

洪信宏、汪睿祥

E-mail: 354810@mail.dyu.edu.tw

ABSTRACT

Service failure and service recovery are frequently discussed in academic circles. This study is based on case of restaurant business to explore and combined the relation-ship quality index with the relationship culture to see if it is in conformity with the index and effect after being recovered from service failure of restaurant business.

Keywords : service failure、service recovery、relationship quality index、relationship culture、subjective sequential incidents technology

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 第一章 緒論
1 第一節 研究背景	1 第二節 研究目的
2 第二章 文獻探討	3 第一節 服務失誤
3 第二節 服務補救	9 第三節 主觀順序事件技術
13 第四節 關係管理	32 第五節 關係品質
46 第三章 研究方法	55 第一節 研究對象
55 第二節 SSIT分析方法	57 第四章 研究結果
62 第一節 餐飲業服務遞送藍圖	62 第二節 服務失誤類型與服
務補救類型	76 第五章 結論與建議
70 第三節 服務補救對於關係品質與關係培育策略影響	87 第一節 結論
87 第一節 結論	87 第二節 研究限制與建
89 參考文獻	91 表目錄 表 3-1 個案收集 .
56 表 3-2 事件順序分析表	58 表 3-3 喜(氣)點聯
59 表 3-4 單一階段聯集表	60 表 3-5 SSIT表格(
四) 單一階段關係培育策略聯集表	62 表 4-2 失誤後補救
60 表 4-1 餐飲業服務遞送藍圖	對照表
85	

REFERENCES

一、中文部份 王德馨，俞成業(1995)，公共關係，台北，三民書局。王清生(2010)，美髮業之服務失誤與服務補救：主觀服務遞送藍圖取向之研究，私立大葉大學人力資源暨公共關係學系碩士班未出版之碩士論文。王怡雯(2006)，台灣公關學者對公關策略及其考慮因素看法之研究，私立大葉大學人力資源暨公共關係學系碩士班未出版之碩士論文。王雅欣(2009)，美髮服務失誤與服務補救 - 員工觀點與顧客觀點之比較，私立大葉大學人力資源暨公共關係學系碩士班未出版之碩士論文。江權佑(2008)，3C零售業之服務遞送藍圖與服務失誤 - 管理者觀點與消費者觀點之比較，私立大葉大學人力資源暨公共關係學系碩士班未出版之碩士論文。江麗雪(2010)，眼鏡服務業服務失誤與服務補救 - 員工觀點與顧客觀點之比較，私立大葉大學人力資源暨公共關係學系碩士專班未出版之碩士論文。余俊儀(2011)，餐飲業服務失誤與服務缺口，私立大葉大學人力資源暨公共關係學系碩士班未出版之碩士論文。李若男(2007)，電信零售業服務失誤與服務補救 - 以自覺控制感觀點探討，私立大葉大學人力資源暨公共關係學系碩士班未出版之碩士論文。何怡芳(2002)，行動通訊服務業導入顧客關係管理與顧客滿意研究，私立淡江大學管理科學學系未出版之碩士論文。沈國琛(2007)，醫療業服務失誤與服務補救 - 顧客經驗管理趨向之研究，私立大葉大學人力資源暨公共關係學系碩士班未出版之碩士論文。吳宥蓁(2006)，零售服務業服務疏失歷程結構及歷程補救之探討，私立大葉大學人力資源暨公共關係學系碩士班未出版之碩士論文。林株啟(2006)，學校與醫療業服務接觸與服務疏失 - 關鍵事件分析法與敘述分析法之比較，私立大葉大學人力資源暨公共關係學系碩士班未出版之碩士論文。林玥秀，黃文翰，黃毓伶(2003)，服務失誤與服務補救之類型研究 - 以台灣地區之餐廳為例，觀光研究學報，9(1)，39-58。邱炳翰(2007)，醫療業服務失誤與服務補救：關鍵時刻取向研究，私立大葉大學人力資源暨公共關係學系碩士班未出版之碩士論文。邱燦(2008)，金融服務業服務失誤與服務補救 - 期望失驗論與戲劇論觀點之比較，私立大葉大學人力資源暨公共關係學系碩士班未出版之碩士論文。紀華強(1997)，實用公關基本法，台北市:漢宇。洪佳玟(2009)，餐飲業服務失誤與服務補救:管理者觀點與消費者觀點之比較，私立大葉大學人力資源暨公共關係學系碩士班未出版之碩士論文。

係學系碩士班未出版之碩士論文。孫秀蕙(1997),*公共關係:理論、策略與研究實例*,台北市:正中。許芳(2009),*服飾業連續失誤之研究 - 員工觀點與顧客觀點之比較*,私立大葉大學人力資源暨公共關係學系碩士班未出版之碩士論文。陳文華(2000),*運用資料倉儲技術於顧客關係管理*,能力雜誌,132-138。陳文義(2008),*餐飲業於旺季服務失誤與服務補救之研究 - 以主觀順序事件分析法分析*,私立大葉大學人力資源暨公共關係學系碩士班未出版之碩士論文。陳奐廷(2010),*餐飲服務藍圖與服務失誤管理 - 顧客經驗管理取向之研究*,私立大葉大學人力資源暨公共關係學系碩士班未出版之碩士論文。陳建州(2003),*顧客滿意、信任與承諾影響因素之探討 - 以銀行個人理財部門為例*,私立銘傳大學管理科學研究所未出版之碩士論文。陳雅惠(2009),*產品經驗和歷程經驗對顧客價值之影響 - 一個腳本實驗之研究*,私立大葉大學人力資源暨公共關係學系碩士班未出版之碩士論文。陳寶中(2007),*醫療業服務失誤與服務補救 - 歷程補救取向之研究*,私立大葉大學人力資源暨公共關係學系碩士班未出版之碩士論文。郭德賓(2004),*餐飲業顧客滿意、服務失誤與服務補救類型分析:台灣地區餐廳之研究*,觀光研究學報,10(2),15-20。張文甫(2010),*服飾業服務失誤與服務補救 - 顧客觀點與服務人員之比較*,私立大葉大學人力資源暨公共關係學系碩士班未出版之碩士論文。張榮林(2011),*餐飲業顧客經驗延伸模型 - 紮根理論之研究*,私立大葉大學人力資源暨公共關係學系碩士在班未出版之碩士論文。張景旭,張馨華(2006),*服務經濟轉型下的「重要事件技術」爭議與對策:「主觀順序事件技術」之提出*,第三屆關係管理學術研討會,大葉大學,彰化。張家盛(2007),*信用合作社客戶經驗管理之探討以彰化五信為例*,私立大葉大學人力資源暨公共關係學系碩士班未出版之碩士論文。張碧華(2009),*3C產業服務遞送藍圖之建構理想行方法之運用*,私立大葉大學人力資源暨公共關係學系碩士班未出版之碩士論文。張馨華(2006),*餐飲業服務疏失關鍵因素之探討 - 紎根理論主軸轉譯方法之探討*,私立大葉大學人力資源暨公共關係學系碩士班未出版之碩士論文。曹翠峰(2008),*地方政府服務失誤之研究 - 以大村鄉公所為例*,私立大葉大學人力資源暨公共關係學系碩士班未出版之碩士論文。莊耀嘉,楊國樞(1997),*角色規範的認知結構*,本土心理研究,7,282-338。游雅萍(2007),*服飾零售業服務失誤與服務補救 - 以劇場理論來探討*,私立大葉大學人力資源暨公共關係學系碩士班未出版之碩士論文。黃月芳(2008),*餐飲業服務失誤和服務補救:一個理想類型方法的研究*,私立大葉大學人力資源暨公共關係學系碩士班未出版之碩士論文。黃汶足(2008),*回收業者顧客經驗管理之探討*,私立大葉大學人力資源暨公共關係學系碩士班未出版之碩士論文。黃偉仲(2010),*劇場論顧客經驗管理 - 以餐飲業為例*,私立大葉大學人力資源暨公共關係學系碩士班未出版之碩士論文。黃懿慧(1999)*西方公共關係理論學派之探討 - 90年代理論典範的競爭與辯論*,廣告學研究,1-37。葉珠雯(2007),*旅遊業服務疏失與服務補救:主觀順序事件技術方法之研究*,私立大葉大學人力資源暨公共關係學系碩士班未出版之碩士論文。熊源偉(2002),*公共關係學*,台北市:揚智文化。楊世安(2011),*美髮業體驗行銷與顧客經驗管理 - 一個主觀順序事件技術方法之研究*,私立大葉大學人力資源暨公共關係學系碩士班未出版之碩士論文。楊聰郎(2009),*公部門服務失誤與補救 - 以台鐵為例*,私立大葉大學人力資源暨公共關係學系碩士班未出版之碩士論文。劉宗其,李奇勳,黃吉村,渥頓(2001),*服務失誤類型、補償措施與再惠顧率之探索性研究 - 以CIT法應用於餐飲業為例*,管理評論,20(1),65-97。劉宗其,李奇勳,黃吉村,渥頓(2004),*服務失誤之補償效果:跨文化服務接觸的檢視*,管理評論,23(3),12-18。劉大維(2008),*顧客經驗線索分類框架之研究:正面消費故事的質性分析*,私立大葉大學人力資源暨公共關係學系碩士班未出版之碩士論文。劉淑婷(2011),*餐飲業顧客經驗與服務缺口 - 一個分析歸納方法的研究*,私立大葉大學人力資源暨公共關係學系碩士班未出版之碩士論文。劉晉傑(2009),*保險服務失誤與服務補救 - 理想型方法之應用*,私立大葉大學人力資源暨公共關係學系碩士班未出版之碩士論文。潘素靜(2010),*客服中心服務失誤與服務補救*,私立大葉大學人力資源暨公共關係學系碩士班未出版之碩士論文。蔣順勝(2008),*餐飲服務業服務失誤與服務補救 - 期望失驗論與戲劇論觀點之比較*,私立大葉大學人力資源暨公共關係學系碩士班未出版之碩士論文。蔡正仁(2000),*藉由銀行資料倉儲機制建構以顧客為中心的經營模式*,顧客關係管理 - 深度解析(第二輯),ARC遠擎管理顧問公司。鄭紹成,王雪?,黃琪雯(2006),*服務保證、企業形象與失誤後服務補救滿意度關係之研究 - 以餐飲業與飯店業為例*,觀光研究學報,13(1),16-21。鄭仁偉,呂志豪(2002),*關係行銷新觀念 - 客戶關係管理*,Financial Information,32-33。鄭伯塙(1999),*企業組織中上下屬的信任關係*,社會學研究,80(2),22-27。鄭伯塙(1999),*華人人際關係研究的困境與出路*,本土心理學研究,12,203-214。鄭錚錚(2007),*網路購物服務失誤與服務補 - 自覺控制感取向之研究*,私立大葉大學人力資源暨公共關係學系碩士班未出版之碩士論文。鍾慶霖(2002),*顧客關係管理系統建置之研究 - 以金融控股公司為例*,國立臺灣大學資訊管理研究所未出版之碩士論文。薛昭義(2008),*服務體驗、關係品質與服務品牌權益關聯性之探討*,私立大葉大學管理研究所博士班未出版之碩士論文。魏開弘(2010),*門診服務醫病溝通與服務失誤*,私立大葉大學人力資源暨公共關係學系碩士班未出版之碩士論文。戴名玉(2010),*醫療業服務失誤與服務補救 - 理想型方法之應用*,私立大葉大學人力資源暨公共關係學系碩士班未出版之碩士論文。謝曼環(2007),*消費性電子產業服務失誤與服務補救 - 主觀服務遞送藍圖取向之研究*,私立大葉大學人力資源暨公共關係學系碩士班未出版之碩士論文。

二、英文部份

Anderson, E., & Barton, W. (1992). The use of pledges to build and sustain comm. It mentind is rttributionc hannels. Journal of Marketing Research, 2(29), 18-34. Berry, L. L. (1983). Relationship marketing: Emerging perspectives on services marketing. Chicago: American Marketing Association.

Berry, L. L. (1995). Relationship marketing of services-growing interest, emerging perspectives. Journal of the Academy of Marketing Science, 23(4), 236-245. Berry, L. L., Valerie, A. Z., & Parasuraman, A. (1990). Five imperatives for improving service quality. Sloan Management Review, 31(Summer), 29-39. Bitner, M. J., Booms, B. H., & Mohr, L. A. (1994). Critical service encounters: The employee ' s viewpoint. Journal of Marketing, 58(10), 95-106. Boshoff, C. (1997). An experimental study of service recovery options. International Journal of Service Industry Management, 8(2), 110-130. Boshoff, C., & Leong, J. (1998). Empowerment, attribution and apologising as dimensions of service recovery: An experimental study. International Journal of Service Industry Management, 9(1), 24-47. Buttle, F., & Burton, J. (2002). Does service failure influence customer loyalty. Journal of Consumer Behaviour, 1(3), 217- 227. Broom, G. M., & Casey, S., & Ritchey, J. (1997). Toward a concept and theory of organization-public relationships. Journal of Public Relations Research, 9, 83-98. Cathy, G., & Ross, I. (1992). Consumer responses to service failures. Influence of Procedural and Interactional Fairness Research, 25, 149-163. Conlon, D. E., & Murray, N. M. (1996). Customer perceptions of corporate responses to product complaints: The role of expectation. Academy of management journal, 39(4), 140-156. Copulsky, J.

R., & Wolf, M. J. (1990). Relationship marketing: Positioning for the future. *The Journal of Business Strategy*, (July/August), 16-20. Chun-ju, F. H. (2003). Cultural influence on relationship cultivation strategies: Multinational companies in China. *Journal of Communication Management*, 8(3), 264-284. Cronin, J. J., & Taylor, S. A. (1992). Measuring service quality: A reexamination and extension. *Journal of Marketing*, 56, 55-68. Crosby, L. A., Evans, K. R., & Cowles, D. (1990). Relationship quality in services selling: An interpersonal influence perspective. *Journal of Marketing*, 54(3), 68-81. Crosby, L. A., Evans, K. R., & Cowles, D. (1990). Relationship quality in service selling: An interpersonal influence perspective. *Journal of Marketing*, 54, 68-81. Cutlip, S. M., Center, A. H., & Broom, G. M. (1985). *Effective Public Relations*(4th ed.). Englewood Cliffs, New Jersey: Prentice Hall. Dozier, B. S. (1990). The innovation of research: PR practice: Review of a program of studies. In J. E. & L. A. Grunig(eds.). *Public Relations Research Annual*, 2, 3-28. Duck, S. (1986). *Human Relationships*. Newbury Park, CA:Sage. Dwyer, F. R., Schurr, P. H., & Oh, S. (1987). Developing Buyer-Seller Relationships. *Journal of Marketing*, 51(4), 11-27. Farh, L. J. L., Tsui, A. S., Xin, K., & Cheng B. S. (1998). The influence of relational demography and guanxi: The Chinese case. *Organization Science*, 9, 471-487. Ferguson, M. A. (1984). Building theory in public relations: Interorganizational relationship as public relations paradigm. Paper presented to the public Relations Division, for Education in Journalism and Mass Communication Annual, Gainsville, FL. Firnstahl, T. W. (1989). My employees are my service guarantees. *Harvard business review*, 2(5), 4-8. Garbarino, E., & Johnson, M. (1990). The different of roles of satisfaction, trust, and commitment in cuustomer relationship. *Journal of Marketing*, 63, 70-87. Goodwin, C., & Ross, I. (1992). Consumer responses to service failures: Influence of procedural and interactional fairness. *Journal of Business Research*, 25, 149-163. Gronroos, C. (1988). Service quality: The six criteria of good perceived service quality. *Review of Business*, 9(3), 10-13. Gronroos, C. (1990). Relationship approach to marketing in service context: The marketing and organizational behavior Interface. *Journal of Business Research*, 6(4), 5-8. Grunig, J. E., & Huang, Y. H. (2000). Form organizatalon effectiveness to relationship indicators: Antecedents of relationships, public relations strategies, and relationship outcomes. In Ledingham, J. A. and Bruning, S. D. (Eds). *Public Relations as Relationship Management: Approach to the study and Practice of public Relations*. Lawrence Erlbaum Associates, Mahwah, NJ. Grunig, J. E. (1989). Symmetrical Presuppositions as a Framework for Public Relations theory. In C. H. Botan and V. Hazleton(Eds.). *Public relations theory*(p.17-44). Hillsdale, New Jerssey: Lawrence Erlbaum Associates. Grunig, J. E. (1992). Excellence in public relations and communication management. Hillsdale, New Jerssey: Lawrence Erlbaum Associates. Grunig, J. E., & Hunt, T. (1984). Managing public relations. New York: Holt, Rinehart & Winston. Grunig, J. E., & Grunig, L. A. (1990). Models of public relations: A review and reconceptualization. Paper presented to the Association for Educeation in Journalism and Mass Communication, Minneapolis. Grunig, J. E., & Grunig, L. A. (1992). Models of public relations and communication. In J. E. Grunig (Ed.). *Excellence in public relations and communication management*(pp.285-325). Hillsdale, New Jerssey:Lawrence Erlbaum Associates. Grunig, J. E., & Grunig, L. A. (1996). Implications of symmetry for a theory of ethics and social responsibility in public relations. Paper presented to the Public Relations Interst Group, International Communication Association, Chicago, IL. Grunig, J. E., Grunig, L. A., & Dozier, D. M. (1995). Combining the two-way symmetrical and asymmeteical models into a contingency model of excellence public relations. Paper presented at the annual meeting of the Association for the Advancement of Policy, Research, and Development in the Third World, IL. Grunig, L. A., Grunig, J. E., & Ehling (1992). What is an effective organization? In J. E. Grunig (Ed.). *Excellence in public relations and communication management* (pp.65-89). Hillsdale, NJ:Lawrence Erlbaum Associates. Hackett, R. A. (1994). Further assessments of Meyer and Allen's (1991)three-component model of organizational commitment. *Journal of Applied sychology*, 79(1), 15-23. Hart, C. W. L., Heskett, J. L., & Sasser, W. E. J. (1990). The profitable art of service recovery. *Harvard Business Review*, 68(4), 148-156. Heskett, J. L., Jones, T. O., Loveman, G. W., Sasser, W. E., & Schlesinger, L. A. (1994). Putting the serviceprofit chain to work. *Harvard Business Review*, 11(4), 164-174. Hon, L. C., & Grunig. (1999). Meauring Relationships in Public Relations. Gainsville, FL: Institute for Public Relations. Hoffman, K. D., Kelley, S. W., & Rotaisky, H. M. (1995). Tracking service fairures and employee recovery efforts[J]. *Journal of Service Marketing*, 9(2), 49-61. Jaros, S., & John, M. K. (1993). Effects of continuance, afective, and moral commitment on the withdrawal process: An evaluation of eight structural equation models. *Academy Management Journal*, 36(5), 95-99. Jo, S., Hon, L. C., & Brunner, B. R. (2005). Organisatoin public relationships: Measurement validation in a univers- ity setting, *Journal of Communication Management*, 9(1), 14-27. Jacobs, J. B. (1982). The concept of Guanxi: Relationships, subjects and subcultures in a rural Chinese village. A dissertation, Department of Anthropology, University of North Carolina at Chapel Hill. Kelley, S. W., Hoffman, K. D., & Davis, M. A. (1993). A Typology of Retail Failures Recoveries. *Journal of Retailing*, 64(4), 429-452. Ki, E. J., & Hon, L. C. (2006). Relationship mainten- ance strategies on Fortune 500 company wed sites. *Journal of Communication Management*, 10(1), 27. Kumar, N., Scheer, L. K., & Steenkamp, J. B. (1995). The effects of supplier fairness on vulnerable resellers. *Journal of Marketing Research*, 32, 54-65. Lagace, R. R., Dahlstrom, R., & Gassenheimer, J. B. (1991). The relevance of ethical salesperson behavior on relationship quality: The pharmaceutical industry. *Journal of Personal Selling and Sale Management*, 11(4), 39-47. Magnini, V. P., & Ford, J. B. (2004). Service failure recovery in China. *International Journal of Contemporary Hospitality Management*, 16(5), 279-86. McCollough, M., Berry, L., & Yadav, M. (2000). An empirical investigation of customer satisfaction after service failure and recovery. *Journal of Service Research*, 3(2), 121-137. Meyer, J. P., Allen, N. J., & Smith, C. A. (1990). Commitment to organizations andoccupation: Extension and test of a three- component conceptualization. *Journal of Applied Psychology*, 78,538-555. Michel, S. (2001). Analyzing service failures and recoveries: A process approach. *International Journal of Service Industry Management*, 12(1), 20-33. Mohr J., & Spekman, R. (1994). Characteristics of partnership success: Partnership attributes, communication behavior and conflict resolution techniques. *Strategic Management Journal*, 15, 135-152. Morgan, R. M., & Hunt, S. D. (1994). The commitment-trust theory of relationship marketing. *Journal of Marketing*, 58, 20-38. Mowday, R., & Steers, R. M. (1982). Employee-organization linkages: the Psychology of commitment, absenteeism and turnover. New York: Academic Press. Moorman, C., Zaltman,

G., & Deshpande, R. (1992). Relationships between providers and users of market research: The dynamics of trust within and between organizations. *Journal of Marketing Research*, 29(8), 314-328. Moorman, C., Deshpande, R., & Zaltman, G. (1993). Factors affecting trust in market research relationships. *Journal of Marketing*, 57(1), 81-101. Pavlik, J. V. (1987). Public relations: What research tells us. Newbury Park, CA: Sage. Pavlik, J. V., & Salmon, C. T. (1984). Theoretic approaches in public relations research. *Public Relations Research and Education*, 1(2), 39-49. Reichheld, R. F., & Sasser, W. E. (1990). Zero defections: Quality comes to service. *Harvard Business Review*, 68, 105-111. Roberts, K., Varki, S., & Brodie, R. (2003). Measuring the quality of relationship in consumer services: An empirical study. *European Journal of Marketing*, 37(2), 169-196. Shani, D., & Chalasani, S. (1992). Exploiting niches using relationship marketing. *Journal of Consumer Marketing*, 9, 33- 42. Singh, J., & Deepak, S. (2000). Agency and trust mechanisms in consumer satisfaction and loyalty judgments. *Journal of Academy of Marketing Science*, 12(8), 67-150. Smith, J. B., & Barclay, D. W. (1997). The effects of organizational differences and trust on the effectiveness of selling partner relationships. *Journal of Marketing*, 5, 25-34. Smith, J. B. (1998). Buyer-Seller relationships: Similarity, relationship management, and quality. *Psychology & Marketing*, 15(1), 3-21. Smith, A. K., Bolton, R. N., & Wagner, J. (1999). A model of customer satisfaction with service encounters involving failure and recovery. *Journal of Marketing Research*, 26(4), 356-372. Somers, M. J. (1995). Organizational commitment, turnover and absenteeism: An examination of direct and interaction effects. *Journal of Organizational Behavior*, 16(1), 49-58. Spreng, R., Harrell, G., & Mackoy, R. (1995). Service recovery: Impact on satisfaction and intentions. *Journal of Services Marketing*, 9, 15-23. Stafford, L., & Canary, D. J. (1991). Maintenance strategies and romantic relationship type, gender, and relational characteristics. *Journal of Social and personal Relationship*, 8(2), 217-242. Tax, S. S., & Brown, S. W. (2000). Service recovery: Research insights and practices. *Handbook in Services Marketing and Management*, 27(3), 271-285. Tax, S. S., Brown, S. W., & Chandrashekaran, M. (1998). Customer evaluations of service complaint experiences: Implications for relationship marketing. *Journal of Marketing*, 62, 60-76. Tsui, A., & Farh, L. J. L. (1997). Where guanxi matters: Relational demography and guanxi and technology. *Work and Occupations*, 24, 56-79. Westbrook, R. A. (1981). Source of consumer satisfaction with retail outlets. *Journal of Retailing*, 57(3), 68-85. Westbrook, R. A. (1980). An exploratory study of nonproduct-related influences upon consumer satisfaction. *Advance in Consumer Research*, 1(7), 577-581. Wiener, Y. (1982). Commitment in the organisation: A normative view. *Academy of Management Review*, 7(3), 418-428. Wilson, D. T. (2000). An integrated model of buyerseller relationships. In Sheth, J. N. and Parvatiyar, A. (Eds.). *Handbook of Relationship Marketing*(pp.245-270). Thousand Oaks CA: Sage. Youngmin, Y. (2005). A scale for measuring media relations efforts. *Public Relations Review*, 31, 434-436.