CRISIS DILEMMA AND IMPACT OF THE PUBLIC TO OVERCOME IT

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ABSTRACT

The author’s starting point is that the crisis is an inevitable part of the development of any organization, and that the crisis is caused by interior or exterior factors. Although the organization does not have significant impact on all causes it must be ready and in these situations must adequately respond. The crisis should not be seen as a one-sided phenomenon, the crisis can be seen as a phenomenon that can have contradictory effects. It could be a danger, but also an opportunity, so the management has a dilemma which path to take. Prediction and detection of potential crises are the main task of public relations and communication, but communication with the public in a crisis, in all its phases, is critical to the reputation, but also, very often, for the survival of a system or organization. Crisis management and communications management during the crisis are parallel processes that can support and complement each other, but also make it difficult, if communication does not lead in the right way. The significant role belongs to the media, because the way the media reports on the crisis significantly affects the perception of the people and the information of views on the issue of responsibility for the crisis.

KEY WORDS: crisis, change, organization, public relations, media

INTRODUCTION

Historical experience and empirical research lead to the conclusion that society is in a constant "process", evolution, that is constantly changing and to create new conditions for the functioning of various systems, be they social or economic. According to the theory of evolution can not talk about the lifetime of every person, company, companies, institutions, organizations (in this paper we use the general concept of organization): its origin, development stages and often disappearance. As in the life of man, and in the life of the organization, the transition from one developmental stage to another means a crisis, it is a period of internal and external imbalance, the adaptation period less money. The end of each stage in the development is the problem of the threshold and crossing into the next phase, which can produce a crisis. The crisis is therefore an essential part of the development and organization can not skip a crisis in his life. But a crisis can cause outward causes, as well as the word itself suggests, that arise out of organization i.e. in the environment. It is believed that the organization has no significant impact on the causes and to them must be ready and in these situations must adequately respond.

Although the crisis in everyday speech has become one of the most commonly used word, though the frequency of application has not yet led to a clear understanding of its conceptual content, but, moreover, allows different interpretations. The term crisis, which originated from the Greek language (Greek krisis - decision), indicating that the crisis should be decided, but it is not yet decided. In recent years, the crisis means, first of all, distinction or discrimination, choice, judgment, decision, exit, conflict resolution, explanation or crisis decision is contradictory situation in which each "bickering" new and old, sickness and health, the decided turn in something, specifically, a turning point in the development (Krummenacher, 1981). In terms of this notion of crisis, it talks about the crisis in the psychology of personality, in medicine the health crisis, the politics of national crisis in the country's economy on the structural and conjunctural crises.
Often the effects of the crisis is seen in the wrong way, unilaterally. In contrast, the crisis should be seen on both sides, i.e., the crisis can be seen as a phenomenon that can have contradictory effects. It can be a threat, but an opportunity. That the Chinese pointed out in his letter. Their character for crisis is composed of two ideograms. Together, they indicate a crisis, and separately, one means danger, the other opportunity. The fact is that the crisis in the organization leaves deep scars in the process of development, but the crisis is not to be feared or crisis you need to cover up and hide. See you in a situation of trouble or risk behavior of the management will be reactive. Instead of taking action, it closes itself and wait until the crisis is over, because the start of the crisis of catastrophic errors that runs by itself, and that can be applied recipe "time heals all". Then the changes are undesirable and all activity is reduced to a defense, and with luck, it can sometimes produces results. Without luck there will be a shutdown of organizations. Crisis, in some development periods, may have a positive flow if there are social forces are prepared to design and implement such changes in social relations (economic, political, social) that are beyond the tensions, conflicts, contradictions and problems, which are also complex for its content and interrelated. Otherwise, the contradictions are increased and the power, resources and opportunities emerging from the crisis are reduced. In doing so it is necessary that a company does not act as an autarchic, but as part of the overall international environment, which includes knowing, and respect for tracking trends and changes in the global community.

The crisis is serious circumvention of regular functions that liable can not themselves to overcome, and its nature, extent or consequences is a matter of public interest. Prediction and detection of potential crises are the main task of public relations and communication, but communication with the public in a crisis, in all its phases, is critical to the reputation, but also, very often, for the survival of a system or organization. The media can influence on the public opinion when it comes to causes, fault response, and the effects of the crisis, could impact on the reputation of the system itself. Reputation is the perception of the organization based on organizational interpretation of past, present and future activities and how they are communicated by its stakeholders. A particular problem for the organization can occur when there is a crisis that is double, when the original crisis and enhance crisis communication when the leaders of the system fail to master the management of communication processes (Tucker, Melewar, 2005). Effective communication involves providing basic information to stakeholders about the crisis, helping to the crisis management team in decision-making, authority and demonstrate the organization's ability to cope with the crisis, and to use the media to achieve recovery (Hale et al., 2005)

1. DEFINITION OF THE CRISIS

The crisis grips theorists and practitioners of different areas, different definitions are formed and different features are prominent. It is quite undeniable that the crisis include the widest variety of situations and quite generally means any sudden interruption until then continuous development, in the strict sense, a situation that indicates a shift of development, that is, the peak of dangerous development. They also reflect the situation with extreme ambivalence development opportunities.

The crisis means the "special period in the development of a phenomenon, craft things over" the former stream (Small Encyclopedia Prosveta, 1986:398).

The famous German author in this field Krystek, gave one of the most comprehensive definition of crisis. He believes that the crisis can be seen as processes that are unplanned and unwanted, time-limited and subject to probation may be affected, which resulted in ambiguous and could mean the destruction of restitution or even the metamorphosis. They jeopardize the continued existence of the affected organizations causing considerable damage to targets that are relevant to its survival. Crisis, certainly in their acute stages, further characterized by surprise, pressure and time pressure on decision making (Krystek, 1989).

For J. D Ford crisis is a situation that exhibits two characteristics: risk and time pressure. Danger because the participants felt that the crisis will not be able to achieve, accomplish or maintain values, resources, or goals that are considered important. Risk includes, as the size or value of potential losses, and the likelihood of achieving the loss. As value and a higher probability of loss, it is logical, and the threat of more. Another feature of the pressure of time, the observation of the participants in the crisis on the length of time available to them for research, reflection, and taking action before they start happening or escalating losses. A time for action is influenced by factors such as the complexity of the problem, the level of stress that is
felt and the characteristics of individual participants. In principle, the problem is more complex and a greater sense of stress, it is less time to react and, logically, the higher the pressure of time (Ford, 1981).

The crisis is also defined as an important event with potentially negative outcome affecting the organization as well as the public, products, services or reputation (Fearn-Banks, 2007). It is a sudden, unexpected event that threatens to disrupt the business of the organization and how a financial threat, and a threat to the reputation (Coombs, 2007). Davies et al. (2003) argue that the crisis event or series of events, which can ruin the reputation of the company. Some scholars warn that the crisis is not an event that would be clearly located in time and space. Quite the contrary. This is the extended period of high vulnerability, insecurity and implementing policies that interfere with a wide range of social, political and organizational processes. The crisis is a dynamic and chaotic process, not a discrete event whose sequences are linearly arranged on the timeline. They offer a typology of crisis considering the way of their relaxation and talk about the crisis that pass quickly, cathartic and crises which gradually subside, and the crisis with complex long-term consequences (Rosenthal, Boin, Confort, 2001:32-34).

Many companies should have an inadequate understanding of their crisis exposure, of how to cope with crises when they happen and of how to learn and recover from their aftermath (Loosemore, M., Teo, M.M.M, 2000:46) (Figure 1).

![Figure 1.: Elements in the process of crises](image)

From all the foregoing it can be concluded that the crisis was not an unusual occurrence, that lasts for a limited time, they can be only partially affected by a variety of possible outcomes. A crisis occurs because the exterior dangers growth, faster response times and the organizational initiative or because of external growth opportunities, faster than organizational initiatives and responses. Number of interests who seek their gratification, is constantly increasing, and the management still has to decide where and how to direct resources to achieve organizational goals with more limiting factors.

The literature present different parsing causes of the crisis. Thus, for example exists classification on exogenous and endogenous causes of the crisis, whereby endogenous causes are further broken down by the different functions in the organization, and exogenous causes of the above and between organizations. Also, it is possible to distinguish the direct and indirect causes. It is important to note that these effects, in addition to causing a large
extent, in their own way influence the "development" of the situations we call crises. However, the most commonly used classification of the causes of the crisis boils down to two possible sources: external and internal (Tomic, Sapunar, 2006:301) The crisis, therefore, can be initiated to events outside as well as inside the organization. External causes arise from changes in the environment and among them we can include: natural disasters, accidents, political and social change, economic and financial crisis, recession, changes in the market, the security environment and others. Event of sudden and unforeseen events or changes in the environment directly cause the crisis. The inner, internal, causes resulting primarily from a lack of organization's ability to adapt to changing environmental conditions, and can be caused by: poor organization of work, disturbed interpersonal relationships, unprofessional and unethical management, „sick” rivalry, lack of organizational culture, poor working conditions, certain employees with unrealistic goals, lack of communication.

From the standpoint of public relations crisis is any event, rumor or fact that has the potential to jeopardize the reputation, image and credibility of the organization, brand or personality. Crisis include the widest variety of situations - health hazard of the product users, the crisis in safety-related conditions, environmental standards, the financial crisis and the fraud, accident at work, false advertising, customer complaints, alleged or real discrimination and accusations are just some of the crises.

In the area of organizational media relations, crisis often associated with unexpected bad publicity. Often, it is a negative reporting in the media can bury up to the organization and of the damage caused by the crisis. Some even believe that the crisis appears only when the media, state institutions and influential group of people declare the crisis. Therefore, during the emergency special attention should be paid to communication with the public, especially the media, which may require more time and preparation than the crisis itself. The crisis is not just a phenomenon in the organization, it is a turning point in the life of the organization and also an opportunity to build a better image. It is an excellent opportunity for the leadership of an organization to change the way of thinking, to introduce the necessary organizational changes, "refresh" guidance, establish new sectors, audit-roles and responsibilities of board members, improve control and introduce a new organizational culture. Because of this, the crisis also presents a dilemma - a danger or an opportunity.

3. DILEMMA OF THE CRISIS

The word dilemma draws its meaning from the Greek word dilemma - an assumption, the premise, but basically an unpleasant situationj where one finds (Vujaklija, 1976:231) or a position that should be sought between the two options (Popular Encyclopedia, 1976:246). In choosing a man able to lead in solving the vital personal questions or questions of the organization, the more favorable, ie, optimal decisions in a qualitative way that dismisses the dilemma that is found most often done on the basis of quality criteria and standards for decision-making. In crisis situations, the application of these criteria and rules is not always possible, depending on the severity and extent of the crisis, so it solves the dilemma slightly different grounds.

In the early development of the society, when the focus has been primarily focused on the crisis defined as an event, the concepts of crisis management responses stressed the importance of the event. In these situations, dilemmas and problems are solved in different terms, confined space and time sensitive. Deciding it was a difficult and responsible act, because the individual or management team came up repeatedly alternative courts that each could be, so, close that one could successfully change the other, but relations between them could be the opposing parties, each other are excluded. In these cases, the subjects were making dilemma came in heavy and uncomfortable situations where they had to choose between two unpleasant or problematic features. Although in some way solved the dilemma still remained "alive" and demanded a new and better solution. In recent years the focus of solving the crisis dilemma is changing and more attention is paid to the concept of crisis management, as part of a process continuum. Crisis management spending more than 15% of their day solving problems that did not exist when they started their day. It is based on two postulates: a) the crisis was not a sudden event, but following the notice period, and b) that managers can implement a range of proactive processes and activities to identify, prevent or prejudice the potential crisis, or to minimize the duration and impact of those that occur (Jaques, 2009).

Crisis management gives your organization competitive advantage and it is not an option anymore. Protecting your organization’s reputation,
environment, key business assets, employees and other stakeholders had never been at the forefront of a business case, however it is now seen as a critical point that influences the investment as an ongoing challenge.

Crisis management consultants identify the threats and risks to the organization. They support you with developing and implementing systems and strategies, which help you manage crises. We also design and run simulations to rigorously test your plans and prepare your people. And we help you maintain your crisis management organization through audits and training (Figure 2) (Crisis management, 2000).

Figure 2: Activities of the crisis management

The life we live is fraught with many dilemmas in which to perform emergency and even globally. Among the serious dilemmas, among others, include: the tension between the global and the local, the tension between the general and the particular, tension between tradition and modernity, the tension between long-term and short-term matter, the tension between, on the one hand, the need for competition, and on the other to achieve equality: a fast growing tension between expanding knowledge and human capacity to adopt it, the tension between the spiritual and the material.

There is no doubt that the crisis is experiencing the negative connotation, but the consequences of the crisis are not necessarily negative. The crisis can be and stimulate the activity and creativity. If the crisis on a psychological level as a threat, then this situation may seem motivating to mitigate or eliminate weaknesses, and blocked the potential use and develop optimally. So, it's a relationship with a dilemma - to change or not, and since this relationship depends on the attitude towards, what in life is called, "future shock." This term indicates a disregard changes and delays in development. This lag in the development of individuals, organizations and the society as a whole is painful, but it is a logical consequence of ignoring changes and unprepared for them. Understanding the process of change and their implications for free from fear, contributes to faster decisions for them, especially in the initial stages of change.

Providing resistance to change is deeply rooted in human nature. A lot of reasons for this attitude exist, but all superficial explanation simplifies the complexity and ambiguity of this phenomenon. Absorbed daily, often minimal, the man does not understand that is trapped in habits, prejudices, values which essentially restrains himself, narrowing the concept of thinking and acting ability. Changes create new situations and uncertainty among those people. Even when people have explained the consequences of the change, they have expressed a fear of change: the fear of the new, the unknown, fear of failure, attempts, risk, afraid to look stupid, fear of disapproval. Fear is the basis of human learned behavior shaped by family, school, and his whole mindset based on purchase of desirable and punishing unwanted behavior. All that is based on fear can not last long, and destroys the possibility of forming a lasting personality.
profile. If a man weighs only success or is afraid of failure, he will resist the changes and withhold the possibility of self-realization yourself in them.

In a situation of crisis resolution dilemma, decision-maker in the organization, whether it be an individual or team is facing the consequences of gain or loss. By nature, the loss has more "value" in the absolute proportion, almost double of winning the same value, which is why when analyzing the impacts of the crisis, compared to the baseline is considered to be positive if the changes tend to progress, a negative if you have a change in the trend of deterioration. Therefore, we can assume that the decision-maker in the field of risk-taking weigh loss, and gain domain weigh risk aversion. This subjective conditions and probable realization of expected outcomes, Kahneman and Tversky (Kahneman, Tversky, 1979), called the weight of the decision. Functioning principles of subjective probability shows the example of two type managers. Ones that can be called "cautious" (timid), and others have their opposites, and called them "brave" (bold). Cautious, pessimistic, managers of "unreasonable" risk-averse, preferring to accept a decision that prevents the loss, rather than take the risk even though the organization could make a profit, even in the one case where both alternatives have an equal probability of being realized. Courageous, optimistic, managers, overly confident in their assessment of the probability of profit, easily enters risky business. In doing so, they unrealistically positive predict future events, given the illusion of control. For these reasons, very optimistic about the relevance of the often overlooked and often give the impression of irresponsibility. Managerial behavior in crucial situations indicate that their selection decisions made based on the perception of the problem, but only on the basis of "inside look" and limited assessment of potential losses or gains of the moment.

One model that provides a good basis for systematically solving crisis dilemmas and rational decision-making is a "pyramid model 5P" (problem, possibilities, people, principles, priority). In this model, the first level of the decision-making problem, which involves a precise definition of what exactly is a crisis dilemma and determine all relevant facts. Then, it moves to the next level, which assumes researching all possibilities for the solution of problems and crises determine what realistic alternative. The next level of decision-making are people and they depend on the interests of primary and secondary stakeholders. For each alternative to determine the risks and consequences of each of these agents. In the fourth phase, which involves principles, defines obligations to various stakeholders, and adopted the principles of personal identity. The last level of decision-making related to the priorities and implies that the most reasonable choice of alternatives harmonize competing obligations, while publicly defensible.

Any resolution of the crisis dilemma, on any model that is taking place, contains an openness and willingness for errors and risk. But the question that arises relates to what can be taken to prevent them? The most accurate answer would relate to the ability of a crisis management skills and leadership style change, the courage to face the challenges that require more than knowledge, wisdom, experience. Extremely important is test of new patterns, new paradigms, mastering the knowledge and skills needed for the future in order to be able to think rationally. The prerequisite for this is to master the art of management that is based on changing one's relationship to oneself, and then to the surroundings, the system organization. Psychologists tend to talk about moving the outer to the inner motivation. This is just a little closer to the problem, because this change creates, in essence, the same situation, only with other warning signs, a situation that we still do not relieve fears, doubts, dilemmas, challenges. It is a meeting of interior and exterior, both personal and social, or cultural, on time and respecting the articulation of individual and sociocultural differences.

4. EFFECTS AND CONSEQUENCES OF THE CRISIS

As we have already pointed out, the crisis has undoubtedly adversely effect, or as K. Fearn-Banks, emphasizing "that the crisis is the main event with a potentially negative outcome affecting the organization and its public services, products and / or her behalf." (Fearn-Banks, 2001:480). But it also stresses that the crisis was a turning point, and that is not necessarily burdened irreparable negativity and that during a crisis in the organization of activities can turn for the better. So, the consequences of the crisis can be seen as destructive or constructive.

In chronological order of events organization, first, meets the destructive effect of the crisis and can be displayed as a failure or under-achievement of the objectives of the individuals and groups who carry the work process and allow the existence of the
organization. The two groups are interested in solving the crisis in the organization: the employees and owners of capital. Primary purpose is to provide employees own long-term existence, which is to be secured by an appropriate reward for the performance of activities of the organization. A primary requirement for the fulfillment of these needs is to keep jobs, and the first effects of the crisis often require layoffs and job cuts. Stress due to this phenomenon, further increases the effect of the crisis. Objectives such as promotion and professional development requirements are frozen indefinitely. Crisis can destroy the organization planned a career employee. Destructive crises, for those who have invested capital, has many effects, and we will mention just a few: partial or total loss of the invested capital, including the waiver of profit; elimination of financial support to the organization can develop problems and remove the organization from solutions; decline in the value of acquired participation rights and so on.

Destructive crisis not only affects the organization, but also on its environment too. The fact is that the crisis of a larger organization has disastrous consequences for the environment. Whole economy, trade partners, but also the state itself may be damaged. Suppliers lose their customers, investors can have the problem return of investment, customers remain without materials and intermediate goods, and even competitors may have a problem. The state budget also left without cash flow from taxes. The role of government in a crisis situation may be different. Allowing organizations in connection with the crisis competitors create monopolies harmful to the state, and yet the removal of one of the competitors on the market can have the same adverse effects.

Wrong is conclusion that the crisis was marked only destructive consequences. If the crisis is seen as an opportunity and a positive movement, and taking into account the optimal aspect of the crisis, then we can talk about the structural consequences. However, in the opinion diversity of different authors leads to that there are different views on the structural consequences of the crisis, but the common feature is that the crisis can be seen as a new opportunity. This means that it should only be converted into an opportunity to improve the design of new strategies, new competitive challenge and rapid troubleshooting. (Novak, 2001:30). Crisis can unleash extra power and boost willingness to change. A new beginning, to finding constructive solutions is reflected in the improvement of organizational structures and work processes, management style, the way collaboration, as well as market and financial behavior. Strategies for overcoming the crisis requires abandoning habits and routines, the ability to turn a stronger future orientation and the weakening of the past without seeking to blame for the current situation. A successful exit from the crisis involves higher taxes to the state, the more social and other benefits, lower unemployment. It follows that the organization, not in acute crisis, they have a chance to implement the new structure. For organizations in mature/declining areas, this search for new solutions can mean a revolution in thinking and their management style. Often a crisis is necessary that leadership start to think in new ways and accept radical changes. Some research suggests that managers, when they are under the crisis and have low yields are better prepared to enter the risky business. On the contrary, when the organization operates perfectly, shows reluctance to innovate. Increased willingness to take risks often leads to a number of product and process innovations, but also in other areas such as organizational structure, changes in management style, the new and young leadership team.

For employees this constructive action consists in comparison with the previous situation, which produces enhanced security of existing jobs. In addition, the sustained crisis often create new careers for associates who have proven themselves during a crisis or are still in the acute stage of the crisis demonstrated innovative capabilities, which had not been observed. For providers of equity awards is profit. As with the effects of destructive and constructive effects do not affect only the organization but also the environment.

As each process and the crisis has limited duration, with a beginning and an end, and the organization succeeds in this period, temporarily or permanently, to overcome the crisis or cease to exist in the form in which it had previously been. The moment when the crisis begins to unfold, in either direction, is called a turning point. Unfortunately, this is not an objective point of time, it has most of the characteristics of the subjective view of subjects who decide to resolve the crisis. More difficult to define the beginning of the crisis that may occur in a previous period that management did not even register as something important for the future of the organization. The crisis should not be denied and try to avoid reality because the overcome the crisis depends on the stage where crisis has been identified and in which phase begins with its management. The crisis is deeper and more
destructive, and way out process is more difficult if is later realized that it is exist. Depending on the level of perception, degree and duration of consequences, is considered that the crisis process has three stages: potential, latent and acute. (Denk, 1996.). Such a typology of crisis demands in the first stage, the potential crisis, crisis management anticipatory interception as thoughtful as possible impending crises. In latent crisis, in the second stage, the increased use of preventive crisis management instruments, especially early warning systems and risk management. In the third stage, acute crisis, as the highest degree of perception and consequences of the crisis required the identification and reactive crisis management as a way out of the crisis.

5. CRISIS COMMUNICATION

Good communication is successful and extremely useful advantage in life and is one of the basic competence of successful people and organizations. It simply happens every day, regardless of whether the communication is good and functional, and is very bad with the wrong information, or whether it occurs in normal or emergency situations. For an organization that is particularly important in the case of crisis, achieve effective communication with the public and because they interfere with normal operations, attract media attention, reduced profitability and escalate, if it is not managed well (Devies et al., 2003). Overriding element of the communication process is shaped by information in the message, which is also the position of a particular interest group. It should in a short, concise, clear and concise form conveys the most important information and be call to action to whom the message is directed. (Todorovic, 2012:355) Crisis management and communications management, during the crisis, are parallel processes that can support each other and complement, but also make it difficult, if not lead to communicating in the right way.

Some authors crisis communication consider as a dual activity. Crisis communication as information, relates to the need for the collection and dissemination of information during a crisis. The information is collected in order to fulfill the gaps caused by the crisis and that the crisis team would be able to understand what is happening and what action to take. Decision making during the crisis assumed to obtain information, to the benefit of the decision. Crisis communication as a strategy, is the need for use of certain messages during the crisis, and this theory focuses on the use of strategies in response to the crisis with the purpose of preserving the reputation of the organization and to improve relations with stakeholders. What organizations say and do after the crisis and the crisis response strategies affect relations with stakeholders. Therefore, crisis management must very carefully construct strategy response after the crisis (Coombs, 2005:221).

At each stage of the crisis: pre-crisis, during crisis and post-crisis, crisis communication facilitates the maintenance of positive relationships with stakeholders and the public.

The successful resolution of the crisis should be taken into account before it occurs. It is needed in advance to have the general contingency plan consisting of two, equally important, parts: the solving crisis plan and a communication plan in a crisis situation. Starting from the efficiency factor it could be said that the first plan is more significant, because the successful resolution of the crisis in its origination or immediately before its creation, if you are aware of the potential danger, fully offset the possible negative consequences of large extent. In this case no external signs of the crisis and the reaction of the media to the same, and therefore, there is no emergency that would require crisis communication. If the first plan was not successful, crisis communications plan sets out how the organization will communicate with the public in connection with the crisis that emerged. By taking a proactive crisis communication modes will manage to accomplish two important functions: to examine the possibility of crisis, and shall be prepared by key stakeholders in the crisis in order to ensure that the crisis is controlled when it appears (Heath and Millar, 2004). Proactive approach to communication can be developed efficient early warning system by using methods such as mapping and networks of stakeholders, media analysis, target groups, public opinion research (Cohn, 2000). We have arranged communication in a crisis situation there is a chance, not only to minimize the damage, but a great idea and carefully guided communication, and the real possibility of raising reputation.

For successful crisis communication is most important to control the crisis. To make this possible, should meet three basic requirements: to have complete information about the event, to be prepared in advance and communicate proactively.

In this context it is very important organizational structure, not just a crisis manager, but, especially
in larger organizations, teams, communication in crisis situations. It is recommended that the team crisis communication be institutionalized as part of preparations for a crisis with a smaller number of permanent members. Number of team members will be increased at the time of crisis by the people whose roles, responsibilities and expertise are previously defined.

Planning communication prior to the crisis may be, in a nutshell, summed up as: prediction and identification of potential emergencies; shaping crisis group communication and training of its members, recognize the public involved in a crisis situation; design communication strategies and tactics, determination and formation of meaningful communication paths involved in the public and to minimize damage to the reputation of the organization, testing and adapting the communication plan, determination and training of persons who will address the public, prepares a crisis communications center and the preparation of the "check list" for possible crisis and a main information about the organization.

During a crisis, effective communication involves providing basic information to stakeholders about the crisis, helping the team for crisis management in decision-making, authority and demonstrate the organization's ability to cope with the crisis, and the use of media to achieve recovery. Most scientists engaged in research response to the crisis was recognized by two major phases: first, the reaction to the crisis, second, improving reputation and behavioral intentions. The initial reaction includes: speed, accuracy and consistency. (Coombs, 2007) Quick response, taking responsibility and improving the credibility of the main task of the leadership of the organization. For this situation worst is if occurs, so called., information vacuum. The media, who are "hungry" for sensational news, will try to fill the information vacuum and hope that they are a key source of initial information. If the leaders of the organization, which is facing a crisis, no amount of information to the media, others will do it and it can be an opportunity for the placement of false information and attempt to attack the organization. The principle, that during the crisis is spoken by "one voice" is a way to provide confidence. (Coombs, 2007). Reputation is an important element of any organization, it can be repaired in time of crisis, post-crisis, or in both phases. Previous reputation and the previous crisis of organization, if any, are the factors that have an impact on the reputation in the current crisis. According to Coombs's theory of situational crisis communication, reputation threat is estimated that there are three factors: the initial responsibility for the crisis, the crisis of history and prior reputation. In a crisis it is recommended that the management of the organization expresses concern for victims (Dean, 2004). Different authors have different approaches and strategies for improving the reputation of the organization, and we will focus to thinking Coombs who were classified it into four groups: the attitude of denial - one that blames attack, denial, and the scapegoat; compromising position - excuse and justification and re-position construction - an apology and compensation, as well as strengthening the position and attitude - a reminder, cringe and sacrifice (Coombs 2007).

Any communication strategy, in crisis situations, must in its plan include the following elements. The way of argumentation - organizations do not seem convincing enough to persuade the opposing side when stating counterarguments, because they usually cause neutral and unbiased impression of the general public. In a crisis situation the organization, as a rule, in the confrontation with "the other side" (consumers, trade unions, media, retail), which is well-informed. Emotional arguments - arguments that contain an emotional component prevails in relation to rational argument. There is, in fact, just that the participants in the crisis amounted to arguments as "how the public wants to hear." The role of communication participants - experts, the most prestigious figures of authority and personality that an audience is often decisive. (K.Apitz, 1987:64).

In crisis situations, often it does not matter what really happened and how important is the perception of the event. Crisis communication assumes: public relations, public affairs and lobbying, relationship with the media, organizational communication, relations with financial public, employee relations and branding. Communicating with the public has three components: speaking, listening, and dynamics of the interaction, and of the success of these three components depends the relationship with the public, creating a positive image of the organization.

Mass notification systems, media, web sites and web pages, including the general public and help ensure rapid response in times of crisis. In their research, Kent and Taylor (Taylor, Kent, 2007) have found that having a crisis site is best practice to use the Internet during the crisis. On the other hand, websites employees of the organization and
the individual suppliers and customers provide the information. Coombs (Coombs, 2007b) states that communication increases the value of the website during the crisis, when it is used in combination with mass notification systems, which are designed to reach employees and other key stakeholders.

All of the above assumptions indicate that the basis for crisis management is communication. It is important to define the procedure, who, when and what information you can give, because the uncontrolled information given to public can cause panic, confusion, distrust, fear, and the like. The organization always have to know what, how, when and to whom to say. Wrong information at the wrong time can have long-term consequences, and proper management of information can, even in negative situations, produce for the organization beneficial effects. Proper communication in case of crisis events should be composed of the following steps: Check to ensure that the incident had occurred, given the first notice to the public and to establish the necessary contacts with interested sides, respond to questions about why something happened and what is being done - activate plan in the case of crisis action and show readiness to organize crisis management operation in the collection of information; prepare information and get approval for their benefit. It is important that all the information in the various stages must be approved, to provide detailed information to the public through select networks and channels, continuously collect and process information, inform the public and to summarize the events, because it is of great importance that through communication showing that the control of the adverse event exist. Establishing of the control is crucial for the reconstruction result, panic avoiding, and most efficient way to accomplish control is application of the standards. It is important to know that there is no way to anticipate and prevent potential adverse events, but have to work today for the safe tomorrow.

We saw that in the literature crisis is always described as the process of escalation, which is inherent to some, mostly relatively short time perspective, ie, a moment of crisis beginning or end, which can be determined, it is not a permanent condition. How important is before crisis planning of the activities and using of the planned activities during the crisis, so it is important to make high quality post-crisis analysis of the entire emergency activities, and therefore the crisis communication. Representatives of the organization should disclose the current news about the recovery process, repair actions, and investigations on the crisis. To highlight the importance of two-way communication, Ulmer (Ulmer) and his colleagues note that the leaders of the organization, after the crisis, should provide information to stakeholders but also to plan the time to listen to their problems and answer their questions (Ulmer, 2007) The management of the organization should seek ways to improve the prevention, preparation, response, and to restore or enhance the organization's identity after the crisis. Identity is important, enduring and defining the form of individual and social existence, without which no individuals or social groups, small or large scale, it would not have its existential meaning. Identity is, regardless of the life-changing historical circumstances, yet what "I" or "we" think about themselves or about others and what others think of us and it is even on the basic categories of human experience. It has its strength independent of our will or challenge and is therefore not a coincidence that the author looks like "the power of identity" (Castells, 2002). This power is real, no matter what it thought about and everyone will, sooner or later, "discover", to know, to experience, or call when there's a challenge or a necessity for the public space in the communications community, manifested by "taking care of yourself". Identity stems from structured and in-depth awareness of the tradition about individual, collective belonging and the limits to which the belonging obliges us (Fuchs, 2001; Wieviorka, 2008)

6. CRISIS DILEMMA AND THE ROLE OF THE PUBLIC RELATIONS

Relations (the term means the communication activities and in English-speaking countries is called public relations, or "PR") is a systematic, long-term activity of forming and maintaining a positive public opinion about an organization or person, and the public is any group that has a actual or potential interest or may affects the ability of the organization to achieve its goal (Kotler, 2001:671). Shorter may be specified as a control of the public opinion. Many authors focus on the establishment and maintenance of a positive or improve poor public image. Public relations, but as the name implies, are concerned with the way in which the behavior and attitudes of individuals, organizations and governments are intertwined, but the most common objectives for public relations are to win the confidence and trust of the media, to ensure the quality and scope media coverage and increase the percentage of familiarity with the target group of the organization's activities (Subotic, Djuric,
Prediction and detection of potential crises are the main task of crisis public relations, and the way in which the media interprets the crisis can significantly affect the course, or dismissal of the broader effects of the crisis. From the above, we conclude that the PR should anticipate the crisis and make plans for the crises that are expected for the field of activity of the organization. Beside of the developing contingency plans production and training, the main task of crisis PR is constantly monitoring the popular media, alternative press, internet forums and websites, news and promotional material non-governmental organizations and activist groups, while maintaining positive contact with important editors and reporters who would, if necessary, qualified and represented certain messages and attitudes. Crisis PR should never forget the power of mass media and media "leverage" because of them directly related. The mass media show and can significantly construct reality. As a means of mass communication channel and they pay a huge audience as anonymous and heterogeneous mass, which is thus exposed to their influence (Subotic, 2009).

The media, as the title suggests, the "tool", "carrier" of the information. They are factors that image of the organization can improve or worsen. Knowledge of media areas - how to work with them, develop content for them to accept their terms, are required to keep the stylistic demands and attract the audiences of each of them, are the main part of the business sector in charge of public relations in an organization. PR manager must make good contacts with journalists, whether from local newspapers, on the radio or in professional journals and must constantly be available to the media. Best results are obtained by direct contact with the press, but in practice this is more the exception than the rule, due to limited time. His goal is to build relationships of mutual trust and respect from the media.

The crisis communication crucial is understanding the perspective and the position from which media, and journalists along with them, observing a crisis situation, but also the way it is understood and accepted. The journalists were present, primarily to meet the need for information and do so in accordance with the editorial policy of the media for which they are engaged. In addition, the organization should consider so. selection rules. These rules are referred to as the level of news values, which bears an event. These values are, for example, conflict, negativity, political or geographical proximity, the participation of celebrities, personalizing events, news about events that emotionally aroused message recipients (Gartner, Czaplicki, 1991).

In all crisis management and crisis staff of the organization are available to two fundamental strategies: passive and active. Passive, defensive simpler terms, the strategy points to the almost absolute restraint organization. Certain reactions can be taken only in situations where management deems it necessary. Such behavior, self-isolation and closed to the public mentality leads to the formation of the organization that is silent and passively accept the blame. This is reflected in many aspects of business policy organizations, from environmental protection to assist and support the culture and art (Hansen, Schoenheit, 1993:70-74). The essential advantage of this so-called. "Bunker" strategy is that organizations do not increase the intensity of the crisis, especially when the charges on her account is correct and when the facts can not be changed. Defensive strategy applies when, due to ideological differences and opposition, there is no true representation of the situation. Passive posture of the organization in crisis situations often leads to communication isolation. In this way, the situation control is left to the management of publics with which organizations are often in conflict. By not providing enough information, the organization misses a chance to influence the process of communication and unnecessarily extending the coverage of the event that occurred. Due to the passive position of media organizations can not properly reported. Silence, an organization that "defends" harming its image and leads to a loss of trust and understanding among the public.

Contrary defensive strategy, management, organization can use an active, offensive, a strategy that seeks to manage the event, to the extent possible, in a crisis situation. This strategy involves informing the public about the causes and effects in order to reduce or offset the negative effects of the crisis. Offensive strategy does not diminish the
importance of the crisis, or you underestimated the crisis as a phenomenon. Active and constant communication with the public to maintain understanding, confidence image of the organization. Its openness is achieved by a unique and comprehensive reporting, maintaining good contacts with the media and off about suspicious or unverified sources (the "so called experts"). Implementation of active strategies, the organization shows that it cares for the right information, but also to all of the requirements of the public seriously considered. Active strategy suggests that the organization, which has found itself in a crisis situation, is transparent. The essence of the crisis PR is the ability of an organization to "communicate" the positive components of the crisis. This clearly shows that the crisis may represent a productive process, not just an unpleasant and negative phenomenon. Anyone who starts a communication in a crisis, is an important link in deciding on the future course and end the crisis. (Wildhagen, Pietsch, 1993) Regardless of the chosen instrument under active coping crisis, organizations need to constantly keep the initiative on their side and that the issues and the implementation of the strategy itself is determined. The organization has to offer constructive discussion in which journalists would be in a position to get our answers, not only to ask questions.

In addition to the two basic, there are other PR strategies that organizations apply in crisis situations such as the "foundation" strategy; Chase / Jones model, strategies of resistance; withdrawal strategy, cooperation strategies, adaptation strategies; protection strategy "first" man of the organization; dialogue strategies; strategies of humor, diversion strategy, strategy formulation and others.

The reaction of crisis PR on the crisis events, such as can be concluded from the above considerations, presents moving, primarily, from offensive to defensive, which depends on several factors: the essence of the crisis and the general willingness of the organization to respond to the crisis - the existence of a crisis plan, an expert in crisis PR, their availability if the organization, etc. Organization's readiness to controlling the flow and impact of the crisis from the inner to the outer plans - organizational, personnel and financial are also very important. General and current affection for the media and their "leverage" the organization, which, in most cases correlated with the following factors. General and immediate sympathy of public opinion to the organization. The existence of similar crisis situations of the organization which have came into the public. The existence of similar crises in general, and their dismissal-social consequences - positive, negative, weight and long-term implications. Other local and global factors relevant for the situation - often a seemingly less important elements may represent the "tip the balance" of public opinion.

In order to an organization creates a positive image of itself and thus built up a good reputation, it is necessary to invest a lot of time, energy, effort, and energy. Public relations activities suggest that organizations should be open, to share information and experience with internal and the external environment, to improve, to monitor trends and developments and to seek to build a picture of itself in a better and more positive context. In this way, the resolution of the crisis facing the dilemma will be to the new opportunities and a better future for the organization.

7. CONCLUSIONS

Crises are unusual phenomenon that comprise the most diverse situations and quite generally mean any sudden interruption of continuous development, they last for a limited time and can be only partially affected by a variety of possible outcomes. The crisis occurs because the exterior dangers grow faster than the organizational and response initiatives.

The crisis of the organization leaves deep scars in the process of development, but it shouldn’t be feared or covered it and hidden. All depends on the skill and style of crisis management and the courage to face the challenges that require more than knowledge, wisdom and experience. If a potential problem is seen in a situation, the behavior of the management will be reactive. Instead of taking an action, it closes itself and waits for the crisis finish itself. Then the changes are undesirable and all activity is reduced to defense, which can sometimes produce results. Crisis, in some periods of development may have a positive flow if there are social forces which are prepared to design and implement such changes in social relations (economic, political) that are beyond the tensions, conflicts, contradictions and problems, which are also complex by its contents and interrelations. The conclusion is that the crisis has undoubtedly negative effects, but it also is the turning-point which is not necessarily burdened by irreparable negativity because, during an
emergency, activities in the organization can turn for the better. So the resolution of the crisis can be seen as a dilemma - a danger or an opportunity.

When crisis comes, particularly significant for an organization is to provide the efficient communication with the public. The way the media covers the crisis, significantly affects people's perception and the formation of views on the issue of responsibility for the crisis, which could damage its reputation, affect the profitability and even its survival. This is also the reason why public relations experts are invaluable members of crisis management teams.

If the communication crisis is not predicted it leads to a double crisis which means that the original crisis is intensified due to communication crisis because the leading people of the organization failed in managing the communication processes that should have contributed to the management. Efficient communication involves providing basic information about the crisis to stakeholders, helping the crisis management team in decision-making, showing authority and organization's ability to cope with the crisis and using the media to achieve the recovery.

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