Company Facebook and Crisis Signal: The Case of Malaysian Airline Companies

NOR'IZAH AHMAD
SHARMINI ABDULLAH
Universiti Malaysia Perlis

NARIMAH ISMAIL
Universiti Putra Malaysia

ABSTRACT

The rapid advancement of social media play a significant role in publicizing the corporate image and reputation of organizations. The type of information shared and method used by business corporations to disseminate information via social media have profound influence on the public's perception towards particular organizations. A study on Facebook of airlines using content analysis done by Grancay (2014) revealed that Airline Facebook pages contained only limited information and are not substitutes for airline websites. Furthermore, only 84 percent of airlines with Facebook provide the link to the websites. As such the questions posed are; what is the content of Facebook of Malaysian airlines? What kind of posts and nature of interactions occurs in Malaysian airlines Facebook? This article is based on a study conducted to examine the content and interactions of posts from Facebook of five selected Malaysian airlines – Malaysia Airlines, Air Asia, Firefly, Malindo Air and MASWing. Content analysis was used to identify the content of the postings and interactions provided by airlines on their official Facebook pages over a period of one month in October 2016, and determine possible issues that may contribute to the crisis in the companies. The findings showed the trend of airline companies Facebook posting was positive in nature and contain information about promotion, travel tips, entertainment and safety information. It was found that airline companies did not to give any response or feedback to their customers' negative comments which may contribute to the crisis in the companies and thus considered a crisis signal.

Keywords: *Airline companies, content analysis, crisis signal, social media, company Facebook.*

INTRODUCTION

In this age where technology enables multiple means of communication between people and organisations, information shared can travel swiftly to any place in the world. Sometimes information shared may result in negative remarks that may end up damaging the image and reputation of the organisation that consequently causes a crisis. This situation is further enhanced through the use of social media such as Facebook, Twitter, YouTube and other types of social media which are fast evolving with new ones emerging even as we listed them. This paper is based on the analysis of Facebook content of selected airline companies in Malaysia. The discussion will touch briefly on the following issues - social media, social media and organisational crisis, Facebook as a source of information for customers, examples from Facebook interactions that exemplify crisis, airlines Facebook content as well as identification of potential crisis from Facebook postings and comments. This is followed by research questions, methodology, findings and discussions.

Social Media

Social media refers to the variety of online communication tools which can be categorized as social networks, blogs, microblogs, wikis, podcast, forums, content communities, aggregators, and social bookmarking (Coombs, 2012). Social networking on the other hand refers to the use of internet-based social media programs to make connections with friends, family, classmates, customers and clients. Social networking is used for social purposes, business purposes or both. Examples of social networking include Facebook, LinkedIn, Classmates.com and Yelp. Facebook is a popular free social networking website that allows registered users to create profiles, upload photos and video, send messages and keep in touch with friends, family and colleagues. Therefore, the majority of organisations not only use Facebook to disseminate their organisation's activities to the public and clients but also to enable their clients to interact directly with them.

Social media are characterized by openness since it allows people to post content, provide feedback and facilitate two-way communication as in face to face communication. Besides that, social media enables people to form online communities or groups of people that share the same interest. However, the advancement of social media has also drastically increased the momentum of public relations' crisis. News can now spread rapidly and "go viral" via multiple social media channels. Slow or inappropriate responses during a fast-moving crisis can cause severe reputational damage to a brand. Loss of reputation almost inevitably leads to financial loses which may result in a crisis.

As such on-going social media monitoring for mentions or comments about the organization and its brands have become a vital component of public relations and reputation management. With a social media monitoring service, organizations can monitor multiple social media channels simultaneously and analyse large volumes of data quickly through a single interface. Comprehensive monitoring can provide real insights into consumer sentiment. It can also identify a developing PR crisis before it explodes. And it can keep close watch over a crisis in an organization.

This particular nature of communication contributes to two different effects on issues, risks, reputation and crisis. Social media has created new channels of communication that allow the public and other stakeholders to vent their emotions or fury at an organization or brand. Such an issue can very quickly escalate to become a crisis. Even if a crisis does not begin in the social media space, it is likely that people will talk about in the social media. Rumors about a crisis can circulate quickly via social networks and these can increase the damage caused by the original crisis as in the case of the Cadbury Halal crisis which occurred in 2014.

Company Facebook Content

Facebook is one the social media that are frequently used by companies to share information about their companies. Parsons (2011) in the content analysis of official Facebook pages of companies found that the type of posting varies. Some postings are product related and may either provide product information or ask users to talk about their experience with the product or vote on how they use the product or select their favourite aspects of the products. Fashion companies tended to have postings that paraded celebrities using their products at prestigious events such as movie premieres and award shows. Besides that, polls and poll questions were used for marketing research. Most companies posted videos of commercials offers such as coupons. However, Parson did not analyse the Facebook content for possible signs of crisis.

Another study by Jauhariatul and Jamilah (2011) about the use of Facebook by environmental NGO's (ENGO's) found that they restricted the response from the public on their wall posts and the public also rarely share information with the organization. They also found that some Facebook were limited to members only, and Facebook users just "Like" the status of the organization without commenting on the post. Other related findings show that the public act aggressively and were biased when responding or giving feedback to the organizations, and as such most Facebook of ENGO's does not allow discussions with the public. This nature of response on the Facebook posts indicates something negative which may contribute to issues and crisis. As such the Facebook status and responses may be a signal of emerging crisis and organizations should be careful in order not to overlook important issues.

However, McCorkindale (2010) analysed Facebook pages of 55 Fortune 500 companies which are available for public view, to determine how many fans a corporation had, what corporate information was included on the site, the use of photos and videos, the use of discussion boards, the level of engagement, whether the site generated feedback, and whether there was a discussion of community relations or social responsibility. Regarding the post on the wall, the items coded included: the overall number of wall posts; whether the post could be identified as an employee; and the date range of the posts. Based on the findings regarding the nature of wall posts, McCorkindale found that the most recent 40 postings on the wall were coded as being positive, neutral, or negative in tone. The findings also showed that the number of negative tones was minimal such that McCorkindale questioned about how the corporations may have sanitize or remove negative wall posts, since some older post were positive while more recent posts were negative in tone. This kind of action by the corporations showed that such actions may not be a good practice to take since it may result in overlooking the issues that can contribute to crisis.

As such corporations need to focus on media monitoring in order to be alert about potential issues. According to Syme (2014) media monitoring may include, looking for signs, warnings and patterns that may include one or more of the following: frequency and intensity of conversations; sentiment or tone of posts and pattern; key fans or critics, and frequency of their posts, and what their key message is; incorrect information, misquotations, and slander; a pattern of comments that uncovers an organizational blind spot or a "ball that has been dropped"; legitimate requests for information in a crisis; negative incidents that could bubble up into a crisis. Thus amongst the social media that can be monitored is Facebook.

Cases of Facebook disaster that can damage the reputation of organization was reviewed by Teh (2014). Among the prominent Facebook blunders that went viral was that of the Paradigm Mall (see Figure 1) which failed to respond swiftly and appropriately to customer complaints.

Figure 1: Paradigm Mall
Source: *Teh, T. (2014)*

This case clearly demonstrates that the person handling the social media for the organization must possess basic customer service knowledge. Handling customer complaints lightly and making offensive remarks to the customer will end in disaster. Then, there is the case of Lazada Malaysia being criticized by their customers for poor and slow services. They could have improved their services. They could've just admitted their faults and issued a public apology. They could have responded to the complaints on their Facebook page. But they made things complicated for themselves by posting phantom comments or basically fake positive comments which in this situation make the situation worse (Teh, 2014).

Champoux, Durgee and McGlynn (2012) studied Nestle's 2010 crisis by analyzing the Facebook content and interactions the crisis brought about by Greenpeace, a non-governmental environmental organization, mobilized critics in on online protest. Greenpeace released a report alleging that Nestle's palm oil supplier, Indonesian company Sinar Mas, was illegally deforesting the rainforests of Indonesia. According to Greenpeace's report titled ''Caught red handed: how Nestle´s use of palm oil is having a devastating impact on rainforest, the climate and orangutans''. Nestle failed to effectively manage its

Facebook page and entered into a full-blown social media meltdown in a matter of minutes. There are other examples of companies, in addition to Nestle that have handled such Facebook postings very poorly.

Champoux et al. (2012) observed that as social media continues to play an important role in businesses; more companies will experience public relations crises on Facebook and will continue to play an important role in the way that companies communicate and it is important that companies must be on their best to monitor Facebook content and avoid possible crisis. According to Coombs (2014) timing of communication by organizations is very important and the concept of stealing thunder in crisis communication is very relevant when presenting information. When an organization is the first to report about the crisis, they are less likely to suffer damage as compared to when the crisis is reported by other sources first. Thus, taking advantage of social media like Facebook permits the organizations to response fast to any queries or negative comments posted by customers. The action may result in the organization being able to avoid possible crisis.

Airlines Companies Facebook

Airline companies worldwide used Facebook to provide information and connect with customers. Data from Airline Facebook pages showed that the top 10 Airline Facebook fans ranges from almost 13 million to four million. The top three airline companies and the number of fans are as follows: Qatar Airways, 12,992,194; KLM Royal Dutch, 12,126,307, and LATAM Airlines, 10,414,740. This is closely followed by AirAsia at fourth position with 10,404,866 fans. These numbers were cited from this page - https://www.socialbakers.com/statistics/facebook/pages/total/brands/airlines/page-1-4/.

With this number of fans following them on Facebook, there is bound to be posts, comments, and other interactions that may initiate crisis to airline companies. A search of the web for airline companies facing crisis resulted in frequent mention of issues faced by United Airlines including those occurring in early 2017 such as the one titled "United Airlines passenger is dragged from an overbooked flight" New York Times, April 10, which shared the disturbing scene captured on cell phone videos by Airlines passengers which later went viral causing it to be "beyond the typical nightmares of travellers on an overbooked flight".

According to the report "an unidentified man who refused to be bumped from a plane screamed as a security officer wrestled him out of his seat and dragged him down the aisle by his arms. His glasses slid down his face, and his shirt rose above his midriff as uniformed officers followed". At least two passengers documented the physical confrontation and "the man's anguished protests, and their videos spread rapidly online on Monday as people criticized the airline's tactics. A security officer involved in the episode has been placed on leave, the authorities said, and the federal Transportation Department is investigating whether the airline complied with the rules regarding overbooking" (https://www.nytimes.com/2017/04/10/business/united-flight-passenger-dragged.html). A video of this incident was shared and can be watched here https://www.youtube.com/watch?v=dASATLLvGRM.

Besides that, there were Facebook postings and interactions regarding the incident on United Airlines Facebook as shown below:

Courtenay Garcia There was no overbooking. You assaulted an elderly doctor to deadhead a crew. Now that your stock is tanking, you're apologetic. What about your email yesterday? You think that's all forgotten.
Like · Reply · 👍 3,617 · 5 hrs
↳ 95 Replies · 5 mins

Matthew Buch Too late! Never will fly this pathetic excuse for an airline again. I hope your company goes bankrupt and can never recover from this.
Like · Reply · 👍 2,427 · 5 hrs
↳ 59 Replies · 25 mins

Stephanie McKnight You'll fix it by getting the media to publicly shame him over a trade for sex and pills - which no one knows is true? I mean, it's not like you have video proof of that.....way to try and shift the blame.
Like · Reply · 👍 887 · 5 hrs
↳ 58 Replies · 25 mins

Jong Lee Translation:
I am sorry that our stock value tumbled today and negatively affected the compensation packages of myself and our top executives. We will do our best to fix this in hopes that our stock price recovers so that we can resume getting paid millions to buy off politicians and screw our customers.
Sincerely,... See more
Like · Reply · 👍 728 · 4 hrs · Edited
↳ 23 Replies · 16 mins

Tammy Gartner Won't ever use United. This 'apology' is only because of stock plummeting, not because they're actually sorry.
Disgusting jerks, they shouldn't be in business at all.
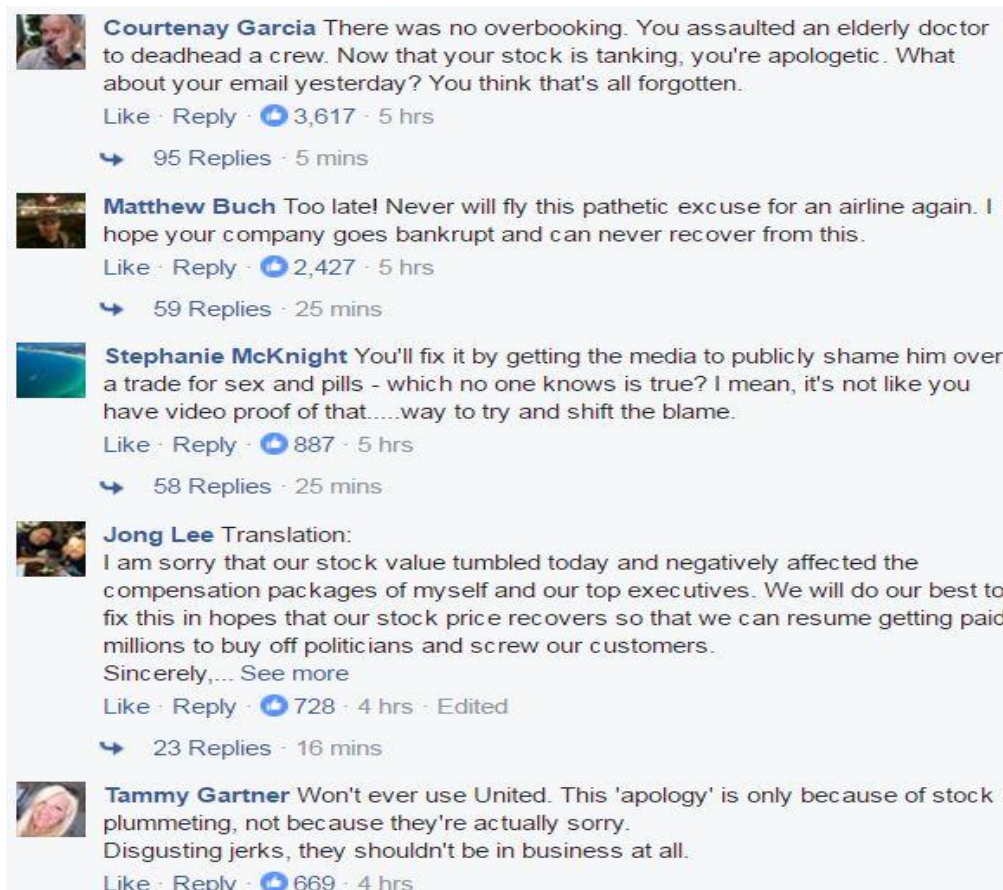Like · Reply · 👍 669 · 4 hrs

Figure 2: Snapshot of Facebook Comments

Another article regarding the same United Airlines incident is "How United Airlines went viral on social media [PR Crisis]". Reports in this article stated that "This is considered as the worst PR disasters ever recorded for an airline, the news for United Airlines first broke on Monday night. Bloodied passenger David Dao, a 69 year old American-Vietnamese medical doctor, was shown on videos being assaulted and dragged by aviation security officers from his seat" (http://coolerinsights.com/2017/04/united-airlines-viral-social-media-pr-crisis/).

Other articles that relate to United Airlines is "United Airlines Crisis: PR Takeaways & Social Media Insights" on April 11. Karen Freberg analysed the event and wrote about the damaged reputation of United Airlines in her blog "the way in which United responded with their CEO" and the leaked email to United employees did further damage to the brand with the audiences. How you respond and act is extremely important when faced with a crisis situation, like we are seeing here with the reputation damage being viewed for the world to see on social media. She stressed that "you may have a great reputation one day, but it only takes one action (or several in the case of United) to damage all of the work you have done" (http://karenfreberg.com/blog/united-airlines-crisis-pr-takeaways-social-media-insights/#prettyPhoto). Another article was about how a mother was denied access to the bathroom by United Airlines employee can be read here: https://sg.news.yahoo.com/momhumiliated-united-airlines-denied-bathroom-ccess215237924.html

However, there were huge reports of customers being bumped from flights and a few cases involved Air Canada. Harris (2017) reported about the case of a woman bumped from Air Canada and missed her Galapagos trip of a lifetime costing $10,000. However, Air Canada confirmed the flight was oversold and says its staff made every effort to find Russell another flight so she wouldn't miss her cruise. Spokesperson for the airlines said "Our agents worked hard looking for options, this is a very regrettable situation and we are sorry we were unable to do more to help this customer get to her cruise" (http://www.cbc.ca/news/business/air-canada-bumping-overbooked-flight-galapagos-1.4077645).

Another case involving Air Canada was reported in CBC News by Rankin (2017) "that a number of Air Canada customers have had their tickets cancelled without warning — the latest is a Vancouver woman who only learned her ticket had been refunded when she checked her credit card statement. Nina Chung, 35, says she received no notice from Air Canada and even more confusing, her booking on the airline's website still states the ticket is confirmed. But airline representatives have told Chung the site is wrong — she doesn't have a ticket." And a day after the report was published "Air Canada reinstated Nina Chung's ticket. In an email, the airline's director of customer relations, Michael Tremblay, wrote 'the appropriate people are trying to determine what happened so we can prevent it from happening again.' The airline industry regulator, the Canadian Transportation Agency, says it's aware of other cancellations and is 'following the matter closely.' " (http://www.cbc.ca/news/canada/british-columbia/check-your-tickets-air-canada-cancels-bookings-without-warning-1.4147410). And the news was shared 12212 times in the social media indicating the potential of social media such as Facebook to bring about a crisis.

Other airlines are also not spared from having their crisis highlighted by the social media such as the British Airways and they are the latest to do so, after its IT systems failed during a bank holiday weekend in May 2017, leaving 75,000 passengers stranded in Heathrow and Gatwick airports in the UK. This incident occurred more than a month after United Airlines suffered a social media meltdown when a video of a passenger being dragged from an overbooked flight in the US went viral. (https://www.ft.com/content/45459474-46dd-11e7-8d27-59b4dd6296b8?mhq5j=e2).

Another incident involved the American Airlines. American Airlines says it has suspended an employee after video emerged of a heated exchange with a passenger who came to the defense of a crying woman holding a baby. The Facebook video posted showing the female passenger visibly upset as she asks an employee to return her stroller. Video posted to social media showed a sobbing woman clutching a young child at the front of an American Airlines plane in San Francisco. Another female passenger is heard in the video explaining that the woman was upset because an airline employee had 'grabbed' her stroller. (http://www.cbc.ca/news/business/american-airlines-stroller-confrontation-1.4081314)

A study of Facebook of airlines using content analysis was done by Grancay (2014). The findings revealed that Airline FB pages contained only limited information and are not substitutes for airline websites. As a matter of fact, most airline Facebook pages include a link to the airline's website. However, only 84 % of websites of airlines operating a Facebook page provide a link to it. Almost all airlines regularly update their F pages by adding various types of posts – the most common being news and interesting facts about the airline, seat sales, photographs of aircraft in company livery, updated information about

operations, new destinations, and quizzes. For other information such as list of destinations, check-in rules, and baggage policy, the user typically has to visit airlines' websites.

Findings of Grancay (2014) study showed that three quarters of airlines allow users to add content to their Facebook pages and the majority of them provide replies to users' queries and complaints. Effectively, these airlines use Facebook as an additional customer service platform. Approximately one third of airlines use Facebook as a sales channel. However, Grancay (2014) did not analyse the Facebook content for the nature of the customers' response with regards to the possibility of determining crisis signals.

A study by Avram (2014) compare Facebook content of Romanian and Western Europe airlines analyses the content on the Facebook pages of Tarom, Blue Air, Wizz Air, Lufthansa, Austrian Airlines, KLM International and Air Europa over a one week period (10th February – 18th February 2014). He focused on number of fans, posts, number of likes, the dynamics of comments, and response rate of airlines Facebook. However, there was no mention of the nature responses made by followers.

Another study by Zhang et al. (2016) analysed posts, comments, and replies by Facebook users and company representative of seven airlines during crisis. The airlines are Malaysia Airlines for the MH 370 and MH 17 crisis; United Airlines regarding the case of turbulence amid probe; Finnair, the case of a strike; and Norwegian Airlines, Qatar Airways, Singapore Airlines, and Cathay Pacific. They determine interactions on Facebook of airlines which consists of answering questions, apologies to the complaints, and answering greetings.

The findings of the study showed that Malaysia Airlines had bad performance in their Facebook as evidenced by only one reply from the verified account owner of Malaysia Airlines towards the customers' query from March 7, 2014 to April 26, 2014, during that period sees Malaysia Airlines Flight MH 370 disappeared. However, in 2015, the situation improved by hundreds of replies and apologies by Malaysia Airlines towards its customers. Zhang et al. (2016) also conducted sentiment analysis of Facebook interactions and found that the sentiments were positive, negative and neutral. Based on their findings Zhang et al. (2016) concluded that organisations in crisis experience more negative sentiments from the stakeholders, and thus it is appropriate to use the Situational Crisis Communication Theory (SCCT) as a guide to develop strategies to deal with the crisis.

Another study regarding Malaysia Airlines Facebook examines the effect of the framing used by Malaysia Airlines to share the status of MH370 in its crisis communication efforts on Facebook. It is known that Facebook is one of the prominent social media platforms used by organizations in time of crisis, since its ability to facilitate immediacy and interactivity, thus the messages that are spread within the dynamic setting of Facebook however could also create contradicting outcome for the organization (Dayang Aizza Maisha et al., 2017). They found that there is a "causal inferences about audience response towards emotional framing, as well as their attitude and behavior towards the organization; particularly in the case of high crisis involvement. Thus, Dayang Aizza et al. (2017) suggests that it is important for the organizations to understand the implication of focusing on communicating the appropriate amount of empathy and emotions in their crisis response message (CRM), especially in the social media channels such as Facebook.

With regard to negative comments in the social media Britton (2016) emphasised that there is no point for companies to hide from the media especially when customers and social media users may use Facebook, Twitters or other platforms to post comments or complaints. As such, organisations or companies are advised not to delete negative

comments as it may seem "seedy", and it is important for companies to answer complaints rather than ignore it. Other measures that companies need to take is to have a 'comment policy' and post it for all to see. This comment policy will help customers to know the acceptable comment format and content. According to Britton (2016) the policy may include guide to acceptable or unacceptable comments. This policy will give the company the right to delete a comment or block a user.

RESEARCH PROBLEM

Content analyses of social media messages are considered an ideal non-reactive way to observe publics' responses to crises. Social networks, discussion boards, weblogs, micro-blogs and other platforms forums are also able to track spontaneous crisis responses from both the publics' and the organizations' perspectives. Negative Interactions between organizations and customers on Facebook such as falsifying information, denying information, making fun of customer's comments, late responses without clear answers may contribute to a crisis. Thus, analysing the content of Facebook postings and interactions may provide an indication of potential issues that may develop into a crisis. Monitoring content of social media, specifically Facebook will provide hints on potential crisis signal. Based on the above situation the research questions are:

1. How frequent companies post information on their Facebook wall?
2. What type of information is posted on Facebook?
3. What is the nature of postings and interactions on company Facebook?

METHODOLOGY

This paper utilizes content analysis to identify postings of content and interactions provided by airlines on their official Facebook pages. The primary goal of the content analysis was to investigate the potential crisis from the airlines Facebook postings and comments. Our research focuses on airline pages on Facebook. Founded in 2004, Facebook is an online platform for registered users which enables them to connect with other registered users.

"Facebook pages" are profiles of companies and more or less have the same capabilities as personal profiles of users. Users cannot become friends with companies, but they can "like" their pages and that way become their "fans". Companies can add posts, photos and videos to their profiles and are also able to have a live video stream to "fans" and interact with them in real time.

Content analysis is the method frequently used by researchers to study the content of document such as newspapers, reports, social networking sites (SNS) and similar media. A study by Mohd Azul and Nor Azita (2003) used content analysis to determine the content of information about Islam in the webpage of Institut Kefahaman Islam Malaysia and Angkatan Belia Islam Malaysia. Other researchers such as Grancay (2014), Shen and Bissell (2013) and McCrokindale (2010) similarly used content analysis to determine the information that companies share on their Facebook wall, as well as the interactions from their fans, members or publics.

This study focuses on Facebook, because it is currently by far the most popular social network in Malaysia with more than 10 million active users (Statista, 2017). The analysis focussed on Facebook pages of five Malaysian airline companies – Malaysia Airlines, Air Asia, Firefly, Malindo Air and MASWing.

The number of fans of these airlines obtained from their respective Facebook are as follow:
  i.   AirAsia: 10,436,944
  ii. Malaysia Airlines: 2,091,893
  iii. Firefly: 496,414
  iv. Malindo Air: 363,817
  v.   MASwings: 49,553

Data collection for this study took place in October 2016 zooming on a month long posts by airlines. Analysis was focused on four types of content on airline Facebook pages: frequency of posts, number of posts by airlines, information posted and nature of posting. Frequency of postings refer to the actual number of posting for the month long period of October 2016, while information posted refer to the types of the information shared such as flight updates, promotion, travel tips, contest, entertainments. Meanwhile the nature of the postings was categorised into positive and negative orientation.

RESULTS AND DISCUSSION

All of the airlines included in this study have their official pages on Facebook. Table 1 shows the frequency and numbers of posting by airlines on their Facebook wall recorded between October 1 and 31, 2016.

Table 1: Frequency of posting by airlines on their Facebook wall

Airline Company	Frequency of posts	Number of posts
Malaysia Airlines	Daily	61
Air Asia	Daily	34
Firefly	Daily	52
Malindo Air	Alternate days	21
MASWings	Seldom	11

It appears that Malaysia Airlines has the highest number of postings on Facebook and the postings were consistently made on a daily basis. Meanwhile MASWings, a wholly owned subsidiary of Malaysia Airlines that serves major destinations as well as rural areas in Sabah and Sarawak and Indonesia appears to have the least number of posts on Facebook wall.

All Facebook pages of the studied samples publish basic information concerning their company on Facebook. This ranges from a short two sentence description of the company with a detailed corporate background and links to airline websites. Table 2 depicts the results of content analysis of airline Facebook pages in term of information posted and interactions.

Table 2: Content of airline Facebook pages in term of information posted and interactions

Airlines company	Type of information	Reaction from fans	Reaction from airlines
Malaysia Airlines	Promotion	Positive	Yes
		Negative	None
	Contest	Positive	Yes
	Flight retimed	Positive	Yes
		Negative	None
Air Asia	Promotion	Positive	Yes
		Negative	Yes
	Travel tips	Negative	None

	Flight retimed	Negative	None
	Event	Negative	None
	Condolence	Positive	Yes
	Safety info	Negative	None
	Entertainment	Positive	Yes
	Congratulate	Positive	None
	Contest	Positive	None
Firefly	Promotion	Positive	None
		Negative	None
	Contest	Positive	Yes
	Local food promotion	Negative	None
	Quote of the day		
	Entertainment	Positive	Yes
		Negative	None
Malindo Air	Promotion	Positive	Yes
		Negative	None
	Safety info	Positive	Yes
MASWings	Promotion	Positive	Yes
		Negative	Yes
	Anniversary	Positive	Yes
		Negative	None
	CSR	Positive	Yes
	Safety info	Negative	None

Most information posted by airline companies on their Facebook page demonstrated similar patterns which mainly revolved on promotions and safety information. However, majority of their "fans" would eventually respond to posting with queries and complaints. Almost all complaints were about services including luggage handling, call centre and customer service, time management, flight delayed, retimed or cancelled, refund and ticket price. Examples of negative response from customers are as follows: "*Is your customer service is still functioning? I've made online purchase and the amount has been charged to my card yet I haven't received my itinerary. Called the call centre twice and spent almost an hour waiting for the call to be picked up but no one answered*"; "*Flight delayed again for my return flight to KL on raya eve. Original timing schedules at 7.10pm from JB to KL. And again no sms notification on the delayed flight. Only to find out when checking in/dropping my bags at the counter*"; "*I've written on the page 3 times and submitted 2 requests regarding a refund I am owed for a flight change. No one is assisting at all and at this stage I feel as though this company has stolen my money. Very dishonest and disappointing. Please refund my money urgently*". Nevertheless, there are customers who give positive response such as "*Thank you for your great service*"; "*Your ground staff are very helpful*". Unfortunately, most of the airline companies do not address or provide feedback to customers' queries and complaints which could lead to a crisis. Table 3 depicts the results of content analysis of airline Facebook pages in terms of the nature of posting and interactions.

Table 3: Content of airline Facebook pages in terms of nature of postings and interactions.

Airlines company	Nature of posting	Time taken to response
Malaysia Airlines	Positive	1 hour to 4 days / no response
Air Asia	Positive	1 hour to 6 days / no response
Firefly	Positive	3 to 4 days / no response

| Malindo Air | Positive | 2 to 7 days / no response |
| MASWings | Positive | 1 to 4 days / no response |

The findings from the content analysis on airline Facebook pages in terms of nature of posting indicated that the trend of airline companies posting was positive whereby majority of the postings were on promotion, travel tips, entertainment and safety information. Findings also indicated that in terms of interactions, the airline companies took between one hour to seven days to respond to their customers' queries and complaints. Apart from that, airline companies did not to give any response or feedback to their customers' negative comments which is against the suggestions made by Britton (2016) that company should answer rather than ignore customers' negative comments.

CONCLUSIONS AND RECOMMENDATIONS

Based on the findings above, it can be concluded that airline companies in Malaysia need to manage their Facebook better by answering queries and comments from customers to avoid possible crisis resulting from negative comments that can be identified as crisis signals. The person who manages official Facebook of the airline companies must be trained on how to respond on behalf of their companies when issues are raised by customers as well as answering Facebook queries and they must be able to do so promptly. It is suggested that airline companies should have a team of well-trained employees to manage their official Facebook.

Furthermore, airline companies took a considerable length of time to respond to queries from customers and they either ignored or answered indirectly to questions asked. Such practice must be avoided since an angry customer may viral the issue and contribute to the crisis. As such, airline companies must have a guideline on how to communicate using social media such as Facebook. Any relevant information must be posted swiftly as the concept of "stealing thunder" shows that the organisation which chooses to provide the information first will be less likely to suffer from reputational damage during a crisis.

This study is just a preliminary one looking at the simple analysis of Facebook content for indication of potential crisis that may occur in selected airline companies. It is possible that further research looks at other social media such as Twitter, YouTube and other similar channels to determine issues that may contribute to the crisis in airline companies and other corporate bodies. Beside content analysis other method of data collection such as interviews with airline management, and other organisations can be conducted to identify potential crisis.

BIODATA

Nor'izah Binti Ahmad is a senior lecturer at the School of Human Development and Technocomunication, Universiti Malaysia Perlis. Email: izah@unimap.edu.my
Narimah Ismail is a former senior lecturer at Universiti Putra Malaysia. She is currently involved in writing modules as well as being a subject matter specialist (SME) for communication subjects for Open University Malaysia. Email: narimahismail@gmail.com
Sharmini Abdullah is a senior lecturer at Centre for International Languages, Universiti Malaysia Perlis. Email: sharmini@unimap.edu.my

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