## The Crisis Response Strategy Portfolio of Campus Accidents

# 陳彩玉、姚惠忠

E-mail: 374880@mail.dyu.edu.tw

#### **ABSTRACT**

This study uses a campus incident as a stimulus to figure out the influence of various trend-coping crisis response strategy combinations on crisis communication effects in the investigation of this crisis. Result of the study shows that six trend-coping crisis response strategy combinations have not significant influences on crisis communication effects, while crisis responsibility has significant negative influence on organization reputation and account acceptance, and crisis responsibility has significant positive influence on sentiment of anger and negative word of mouth. In addition, account acceptance added by SCCT model not only influences organization reputation and negation word of mouth but also plays an intermediary role between crisis responsibility and reputation, as well as between crisis responsibility and negative word of mouth.

Keywords: crisis communication effects, crisis responsibility, reputation, account acceptance, anger, negative word of mouth, situational crisis communication theory

#### Table of Contents

封面內頁 簽名頁 中文摘要 iii 英文摘要 iv 誌謝 v 目錄 vi 圖目錄 viii 表目錄 ix 第一章 緒論 1 第一節 研究動機與研究背景 1 第二節 研究目的 4 第二章 文獻探討 4 第一節 校園危機 4 第二節 危機反應策略與策略組合 7 第三節 危機溝通效果 18 第四節 危機溝通效果與SCCT模型 22 第三章 研究方法 26 第一節 實驗設計 27 第二節 變項之操作性 定義與測量 30 第四章 研究分析 34 第一節 樣本分析與信度分析 34 第二節 操弄檢測 38 第三節 危機溝通策略組合對危機溝通效果的影響 40 第四節 危機溝通效果變項間的關係 41 第五章 結論與建議 50 第一節 研究結果與管理意涵 50 第二節 研究限制與建議 53 參考文獻 54 附錄一 60 附錄二 65

### **REFERENCES**

一、中文部分 朱延智(2007),企業危機管理,台北:五南圖書。 朱慧君(2003),情境、形象修護策略與策略效果之關聯性研究-以男 性政治人物性醜聞為例。世新大學傳播研究所碩士論文。 江澤群、林國瑞(1999),體育運動風險管理之探討,北體學報,7,207-216 。 吳萬益(2011),企業研究方法,(四版),台北:華泰文化。 吳秀碧(1998),影響校園之死亡事件處理,學生輔導,58,20-29。 邱皓政(2005),量化研究與統計分析,(二版),台北:五南圖書。 林文益,鄭安鳳譯W.T.Coombs(2007),危機管理與傳播,台 北:風雲論壇。 林震岩(2007),多變量分析-SPSS的操作與應用,(二版),智勝。 姚惠忠(2009),公共關係學-原理與實務,台北: 五南圖書。 姚惠忠(2012),危機情境與反應策略之研究-組織與受眾認知落差之分析,公共行政學報,42,73-98。 姚惠忠,汪睿祥 (2008),候選人危機情境分類之探討,選舉研究,15(2),67-90。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。 高心怡、賴廣瑜(2009),11億的危機處理教訓:毒奶粉事件企業形象修護策略分析 -以金車、雀巢為例,中華傳播學會歷年年會論文。許龍君(2006)校園安全與危機處理,台北:五南圖書。郭玫婷(2007),宜蘭縣國 民小學校長領導風格與校園危機管理之相關研究。國立花蓮教育大學行政與領導研究所碩士論文。 黃瓊慧(2002),當前校園危機的 管理與因應,學校行政雙月刊,22,44-50。 鄭夙雅(2008),高雄市國民小學教師校園危機管理知能調查研究。國立臺南大學行政管 理學系碩士論文。 顏秀如(2001),從危機管理的角度論學校溝通,學校行政雙月刊,12,43-51。 二、外文部分 Andrea A Chua, and Augustine Pang (2012) .US government efforts to repair its image after the 2008 financial crisis. Public Relation Review, 38:150-152. Benoit, W.L. (1997). Image repair discourse and crisis communication. Public Relation Review, 23 (2):177-186. Benoit, W.L., and Henson, J.R. (2009). President Bush 's image repair discourse on Hurricane Katrina. Public Relation Review, 35:40-46. Blumstein P.W., Carssow, K.G., Hall, J., Hawkins, B., Hoffman, R., Ishem, E., Mauer, C, P., Spens, D., Taylor, J. and Zimmerman, D.L. (1974). The honoring of account. American Sociological Review, 40:551-566. Bougie, R., Pieters, R., and Zeelenberg, M. (2003). Angry customers don 't come back, they get back:the experience and behavioral implications of anger and dissatisfaction in services. Journal of the Academy of Marketing Science, 31 (4 ) :377-393. Bradford, Jeffrey L., and Dennis E.Garrett. (1995). The effectiveness of corporate communicative responses to accusations of unethical behavior. Journal of Business Ethics ,14:875-892. Choi,Y. and 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. and Y.H.Lin(2009b). Consumer responses to crisis Exporing the concept involvement in Mattel propuct recalls. Public Relation Review, 35:18-22. Coombs, W.T. (1995). Choosing the right words: The development of guidelines for the selection of the 'appropriate' crisis-response

strategies. Management communication Quarterly ,8 (4):447-476. Coombs, W.T. (1998). An analytic framework for crisis situations: Better responses from a better understanding of the situation. Journal of Public Relations Research, 10 (3):177-191. Coombs, W.T. (1999). Ongoing crisis communication:Planning, management, and responding. CA:SAGE Publication. Coombs, W.T. (2007). Academic research propecting organization reputations during a crisis communication theory. Corporate Reputation Review, 10 (3): 163-176. Coombs, W.T., and Holladay, S.J. (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., and Holladay, S.J. (2002). Helping crisis managers protect reputational assets: Initial tests of the situational crisis communication theory. Management communication Quarterly, 16 (2), 165-186. Coombs, W.T., and Holladay, S.J. (2005). Exploratory study of stakeholder emotions: Affect and crisis. In N.M. Ashkanasy, W.J.Zerbe, & C.E.J.Hartel (Eds.), Research on emotion in organizations: The effect of affect in organizational settings (pp.271-288). New York: Elsevier. Coombs, W. T., and 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., and Holladay, S.J. (2008). Comparing apology to equivalent crisis response strategies: Clarifying apology 's role and value in crisis communication. Public Relation Review, 34 (3):252-257. Coombs, W.T., and Holladay, S.J. (2009). Further explorations of post-crisis communication: Effects of media and response strategies on perceptions and intentions. Public Relations Review, 35 (1):1-6. Griffin, M., B.J.Babin, and W.R.Darden (1992). Consumer assessments of responsibility for product-related injuries: The impact of regulations, warnings, and promotional policies. Advances in Consumer Research, 19: 870-877. Herr, Paul, Frank Kardes and John Kim (1991). Effect of Word-of-Mouth and Product-Attribute Information on Persuasion: An Accessibility-Diagnostic Perspective. Journal of consumer Research, 17 (4):454-462. Huang, Y.H. (2006). Crisis situation, communication strategies, and media coverage: A multicase study revisiting the communicative response model. Communication Research, 33 (3):180-205. Huang, Y.H., Y.H. Lin, and S.H.Su. (2005). Crisis communicative strategies: Category, continuum, and cultural implication in Taiwan. Public Relation Review ,31:229-238. Stauss and Bernd (1997). Global Word of Mouth: Service Bashing on the Internet Is a Thorny Issue. Marketing Management, Fall, 28-30.