

# Handling of Internal Crisis Communication: Unpaid Leave in the Technology Industry.

王仕杰、姚惠忠

E-mail: 364834@mail.dyu.edu.tw

## ABSTRACT

This research studies the "No-pay leave" events in the tech industry as the research target, to investigate how different communication channels and different crisis response strategies effects the results of crisis communication. By using experimental methods (3 communication channels \* 4 crisis response strategies), we have designed 12 scenarios to study the proper communication channels and crisis response strategies that an organization should apply when dealing with internal crisis communication. Another subject is to study how trust variable in crisis communication alters the other four variables in Crisis communication effects: relationship promises, anger, fear, and the willingness to remain in office. The research result shows: In communication channels, the result of "Meetings held by high-level managers" is better than "One-on-one meetings with managers" and "E-mail & announcements". As for crisis response strategies, it shows that when companies applied the "adjustment actions" strategy, the result in communication effects are better then using the "denial" strategy. The result also proves that trust dose play an intermediary role between other Crisis communication effect variables. The conclusion is, if a company put more effort on building the trust with its employs, then when the company is in a crisis situation, this trust can help the company to ease that damage.

Keywords : No-pay leave or furlough. Communication channel, Crisis Response Strategies, Crisis communication effect.

## Table of Contents

中文摘要 i 英文摘要 ii 誌謝 iii 內容目錄 iv 表目錄 . . . . . v	第一章 緒論 . . . . . 1
. . . . . 1	第一節 研究背景與動機 . . . . . 1
. . . . . 1	第二節 . . . . . 5
研究目的 . . . . . 2	第二章 文獻探討 . . . . . 5
溝通管道 . . . . . 5	第一節 內部 . . . . . 5
效果 . . . . . 16	第二節 危機反應策略 . . . . . 11
. . . . . 22	第三節 危機溝通 . . . . . 11
. . . . . 22	第一節 實驗設計 . . . . . 22
方法 . . . . . 29	第二節 資料分析方法 . . . . . 24
與信度分析 . . . . . 31	第三節 資料分析方 . . . . . 24
. . . . . 35	第一節 描述性分析 . . . . . 31
. . . . . 40	第二節 迴歸分析 . . . . . 31
. . . . . 40	第三節 迴歸分析 . . . . . 33
. . . . . 45	第一節 研究結論與管理意涵 . . . . . 40
. . . . . 12	第二節 研究限制與建議 . . . . . 42
. . . . . 32	參考文獻 . . . . . 42
. . . . . 36	附錄 . . . . . 45
. . . . . 38	表目錄 表 2- 1 Benoit策略分類 . . . . . 53
. . . . . 39	表 2- 2 Huang, Lin and sue危機傳播策略分類 . . . . . 14
	表 4- 1 信度分析表 . . . . . 32
	表 4- 2 樣本背景資料 . . . . . 33
	表 4- 3 迴歸分析表-恐懼與留任意願 . . . . . 36
	表 4- 4 迴歸分析表-生氣與關係承諾 . . . . . 37
	表 4- 5 迴歸分析表-恐懼與留任意願 . . . . . 38
	表 4- 6 迴歸分析表-生氣與關係承諾 . . . . . 39

## REFERENCES

林佩蓉 (2010)。無薪假對電子工程師生涯規劃影響之研究 - 以T公司與M公司為例。台灣師範大學科技應用與人力資源發展研究所碩士論文, 未出版, 台北市。

蘇龍昇 (2011)。員工對無薪假認知、自我認同與組織認同關係之研究-以C科技公司為例。台灣師範大學科技應用與人力資源發展研究所碩士論文, 未出版, 台北市。

黃靖如 (2010)。無薪假對員工士氣影響之個案研究-以S公司為例。中原大學企業管理研究所碩士論文, 未出版, 桃園縣。

黃?惠 (2002)。台灣企業組織溝通管道運用之研究。高雄第一科技大學應用英語系碩士論文, 未出版, 高雄市。

柳林緯 (1996)。組織中電腦中介傳播系統使用之研究:以電子郵件為例。國立交通大學傳播科技研究所碩士論文, 未出版, 新竹市。

黃雯汝 (1999)。組織內使用電子郵件之滿意度探討。屏東科技大學資訊管理研究所碩士論文, 未出版, 屏東市。

陳麗蘭 (2000)。電子郵件的運用與組織溝通之研究。東華大學國際企業管理研究所碩士論文, 未出版, 花蓮縣。

吳宜蓁 (2002)。危機傳播-公共關係與語藝觀點的理論與實證。台北市:五南。

姚惠忠 (2009)。公共關係學:原理與實務。台北市:五南。

溫玲玉 (2010)。商業溝通:專業與效率的表達。台北縣:前程文化。

吳明隆 (2009)。SPSS操作與應用:問卷統計分析實務。台北市:五南。

姚惠忠、汪睿祥 (2008)。選舉危機情境分類之探討。選舉研究, 15(2), 67-90。

姚惠忠、粘淑菁 (2006a)。候選人危機反應策略之探討-以胡志強競選2005年台中市市長為例。選舉評論, 1, 1-23。

姚惠忠、粘淑菁 (2006b)。候選人競選期間形象防護策略之研究-

以2005年台北縣長候選人周錫璋為例。關係管理研究, 4, 111-132。林慧芝 (2005)。激勵制度對留任意願影響之探討-以內部稽核人員為例。國立中央大學人力資源管理研究所碩士論文, 未出版, 桃園縣。謝元欽 (2009)。工作價值觀對離職型為之影響-以A公司派遣員工為例。成功大學企業管理研究所碩士論文, 未出版, 台南市。Andaleeb, S. S. (1995). Dependence Relations and the Moderating Role of Trust: Implications for Behavioral Intentions in Marketing Channels. *International Journal of Research in Marketing*, 12(2), 157-172. Barnfield, E. (2003). A Year of Internal Communication?. *Strategic Communication Management*, 7(1), 3. Baron, R. M., & Kenny, D. A. (1986). The moderator-mediator variable distinction in social psychological research: Conceptual, strategic, and statistical considerations. *Journal of Personality and Social Psychology*, 51, 1173-1182. Benoit, W. L., Gullifor, P., & Panici, D. A. (1991). President Reagan's Defensive Discourse on the Iran-Contra Affair. *Communication Studies* 42(3), 272-294. Benoit, W. L. & Brinson, S. L. (1994). AT and T: Apologies Are Not Enough. *Communication Quarterly* 42(1), 75-88. Benoit, W. L. (1997). Image Repair Discourse and Crisis Communication. *Public Relations Review*, 23(2), 177-186. Benoit, W. L. & Brinson, S. L. (1999). Queen Elizabeth's image repair discourse: Insensitive royal or compassionate queen? *Public Relations Review*, 25(2), 145-156. Candace, W., Antoaneta, V., & Gina, S. (2010). Internal Communication, Information Satisfaction and Sense of Community: The Effect of Personal Influence. *Journal of Public Relations Research*, 22(1), 65-84. Cameron, G. T., & McCollum, T. (1993). Competing Corporate Cultures: A Multi-method, Cultural Analysis of the Role of Internal Communication, *Journal of Public Relations Research*, 5(4), 217-250. Coombs, W. T. (1995). Choosing the Right Words: The Development of the Guidelines for the selection of the 'Appropriate' Crisis-Response Strategies. *Management Communication Quarterly* 8(4), 447-476. Coombs, W. T. (1999). *Ongoing Crisis Communication: Planning, Management, and Respond*. CA:Sage Publications. Coombs, W. T. (2006). *Crisis Management: A communicative approach*. In C. H. Botan and V. Hazleton(Eds.), *Public relations theory* (pp.171-197). Mahwah, New Jersey: Lawrence Erlbaum Associates. Coombs, W. T. (2007). Academic research protecting organization reputational 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. (2002). Helping crisis managers protect reputational assets: Initial tests of the situational crisis communications theory. *Management Communication Quarterly*, 16(2), 165-186. 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. Coombs, W. T., & Holladay, S. J. (2008). Comparing apology to equivalent crisis communication. *Public Relations Review*, 34(3), 252-257. Coombs, W. T., & Holladay, S. J. (2009). Further explorations of post-crisis communication: Effects of media and response strategies on perception and intention. *Public Relation Review*, 35(1), 1-6. Choi, Y., & Lin Y. H. (2009). Consumer Response to Mattel Product Recalls Post on Online Bulletin Boards: Exploring Two Types of Emotions. *Journal of Public Relations Research* 21(2), 198-207. Claeys, A. S., Cauberghe, V., & Vyncke, P. (2010). Restoring reputations in times of crisis: An experimental study of the Situational Crisis Communication Theory and the moderating effects of locus of control. *Public Relations Review*, 36(3), 252-262. Dawkins, J. (2004). Corporate Responsibility: The Communication Challenge, *Journal of Communication Management*, 9(2), 108-119. Daft, R. L., & Lengel, R. H. (1986). Organizational Information Rrequirements, Media Richness and Structural Design, *Management Science*, 32(5), 554-571. Frankema, K. B. (2001). On Managing Cultural Integration and Cultural Change Processes in Mergers and Acquisitions. *Journal of European Industrial Training*, 25(2-4), 192-207. Garbarino, E., & Johnson, M. S. (1999). The Different Roles of Satisfaction, Trust, and Commitment in Customer Relationships. *Journal of Marketing*. 63, 70-87. Gimenez, J. C., (2000). Business e-mail communication: Some Emerging Tendencies in Register. *English for Specific Purposes* 19, 250. Halpern, R. (1999). Afterschool programs for low-income children: Promise and challenges. *Future of Children*, 9(2), 81-95. Hannegan, C. (2004). Employees as Reputation Makers, *Strategic Communication Management*, 8(6), 5. Hass, J. W. (2007). *A Communication Meta-myth Revisited: Is More Communication in the Workplace Better?* Presented to the International Communication Association, San Francisco. Huang, Y. H., Lin Y. H., & Su S. H. (2005). Crisis Communicative Strategies: Category, Continuum, and Cultural Implication in Taiwan. *Public Relations Review* 31(2):229-238. Huang, Y. H. (2006). Crisis situation, communication strategies, and media coverage: A multicast study revisiting the communicative response model. *Communication Research*, 33(3), 180-205. Huang, Y. H. (2008). Trust and Relational commitment in corporate crises: The effects of crisis communicative response. *Journal of Public Relations Research*, 20(2), 297-327. Hwang, S., & Cameron, G. T. (2008). Public's expectation about an organization's stance in crisis communication based on perceived leadership and perceived severity of threats. *Public Relations Review*, 34(1), 70-73. Jo, S., & Shim, Y. (2004). Media or Personal Relations? Exploring Media Relations Dimensions in South Korea, *Journalism and Mass Communication Quarterly*, 81(2), 292-306. Kim, Y. (2001). Searching for the organization-public relationship: A valid and reliable instrument. *Journalism and Mass Communication Quarterly*, 78(4), 799-815. Kwon, I. G., & Suh, T. (2004). Factors Affecting the Level of Trust and Commitment in Supply Chain Relationships. *The Journal of supply Chain Management*, 40(2), 4-14. Moorcroft, D. (2003). Linking Communication Strategy with Organizational Goals. *Strategic Communication Management*, 7(6), 24-27. Morgan, R., & Hunt, S. D. (1994). The commitment-trust theory of relationship marketing, *Journal of Marketing*, 3(58), 20-38. Markus, M. L. (1994). Electronic Mail as the Medium of Managerial Choice, *Organization Science*, 5(4), 502-524. Mukherjee, A., & Nath, P. (2007). Role of electronic trust in online retailing: a re-examination of the commitment-trust theory, *European Journal of Marketing* 9(41), 1173-1202. Price, J. L., & Mueller, C. W. (1981). A Causal Model of Turnover of Nurses. *Academy of Management Journal*, 24(3), 543-565. Rosenfeld, L. B., Richman, J. M., & May, S. K. (2004). Information Adequacy, Job Satisfaction and Organizational Culture in a Dispersed-network Organization, *Journal of Applied Communication Research*, 32(1), 28-54. Sharma, N., & Patterson, G. (1999). The Impact of Communication Effectiveness and Service Quality on Relationship Commitment in Consumer, Professional Services. *The Journal of Services Marketing*, 13(2), 151-170. Sanchez, P. (2004). A 10-point Guide to Communicating Business Strategy to Employees, *The Business Communicator*, 5(5), 10-12. Schein, E. H. (2000). Sense and

Nonsense about Culture and Climate, in N. M. Ashkanasy, C., Wilderom, & M. F. Peterson, (Eds.). Handbook of Organizational Culture and Climate, Thousand Oaks, Calif. (pp. xxiii-xxx.) Sage Publications.

Sharma, V. M. (2001). Industrial and Organizational Salesforce Roles: A Relationship-based Perspective. *Journal of Marketing Theory and Practice*, 9(3), 44-60.

Tourish, D., & Robson, P. (2003). Critical Upward Feedback in Organizations: Processes, Problems and Implications for Communication Management. *Journal of Communication Management*, 8(2), 150-167.

Turnley, W. H. & Feldman, D. C. (2000). Re-examining the effects of psychological contract violations: unmet expectations and job dissatisfaction as mediators. *Journal of organizational behavior*, 21, 25-42.

Turner, M. M. (2007). Using Emotion in Risk Communication: The Anger Activism Model. *Public Relations Review* 33(2), 114-119.

Teet, R. P., & Meyer, J. P. (1993). Job Satisfaction, Organizational Commitment, Turnover Intention, and Turnover: Path Analysis Based on Meta-analytic Findings. *Personnel Psychology*, 46(2), 342-346.

Van Nostran, K. (2004). Top-down: Building a Better Organization through Effective Communication, *Communication World*, 21(2), 10.

Wong, A., & Sohal, A. (2002). An Examination of the Relationship Between Trust, Commitment and Relationship Quality, *International Journal of Retail & Distribution Management*, 30(1), 34-49.