

# 從基礎開始：探究企業社會責任策略設計 對消費者懷疑態度的影響

## Back to The Drawing Board: Examining CSR Activity Design and Its Effect on Consumer Scepticism

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## 摘要

過去研究表示消費者對企業社會責任 (CSR)的看法不一定都持正面的態度，尤其是當企業有醜聞 (CSI)的時候。本研究結果可以貢獻於 CSI 領域的研究，特別著重於不同的 CSR 活動策略如何減緩消費者對該公司的懷疑態度。本研究旨在探討兩種 CSR 設計策略：主動性 (主動/反應)和時間長度 (長/短)。研究結果顯示，當企業主動執行 CSR 時，消費者感覺此企業具有較高的道德感。然而，企業承諾願意投入的時間長短卻會影響這種關係。也就是說，與長期但被動的 CSR 策略相比，消費者對主動而短暫的 CSR 策略更持懷疑態度。同時，CSR 策略透過價值驅動和利己主義的動機，間接影響了消費者的懷疑態度。當消費者認為企業是為了利己而進行 CSR 時，他們對企業有更高的懷疑態度；然而當企業被認為是因為價值觀的關係，而進行 CSR 時，消費者有較低的懷疑態度。本研究結果可以提供企業在有涉及醜聞時，如何設計有效降低消費者懷疑態度的 CSR 策略。

**關鍵字：**企業社會責任設計策略、企業社會不負責任、消費者懷疑態度

## ABSTRACT

Previous research suggests inconsistent effect of corporate social responsibility (CSR) on consumer responses, especially during a self-induced corporate social irresponsibly (CSI). To complete research in the CSI domain, this study focuses on how different CSR activity design might mitigate consumers' scepticism towards that firm. This study focuses on two CSR design strategies: proactivity (proactive/reactive) and length of time (longer/shorter). The results indicate that consumers perceive a firm with moral or ethical character when it conducts proactive CSR strategy. However, the length of commitment in CSR would moderate such effect, so that consumer would be more sceptical toward a proactive but short CSR than a long but reactive one. The effect of CSR strategy has indirect impact on consumer scepticism via both value-driven and egoistic-driven motives. Consumers would be sceptical towards the firms when they relate the CSR programme more egoistic-driven, and vice versa for value-drive motives. This research investigates the effect of CSR strategy and the results could provide corporates guidelines as to how to conduct CSR tactics during crisis.

**Keywords:** Corporate social responsibility strategy design, Corporate social irresponsibility, Consumer scepticism