

# Service climate and customer satisfaction : the boundary conditions of service attribute and the med

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## ABSTRACT

The purpose of this research is to explore the usefulness and to highlight the nature of relationships between service climate and affective commitment in impacting customer satisfaction of frontline employees at the banking industry of Taiwan. This research investigates that employee affective commitment mediates the relationship of service climate on customer satisfaction, and service attributes (customer contact frequency, service intangibility, and service employee interdependence) moderate the positive link between service climate and customer satisfaction. Data collected for this research involved customer-contact employee, their executives, and customer in forty banking institutes. In this study constructs with three unique sources were measured in order to reduce the possibility of same source bias. Contact employees rated their perceived service climate, and affective commitment, while customers rated customer satisfaction in individual level. The executives rated service attributes in organizational level. Hierarchical linear modeling was conducted to test research hypotheses. The results showed that(1) a positive, direct relationship is expected between contact employees' perceptions of climate for service and customer satisfaction; (2) A positive relationship is hypothesized between climate service and frontline employee's affective commitment; (3) Service intangibility moderates the relationship between service climate and customer satisfaction in such a way that the relationship is significantly more positive when service intangibility is high than when service intangibility is low.

Keywords : Service climate、customer satisfaction、affective commitment、service attribute、hierarchical linear modeling (HLM)

## Table of Contents

內容目錄	
中文摘要	iii
英文摘要	iv
誌謝辭	v
內容目錄	vi
表目錄	viii
圖目錄	ix
第一章 緒論	1
第一節 研究目的與動機	1
第二節 研究問題	4
第二章 文獻探討	6
第一節 顧客滿意	6
第二節 服務氣候	8
第三節 情感性承諾	10
第四節 服務屬性	12
第三章 研究方法	18
第一節 研究架構	18
第二節 研究假設	19
第三節 研究對象與抽樣程序	20
第四節 量測工具	21
第五節 資料分析方法	24
第四章 統計分析與結果	26
第一節 描述性統計	26
第二節 信效度分析	31
第三節 整體模式衡量分析	37

第四節	差異分析	39
第五節	相關分析	43
第六節	迴歸分析	44
第七節	多層次線性模式	46
第五章	結論與建議	50
第一節	研究結論	50
第二節	實務意涵	52
第三節	研究限制	53
第四節	研究建議	53
參考文獻		55
附錄一	問卷量表	66
附錄二	問卷量表	67
附錄三	問卷量表	69
表目錄		
表 4-1	受試樣本之樣本特性	26
表 4-2	信度分析	32
表 4-3	驗證性因素分析	34
表 4-4	本研究變項量測模式比較表	37
表 4-5	顧客基本資料變項對個體層次顧客滿意的知覺差異情形	38
表 4-6	顧客基本資料變項對顧客滿意事後檢定	38
表 4-7	員工基本資料變項對個體層次服務氣候、情感性承諾的知覺差異情形	39
表 4-8	員工基本資料變項對服務氣候、情感性承諾事後檢定	39
表 4-9	主管基本資料變項對於組織層次顧客接觸頻率、服務無形性、員工相依性的知覺差異情形	40
表 4-10	主管基本資料變項對顧客接觸頻率、服務無形性、員工相依性事後檢定	41
表 4-11	相關分析	42
表 4-12	個體層次服務氣候、情感性承諾對顧客滿意之階層迴歸結果	43
表 4-13	服務氣候對顧客滿意影響之分析	44
表 4-14	服務屬性之直接與調節效果	45
圖目錄		
圖 3-1	研究架構圖	16
圖 4-1	服務無形性調節服務氣候與顧客滿意之間的交互作用圖	47

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