen” (Tim Vossink, CEO).

Meer over Save The Innocent

Save The Innocent is een Nederlandse non-profit organisatie die zich sinds 1964 inzet voor vluchtelingen in oorlogsgebieden. De organisatie heeft de afgelopen jaren werk verricht in o.a. Afghanistan, Irak, Iran, Israël, Libanon en Libië. Save The Innocent zet zich niet alleen in voor het in veiligheid brengen van de vluchtelingen, maar voorziet hen ook in hun eerste levensbehoeften (zoals schoon drinkwater, eten en onderdak) en helpt hen weer een veilig bestaan op te bouwen.

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Ook maakt de CEO in de verklaring duidelijk dat ze de ophef rondom de situatie erg serieus nemen. "Het is begrijpelijk dat onze huidige investeringen niet in lijn zijn met de verwachtingen die mensen van ons hebben. We zullen de dubieuze investeringen meteen beëindigen en op zoek gaan naar andere investeringsmogelijkheden, zodat we de vluchtelingen kunnen blijven helpen" (Tim Vossink, CEO).

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Save The Innocent is een Nederlandse non-profit organisatie die zich sinds 1964 inzet voor vluchtelingen in oorlogsgebieden. De organisatie heeft de afgelopen jaren werk verricht in o.a. Afghanistan, Irak, Iran, Israël, Libanon en Libië. Save The Innocent zet zich niet alleen in voor het in veiligheid brengen van de vluchtelingen, maar voorziet hen ook in hun eerste levensbehoeften (zoals schoon drinkwater, eten en onderdak) en helpt hen weer een veilig bestaan op te bouwen.

OPBRENGST DONATIES 2014 LAAGSTE PUNT OOIT

Gepubliceerd: 11 januari 2015, 10:29

Het Nederlandse goede doel 'Save The Innocent', dat zich internationaal inzet om vluchtelingen in veiligheid te brengen, bereikte het afgelopen jaar haar dieptepunt. Nadat aan het licht kwam dat Save The Innocent bewust investeerde in wapenfabrikanten, daalde het aantal donaties aanzienlijk. In de officiële verklaring benadrukt de organisatie dat ze begrijpen dat de investeringen in de wapenfabrikanten tegenstrijdig zijn met hun missie en dat Save The Innocent op zoek gaat naar een andere spaarvorm.

Uit het jaarverslag van Save The Innocent blijkt dat de organisatie in 2014 onvoldoende donaties ontving om haar jaarrekening positief af te sluiten. Voormalig donateurs wijzen de controversiële investeringen van de organisatie aan als oorzaak van het tekort aan donaties. "Toen ik erachter kwam dat Save The Innocent investeert in de wapenindustrie, heb ik besloten mijn jaarlijkse donaties onmiddellijk te beëindigen", aldus oud-donateur Peter Broekhuizen (46).

In de officiële verklaring onderstreept de organisatie dat zij bewust investeerde in wapenfabrikanten. "Wij hebben onze bank gevraagd te investeren in winstgevendende bedrijven, zodat we meer vluchtelingen konden helpen. De bank vertelde ons dat de wapenindustrie erg winstgevend was, daarom hebben we besloten om hierin te investeren", aldus de organisatie.

Ook maakt de organisatie in de verklaring duidelijk dat ze de ophef rondom de situatie erg serieus nemen. "Het is begrijpelijk dat onze huidige investeringen niet in lijn zijn met de verwachtingen die mensen van ons hebben. We zullen de dubieuze investeringen meteen beëindigen en op zoek gaan naar andere investeringsmogelijkheden, zodat we de vluchtelingen kunnen blijven helpen" (Save The Innocent).

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Meer over Save The Innocent

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APPENDIX B – SURVEY (IN DUTCH)

Beste respondent,

Bedankt dat u mee wilt werken aan dit onderzoek. In het kader van mijn masterthesis doe ik onderzoek naar crisiscommunicatie van non-profit organisaties. Het invullen van de vragenlijst zal ongeveer 10 minuten duren.

Bij het invullen van de vragenlijst is het belangrijk dat u deze zo eerlijk en volledig mogelijk invult. Er zijn geen goede of slechte antwoorden, dus ga af op uw eerste ingeving. Uw deelname aan dit onderzoek is geheel anoniem en alle gegevens worden vertrouwelijk behandeld.

Indien u na het invullen nog vragen heeft over het onderzoek, kunt u deze stellen in het opmerkingenveld aan het einde van de vragenlijst.

Nogmaals bedankt voor uw deelname aan het onderzoek.

Kirsty Mac Gillavry
k.a.macgillavry@student.utwente.nl

Ik stem geheel vrijwillig in met deelname aan dit onderzoek. Ik behoud me daarbij het recht voor om op elk moment, zonder opgaaf van redenen, mijn deelname aan dit onderzoek te kunnen beëindigen.

- ☐ Ik ga akkoord en ga verder naar het onderzoek
- ☐ Nee, ik wil niet deelnemen aan het onderzoek

Deze vragenlijst is opgebouwd uit drie delen. In het eerste deel wordt er een aantal algemene vragen gesteld met betrekking tot goede doelen. In het tweede gedeelte krijgt u een nieuwsbericht te zien en naar aanleiding van dit nieuwsbericht wordt er een aantal vragen gesteld. Het derde en laatste gedeelte van de vragenlijst gaan over uw demografische gegevens.

Deel 1 - Goede doelen

Geef aan in hoeverre u het eens bent met de onderstaande stellingen.

	Helemaal mee oneens				Helemaal mee eens
	1	2	3	4	5
Ik vertrouw erop dat goede doelen altijd in het beste belang van het doel handelen.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ik vertrouw erop dat goede doelen hun werkzaamheden op een ethisch verantwoorde manier uitvoeren.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ik vertrouw erop dat goede doelen hun donaties op de juiste manier gebruiken.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ik vertrouw erop dat goede doelen hun donateurs niet exploiteren.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Ik vertrouw erop dat goede doelen op een gepaste en betrouwbare wijze geld binnen halen.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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Geef aan in hoeverre u het eens bent met de onderstaande stellingen.

	Helemaal mee				Helemaal mee eens
	1	2	3	4	5
Ik ben van plan om in de (nabije) toekomst aan een goed doel te doneren.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Er is een grote kans dat ik aan een goed doel zal doneren.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ik ben absoluut van plan om aan een goed doel te doneren.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
De kans dat ik aan een goed doel zal doneren is klein.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Deel 2 – Nieuwsbericht

U krijgt direct een nieuwsbericht te zien, waar u een aantal vragen over gaat beantwoorden. Beeld u tijdens het lezen van de tekst in dat u een **vaste donor bent** van de organisatie 'Save The Innocent'. U heeft dus al een aantal keer eerder geld gedoneerd aan deze organisatie.

Lees de tekst zorgvuldig, want als u eenmaal begint aan het invullen van de vragen, kunt u niet meer terugkeren naar de tekst.

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In de officiële verklaring onderstreept de CEO dat zij onbewust investeerden in wapenfabrikanten. "Wij hebben onze bank gevraagd te investeren in winstgevendende bedrijven, zodat we meer vluchtelingen konden helpen. Maar we wisten niet dat we investeerden in de wapenindustrie, dat heeft de bank ons nooit verteld", aldus Tim Vossink (CEO).

Ook maakt de CEO in de verklaring duidelijk dat ze de ophef rondom de situatie erg serieus nemen. “Het is begrijpelijk dat onze huidige investeringen niet in lijn zijn met de verwachtingen die mensen van ons hebben. We zullen de dubieuze investeringen meteen beëindigen en op zoek gaan naar andere investeringsmogelijkheden, zodat we de vluchtelingen kunnen blijven helpen” (Tim Vossink, CEO).

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Geef aan in hoeverre u, na het lezen van het nieuwsbericht, de onderstaande emoties ervaart. Houd daarbij in gedachten dat u een **vaste donor** van de organisatie was, voordat u het nieuwsbericht las.

	Helemaal mee				Helemaal mee eens
	1	2	3	4	5
Boos	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Geïrriteerd	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Walging	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Verontwaardigd	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sympathie	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Medelijden	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Medeleven	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Empathie	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Geef aan in hoeverre u, na het lezen van het nieuwsbericht, het eens bent met de onderstaande stellingen. Houd daarbij in gedachten dat u een **vaste donor** van de organisatie was, voordat u het nieuwsbericht las.

	Helemaal mee				Helemaal mee eens
	1	2	3	4	5
Op basis van het nieuwsbericht, zou ik een goede indruk hebben van Save The Innocent	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Naar aanleiding van de reactie die Save The Innocent heeft gegeven op de crisis, zou ik afkeurend staan tegenover de organisatie	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Naar aanleiding van de reactie die Save The Innocent heeft gegeven op de crisis, zou ik de organisatie vergeven.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ik zou het beleid van Save The Innocent afkeuren	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Op basis van het nieuwsbericht, zou ik een positieve houding hebben ten opzichte van Save The Innocent	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Dit nieuwsbericht zou er voor zorgen dat ik negatieve gevoelens krijg ten opzichte van Save The Innocent	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Geef aan in hoeverre u, na het lezen van het nieuwsbericht, het eens bent met de onderstaande stellingen. Houd daarbij in gedachten dat u een **vaste donor** van de organisatie was, voordat u het nieuwsbericht las.

	Helemaal mee				Helemaal mee eens
	1	2	3	4	5
Ik vertrouw erop dat Save The Innocent altijd in het beste belang van het doel handelt.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ik vertrouw erop dat Save The Innocent haar werkzaamheden op een ethisch verantwoorde manier uitvoert.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ik vertrouw erop dat Save The Innocent haar donaties op de juiste manier gebruikt.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ik vertrouw erop dat Save The Innocent haar donateurs niet exploiteert.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ik vertrouw erop dat Save The Innocent op een gepaste en betrouwbare wijze geld binnen haalt.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Geef aan in hoeverre u, na het lezen van het nieuwsbericht, het eens bent met de onderstaande stellingen.

Let op: het gaat hier over **goede doelen in het algemeen**, niet om Save The Innocent.

	Helemaal mee				Helemaal mee eens
	1	2	3	4	5
Ik vertrouw erop dat goede doelen altijd in het beste belang van het doel handelen	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ik vertrouw erop dat goede doelen hun werkzaamheden op een ethisch verantwoorde manier uitvoeren.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ik vertrouw erop dat goede doelen de donaties op de juiste manier gebruiken.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ik vertrouw erop dat goede doelen hun donateurs niet exploiteren.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ik vertrouw erop dat goede doelen op een gepaste en betrouwbare wijze geld binnen halen.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Geef aan in hoeverre u, na het lezen van het nieuwsbericht, het eens bent met de onderstaande stellingen. Houd daarbij in gedachten dat u een **vaste donor** van de organisatie was, voordat u het nieuwsbericht las.

	Helemaal mee				Helemaal mee eens
	1	2	3	4	5
Ik ben van plan om in de (nabije) toekomst aan Save The Innocent te doneren.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Er is een grote kans dat ik aan Save The Innocent zal doneren.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ik ben absoluut van plan om aan Save The Innocent te doneren.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
De kans dat ik aan Save The Innocent zal doneren is klein.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Geef aan in hoeverre u, na het lezen van het nieuwsbericht, het eens bent met de onderstaande stellingen.

Let op: het gaat hier over **goede doelen in het algemeen**, niet om Save The Innocent.

	Helemaal mee				Helemaal mee eens
	1	2	3	4	5
Ik ben van plan om in de (nabije) toekomst aan een goed doel te doneren.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Er is een grote kans dat ik aan een goed doel zal doneren.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ik ben absoluut van plan om aan een goed doel te doneren.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
De kans dat ik aan een goed doel zal doneren is klein.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Beantwoord onderstaande vragen naar aanleiding van het nieuwsbericht dat u zojuist heeft gelezen.

Uit het nieuwsbericht kwam naar voren dat Save The Innocent investeerde in de wapenindustrie. Dit deden zij:

- ☐ Bewust
- ☐ Onbewust

De officiële verklaring van 'Save The Innocent' werd gegeven door:

- ☐ De organisatie
- ☐ De CEO

Uit de reactie van 'Save The Innocent' kwam naar voren dat:

- ☐ De crisis niet zo erg was als het lijkt
- ☐ De organisatie actie gaat ondernemen

Deel 3 - Demografische gegevens

Wat is uw geslacht?

- ☐ Man
- ☐ Vrouw

Wat is uw leeftijd?

Ik ben

Wat is de hoogst genoten opleiding waarvan u een diploma heeft?

- ☐ Basisschool
- ☐ VMBO (VBO, LBO, MAVO)
- ☐ HAVO
- ☐ VWO
- ☐ MULO (ULO)
- ☐ VAVO
- ☐ MBO (MTS)
- ☐ HBO
- ☐ WO

Wat is uw inkomen? (Het modaal inkomen ligt op 33.000 euro bruto)

- ☐ Beneden modaal
- ☐ Modaal
- ☐ Boven modaal
- ☐ Geen antwoord

Wat is uw religie?

- ☐ Rooms-Katholiek
- ☐ Protestants
- ☐ Islam
- ☐ Gereformeerd
- ☐ Boeddhisme
- ☐ Hindoeïsme
- ☐ Jodendom
- ☐ Niet-religieus
- ☐ Anders, namelijk:

Heeft u in het afgelopen jaar geld gedoneerd aan een of meerdere goeden doelen?

- ☐ Ja, aan één goed doel
- ☐ Ja, aan meerdere goede doelen
- ☐ Nee

Indien ja:

Hoeveel geld heeft u het afgelopen jaar ongeveer gedoneerd in totaal?

Binnen welke categorie valt het goede doel waar u aan gedoneerd heeft? (meerdere antwoorden mogelijk)

- ☐ Gezondheidszorg

- ☐ Internationale hulp
 - ☐ Algemeen welzijn, sport en cultuur
 - ☐ Dierenbescherming
 - ☐ Milieu
-

Bedankt voor het invullen van de vragenlijst!

De organisatie 'Save The Innocent' en het nieuwsbericht dat u zojuist heeft gelezen zijn fictief. Beiden zijn speciaal voor dit onderzoek opgesteld.

Indien u nog vragen of opmerkingen heeft omtrent het onderzoek, kunt u ze hieronder stellen.

Vul hieronder e-mailadres in, indien u een kopie van het onderzoek wilt ontvangen.

- ☐ Ja, ik wil graag een kopie ontvangen op het volgende e-mailadres:

APPENDIX C - RESULTS PRINCIPAL COMPONENT ANALYSIS

Table 25 Factor Loadings for Principal Component Analysis With Varimax Rotation

Items		Rotated factor loadings						
		Intention to donate to charitable organizations in general	Trust in charitable organizations in general	Trust in the organization	Anger	Intention to donate to the organization	Sympathy	Willingness to forgive
1	I am planning to donate to charitable organizations in the near future.	.908	.183	.052	-.039	.046	.048	.096
2	There is a big chance that I will donate to charitable organizations (after)	.908	.215	.093	.072	.014	.036	.004
3	I am planning to donate to charitable organizations in the near future (after)	.906	.181	.108	.010	.024	.066	-.022
4	There is a big chance that I will donate to charitable organizations	.906	.219	.030	.065	.039	.030	.079
5	I am absolutely intending to donate to charitable organizations (after)	.902	.159	.078	-.005	.105	.021	-.012
6	I am absolutely intending to donate to charitable organizations	.880	.183	.094	-.035	.110	.069	.067
7	The chance that I will donate to charitable organizations is small ^b	.856	.153	-.020	.052	.009	-.016	.071
8	The chance that I will donate to charitable organizations is small ^b (after)	.768	.169	.077	.000	.125	-.038	-.105
9	I trust charitable organizations to use donated funds appropriately	.216	.832	-.019	-.009	.078	.040	.039
10	I trust charitable organizations not to exploit their donors	.156	.814	.005	-.056	-.049	-.031	.172
11	I trust charitable organizations to always act in the best interest of the cause	.237	.812	-.041	.020	.117	-.029	.167
12	I trust charitable organizations to conduct their operations ethically	.083	.781	-.095	-.108	.084	.028	.240
13	I trust charitable organizations to always act in the best interest of the cause (after)	.252	.738	.259	.103	.022	.028	-.121
14	I trust charitable organizations to use donated funds appropriately (after)	.209	.722	.234	.106	.043	-.023	-.267
15	I trust charitable organizations not to exploit their donors (after)	.182	.720	.364	.126	-.101	-.021	-.177
16	I trust charitable organizations to use fundraising techniques that are appropriate and sensitive	.199	.707	.042	-.139	.030	-.062	.232
17	I trust charitable organizations to conduct their operations ethically (after)	.125	.665	.354	.101	.000	.075	-.232
18	I trust charitable organizations to use fundraising techniques that are appropriate and sensitive (after)	.130	.646	.435	.081	.001	.037	-.287
19	I trust Save The Innocent to use fundraising techniques that are appropriate and sensitive	.037	.201	.765	.167	.096	.097	.028
20	I trust Save The Innocent not to exploit their donors	.163	.173	.757	.152	.129	.067	-.024
21	I trust Save The Innocent to conduct their operations ethically	-.023	.077	.724	.119	.233	.169	.196
22	I trust Save The Innocent to always act in the best interest of the cause	.122	.160	.673	.234	.198	.202	.127
23	I trust Save The Innocent to use donated funds appropriately	.097	.091	.659	.155	.295	.124	.078

24	Based on the news article, I would have a good impression of Save The Innocent	.035	.033	.448	.123	.191	.157	.260
25	Annoyed	-.001	-.053	-.159	-.820	-.087	-.164	-.032
26	Angry	-.012	.078	-.194	-.816	-.168	-.133	-.141
27	Outraged	.121	.052	-.112	-.773	-.233	-.162	-.027
28	Disgusted	-.124	-.071	-.251	-.685	-.212	-.139	-.117
29	Based on the news article, I would develop negative feelings towards Save The Innocent ^b	.052	.015	.389	.464	.236	.140	.390
30	I am absolutely intending to donate to Save The Innocent	.108	.021	.266	.207	.805	.204	.063
31	There is a big chance that I will donate to Save The Innocent	.140	.054	.323	.291	.793	.162	.131
32	I am planning to donate to Save The Innocent in the near future	.152	.032	.324	.304	.765	.180	.199
33	The chance that I will donate to Save The Innocent is small ^b	.074	.063	.196	.177	.748	.121	.095
34	Compassion	.026	.022	.189	.183	.171	.855	.032
35	Sorry	.017	-.021	.137	.114	.054	.810	.027
36	Empathy	.048	-.043	.169	.158	.184	.788	.125
37	Sympathetic	.067	.017	.149	.386	.203	.577	.199
38	I would disapprove of Save The Innocent's policies ^b	.019	-.007	.417	.320	.273	.113	.524
39	Given Save The Innocent's response, I would disapprove of this organization ^b	.118	.057	.269	.396	.231	.194	.521
40	Based on the news article, I would have a positive attitude towards Save The Innocent	.085	.120	.357	.352	.222	.302	.507
41	Given Save The Innocent's response, I would forgive the organization	.064	.098	.358	.384	.289	.261	.457
Eigenvalues		6.73	6.01	4.61	3.89	3.31	2.93	1.92
% of variance		16.40	14.65	11.25	9.48	8.07	7.15	4.67

Note. Factor loadings > .40 are in boldface. ^b Items are recoded for analysis

APPENDIX D – MANOVAS

1. OVERVIEW MAIN EFFECTS MANOVAS

Table 26 Main Effects of the MANOVAS

Variable(s)	Pillai's Trace	<i>F</i>	<i>df</i>	Error <i>df</i>	<i>p</i>
Crisis type	.15	6.02	7	241	.000
Crisis response	.09	3.20	7	241	.003
Spokesperson type	.01	.23	7	241	.978
Crisis type * Crisis response	.03	1.08	7	239	.374
Crisis type * Spokesperson type	.02	.60	7	239	.758
Crisis response * Spokesperson type	.02	.60	7	239	.753
Crisis type * Crisis response * Spokesperson type	.03	1.16	7	235	.325

2. CRISIS TYPE

Table 27 Mean Scores and Standard Deviation of Crisis Type

Dependent variable	Accidental			Preventable		
	<i>n</i>	<i>M</i>	<i>SD</i>	<i>n</i>	<i>M</i>	<i>SD</i>
Anger	126	3.41	1.01	123	3.91	.83
Sympathy	126	2.23	.88	123	1.77	.77
Willingness to forgive	126	2.66	.93	123	2.09	.91
Trust in the organization	126	3.00	.86	123	2.41	.93
Trust in charitable organizations in general	126	3.29	.82	123	3.26	.87
Intention to donate	126	2.16	1.04	123	1.76	.95
Intention to donate to charitable organizations in general	126	3.39	1.17	123	3.26	1.26

Table 28 Univariate Effects for Crisis Type

	Sum of Squares	<i>df</i>	Mean square	<i>F</i>	Sig.
Anger	15.18	1	15.18	17.68	.000***
Sympathy	13.28	1	13.28	19.28	.000***
Willingness to forgive	19.99	1	19.99	23.56	.000***
Trust in the organization	21.33	1	21.33	26.79	.000***
Trust in charitable organizations in general	.04	1	.04	.06	.813
Intention to donate	9.78	1	9.78	9.88	.002**
Intention to donate to charitable organizations in general	1.03	1	1.03	.70	.405

Note Bonferroni correction was not applied, ** $p < .05$, *** $p < .001$.

2. CRISIS RESPONSE

Table 29 Mean Scores and Standard Deviation of Crisis Response

Dependent variable	Minimization			Corrective Action		
	<i>n</i>	<i>M</i>	<i>SD</i>	<i>n</i>	<i>M</i>	<i>SD</i>
Anger	128	3.84	.88	121	3.46	1.00
Sympathy	128	1.98	.87	121	2.02	.86
Willingness to forgive	128	2.39	.98	121	2.36	.95
Trust in the organization	128	2.61	.97	121	2.81	.89
Trust in charitable organizations in general	128	3.21	.90	121	3.35	.78
Intention to donate	128	1.95	1.01	121	1.99	1.02
Intention to donate to charitable organizations in general	128	3.36	1.20	121	3.30	1.23

Table 30 Univariate Effects for Crisis Response

	Sum of Squares	<i>df</i>	Mean square	<i>F</i>	Sig.
Anger	9.03	1	9.03	10.22	.002**
Sympathy	.10	1	.10	.14	.712
Willingness to forgive	.04	1	.04	.04	.842
Trust in the organization	2.55	1	2.55	2.92	.089*
Trust in charitable organizations in general	1.29	1	1.29	1.81	.180
Intention to donate	.10	1	.10	.10	.755
Intention to donate to charitable organizations in general	.24	1	.24	.16	.688

Note Bonferroni correction was not applied , * $p < .1$, ** $p < .05$

3. SPOKESPERSON TYPE

Table 31 Mean Scores and Standard Deviation of Spokesperson type

Dependent variable	Organization			CEO		
	<i>n</i>	<i>M</i>	<i>SD</i>	<i>n</i>	<i>M</i>	<i>SD</i>
Anger	123	3.68	.96	126	3.64	.95
Sympathy	123	2.01	.86	126	2.00	.87
Willingness to forgive	123	2.35	.94	126	2.40	.98
Trust in the organization	123	2.71	.93	126	2.71	.95
Trust in charitable organizations in general	123	3.24	.84	126	3.32	.85
Intention to donate	123	1.97	1.02	126	1.96	1.01
Intention to donate to charitable organizations in general	123	3.27	1.22	126	3.38	1.21

Table 32 Univariate Effects for Spokesperson type

	Sum of Squares	<i>df</i>	Mean square	<i>F</i>	Sig.
Anger	.12	1	.12	.13	.718
Sympathy	.00	1	.00	.01	.941
Willingness to forgive	.21	1	.21	.23	.636
Trust in the organization	.00	1	.00	.00	.961
Trust in charitable organizations in general	.42	1	.42	.58	.448
Intention to donate	8.40 E-5	1	8.40 E-5	.00	.993
Intention to donate to charitable organizations in general	.79	1	.79	.53	.466

Note Bonferroni correction was not applied

4. CRISIS TYPE * CRISIS RESPONSE

Table 33 Mean Scores and Standard Deviation of Crisis Type * Crisis Response

Dependent variable		Minimization			Corrective Action		
		<i>n</i>	<i>M</i>	<i>SD</i>	<i>n</i>	<i>M</i>	<i>SD</i>
Anger	Accidental	66	3.53	.95	60	3.29	1.07
	Preventable	62	4.18	.65	61	3.63	.91
Sympathy	Accidental	66	2.31	.85	60	2.14	.92
	Preventable	62	1.63	.75	61	1.91	.78
Willingness to forgive	Accidental	66	2.78	.90	60	2.52	.96
	Preventable	62	1.97	.88	61	2.21	.92
Trust in the organization	Accidental	66	3.00	.83	60	3.00	.89
	Preventable	62	2.20	.94	61	2.63	.87
Trust in charitable organizations in general	Accidental	66	3.27	.91	60	3.31	.72
	Preventable	62	3.14	.90	61	3.39	.84
Intention to donate	Accidental	66	2.22	1.05	60	2.10	1.04
	Preventable	62	1.66	.88	61	1.87	1.00
Intention to donate to charitable organizations in general	Accidental	66	3.42	1.22	60	3.36	1.12
	Preventable	62	3.29	1.19	61	3.23	1.34

Table 34 Univariate Effects for Crisis Type * Crisis Response

	Sum of Squares	<i>df</i>	Mean square	<i>F</i>	Sig.
Anger	1.55	1	1.55	1.89	.171
Sympathy	3.26	1	3.26	4.79	.030**
Willingness to forgive	4.07	1	4.07	4.85	.029**
Trust in the organization	3.00	1	3.00	3.85	.051*
Trust in charitable organizations in general	.65	1	.65	.91	.342
Intention to donate	1.71	1	1.71	1.72	.190
Intention to donate to charitable organizations in general	.00	1	.00	.00	.986

Note Bonferroni correction was not applied, * $p < .1$, ** $p < .05$

5. CRISIS TYPE * SPOKESPERSON TYPE

Table 35 Mean Scores and Standard Deviation of Crisis Type * Spokesperson type

Dependent variable		Organization			CEO		
		<i>n</i>	<i>M</i>	<i>SD</i>	<i>n</i>	<i>M</i>	<i>SD</i>
Anger	Accidental	61	3.46	1.09	65	3.37	.93
	Preventable	62	3.90	.77	61	3.92	.90
Sympathy	Accidental	61	2.22	.89	65	2.24	.88
	Preventable	62	1.79	.77	61	1.74	.78
Willingness to forgive	Accidental	61	2.58	.91	65	2.72	.96
	Preventable	62	2.11	.92	61	2.07	.90
Trust in the organization	Accidental	61	2.99	.84	65	3.01	.87
	Preventable	62	2.44	.94	61	2.39	.92
Trust in charitable organizations in general	Accidental	61	3.30	.82	65	3.28	.83
	Preventable	62	3.18	.87	61	3.35	.88
Intention to donate	Accidental	61	2.09	1.04	65	2.23	1.04
	Preventable	62	1.84	.98	61	1.68	.91
Intention to donate to charitable organizations in general	Accidental	61	3.26	1.20	65	3.52	1.13
	Preventable	62	3.28	1.25	61	3.24	1.29

Table 36 Univariate Effects for Crisis Type * Spokesperson type

	Sum of Squares	df	Mean square	F	Sig.
Anger	.23	1	.23	.26	.609
Sympathy	.08	1	.08	.11	.742
Willingness to forgive	.54	1	.54	.63	.428
Trust in the organization	.07	1	.07	.09	.766
Trust in charitable organizations in general	.54	1	.54	.74	.390
Intention to donate	1.35	1	1.35	1.36	.244
Intention to donate to charitable organizations in general	1.38	1	1.38	.93	.336

Note Bonferroni correction was not applied

6. CRISIS RESPONSE * SPOKESPERSON TYPE

Table 37 Mean Scores and Standard Deviation of Crisis Response * Spokesperson type

Dependent variable		Organization			CEO		
		n	M	SD	n	M	SD
Anger	Minimization	62	3.87	.91	66	3.82	.85
	Corrective Action	61	3.49	.99	60	3.43	1.02
Sympathy	Minimization	62	2.01	.88	66	1.95	.86
	Corrective Action	61	2.00	.84	60	2.05	.88
Willingness to forgive	Minimization	62	2.39	.93	66	2.39	1.03
	Corrective Action	61	2.31	.96	60	2.42	.94
Trust in the organization	Minimization	62	2.70	1.03	66	2.53	.92
	Corrective Action	61	2.72	.84	60	2.90	.95
Trust in charitable organizations in general	Minimization	62	3.15	.95	66	3.26	.86
	Corrective Action	61	3.32	.71	60	3.38	.85
Intention to donate	Minimization	62	2.00	1.04	66	1.90	.98
	Corrective Action	61	1.93	1.00	60	2.04	1.05
Intention to donate to charitable organizations in general	Minimization	62	3.26	1.25	66	3.45	1.16
	Corrective Action	61	3.28	1.20	60	3.31	1.28

Table 38 Univariate Effects for Crisis Response * Spokesperson type

	Sum of Squares	df	Mean square	F	Sig.
Anger	.00	1	.00	.00	.955
Sympathy	.17	1	.17	.22	.638
Willingness to forgive	.20	1	.20	.22	.641
Trust in the organization	1.92	1	1.92	2.20	.139
Trust in charitable organizations in general	.05	1	.05	.07	.792
Intention to donate	.63	1	.63	.61	.436
Intention to donate to charitable organizations in general	.36	1	.36	.24	.626

Note Bonferroni correction was not applied

7. CRISIS TYPE * CRISIS RESPONSE * SPOKESPERSON TYPE

Table 39 Mean Scores and Standard Deviation of Crisis Type * Crisis Response * Spokesperson type

a) Accidental crisis

Dependent variable		Organization			CEO		
		n	M	SD	n	M	SD
Anger	Minimization	31	3.65	1.04	35	3.41	.86
	Corrective action	30	3.27	1.12	30	3.32	1.03
Sympathy	Minimization	31	2.31	.89	35	2.32	.81
	Corrective action	30	2.13	.89	30	2.14	.96
Willingness to forgive	Minimization	31	2.69	.83	35	2.87	.97
	Corrective action	30	2.48	1.00	30	2.56	.93

Trust in the organization	Minimization	31	3.10	.84	35	2.91	.83
	Corrective action	30	2.87	.85	30	3.12	.93
Trust in charitable organizations in general	Minimization	31	3.29	.94	35	3.25	.89
	Corrective action	30	3.30	.69	30	3.33	.77
Intention to donate	Minimization	31	2.20	1.10	35	2.23	1.02
	Corrective action	30	1.98	.99	30	2.23	1.08
Intention to donate to charitable organizations in general	Minimization	31	3.41	1.19	35	3.43	1.26
	Corrective action	30	3.10	1.21	30	3.62	.98

b) Preventable crisis

Dependent variable		Organization			CEO		
		<i>n</i>	<i>M</i>	<i>SD</i>	<i>n</i>	<i>M</i>	<i>SD</i>
Anger	Minimization	31	4.08	.71	31	4.28	.57
	Corrective action	31	3.71	.80	30	3.55	1.03
Sympathy	Minimization	31	1.72	.77	31	1.54	.72
	Corrective action	31	1.87	.78	30	1.95	.79
Willingness to forgive	Minimization	31	2.09	.95	31	1.85	.81
	Corrective action	31	2.14	.90	30	2.29	.95
Trust in the organization	Minimization	31	2.30	1.05	31	2.10	.82
	Corrective action	31	2.58	.81	30	2.69	.93
Trust in charitable organizations in general	Minimization	31	3.01	.95	31	3.27	.84
	Corrective action	31	3.35	.75	30	3.43	.93
Intention to donate	Minimization	31	1.79	.96	31	1.52	.80
	Corrective action	31	1.90	1.02	30	1.85	1.00
Intention to donate to charitable organizations in general	Minimization	31	3.11	1.30	31	3.47	1.07
	Corrective action	31	3.45	1.19	30	3.01	1.47

Table 40 Univariate Effects for Crisis Type * Crisis Response * Spokesperson type

	Sum of Squares	<i>df</i>	Mean square	<i>F</i>	Sig.
Anger	1.64	1	1.64	1.99	.160
sympathy	.27	1	.27	.39	.533
Willingness to forgive	.92	1	.92	1.09	.298
Trust in the organization	.07	1	.07	.09	.763
Trust in charitable organizations in general	.23	1	.23	.32	.571
Intention to donate	1.67 E-5	1	1.67 E-5	.00	.997
Intention to donate to charitable organizations in general	6.54	1	6.54	4.42	.036**

Note Bonferroni correction was not applied, ** $p < .05$