

- needs segmentation

Mismatch vs. Magnitude: Defining and Testing Types of Organizational Crisis Response Overreaction

By: Tyler G. Page, University of Maryland

Purpose:

Using the case of Shirley Sherrod, this paper defines two types of overreaction and experimentally tests the outcomes of both.



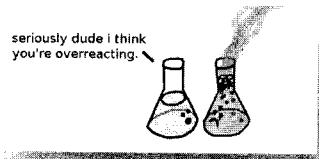
Method:

2 studies:

- Real Story: 2 (correct reaction vs. overreaction) x 5 (magnitude) with 487 undergraduates.
- Fictional Parties: 3 (correct reaction / mistake / mistake + correction) x 5 (magnitude) + 1 with 447 mTurk participants.

Types of Overreaction Defined:

- Overapology – Using strategy that accepts too much responsibility as described in SCCT.
- Overresponse – Using the correct strategy according to SCCT but using it more than is necessary to correct the situation.



Experiment 1: Real Case

- No negative outcomes detected for overapology.
- Found benefit to increased magnitude of apology.
- But entrenched attitudes toward President Obama suggested more could be found. So...

Common Dis

Experiment 2: Same Story, Fictional Names

- Overapology:
 - Significant negative effect on attributed responsibility, response appropriateness, behavioral intentions, competence trust, or integrity trust.
 - No discerned effect for correction after overapology.
- Overreaction:
 - Control group suggested ideal punishment was firing if story was true; however, more severe punishment was deemed more acceptable.
- Magnitude matters:
 - Significant effect for magnitude in competence trust and integrity trust.
 - No significant effect for attributed responsibility, response appropriateness, or behavioral intentions.

Key Contributions:

- Overapology negatively impacts crisis outcomes.
- Magnitude of crisis response matters.

no distinction
 f
 take in all file
 suspension
 firing
 firing
 w/ prosecution

Experiment 1

Table 1 – Experiment 1 Competence Trust 2 Way ANOVA

	df	Mean Square	F	Sig.
Reaction	1	12.676	.704	.402
Magnitude	1	75.789	4.210	.041*
Reaction * Magnitude	1	2.420	.134	.714
Corrected Total	486			

* $p < .05$, ** $p < .01$, *** $p < .001$
 $R^2 = .011$

Experiment 2

Table 2 – Harms of Overapology

Dependent Variables	df	Mean Square	F	Sig.
Appropriateness	1	234.056	7.772	.006**
	247	30.116		
Attributed Responsibility	1	941.635	25.607	.000***
	247	36.772		
Behavioral Intentions	1	258.717	4.196	.042*
	247	61.651		
Competence Trust	1	169.286	11.166	.001**
	247	15.161		
Integrity Trust	1	91.413	4.663	.032*
	247	19.604		

* $p < .05$, ** $p < .01$, *** $p < .001$

Table 3 – Magnitude of Response and Trust

Source	df	Mean Square	F	Sig.
Integrity Trust				
Reaction	2	22.652	1.484	.229
Magnitude	3	74.064	4.852	.003**
Reaction * Magnitude	6	25.585	1.676	.127
Corrected Total	295			
Competence Trust				
Reaction	2	21.742	1.057	.349
Magnitude	3	74.865	3.639	.013*
Reaction * Magnitude	6	24.890	1.210	.301
Corrected Total	295			

* $p < .05$, ** $p < .01$, *** $p < .001$
 Competence Trust $R^2 = .090$; Integrity Trust $R^2 = .067$