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A SYSTEMATIC LITERATURE REVIEW OF CRISIS MANAGEMENT

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Abstract:

The rising frequency and complexity of crises in various sectors underscore the critical need for robust crisis management frameworks. This study conducts a systematic literature review (SLR) to synthesize the diverse perspectives and strategies within the field of crisis management, aiming to provide a comprehensive understanding of current trends and emerging challenges. The review adheres to the PRISMA guidelines, utilizing databases such as Google Scholar, ProQuest, and ScienceDirect to identify relevant literature. An initial search yielded approximately 603,327 publications related to "crisis management." Given the vast scope of this field, selection criteria were applied to refine the results, focusing on the most relevant studies. The literature reveals significant themes, including the evolving role of leadership, the integration of technology, and the importance of organizational agility in managing crises. The findings highlight the need for continuous adaptation and innovation in crisis management strategies to address the challenges posed by globalization, technological advancements, and climate change.

Keywords:

Systematic Literature Review, Crisis, Management

Introduction

The increasing frequency and intensity of crises in recent decades have underscored the critical need for effective crisis management strategies across various sectors. Organizations worldwide face a wide array of challenges, ranging from natural disasters and economic downturns to technological disruptions and public health emergencies. These crises not only

threaten the stability and sustainability of organizations but also have profound impacts on communities and economies at large. As a result, there is an urgent demand for robust crisis management frameworks that can guide organizations in navigating these turbulent times.

The literature on crisis management is vast and multidisciplinary, encompassing insights from fields such as organizational behavior, public administration, communication studies, and leadership. However, despite the growing body of research, there remains a lack of comprehensive synthesis that integrates these diverse perspectives into a cohesive understanding of crisis management. This gap in the literature is particularly concerning given that effective crisis management is increasingly recognized as a key determinant of organizational resilience and long-term success (Berbekova, Uysal, & Assaf, 2021).

Moreover, the evolving nature of crises, driven by factors such as globalization, technological advancements, and climate change, calls for a continuous re-evaluation of existing crisis management strategies. Traditional approaches that once sufficed are now being tested against unprecedented challenges, highlighting the need for adaptive and innovative solutions. Recent studies have begun to address these challenges, exploring new dimensions of crisis management, such as the role of leadership, technology integration, and organizational agility (Martinez, Kilag, & Macario, 2023; Hassankhani, Alidadi, Sharifi, & Azhdari, 2021). However, these contributions are often fragmented, necessitating a systematic review to consolidate existing knowledge and identify emerging trends and gaps.

The importance of conducting a systematic review of crisis management literature lies in its potential to provide a structured and comprehensive overview of the field. Such a review not only enhances our understanding of the current state of crisis management research but also offers valuable insights for practitioners and policymakers. By synthesizing the findings of numerous studies, a systematic review can highlight best practices, identify effective strategies, and propose areas for future research, ultimately contributing to the development of more resilient organizations and societies.

Literature Review

The field of crisis management has garnered increasing attention in recent years, especially as organizations and societies grapple with an escalating frequency and complexity of crises. Contemporary literature underscores that effective crisis management extends beyond mere reactive measures, emphasizing the importance of preparedness, leadership, and technological integration in fostering organizational resilience.

Recent studies have shown a marked increase in research on crisis management within public-private partnerships (PPP). Castelblanco, Guevara, and De Marco (2024) highlight a significant rise in case study-based research at national and regional levels, suggesting that crisis response strategies must be tailored to the specific characteristics of PPPs and their operational environments. This trend underscores the need for context-specific strategies in managing crises effectively.

Leadership plays a crucial role in crisis management, as emphasized by Abdel-Latif, Saad-Eldien, and Marzouk (2023), and Martinez, Kilag, and Macario (2023). These studies illustrate how organizational leadership can cultivate a resilient culture, enabling organizations to withstand and recover from unprecedented challenges. The effectiveness of leadership is not

solely evident during crises but is also critical in preparing organizations to navigate potential disruptions.

Furthermore, Akhshik and Beglou (2023) identify preparedness instruction, training programs, and preparation assessment as key elements frequently discussed in crisis management. These findings highlight the importance of comprehensive training and preparedness initiatives as integral components of leadership strategies in crisis scenarios.

A thematic analysis conducted by Berbekova, Uysal, and Assaf (2021) reveals eight major themes that have emerged in the crisis management literature over time. However, they also note a significant gap in the scholarly effort to conceptualize crisis management comprehensively. This gap indicates a need for further development of theoretical frameworks that can integrate the various aspects of crisis management, from prevention and preparedness to response and recovery.

Innovative strategies are vital in ensuring organizational sustainability during crises, as noted by Payton (2021). This study emphasizes that public relations directors responsible for managing crises must anticipate potential threats and develop strategies that not only address current crises but also ensure the long-term profitability of the organization. Such strategic approaches align with broader objectives to enhance organizational resilience.

The relationship between crisis management and corporate reputation has also been extensively explored. Dwiedienawati, Tjahjana, Faisal, Gandasari, and Abdinagoro (2021) find that transformational leadership, effective crisis management teams, high-quality communication, and frugal innovation positively influence the effectiveness of crisis management, ultimately leading to enhanced corporate reputation. This research underscores the importance of strategic communication and innovation in maintaining an organization's reputation during and after a crisis.

The integration of technology in crisis management has become increasingly crucial. Hassankhani, Alidadi, Sharifi, and Azhdari (2021) investigate how technology-driven policies and actions can enhance crisis management, community well-being, and urban resilience. Their findings suggest that smart city initiatives can play a pivotal role in crisis management, particularly in urban environments with robust technological infrastructures.

Leadership remains a focal point in crisis management studies. Alkhawlani, Bohari, and Shamsuddin (2021) explore the impact of transformational leadership and decision-making styles on crisis management, finding that these leadership qualities significantly influence organizational responses to crises. Similarly, Alzoubi and Jaaffar (2020) demonstrate that both transformational and transactional leadership positively affect hotel performance during crises, highlighting the importance of adaptive leadership styles in crisis management.

The role of networking in enhancing crisis management capacity is explored by Nohrstedt (2018), who finds a nonlinear relationship between networking and goal attainment. Specifically, networking at low levels positively impacts goal attainment, whereas no relationship is observed at moderate or high levels. This finding challenges the assumption that increased networking always leads to better crisis management outcomes, suggesting that organizations should be strategic in their networking efforts.

Crisis communication, particularly the use of social media, is another critical area of study. Civelek, Çemberci, and Eralp (2016) examine the relationship between crisis management and social media usage, revealing that social media can be a powerful tool in crisis communication, allowing organizations to manage information dissemination and public perception in real time. However, they also highlight the challenges of controlling the narrative in a fast-paced digital environment.

In summary, the literature on crisis management offers a diverse array of perspectives, from leadership and organizational resilience to technological interventions and crisis communication. Despite these advancements, there remains a need for further development of integrative frameworks that can address the complexities of modern crises.

Method

The study employs a systematic literature review (SLR) methodology, a structured, transparent, comprehensive, and reproducible approach to identifying, evaluating, and synthesizing the body of work produced by previous researchers (Okoli & Schabram, 2010). This method has gained considerable popularity and widespread use in academic research (Cabassa et al., 2017; Calati et al., 2021; Mills et al., 2020; Rogers et al., 2021).

The systematic review conducted in this study adheres to the guidelines provided by the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) framework (Liberati et al., 2009). Literature sources were meticulously identified using the predefined keywords through comprehensive searches in Google Scholar, ProQuest, and ScienceDirect databases. These platforms are recognized for their extensive collection of scholarly works, encompassing not only journal articles but also books, reports, essays, and other forms of academic literature from various disciplines. The initial search yielded approximately 603,327 publications containing the term "crisis management" in the title, abstract, or main text. Given the broad scope and diverse content available in these databases, the researcher applied selection criteria to filter and refine the search results, ensuring the relevance and quality of the literature included in the review.
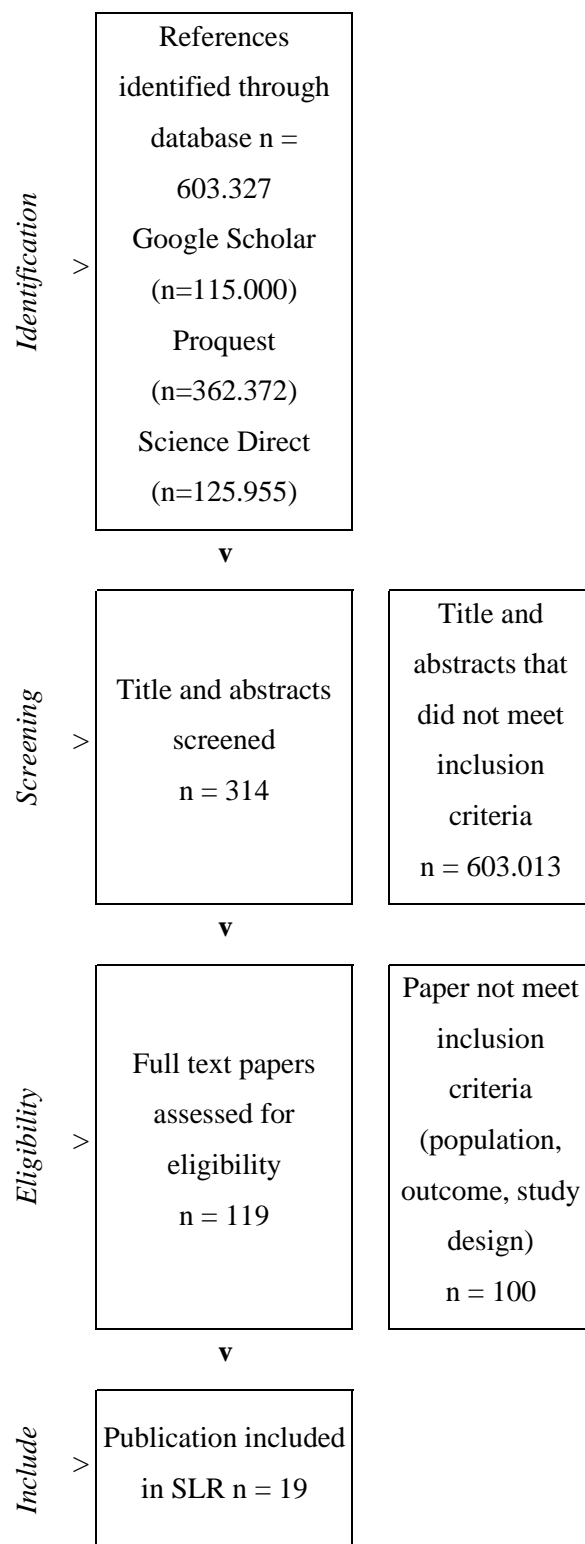
Figure 1. PRISMA Flow Diagram (Liberati et al., 2009)

Table 1. Papers Assessed for Eligibility

Article	Location	Source
Castelblanco, G., Guevara, J., & De Marco, A.	USA	Google Cendekia
Abdel-Latif, A., Saad–Eldien, A., & Marzouk, M.	Cairo	Google Cendekia
Chatzipanagiotou, P., & Katsarou, E.	Yunani	Proquest
Martinez, N., Kilag, O. K., & Macario, R.	Philippines	Google Cendekia
Akhshik, S. S., & Beglou, R. R.	Iran	Google Cendekia
Berbekova, A., Uysal, M., & Assaf, A. G.	USA	Science Direct
Payton, P.	USA	Google Cendekia
Dwiedienawati, D., Tjahjana, D., Faisal, M., Gandasari, D., & Abdinagoro, S. B	Indonesia	Proquest
Hassankhani, M., Alidadi, M., Sharifi, A., & Azhdari, A.	Japan	Google Cendekia
Alkhawlani, M. A. S., Bohari, A. M., & Shamsuddin, J. (2021).	Yemen	Google Cendekia
Alzoubi, R. H., & Jaaffar, A. H.	Jordan	Google Cendekia
Nohrstedt, D.	Sweden	Google Cendekia
Civelek, M. E., Çemberci, M., & Eralp, N. E.	Turkey	Proquest
Al Shobaki, M. J., Amuna, Y. M. A., & Badah, W.	Gaza	Google Cendekia
Liou, Y. H. (2015).	USA	Google Cendekia
Yağmur, Ö. B., & Myrvang, N. A.	Turkey	Science Direct
Pekkan, N. Ü., & ÇALIŞKAN, A.	Turkey	Google Cendekia
Diddi, P., & Wei, L.	Finlandia	Science Direct
Gholamizadeh, K., Zarei, E., Poursiahbidi, S., & Kalatpour, O.	Iran	Science Direct

A total of 19 articles were collected and matched the desired criteria. Next is the narrative synthesis analysis stage. Findings from the literature that has been reviewed will be written down and summarized as the results of the analysis which are then systematically recorded in a structured manner in the search results table contained in the research results section.

Result
After the screening and literature filtering stages, the researcher formulated a categorization of the screening results. This screening stage is the results and discussion that are the focus of the systematic literature review article. The results of the literature screening can be seen in table 2 below.

Table 2. Result of Literature Review

Num.	Authors	Variable	Result
1.	(Castelblanco, G., Guevara, J., & De Marco, A., 2024)	Crisis management	Result show a significant increase in PPP-crisis research in the past five years, with a focus on case studies at the national or regional level.
2.	(Abdel-Latif, A., Saad–Eldien, A., & Marzouk, M, 2023)	Crisis management	
3.	(Chatzipanagiotou, P., & Katsarou, E., 2023	Crisis management, school leadership	
4.	(Martinez, N., Kilag, O. K., & Macario, R., 2023)	Organizational, Crisis Management	The study contributes to both theoretical understanding and practical implications, offering a roadmap for organizations seeking to cultivate resilient and responsive cultures in the face of unprecedented challenges.
5.	(Akhshik, S. S., & Beglou, R. R., 2023)	Crisis management	The findings of the study indicate that the subjects which were focused on most frequently with regard to crisis management were preparedness instruction, training programmes, preparation assessment and Important factors in crisis management.
6.	(Berbekova, A., Uysal, M., & Assaf, A. G., 2021)	Crisis management	The findings revealed eight major themes that emerged in the literature over time. The study also identifies a shortage of scholarly attempt to conceptualize crisis management
7.	(Payton, P., 2021)	Crisis Management Strategies, Sustaining Organizations	A key recommendation is for public relations directors responsible for handling crises to understand the potential threats, crisis, and organization encounters, thus innovating crisis management strategies to ensure continued profitability.
8.	(Dwiedienawati, D., Tjahjana, D., Faisal, M., Gandasari, D., & Abdinagoro, S. B, 2021)	Crisis management, Company reputation	The findings show that transformational leader, crisis management team, quality of communication and frugal innovation type positively influenced the effectiveness of crisis management which will lead to corporate reputation.

9.	(Hassankhani, M., Alidadi, M., Sharifi, A., & Azhdari, A., 2021)	Smart city, Crisis management	This study shows that different technology-driven policies and actions enable crisis management, enhance community well-being, and increase urban resilience.
10.	(Alkhawlani, M. A. S., Bohari, A. M., & Shamsuddin, J., 2021)	Transformational leadership, Decision-making styles, Crisis management	The findings indicated that transformational leadership and decision-making styles have a significant influence on crisis management during crisis confrontation.
11.	(Alzoubi, R. H., & Jaaffar, A. H., 2020)	crisis management, Leadership styles and Hotel performance	The results show that transformational leadership has significant positive effects on hotel performance and crisis management. Transactional leadership had a significant positive effect on crisis management and crisis management had significant positive effects on hotel performance
12.	(Nohrstedt, D., 2018)	Networking, crisis management capacity	Results support a nonlinear relationship; networking at low levels had a positive effect on goal attainment whereas no relationship was found at moderate or high levels.
13.	(Civelek, M. E., Çemberci, M., & Eralp, N. E., 2016)	Crisis communication, Crisis management	this paper clarifies the relation between crisis management and the use of social media in a new business environment.
14.	(Al Shobaki, M. J., Amuna, Y. M. A., & Badah, W., 2016)	Crisis management agency, international relief	The results showed that the organization develops a clearly written vision, mission and strategic goals and the organization's strategic objectives are consistent with the vision and mission of the organization. The results also showed that the organization developed clear stage objectives framed with time bass which can be achieved on the ground.
15.	(Liou, Y. H., 2015).	School crisis management	Findings suggest that (a) the dynamic crisis life cycle model is useful in perceiving and addressing the school crisis and its aftereffects but it also has potential constraints in the sequential design and (b) flexibility, collaboration, and self correcting mechanism emerge as important

16.	(Yağmur, Ö. B., & Myrvang, N. A., 2023)	Organizational agility, Crisis management process, Organizational resilience	There was a high sensitivity between organizational agility and crisis management and a stronger correlation between organizational agility and resilience.
17.	(Pekkan, N. Ü., & Çalişkan, A., 2022)	Crisis management	As a result of the research, it was determined that the three sub-dimensions of crisis management have significant effects on each other and organizational loyalty.
18.	(Diddi, P., & Wei, L., 2022)	Crisis management	We found that while inoculation or interactivity alone could mitigate some unfavorable crisis-related perceptions and attitude, the combination of these two strategies brought in most consistent benefits to alleviating crisis-caused reputational damage. Implications and future work are discussed.
19.	(Gholamizadeh, K., Zarei, E., Poursiahbidi, S., & Kalatpour, O., 2022)	Crisis management	The findings of this study showed that in the assessment and evaluation of CMSM in process industries, it is necessary to examine all influencing factors. The present study identified all the contributing factors to the capabilities and potential challenges of CMSM in the chemical process industries.

Crisis management has evolved as an essential field of study, particularly in light of the growing complexity and frequency of crises affecting organizations and societies. This systematic literature review synthesizes recent research on crisis management, exploring key themes, strategies, and the role of leadership in effectively managing crises.

Crisis Management in Public-Private Partnerships
Castelblanco, Guevara, and De Marco (2024) observed a significant increase in crisis management research within public-private partnerships (PPPs) over the past five years. Their study highlights a growing focus on case studies at the national or regional level, indicating the importance of context-specific approaches in crisis management. This trend underlines the need for tailored crisis response strategies that align with the unique characteristics of PPPs and their operational environments.

The Role of Leadership in Crisis Management
Several studies emphasize the critical role of leadership in crisis management. Abdel-Latif, Saad-Eldien, and Marzouk (2023) focused on leadership's influence in crisis scenarios, while Martinez, Kilag, and Macario (2023) highlighted how organizational leadership could cultivate

resilient cultures to navigate unprecedented challenges. The ability of leaders to inspire and guide their teams during crises is a recurrent theme in crisis management literature.

Moreover, Akhshik and Beglou (2023) identified preparedness instruction, training programs, and preparation assessment as crucial elements frequently addressed in crisis management. This study reinforces the idea that effective leadership is not just about responding to crises but also involves preparing organizations to withstand and recover from crises.

Thematic Trends in Crisis Management Research

Berbekova, Uysal, and Assaf (2021) conducted a thematic analysis of crisis management literature, revealing eight major themes that have emerged over time. They noted a shortage of scholarly attempts to conceptualize crisis management comprehensively, suggesting a need for more theoretical development in the field. This gap in the literature highlights the necessity for frameworks that can integrate various aspects of crisis management, from prevention and preparedness to response and recovery.

Crisis Management Strategies and Organizational Sustainability

Payton (2021) explored the importance of innovative crisis management strategies for sustaining organizations during crises. The study emphasizes that public relations directors must understand potential threats and develop strategies that not only address immediate crises but also ensure the organization's long-term profitability. This strategic approach to crisis management aligns with the broader objective of organizational resilience, which is essential in today's volatile environment.

Impact of Crisis Management on Company Reputation

The relationship between crisis management and company reputation is another critical area of research. Dwiedienawati, Tjahjana, Faisal, Gandasari, and Abdinagoro (2021) found that transformational leadership, crisis management teams, quality communication, and frugal innovation positively influence the effectiveness of crisis management, ultimately leading to enhanced corporate reputation. This study underscores the importance of strategic communication and innovation in maintaining an organization's reputation during and after a crisis.

Technological Interventions in Crisis Management

The integration of technology into crisis management is becoming increasingly significant. Hassankhani, Alidadi, Sharifi, and Azhdari (2021) examined how technology-driven policies and actions enable effective crisis management, enhance community well-being, and increase urban resilience. Their findings suggest that smart city initiatives can play a vital role in crisis management, particularly in urban settings where technological infrastructure is robust.

Transformational Leadership and Decision-Making in Crisis Situations

Alkhawlani, Bohari, and Shamsuddin (2021) explored the impact of transformational leadership and decision-making styles on crisis management. Their research indicates that these leadership qualities significantly influence how organizations confront crises. Similarly, Alzoubi and Jaaffar (2020) found that both transformational and transactional leadership positively affect hotel performance during crises. This highlights the importance of adaptive leadership styles in crisis management, where flexibility and decisiveness are crucial.

Networking and Crisis Management Capacity

Nohrstedt (2018) explored the role of networking in enhancing crisis management capacity. The study found a nonlinear relationship between networking and goal attainment, suggesting that while networking can be beneficial at low levels, it may not be as effective at higher levels. This finding challenges the assumption that more networking always leads to better crisis management outcomes and suggests that organizations should be strategic in their networking efforts.

Crisis Communication and the Role of Social Media

Civelek, Çemberci, and Eralp (2016) investigated the relationship between crisis management and the use of social media. Their study clarifies how social media can be a powerful tool in crisis communication, allowing organizations to manage information dissemination and public perception in real-time. However, the study also points to the challenges of controlling narratives in the fast-paced digital environment.

Organizational Preparedness and Crisis Management Frameworks

Al Shobaki, Amuna, and Badah (2016) discussed the importance of organizational preparedness in crisis management, particularly within international relief organizations. Their research emphasizes the need for clearly defined strategic goals and objectives that align with the organization's mission. This framework is essential for organizations to achieve their crisis management goals effectively.

Crisis Management in Educational Institutions

Liou (2015) focused on crisis management in schools, highlighting the dynamic nature of crises in educational settings. The study suggests that a flexible, collaborative approach, combined with a self-correcting mechanism, is crucial for addressing school crises effectively. This research contributes to the broader understanding of crisis management by addressing the unique challenges faced by educational institutions.

Crisis Management and Organizational Agility

Yağmur and Myrvang (2023) explored the relationship between organizational agility and crisis management. Their findings indicate a strong correlation between agility and resilience, suggesting that organizations that can quickly adapt to changing circumstances are better equipped to manage crises. This research aligns with the growing emphasis on organizational resilience in crisis management literature.

Crisis Management in the Chemical Process Industries

Gholamizadeh, Zarei, Poursiahbidi, and Kalatpour (2022) studied crisis management in the chemical process industries, identifying key factors that influence crisis management system maturity (CMSM). Their findings underscore the need for a comprehensive assessment of all influencing factors to enhance crisis management capabilities in high-risk industries.

Conclusion

The literature on crisis management is rich with diverse perspectives, ranging from leadership and organizational resilience to technological interventions and crisis communication. However, there remains a need for more integrative frameworks that can address the complexities of modern crises. Future research should focus on developing these frameworks and exploring the interplay between various factors that influence crisis management outcomes.

Acknowledgment

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