A Model for Emotional Component in Crisis Communication

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Abstract

*T*his research aims to study the effect of emotions on stakeholders' response to different types of crises and on success of organizations/ related agencies' crisis communication. It also aims to create a model demonstrating emotional elements of crisis communication. The researcher studied 3 crises as the case studies, which are the massive flood in year 2011, the explosion and conflagrationin the factory of BST Elastromer, Co., Ltd. in Map Ta Phut Industrial Estate, and the strike of employees of State Railway of Thailand. The research methodology combines between qualitative research, which includes document study, in-depth interview, and quantitative research, which includes a questionnaire to collect data from 1,208 samples who are stakeholders in each type of crisis. The statistical data processing is done by factor analysis and multiple regression methods. The results found that the most obvious emotions of stakeholders during (1) the massive flood in year 2011 were anxiety, fear, and sadness. The appearing emotions were the clear combination of both positive and negative emotions. They comprised a group of Negative Emotion − Severe Effect (EMO1), a group of Negative Emotion − Non-Severe Effect (EMO2), a group of Positive Emotion − Challenge of Life (EMO3), and a group of Positive Emotion − Optimism (EMO4).
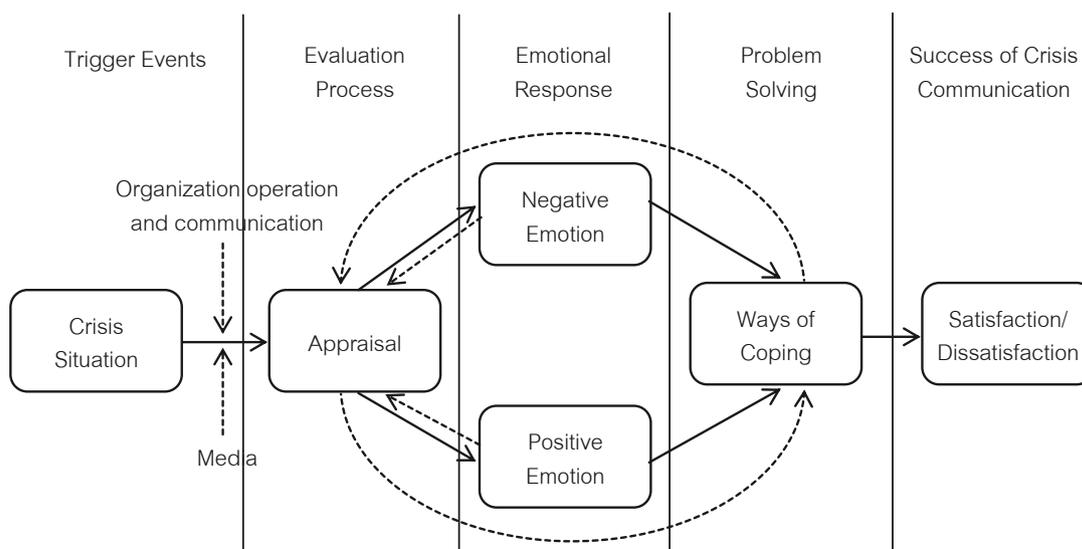
Figure 1: A model of emotional factors of communication in crisis situation

The most obvious emotions of stakeholders during (2) the explosion in BSTE's factory were fear, anxiety and sorrow. The appearing emotions comprised 3 groups, which were a group of Negative Emotion – Loss of Confidence in the organization (EMO1), a group of Negative Emotion – Unconfident about the Situation (EMO2), and a group of Positive Emotion – Optimism (EMO3). The most obvious emotions of stakeholders during (3) the strike of employees of State Railway of Thailand were boredom, shame, frustration. The appearing emotions were the both positive and negative emotions, which were a group of Negative Emotion – Organization fails to meet Standards (EMO1), a group of Negative Emotion – Combination with Curiosity and Eager to try (EMO2), a group of Negative Emotion – Perplexing and Worried (EMO3), and a group of Positive Emotion – Situation bring about Change (EMO4).

In addition, it is also found that the expressed emotion is related to the evaluation of communication success in the crisis of stakeholders. Although the relationship is minimal, but it shows that the emotion of stakeholders affects the success of communication in the crisis.

Introduction

Many communication strategies have been developed in order to effectively interact with a given publics in an emerging crisis. These strategies are designed to maintain a good relationship and minimize any damage which could happen to an organization. Since every crisis involves a unique set of circumstances and variables, no particular strategy can serve as a universal panacea. According to W. Timothy Coombs (2007), a crisis can be defined as the perception of an unpredictable event that important expectancies of stakeholders can seriously impact an organization's performance and generate the negative outcomes. Based on this definition, the issue can be divided into three main parts. The first part is the crisis itself. The effects of a crisis depend on how it is perceived. That is, if the stakeholders believe that an organization is in a situation of crisis, believing that a crisis has occurred, the stakeholders will react as if the organization is facing a crisis. Therefore, the organization needs to see the incidents from the point of view of the stakeholders to assess

the problems, the implications of the crisis, and how to properly deal with potential problems. Secondly, the crisis affects the stakeholders' expectation of how the organization should perform or operate. For example, an airplane is supposed to land safely; The utilities should not be harmful to the consumers; The internal management of the organization should not be involved in embezzlement or fraud; and the organization should appreciate the common values and return something to the public, etc. A crisis can destroy all confidence in the mind of the stakeholders, and as a result, cause the mistrust, ruin good relations, or even provoke resistance. This shows why a crisis is considered harmful to organization's reputation. Thirdly, the crisis can bring about negative or unpleasant consequences. The impact of the crisis includes not only the financial damage, but it also can affect to other areas, especially reputation of the organization, the environment, including the injuries or deaths, or even cause damage to the whole industrial system.

Thus, crisis communication is connected with perception, expectancy and negative outcomes. Previous studies have found that the perception of crisis, particularly from a given public, is not strictly a function of an environmental stimulus itself, but involves an interpretation of stimulus (Carver and Blaney, 1977) and emotion is argued to be a critical stimulus.

Since the crisis is psychologically significant, different emotions can facilitate or impede the effectiveness of crisis response strategies. Most of the crisis reaction plans are based on the principle of situational assessment in order to determine the strategies, referred to as Situation – Based. But when considering the principles which emphasize the analysis of individual psychological factors, they are called Emotional – Based. The organization can also design the various strategies to make them suitable to the specific needs of the stakeholders, and eventually can effectively implement these strategies. Hence, this research brings in the emotional psychology as a study approach in order to expand the body of knowledge of the crisis communication from another perspective.

Objectives of Research

1. To study the emotions displayed by stakeholders in each type of crisis.

2. To study the effect of emotions on stakeholders' response to the crisis.

3. To study the effect of emotions on success of crisis communication.

4. To create a model for emotional component in crisis communication.

Literature Review

Crisis Response Strategies have developed to confine damage associated with crisis. One of the most important theories that provide guidelines to help PR practitioners select the most effective responses is Situational Crisis Communication (SCCT).

1. Situational Crisis Communication (SCCT)

The SCCT divides crisis into three clusters including victim cluster, accidental cluster and preventable cluster, each crisis cluster will create a different level of attribution of crisis responsibility. It is obvious that the core of this theory revolves around crisis responsibility. The crisis affects the perception of the stakeholders toward the organization's reputation. This includes the emotional impact which relates to the behavioral intentions of the stakeholders expressed towards the organization, such as, the attribution of blame and to what extent the organization should be held responsible, can lead to negative reaction , both emotional and in term of action. There are two factors which make the stakeholders believe that the organization is

liable for the crisis. They are (1) crisis history, and (2) prior reputation. As the crisis history can be another factor displaying the pattern of bad behavior of the organization in the past, the stakeholders may consequently expect the organization to show more responsibility. As for the factor of prior reputation, it depends on how the organization has dealt with previous incidents, and weather these have been resolved satisfactorily. In the same crisis, if the organization has acquired a negative reputation due to previous missing management, the stakeholders will look for more critically at the organization for the crisis more than in the case of the positive prior reputation of organization.

SCCT is not limited to the effect on the reputation of the organization only. It also includes other consequences resulting from the crisis, like affection and behavioral intentions. The result of the research of Jorgensen (1996) McDonald and Hartel (2000) Coombs and Holladay (2005) Weiner (2006), all shows that the attribution of responsibility can lead to some specific emotions (cited in Coombs and Holladay, 2010). One of the interesting studies demonstrates the relation between anger and crisis responsibility. In addition, the influence of anger raises the level of attribution of responsibility.

This leads to the following research question:

RQ1. What are the dominant emotions displayed by stakeholders in each type of crisis?

Besides, the affection is associated with the behavioral intentions of an individual (Jorgensen, 1996). The behavioral intentions include the purchase intention and negative word − of − mouth. The negative word − of − mouth is a complicated problem, as the effect can last long in the memory of people, such as writing in a blog or web board on the internet which can last for years, while the people's recollection of the crisis can fade away within a

few months. However, if someone searches for the details on the internet, these negative writings can pop up again.

This leads to the following research question:

RQ2.How do the emotions affect stakeholders' response to the crisis?

2. Evaluation process and Behavioral intentions

Emotion is the interactive process between a person and the environment which can develop through the assessment of the experienced incident, then lead to a physical response, such as alteration in heart rate, blushing face, cold hands, and the behavioral response/action, such as attack or avoidance. Each emotion has a different form of expression and has specific features.

2.1 Appraisal

Richard Lazarus (1991) suggests that appraisal can be classified into 3 types, which are primary appraisal, secondary appraisal and reappraisal.

Primary Appraisal involves the assessment of whether incident would affect the well-being of a person. This assessment centers on the extent to while the stimulus event could hinder a person from achieving goals and pursuing a course of action.

Secondary Appraisal focuses on the method a person uses to handle the occurring incident. This type of assessment emphasizes the ability of a person to prevent danger or damage, including improving the environment surrounding that person.

Reappraisal concerns the response of a person toward the effect resulting from interaction with the environment. The primary andsecondary appraisalcauses the change in how a person faces with the environ-ment. The reappraisal is divided from the appraisal, because it happens afterwards.

As already mentioned emotions can change all the time when faced with a changing environment.

This continuously puts new information into a person's assessment. Most of the time, these changes influence appraisal, and affect thecoping process which has a role in bettering or worsening relations between a person and the environment.

2.2 Coping

Coping is composed of the cognitive and behavioral effort sin managing with the specific needs, either concerning the environment or the internal person, including the contradiction of these needs. It could be the change of the original emotional state from intense to relieve. It could be the change of one emotion to another emotion. Besides, coping can cause direct or indirect impact on the reappraisal too. Lazarus (1991) suggests that copingcan affect the emotional process in 2 ways, which are, problem – focused coping, this coping process is the attempt of a person to change his or her relationship with the environment. Emotion – focused coping,this coping process concerns thinking rather than acting, that is, it is a change of priority giving, attention paying, or interpretation of the relationship.

Furthermore, each emotion relates to core relational theme which defines the key relational harm or benefit underlying each specific emotion and predicting the response. For example, the core relational theme of anger is a demeaning offense against me and mine, the core relational theme of fear is facing an immediate, concrete, and overwhelming physical danger and the core relational theme of sadness is having experienced an irretrievable loss. Whenever an emotion is stimulated, it will link to an action tendency, which is based on the response to the core relational theme.

Therefore, emotions drive different patterns of behavior. In other words, negative emotions, such as anger can be predicted to lead to punitive actions of negative word of mouth (Coombs and Holladay, 2007); fear brings avoidance or escape; and sadness leads to needs of emotional support. It is seen that emotion is the medium between the different incidents in the environment and the individual response. It also partly determines future behavior. When a person faces an unexpected incident which harms property and life, like a crisis, that person needs to find as much information as possible to reduce the level of uncertainty, to use this for situational assessment. But it is important to keep in mind that crisis communication transpires in times of stress. People will not be at their best for receiving information. As research of Gilman (cited in Coomb, 2007) suggests that people's ability to process information is reduce by up to 80% during emotionally charged situation such as crisis.

This leads to the following research question:

RQ3. How do the emotions of stakeholders affect the success of communication during the crisis?

In addition, a frequently-happening scenario during a crisis is lack of information, or information which is incompatible with the needs of the stakeholders. With this information gap, rumors and distorted information spread. Both lack of information and wrong information negatively impact the organization. Hence, this research needs to create the model of emotional components of crisis communication to be an approach for creating the communication strategy to make it suit the specific needs of the stakeholders during the crisis incidents, and to make it more effective.

This leads to the following research question:

RQ4. What should be the features of the emotional component model of the communication during the crisis?

Methodology

In this study, the researcher attempts to understand the role of emotions that serve as vital roadmaps to understand the responses of stakeholders in crises. By using Case studies, the three cases examined here

were crisis in each cluster based on SCCT.

This research uses a mixed – methodology both the qualitative research and the quantitative research by which the advantages of each methodology is applied. It also demonstrates the methodology which can produce the knowledge by switching back and forth between deduction and induction (Creswell, 1994). The methodology to find the answer to the research questions can be divided into 2 phases, 5 steps which are,

Phase1: Qualitative Research, the study tries to answer the questions through 2 steps of information collecting, which are;

(1) Studying the theories, concept, and documents related to the main points of the research to create a platform to select a case study relating to the crisis. The study also helps in setting up the study framework which guides the information collection from the in-depth interview and the making of the questionnaires in the next step. The researcher also considers the relevant contents presented through the media, as the media has a significant in people's perception.

(2) Collecting the information concerning emotion and crisis communication strategies. It is done through the in-depth interview with 3 groups of people, who are, the psychological experts, crisis communication managers, and stakeholders, to collect the information and opinions regarding the communication strategy and emotional components of a person during the crisis.

Phase 2: Quantitative Research, the study tries to answer the questions through 3 steps of information collecting, which are;

(3) Creating the questionnaires. After receiving the information from the two previously-mentioned steps, the information can be analyzed to create a

questionnaire for the survey research. In this step, the research tools will be checked and tested before the actual use. Then they will be used to further collect the information from the samples.

(4) Collecting the survey information from the questionnaire. The researcher uses the questionnaire to collect the information from the samples who are stakeholders in each case of crisis. After that, the information is statistically processed to

(5) After attaining the research results from the survey, the results will be analyzed and synthesized. A model based on the research results will be created.

Results

This study is based on the assumption that emotion has an important role in stakeholders' response and affecting the success of crisis communication.

RQ1 examined the dominant emotions expressed by stakeholders in each type of crisis.

For Flood case, anxiety, fear and sadness were expressed as the dominant emotions. The result of factor analysis can be categorized into four groups which are (1) Negative Emotion – Severe Effect (2) Positive Emotion – Non-Severe Effect (3) Positive Emotion – Challenge of Life and (4) Positive Emotion – Optimism. For BSTE factory's explosion and fire case, fear, anxiety and sadness were expressed as the dominant emotions. The result of factor analysis can be categorized into three groups which are (1) Negative Emotion – Loss of Confidence in the Organization (2) Negative Emotion – Unconfident about the Situation and (3) Positive Emotion – Optimism. For railway employees strike case, boredom, shame and frustration were expressed as the dominant emotions. The result of factor analysis can be categorized into four groups which are (1) Negative Emotion – Organization Fail to Meet Standard (2) Negative Emotion – Combination

with Curiosity and Eager to Try (3) Negative Emotion – Perplexing and Worried and (4) Negative Emotion – Situation Brings About Change.

RQ2 examines the effect of emotions on stakeholders' responses in crisis event which is to find the relationship between (1) appraisals and emotions and (2) emotions and ways of coping.

(1) The Relationship between Appraisals and Emotions

For Flood case, the stakeholders of the situation have five patterns of appraisal. The sample in the group of "AP1 Dare to Confront and Try to Solve Problems" tends to express their emotion in the group of "EMO1 Negative Emotion – Severe Affect" (such as anxiety, fear, sadness and anger.) The sample with the appraisal in the group of "AP2 Prepare Oneself" tends to express their emotion in the group of "EMO2 Negative Emotion – Non-Severe Effect" (such as boredom, shame, and guilt). The sample with the appraisal pattern in the group of "AP3 Suffer but Blame Nobody" tends to express their emotion in the group of "EMO3 Positive Emotion – Challenge of Life" (such as challenging, interest and surprise). The sample with appraisal in the group of "AP4 Trust in Government Management" tends to express their emotion in the group of "EMO4 Positive Emotion – Optimism (such as hope and pride). And the sample with the appraisal pattern in the group of "AP5 Looking for Responsibility from the Government Agency" has no strong influence on the emerging emotions in this case.

For BSTE factory's explosion and fire case, the stakeholders have the patterns of appraisal which can be grouped into three categories which are "AP1 Face up to and Deal with Problem" which tends to express their emotion in the group of "EMO1 Negative Emotion – Loss of Confidence in the Organization" (such as anger, shame and frustration). The sample

which has the appraisal pattern in the group of "AP2 Careful and Follow up the Situation" tends to express their emotion in the group of "Negative Emotion – Unconfident in the Situation" (such as fear, anxiety, and sadness). The sample who has the appraisal pattern in the group of "AP3 Confident in their own capability and Organizational management" tends to express their emotion in the group of "EMO3 Positive Emotion – Optimism" (such as challenging, hope and pride).

In the case of railway employees strike, the stakeholders of the situation have the appraisal pattern which can be categorized into four groups. The sample who has the appraisal pattern in the group of "AP1 Prepare Oneself" tends to express their emotion in the group of "EMO1 Negative Emotion –Organization Fail to Meet Standard" (such as boredom, shame, disgust, and guilt). The sample who has the appraisal pattern in the group of "AP2 Facing the problem and Self Reliance" tend to express their emotion in the group of "EMO2 Negative Emotion – Combination with Curiosity and Eager to Try" (such as fear, anger, frustration, challenging, and interest). The sample who has the appraisal pattern in the group of "AP3 Affected but let go" tends to express their emotion in the group of "EMO3 Negative Emotion – Perplexing and Worried" (such as surprise and anxiety). And the group of sample whose appraisal pattern is "AP4 Confident in the organization and Try to Solve Problem" tends to express their emotion in the group of "EMO4 Positive Emotion –Situation Brings About Change" (such as hope and pride).

(2) The Relationship between Emotions and Ways of Coping

For Flood Case, the sample who has the emotion expression in the group of "EMO1 Negative Emotion – Severe Impact" (such as anxiety, fear, sadness and anger) tends to choose the pattern in dealing with the problems in four ways

which are "Retreat from Problem In order to find out how to change," "accept the truth and try to continue on," "Rely on the model in dealing with problems," and "Try to control oneself and live one's life further." The sample who has emotion expression in the group of "EMO2 Negative Emotion – Non-Severe Impact" (such as boredom, shame, and guilt) tends to deal with problems in two ways which are "Avoid Problem and Take Risk for the Wrong Way" and "Stay Away from Problem and Let it Be" while the sample whose emotion expression is in the group of "EMO3 Positive Emotion – Challenge of Life" (such as surprise, interest, and challenging) tends to deal with problems in two ways which are "Try to solve problems in various ways" and "look for encouragement and emotional support." The sample in the emotion expression group of "EMO 4Positive Emotion – Optimism" (such as hope and pride) tends to deal with problem by "Look for the way to relax and begin again."

In the case of BSTE factory's explosion and fire, the sample whose emotional expression is "EMO1 Negative Emotion – Loss of Confidence in the Organization" (such as anger, shame, and frustration) tends to solve problems in two ways which are "Try to make oneself feeling better" and "Try to understand problem and Move Forward." The sample in the emotional expression group of "EMO 2 Negative Emotion – Unconfident about the Situation" (such as fear, anxiety, and sadness) tends to deal with problems in two ways which are "Try to control and deal with oneself" and "Stay away from problem and take risk in the wrong way" whereas the sample in the group of "EMO3 Positive Emotion – Optimism" (such as challenging, hope and pride) tends to deal with problems in two ways which are "Confront with Problems and Accept the Truth" and "Open Mind to Accept and Look at the Good Side of Problems."

In the case of railway employees strike, the sample group with emotional expression in the group of "EMO1Negative Emotion –Organization Fail to Meet Standard" (such as boredom, shame, disgust, and guilt) tends to deal with problems by "Try to be optimistic." The sample group in the emotional expression of "EMO 2 Negative Emotion –Combination with Curiosity and Eager to Try" (such as fear, anger, frustration, challenging, and interest) tends to deal with problems by "Using various methods in dealing with problems" and "Try to Understand problem and move forward." The sample with the emotional expression of "EMO3 Negative Emotion – Perplexing and Worried" (such as surprise and anxiety) tends to deal with problems by "Stay Away from Problems and Take Risk in the wrong Way." The sample group with the emotional expression in the group of "EMO4 Positive Emotion – Situation brings about Change" (such as hope and pride) tends to deal with problems in two ways which are "Try to adjust oneself and expect for change" and "Be responsible and plan to solve."

RQ3 examines the effect of emotions on the success of crisis communication.

For Flood case, the stakeholders in the group of "EMO2 Negative Emotion – Non-Severe Impact" (such as boredom, shame, and guilt) has inverse correlation with the evaluation on success of crisis communication. This points that the sample in the group of high level of "EMO2 Negative Emotion – Non-Severe Impact," there will be less success of crisis communication. At the same time, the group of "EMO4 Positive Emotion – Optimism" (such as hope and pride) have the positive correlation with evaluation on success of crisis communication, meaning that the sample who expresses their emotion in the group of "EMO4 Positive Emotion – Optimism" has the successful evaluated success of crisis communication.

In the case of BSTE factory's explosion and fire,

the emotion of stakeholders in the group of "EMO3 Positive Emotion – Optimism" (such as challenging, hope, and pride) has a positive correlation with the evaluation of success of crisis communication, meaning that the sample who expresses their emotion in the group of "EMO3 Positive Emotion – Optimism" in the high level will have more evaluation on success of crisis communication that it will be successful as well.

In the case of railway employees strike, the emotion of stakeholders in the group of "EMO 1 Negative Emotion – Organization Fail to Meet Standard" (such as boredom, shame, disgust, and guilt) and "EMO3 Negative Emotion – Perplexing and Worried" (such as surprise and anxiety) have the inverse correlation with the evaluated success of crisis communication. This shows that the samples who express these emotions in the high level have less evaluation on success of crisis communication. At the same time, the emotion of stakeholders in the group of "EMO 4 Positive Emotion – Situation brings about Change" (such as hope and pride) and "EMO 2 Negative Emotion –Combination with Curiosity and Eager to Try" (such as fear, anger, frustration, challenging, and interest), have the positive correlation with the evaluation on success of crisis communication, meaning that the samples who express these emotions in high level have higher level of evaluation that the crisis communication will be successful.

Discussion

The findings were distilled into three main issues: the emotions expressed in the crisis situation, the emotional components expressed when the stakeholders experience with crisis in each situation, and the model of emotional factors for communication in crisis.

First, the emotions expressed in time of crisis. To compare the three cases, we find that the emotions expressed toward flood case (anxiety, fear and sadness) and the situation of factory explosion in Mabtaput Industrial Estate case (fear, anxiety and sadness) are very close with the difference in the degree of expressed emotion. While the emotion expressed in the situation of strike by the staffs of Thai railway authority is quite different (boredom, shame, and frustration). In addition to the difference in nature of crisis, it is also influenced by the nature of threat (Antony S.R. Manstead, 2008). To compare the two situations, the first situation caused the loss of life and property. There were injured and dead people. The situation of strike by the staff of Thai railway authority did not cause any death and injury. Besides, in the situation of flood, the situation started up and continued on. The stakeholders (flood victims) of the situation witnessed the violence and damage of other areas which faced with the situation earlier. They could not tell if their own area would be affected as well. Thus, the most outstanding emotion of such situation was "Anxiety" whereas the situation of BSTE factory's explosion occurred immediately without warning. The explosion caused damages to life and property of the stakeholders (nearby villagers) immediately such as broken glasses, damaged roof, and leakage of chemicals which harmed those who inhaled in high volume. So, the outstanding emotion of such situation was "Fear." In the situation of railway staffs' strike, it was the situationthat did not harm or damage life and property. Also, the stakeholders (passengers or those who acquired service)viewed that it was an organizational problem which was the conflict between the management and the staffs. There was no direct relationship, but it affected the convenience in transportation. So, the expressed emotion of the stakeholders was "Boredom." This complies to the idea of Richard S. Lazarus (1991) that in a situation or environment, there is a core relational theme which express the central relational harm or benefit underlying each specific kind of emotion. An

individual usually evaluates if such relationship will cause harm or benefit. If the relationship causes danger or damage (Harmful Relationship), it will lead to various negative emotions such as anxiety which is the result of encountering with uncertainty that threatens their living, fear which is the result of encountering with physical danger that happens immediately and violently, and boredom which is the result of loss of attention toward something. Sometimes, it may be in a form of learning that one cannot do anything (Helplessness) toward the happening situation (C.D. Fisher, 1993).

Secondly, the emotional components displayed by stakeholders in crisis situation, these comprise of appraisal, emotion, and ways of coping. There are six aspects of appraisal which are (1) Pleasantness towards the situation. This is related to the impact toward the normal living of an individual. (2) Attentional activity which is to pay attention and follow up news and information about the crisis situation. This can be separated into two characteristics which are attention to follow up news and information about the situation and the deviation of attention from news and information regarding the situation. (3) The perceived obstacle and anticipated effort is to evaluate the impact from the crisis situation whether it will affect oneself and surrounded persons, more or less, as well as the attempt to solve problem. (4) Control, the stakeholders evaluate his own capability whether he can control the situation. (5) Responsibility, the stakeholders think about his own responsibility toward such situation. In one way, he may view if he should take part in responsible for the situation or he should be responsible of himself. In another way, it is to look for the responsibility from other persons such as individuals, agency, and organization. (6) Predictability. This means that the stakeholders try to evaluate the affect in the future or the future situation which is the outcome of the origin situation. This correspond with Smith and Ellsworth (1985)whose study on appraisal

dimensions and found that human appraisal can be divided in to 7 dimensions, which are (1) Pleasantness (2) Obstacle(3) Agency (4) Certainty (5) Attentional Activity (6) Anticipated Effort and (7) Situational Control.

The emotions of the stakeholders are clearly grouped together between the negative and positive emotions whereas the coping with problems which is the method that an individual uses to solve problems when facing with the crisis situation can be divided into two major categories which are (1) Actions. This means that the stakeholders mainly take action to deal with the situation. For example, confronting with problems or planning how to solve problems. (2) Thoughts. This means that the stakeholders retreat from problems, control oneself, stay away from problems, or look for social support. These comply toFolkman and Lazarus (1991) who categorize the coping with problems of an individual into two groups which are Problem-Focus Coping and Emotional-Focus Coping.

For this research, the stakeholders of crisis situations tend to cope with problems with emotional-focus coping rather than problem-focus coping. This differs from the research of Augustine Pang, Yan Jin, and Glen T. Cameron (2010) which reveals that the primary publics of four from five crisis situations tend to cope "with problem – focus coping rather than emotional – focus coping." In choosing the pattern of coping with problems, in addition to emotion, there are other factors which are the self-efficacy and willingness in some actions in order to change their own perception toward the crisis situation. In the research of Pang, Jin and Cameron (2010), the stakeholders evaluate that they have self-efficacy and willingness to use the active method in coping with problems with some expectation in the final outcome. However, in this research, most of the stakeholders view the crisis situations that they are beyond their control. So, they could not change or end the crisis situation. Moreover, the difference in the

condition of society causes the different idea and problem solving when confronting with crisis situation. Therefore, the stakeholders in this research tend to use pattern of emotional – focus coping which emphasizes on decreasing the negative emotion.

Thirdly, the model of emotional factors of communication in crisis situation comprises of five parts which are (1) Trigger Events (2) Evaluation Process (3) Emotional Response (4) Problem Solving and (5) Success of Crisis Communication. This model is based on stakeholder's cognitive model for information processing, which consists of four parts: the trigger event, the knowledge and evaluation process, the affective reactions, and the outcome components (Fediuk, Coombs and Botero, 2010). For model of emotional factors of communication in crisis situation, during the trigger events and the evaluation process, the problem solving action and organizational communication, as well as the media's presentation occur at this point. And they can cause impact toward the next steps of the process. Evaluation process includes the six aspects of appraisal stated earlier. This results in the occurrence of various emotions which are influential toward the coping with problem, either aiming at the action to solve problems or at the thought of reducing emotion. If such problem solving follows what one desires, it brings about satisfaction and results in the evaluation as shown in the picture.

For example, in case of flood, if we assume that individuals evaluate the situation in the aspect of pleasantness toward situation that the situation is bad and evaluate in the aspect of perceived obstacle and anticipated effort that the sand bags which block the water way cause problems as the flood water remains in their house area, this causes the negative emotion. So, it drives one towards the ways of coping which may focus on problem solution by confronting

with problems. Thus, stakeholders would get together for a protest or remove the sand bags. As the ways of coping are completed, it will result in satisfaction in one way. In another way, it returns to affect the appraisal as when they see that the water that remained in their house flowed out, they will evaluate the situation that such situation has been relieved. This is the same for emotion. After it has already occurred, it does not mean that individuals can choose the way of coping immediately. During this time, they will return to evaluate the situation again. The negative emotion which occurs can cause even more negative evaluation and decision making.

Limitation of This Research

1. The research which involves crisis situation is usually studied from the real situation or case study. The research on emotions is usually an experiment organized within a certain condition whereas this research is the study on emotions of stakeholders of the crisis situation which really happened. Thus, the limitation is that the participants of questionnaires had to recall their experience about the situations.

2. The questionnaire used in this research is applied with psychology measurement, there are numerous questions in order to measure the appraisal and ways of coping as well as other questions related to the crisis situation and communication in crisis situation. The participants of research questionnaire might be tired of answering the questionnaire.

3. The crisis situations rarely happened. They cannot be organized, and nobody wants them to occur. Thus, another limitation of this research is the searching and selecting of crisis situations which occurred in Thailand that are qualified for crisis condition in each type, and they must be the situation which can be remembered by the stakeholders.

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