

A panel study of the situational crisis communication theory

王永康、姚蕙忠

E-mail: 360561@mail.dyu.edu.tw

ABSTRACT

A crisis evolves and changes with the passing of time, and the recipients' opinion on an organization may also change with time. However, current researches on crisis communication mostly neglect the nature of dynamic crisis, thus lack the study on the recipients' reflection and emotion changes over time. This research takes the plasticizer event in Taiwan as an example and studies it using panel data. It observes the recipients' perception, anger, and fears on crisis responsibility effect their opinion on organizational reputation and changes on willingness to buy. Lastly, it investigates the relations between the above mention variables. The main finding of this research includes: 1. The effects of this crisis event last from four to seven months. 2. The category for emotional fear is still unclear. 3. Organizations must not neglect the effects emotional anger have on organizational reputation and the effects emotional fear have effect on the willingness to buy. 4. The SCCT model still stands after the inspection on panel data.

Keywords : Panel study、Crisis Responsibility

Table of Contents

封面內頁 簽名頁 中文摘要.....	ii 英文摘要.....
..... iii 誌謝辭..... iv 目錄.....
..... v 表目錄..... vii 圖目錄.....
..... viii 第一章 緒論 第一節 研究背景..... 01
第二節 研究動機..... 04
第三節 研究目的..... 05
第二章 文獻探討 第一節 動態之危機溝通..... 06
第二節 危機責任、聲譽與購買意圖..... 09
第三節 危機責任與公眾情緒..... 12
第四節 公眾情緒與組織聲譽..... 15
第五節 公眾情緒與購買意圖..... 17
第三章 研究方法 第一節 受測者結構分析..... 21
第二節 研究架構與假說..... 23
第三節 實驗設計與問卷內容..... 25
第四節 資料分析方法..... 31
第四章 研究分析 第一節 信度分析..... 32
第二節 變相之動態變化..... 33
第三節 變相間之關係..... 41
第五章 結論與建議 第一節 研究結論..... 47
第二節 研究限制與建議..... 51
參考文獻..... 53
附錄A 研究問卷(第一時間點)..... 62
附錄B 研究問卷(第二時間點)..... 65
附錄C 研究問卷(第三時間點)..... 68
表目錄 表 3-1 受測者結構分析..... 21
表 3-2 實驗設計..... 26
表 3-3 問卷內容..... 27
表 4-1 各時間點比較表..... 33
表 4-2 危機責任、組織聲譽及購買意圖之迴歸分析..... 41
表 4-3 危機責任、生氣程度及組織聲譽之迴歸分析..... 43
表 4-4 危機責任、恐懼程度及組織聲譽之迴歸分析..... 44
表 4-5 生氣程度、組織聲譽及購買意圖之迴歸分析..... 45
表 4-6 恐懼程度、組織聲譽及購買意圖之迴歸分析..... 45
表 4-7 研究發現與研究假說對照表..... 46
圖目錄 圖 3-1 研究架構圖..... 24
圖 3-2 貫時性研究..... 26
圖 4-1 危機責任平均數..... 35
圖 4-2 恐懼平均數..... 36
圖 4-3 生氣平均數..... 38
圖 4-4 組織聲譽平均數..... 39
圖 4-5 購買意圖平均數..... 40
圖 5-1 修正後之研究架構..... 48

REFERENCES

一、中文部分 Ruane, J. M. (2007), 研究方法概論(王修曉譯), 台北:五南, 125。吳宗正, 吳育東(2000), LISREL 模式應用於行動電話消費者滿意度之研究, 國立成功大學統計研究所未出版之碩士論文。吳宜蓁(2002), 危機傳播-公共關係與語藝觀點的論點與實證, 台北市:五南。吳齊殷, 張明宜, 陳怡蓓(2008), 尋找機制與過程:長期追蹤研究的功用, 量化研究學刊, 2(1)。林陽助, 黃士明(2005), 廣告

主張、恐懼性訴求、涉入程度對廣告效果影響之研究，東吳經濟商學學報，51，181-226。林震岩(2007)，多變量分析:SPSS的操作與應用，台北:智勝。陳瑕，劉媛(2010)，人類基本情緒之恐懼情緒的研究綜述，商業文化，(5)，263。曹中璋(1997)，情緒的認識與掌控，學生輔導通訊，51，26-19。

二、英文部分 Agle, B. R., Mitchell, R. K. & Sonnenfeld, J. A. (1999). Who matters to CEOs? An investigation of stakeholder attributes and salience, corporate performance, and CEO values. *Academy of Management Journal*, 42(2), 507-525. Benoit, W. L. (1997). Image repair discourse and crisis communication. *Public Relations Review*, 23(2), 177-186. Benson, J. A. (1988). Crisis revisited: An analysis of the strategies used by tylenol in the second tampering episode. *Central States Speech Journal*, 38, 49-66. Bies, R. J. (1987). The predicament of injustice: the management of moral outrage. *Research in Organizational Behavior*, 9, 289-319. Bradford, J. L., & Garrett, D. E. (1995). The effectiveness of corporate communicative responses to accusations of unethical behavior. *Journal of Business Ethics*, 14, 875-892. Bryson, J. M. (2004). What to do when stakeholders matter: Stakeholder identification analysis techniques. *Public Management Review*, 6, 21-53. Carmeli, A., & Tishler, A. (2005). Perceived organizational reputation and organizational performance: An empirical investigation of industrial enterprises. *Corporate Reputation Review*, 8(1), 13-30. Choi, Y., & Y. H. Lin (2009a). Consumer Responses to Mattel Product Recalls Posted on Online Bulletin Boards: Exploring Two Types of Emotion. *Journal of Public Relations Research*, 21(2), 198-207. Choi, Y., & Y. H. Lin (2009b). Consumer responses to crisis: Exploring the concept of involvement in Mattel product recalls. *Public Relations Review*, 35, 18-22. Coombs, W. T. (1999). Information and compassion in crisis responses: A test of their effects. *Journal of Public Relations Research*, 11(2), 125-142. Coombs, W. T. (2004). Impact of past crises on current crisis communication. *Journal of Public Relations Research*, 41(3), 265-289. Coombs, W. T. (2006). Crisis management: A communicative approach. In C. H. Botan and V. Hazleton (Eds.), *Public relations theory*, 171-197. Coombs, W. T. (2007). Academic Research Protecting Organization Reputations During a Crisis: The Development and Application of Situational Crisis Communication Theory. *Corporate Reputation Review*, 10(3), 163-176. Coombs, W. T., & Holladay, S. J. (1996). Communication and attributions in a crisis: An experiment study in crisis communication. *Journal of Public Relations Research*, 8(4), 279-295. Coombs, W. T., & Holladay, S. J. (2001). An extended examination of the crisis situation: A fusion of the relational management and symbolic approaches. *Journal of Public Relations Research*, 13, 321-340. Coombs, W. T., & Holladay, S. J. (2002). Helping crisis managers protect reputational assets. *Management Communication Quarterly*, 16(2), 165-186. Coombs, W. T., & Holladay, S. J. (2005). An exploratory study of stakeholder emotions: Affect and crises. *Research on Emotion in Organizations*, 1, 263-280. Coombs, W. T., & Holladay, S. J. (2007). The negative communication dynamic: Exploring the impact of stakeholder affect on behavioral intention. *Journal of Communication Management*, 11(4), 300-312. Davies, G., Chun, R., da Silva, R. V., & Roper, S. (2003). *Corporate Reputation and Competitiveness*, Routledge, New York. Dodds, W. B., K. Monroe., & D. Grewal. (1991). Effects of Price Brand, and Store Information on Buyers' Product Evaluations. *Journal of Marketing Research*, 28, 307-319. Elliott, G., & Charlebois, S. (2007). How Mosaic-Esterhazy applied a crisis communication strategy when it suddenly had the world's attention. *Public Relation Review*, 33(3), 319-325. Folkes, V. S., Koletsky, S., & Graham, J. L. (1987). A field study of causal inferences and consumer reaction: the view from the airport. *Journal of Consumer Research*, 13, 534-539. Fombrun, C. J., & Gardberg, N. (2000). Who's top in corporate reputation. *Corporate Reputation Review*, 3(1), 13-17. Fombrun, C. J., & van Riel, C. B. M. (2004). *Fame & Fortune: How Successful Companies Build Winning Reputations*, Prentice-Hall Financial Times, New York. Frijda, N. H., Kuipers, P., & Schure, E. (1989). Relations among emotion, appraisal, and emotional action readiness. *Journal of Personality and Social Psychology*, 57, 212-228. Ginzler, L. E., Kramer, R. M., & Sutton, R. I. (1992). Organizational impression management as reciprocal influence process: The neglected role of the organizational audience. *Research in Organizational Behavior*, 15, 227-266. Grunig J. E., & Hunt, T. (1984). *Managing public relations*. New York: Holt, Rinehart & Winston. Hartel, C., McColl-Kennedy, J. R., & McDonald. L. (1998). Incorporating attribution theory and the theory of reasoned action within an affective events theory framework to produce a contingency predictive model of consumer reactions to organizational mishaps. *Advances in Consumer Research*, 25, 428-432. Herbig, P., & Milewicz, J. (1993). The relationship of reputation and credibility to brand success. *Strategic Management Journal*, 14, 607-618. Jorgensen, B.K. (1996). Components of consumer reaction to company-related mishaps: a structural equation model approach. *Advances in Consumer Research*, 23, 346-351. Klein, J., & Dawar, N. (2004). Corporate social responsibility and consumers' attributions and brand evaluations in a product-harm crisis. *International Journal of Research in Marketing*, 21, 203-217. LeDoux JE. (1995). Emotion: clues from the brain. *Annu Rev Psychol*, 46, 209-235. Lerbinger, O. (1997). *Consumer Involvement: Conceptual and Research*. New York: Routledge. Lowenstein, G. F., Weber, E. U., Hsee, C. K., & Welch, E. S. (2001). Risk as feelings. *Psychological Bulletin*, 127, 267-286. McDonald, L., & Hartel, C. E. J. (2000). Applying the involvement construct to organizational crises. In *Proceedings of the Australian and New Zealand Marketing Academy Conference*, 799-803. McDonald, L., Sparks, B., & Glendon, A. (2010). Stakeholder reactions to company crisis communication and causes, *Relations review*, 36, 263-271. McDougall, W. (1926). *An introduction to social psychology*. Boston: Luce. Ray, S. J. (1999). *Strategic communication in crisis management: Lessons from the airline industry*. Westport, Connecticut: Quorum Books. Reichart, J. (2003). A theoretical exploration of expectational gaps in the corporate issue construct. *Corporate Reputation Review*, 6, 58-69. Robert Plutchik. (2002). *Emotions and Life: Perspectives from Psychology, Biology, and Evolution*. American Psychological Association. Siomkos, G. J., & Kurzbard, G. (1994). The hidden crisis in product harm crisis management. *European Journal of Marketing*, 28(2), 30-41. Sturges, D. L. (1994). Communicating through crisis: a strategy for organizational survival. *Management Communication Quarterly*, 7, 297-316. Ulmer, R. R., Seeger, M. W., & Sellnow, T. L. (2007). Post-crisis communication and renewal: Expanding the parameters of post-crisis discourse. *Public Relations Review*, 33(2), 130-134. Wartick, S. (1992). The relationship between intense media exposure and change in corporate reputation. *Business & Society*, 31, 33-49. Weiner, B. (1985). An attributional theory of achievement motivation and emotion. *Psychology Review*, 92, 548-573. Weiner, B. (1986). An attribution theory of

motivation and emotion. New York: Springer-Verlag. Weiner, B. (2006). Social Motivation, Justice, and the Moral Emotions: An Attributional Approach. Lawrence Erlbaum Associates, Inc., Mahwah, NJ. Weiss, H. M. & Cropanzano, R. (1996). Affective events theory: a theoretical discussion of the structure, causes, and consequences of affective experience at work. in Staw, B. M. and Cummings, L. L. (Eds). Research in Organizational Behavior, 18, 1-74.