

# 大 葉 大 學

人力資源暨公共關係學系碩士班

碩士論文

A Study of Crisis Response , Crisis Timing  
Strategies and Involvement  
危機回應策略，回應時機，與涉入程度之探討

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## 摘要

本論文旨探討危機回應時機(crisis timing strategy)與危機回應內容(crisis response strategy)對危機責任知覺、組織信用度、公眾憤怒、以及負面口碑之影響。此外，本論文也探討了危機涉入程度(crisis involvement) 的干擾作用，最後將危機回應時機策略加入 SCCT，提出修正的 SCCT 模型。

本論文以一所虛構的越南大學為實驗的危機場景，該危機由一個賄賂事件所引發。實驗設計採 2【即時積極處理(stealing thunder)、被動消極處理(thunder)】\*3【後悔道歉(mortification)、修正行動(corrective actions)、尋求支撐(bolstering)】的組間設計(between subjects factorial design)，共計蒐集到 198 個有效樣本參與此次實驗。

研究結果發現後悔道歉策略比尋求支撐，能獲致較低的負面口碑。對危機責任知覺、組織信用度、公眾憤怒程度、負面口碑而言，即時積極處理往往優於消極被動處理。實驗結果也證實，對危機溝通效果而言，回應時機的重要性高於回應內容。

本研究最後將危機回應時機策略與涉入程度加入 SCCT 模型，提出新的 SCCT 修正模型，分析結果發現，危機回應時機策略取代原有的回應內容策略，且涉入程度會在回應時機策略與危機責任之間扮演干擾變項。本論文也根據研究結果，提出若干實務建議並說明對危機溝通理論之貢獻。

**關鍵字:**危機回應時機、危機回應內容、危機涉入程度、危機傳播。

# ABSTRACT

The purpose of this study is threefold: (1) to investigate how the separate impacts of crisis timing strategies and crisis response strategies are, (2) to find out the cross-effect of crisis response strategy and crisis timing strategy on responsibility, organizational credibility, anger, negative-word-of-mouth, and (3) to develop the Situational Crisis Communication Theory (SCCT) by adding crisis timing strategy into the model and utilizing crisis involvement level as moderate variable. The experiment uses a crisis scenario caused from a bribe action in a fictitious university in Vietnam. A 2 (crisis timing strategies: stealing thunder vs. thunder) x 3 (crisis response strategies: mortification vs. corrective actions vs. bolstering) between subjects factorial design was conducted among 198 participants. The results demonstrate that mortification leads to less negative-word-of-mouth than bolstering. For responsibility, organizational credibility, anger, and negative-word-of-mouth, stealing thunder has more positive effects than thunder. On the other hand, the results show that timing strategy has much more crucial role than crisis content strategy in anger, and organizational credibility. For negative-word-of-mouth, although mortification is more effective than bolstering in thunder, no difference between these strategies is found in stealing thunder. This study proves that we can add crisis timing strategy as predictor of responsibility, organizational credibility, and anger into SCCT model. Involvement also is incorporated into this model as moderator variable between crisis timing strategy and responsibility.

**Keywords:** crisis timing strategies, crisis response strategies, crisis involvement, crisis communication.

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Dang, Thi Hong Dan

# TABLE OF CONTENTS

摘要.....	iii
ABSTRACT.....	iv
ACKNOWLEDGEMENTS.....	v
TABLE OF CONTENTS.....	vi
LIST OF FIGURES.....	ix
LIST OF TABLE.....	x
Chapter I: INTRODUCTION.....	1
1.1. Background and motivations.....	1
1.2. Objectives.....	4
Chapter II: LITERATURE REVIEW.....	5
2.1. Crisis communication.....	5
2.1.1. Crisis responsibility.....	7
2.1.2. Organizational credibility.....	8
2.1.3. Anger emotion.....	9
2.1.4. Negative Word-of-Mouth (NWOM).....	10
2.2. Crisis response strategies.....	11
2.3. Crisis timing strategies.....	15
2.4 The interaction of crisis response and crisis timing strategies.....	17
2.5. The moderating impact of crisis involvement on the effect of crisis strategies on responsibility, organizational credibility, anger, and NWOM.....	19
Chapter III: METHODOLOGY.....	25
3.1. Experimental design.....	25
3.2. Participants and Procedure.....	26
3.3. Measures.....	27

3.3.1. Independent variables .....	27
3.3.2. Dependent variables .....	28
3.3.3. Moderate variable .....	30
3.4. Control variables .....	30
3.5. Additional variables .....	31
3.6. Manipulation checks .....	31
3.7. Data analysis .....	32
Chapter IV: RESULTS .....	34
4.1. Response data .....	34
4.1.1. Sample characteristics .....	34
4.1.2. Descriptive statistics .....	35
4.2. Manipulation checks .....	36
4.3. Reliability test .....	37
4.4. Hypothesis and research question test .....	37
4.4.1. The effect of crisis response strategies .....	37
4.4.2. The effect of crisis timing strategies .....	39
4.4.3. Interaction effect of crisis timing and crisis response strategy .....	40
4.4.4. Moderating effect of involvement level .....	46
4.4.5. Evaluation of proposed model .....	47
Chapter V: Conclusions .....	51
5.1. Discussion .....	51
5.2. Limitations and further research .....	53
5.3. Implications .....	53
5.4. Summaries .....	54
REFERENCES .....	56
APPENDICES .....	68

APPENDICE A .....	68
APPENDICE B .....	70
APPENDICE C .....	75



# LIST OF FIGURES

Figure 2.1: Situational Crisis Communication Theory Model.....	6
Figure 2.2: Basic Assumptions of the Situational Crisis Communication Theory.....	8
Figure 2.3 : The proposed SCCT model.....	24
Figure 3.1: The conceptual framework of the research .....	26
Figure 4.1 : Linear regression analysis for the proposed SCCT Model.....	48
Figure 4.2 : The revised SCCT Model with crisis timing strategy and involvement ...	50

## LIST OF TABLE

Table 2.1: Image Restoration Strategies .....	12
Table 4.1 : Sample characteristics .....	34
Table 4.2 : Descriptive analysis .....	36
Table 4.3: Cronbach's alpha of variables scales .....	37
Table 4.4: ANOVA for the effect of crisis response strategies .....	38
Table 4.5: Scheffe test for effect of crisis response strategy on NWOM .....	39
Table 4.6: Analysis of Independent t-Test for the effect of crisis timing on responsibility, organizational credibility, anger, NWOM .....	40
Table 4.7: ANOVA for the interaction effect of crisis response and crisis timing strategies .....	41
Table 4.8: Scheffe test for interaction effect of crisis response and crisis timing strategy on responsibility .....	42
Table 4.9: Scheffe test for interaction effect of crisis response and crisis timing strategy on organizational credibility.....	43
Table 4.10: Scheffe test for interaction effect of crisis response and crisis timing strategy on anger .....	44
Table 4.11: Scheffe test for interaction effect of crisis response and crisis timing strategy on NWOM.....	45
Table 4.12: The moderating effect of involvement on the relationship of crisis timing strategy and responsibility, organizational credibility, anger, NWOM .....	46