

危機反應策略與溝通效果之研究:以校園霸凌事件為例

楊惠珠、姚惠忠

E-mail: 374746@mail.dyu.edu.tw

摘要

校園霸凌事件頻傳，若校方處理不當可能演變成危機重創學校聲譽。本研究以實驗法探討受害人有責任的校園霸凌危機情境，不同的危機反應策略在危機溝通效果上的差異，藉以瞭解危機情境、策略以及效果三者之間的關聯性。並將資訊性策略與SCCT的基本策略結合，以探討資訊性策略在危機溝通上的價值。研究結果發現，不同的反應策略在危機責任歸因上沒有顯著差異，但在溝通效果變項上卻有顯著差異，尤其資訊性策略不只有最好的溝通效果，且與否認策略結合後在溝通效果上有顯著提升。再經迴歸分析發現，在本研究所設計的危機情境中，危機責任、聲譽、憤怒情緒與負面口碑的關係符合SCCT模型，並驗證解釋接受度在危機責任與組織聲譽間具有部分中介效果，據此補充SCCT模型的內涵。

關鍵詞：危機反應策略、危機溝通效果、資訊性策略、危機責任、校園霸凌

目錄

第一章 緒論 第一節 研究背景與動機.....	1	第二節 研究目的.....	5	第二章	
文獻探討 第一節 危機情境與危機責任.....	6	壹、校園霸凌.....	6	貳、危機責任與危機情境.....	10
第二節 危機反應策略.....	15	壹、形象修復策略.....	16	貳、組織回應溝通模型.....	19
第三節 危機溝通效果.....	25	第四節 危機溝通效果變項間的關係.....	29	第三章 研究方法 第一節 研究問題.....	33
第二節 實驗設計.....	34	第三節 變數的操作性定義與衡量.....	39	第四章 研究結果與分析 第一節 樣本分析與信度分析.....	44
第二節 危機責任之探討.....	48	壹、危機歸因責任平均數概述.....	48	貳、前責任與後責任的差異情形.....	50
第三節 危機反應策略在危機溝通效果的差異.....	51	壹、不同反應策略在危機溝通效果變項整體的差異.....	52	貳、四種單一策略溝通效果的差異比較.....	53
第三節 危機反應策略在危機溝通效果的差異.....	53	第三節 單一策略與其結合策略的溝通效果比較.....	56	肆、七種反應策略在危機溝通效果變項的平均數差異.....	60
第四節 危機溝通效果變項.....	67	壹、驗證SCCT模型變項之間的關係.....	67	貳、SCCT模型的補充.....	70
第五章 結論與建議 第一節 結果與發現.....	71	壹、危機責任.....	71	貳、危機策略的溝通效果.....	73
第二節 管理意涵.....	75	第三節 未來研究建議.....	78		

參考文獻

- 一、中文部分 朱延智（2002）。企業危機管理。台北:五南。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:五南。詹中原（2004）。危機管理:理論架構。台北:聯經。姚惠忠（2009）。公共關係學原理與實務。台北:五南。林文益、鄭安鳳譯（2002）。危機管理與傳播。台北:風雲論壇。姚惠忠、汪睿祥、高浩緯（2011）。選民政黨傾向與候選人危機反應策略之關係。選舉研究, 18（1）, 35-61。姚惠忠、鄭婕妤（2011）。危機溝通策略與溝通效果—以莫拉克颱風為例。傳播與管理研究, 10（2）, 37-68。谷永嘉、楊雪蘭譯（2011）。企業研究方法。台北:華泰文化。林震岩。（2007）。多變量分析:SPSS的操作與應用。台北:智勝文化。邱皓政（2012）。量化研究與統計分析-SPSS資料分析範例。台北:五南。張文（2010）。校園霸凌為何蔓延?。親子天下雜誌, 10。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。徐美鈴（2008）。校園危機事件的反省與啟示。北縣教育, 63, 25-28。朱美瑰（2008）。網路犯罪新形態—看不見的拳頭:青少年網路霸凌現象初探。諮商與輔導, 268, 6-10。吳宜蓁（2000）。危機溝通策略與媒體效能之模式建構—關於腸病毒風暴的個案研究。新聞學研究, 62, 1-34。孫秀惠（1996）。公關人員與媒體之間互動模式對於議題管理策略的啟示—以非營利性的弱勢團體為例。廣告學研究, 3, 159-185。兒童福利聯盟文教基金會（2011）。2011年台灣校園霸凌現象調查報告。臺北:兒福聯盟研發組。邱靖惠、蕭慧琳（2009）。台灣校園霸凌現象與危機因素之解析。兒童及少年福利期刊, 15, 147-170。教育部校園安全暨災害防救通報中心（2011）。教育部九十九年各級學校校園事件統計分析報告。教育部防制校園霸凌專區。2012年03月09日。認識校園霸凌。取自: <http://140.111.1.88/news/detail/22> 教育部電子報。美國校園安全與學生暴力行為現況調查。2012年11月9日。取自 http://epaper.edu.tw/windows.aspx?windows_sn=9612 邱靖惠（2012）。淺談台灣校園霸凌現象。臺北:兒福聯盟研發組。2012年11月10日, 取自 <http://www.children.org.tw/upload/File/researcher/vision2-2.pdf> 二、英文部分 Andrea A.Chua, Augustine Pang（2012）。US government effort to repair its image after the 2008 financial crisis。Public Relations Review, 38,

150-152. Baron, R. M. and Kenny, D. A. (1986). The moderator-mediator variable distinction in social psychological research: conceptual, strategic considerations. *Journal of Personality and Social Psychology*, 51, 1173-83.

Barton, L. (2001). Crisis in organization. Cincinnati, Ohio: South-Western College.

Benoit, W. L., & S. L. Brinson (1994). AT and T: Apologies are not enough. *Communication Quarterly*, 42, 75-88.

Benoit, W. L. (1997). Image repair discourse and crisis communication. *Public Relations Review*, 23(2), 177-186.

Benson, J. A. (1988). Crisis revised: An analysis of strategies used by Tylenol in the second tampering episode. *Central States Speech Journal*, 39, 49-66.

Bradford, J. L., & D. E. Garrett (1995). The effectiveness of corporate communicative responses to accusations of unethical behavior. *Journal of Business Ethics*, 14, 875-892.

Blumstein P. W., K. G., Hall, J., Hawkin, B., Hoffman, R., Ishem, E., Mauer, C. P., Spens, D., Taylor, J., & Zimmerman, D. L. (1974). The honoring of account. *American Sociological Review*, 40, 551-556.

Brown, Kenon A. and Candace L. White (2011). Organization-Public Relationships and Crisis Response Strategies: Impact on Attribution of Responsibility. *Journal of Public Relations Research*, 23(1), 75-92.

Coombs, W. T. (1995). Choosing the right words: The development of guidelines for the selection of the "Appropriate" crisis-response strategies. *Management Communication Quarterly*, 4, 447-476.

Coombs, W. T. (1998a). The internet as potential equalizer: New leverage for confronting social irresponsibility. *Public Relations Review*, 24(3), 289-303.

Coombs, W. T. (1999). *Ongoing Crisis Communication: Planning, Managing and Responding*. Thousand Oaks: Sage.

Coombs, W. T. (1999a). 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 crisis on current crisis communications: Insights from situational crisis communication theory. *Journal of business communication*, 41, 265-289.

Coombs. (2006). The Protective Powers of Crisis Response Strategies: Managing Reputational Assets During a Crisis. *Journal of Promotion Management*, 12(3,4), 241-260.

Coombs, W. T. (2007a). 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., & S. J. Holladay (1996). Communication and attributions in a crisis: An experimental study in crisis communication. *Journal of Public Relations Research*, 8(4), 279-295.

Coombs, W. T., & S. J. Holladay (2002). Helping crisis managers protect reputational assets: Initial tests of the situational crisis communication theory. *Management Communication Quarterly*, 16(2), 165-186.

Claeys, An-Sofie, Verolien Cauberghe, Patrick Vyncke (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: 256-262.

Coombs, W. T., & S. J. Holladay (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., & S. J. Holladay (2008). Comparing apology to equivalent crisis response strategies: Clarifying apology's role and value in crisis communication. *Public Relations Review*, 34(3), 252-257.

Coombs, W. T., & S. J. Holladay (2009). Further explorations of post-crisis communication: Effects of media and response strategies on perceptions and intentions. *Public Relations Review*, 35(1), 1-6.

Coombs, W. T., & S. J. Holladay (2010). PR strategy and application: Managing influence. West Sussex: Wiley-Blackwell.

Elliot, J. Drew. (2010). How Do Past Crises Affect Publics' Perceptions of Current Events? An Experiment Testing Corporate Reputation during an Adverse Event. In Coombs, W. Timothy, and S. J. Holladay (ed.) *The Handbook of Crisis Communication*, 9, 205-220.

Gray, and Balmer. (1998). Corporate brands: what are they? What of them?, *European Journal of Marketing*, 37, 972 - 997.

Huang, Y. H., Y. H. Lin, & S. H. Su (2005). Crisis communicative strategies: Category, continuum, and cultural implication in Taiwan. *Public Relations Review*, 31(2), 229-238.

Huang, Y. H. (2008). Trust and relational commitment in corporate crises: The effects of crisis communicative strategy and form of crisis response. *Journal of Public Relations Research*, 20(2), 297-327.

Hearit, K. M. (1994). Apology and public relations crises at Chrysler, Toshiba, and Volvo. *Public Relations Review*, 20, 113-125.

Hearit, K. M. (2001). Corporate apologia: When an organization speaks in defense of itself. In R. L. Heath (Ed.), *Handbook of Public Relations*, 501-511. Thousand Oaks, CA: Sage Publications.

Kenon, A. Brown, and Candace, L. White. (2011). Organization-Public Relationships and Crisis Response Strategies: Impact on Attribution of Responsibility. *Journal of Public Relation Research*, 23(1), 75-92.

McDonald, L. M., B. Sparks, and A. I. Glendon. (2010). Stakeholder reactions to company crisis communication and causes. *Public Relations Review*, 36(3), 263-271.

Olweus, D. (1993). *Bullying at school: What we know and what we can do*. Oxford: Blackwell.

Olweus, D. (1995). Bullying or peer abuse at school: Facts and intervention. *Current Directions in Psychological Science*, 4(6), 196-200.

Reichart, J. (2003). A theoretical exploration of expectation gaps in the corporate issue construct. *Corporate Reputation Review*, 6, 58-69.

Sturges, D. L. (1994). Communication through crisis: A strategy for organizational survival. *Management Communication Quarterly*, 3, 297-316.

Simola, S. (2003). Ethics of justice and care in corporate crisis management. *Journal of Business Ethics*, 46, 351-366.

Weiner, B. (2006). Social Motivation, Justice, and the Moral Emotions: An Attributional Approach. Lawrence Erlbaum Associates, Inc., Mahwah, NJ.

Ware, B. L., & Linkugel, W. A. (1973). They spoke in defense of themselves: On the generic criticism of apologia. *Quarterly Journal of Speech*, 59, 273-283.

Yoonhyeung Choi, Ying-Hsuan 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.