

# An Employee Training Needs Analysis for Enhancing Utility Service Quality: The Case of Taipower Company

賴炳、錢天真

E-mail: 9707192@mail.dyu.edu.tw

## ABSTRACT

Coping with liberalization and privatization of electricity industry, Taipower is facing the unprecedented challenge. In order to continuously improve performance and strengthen competitiveness, it is essential to provide effective training to ensure employees' capabilities meet organization operation requirements. Therefore, training needs assessment plays an important role in Taipower. This study investigated training needs assessment from three types of analysis, including person analysis, task analysis, and organization analysis. This study adopted the SERVQUAL, which is developed by Parasuraman, Zeithaml and Berry, to investigate training needs for improving service quality in Taipower. Study results indicated that "reliability", "responsiveness" and "empathy" are the most important factors contributing to customer service quality. It is suggested that Taipower needs to put more emphasis on those areas while designing training programs for employees.

Keywords : employee training ; needs assessment ; service quality

## Table of Contents

中文摘要	iii	英文摘要	iii
iv 誌謝辭	v	內容目錄	v
vi 表目錄	viii	圖目錄	viii
ix 第一章 緒論	1	第一節 研究背景與動機	1
1 第二節 研究目的	2	第三節 研究範圍與對象	2
3 第四節 研究流程	3	第二章 文獻探討	3
4 第一節 教育訓練	4	第二節 服務品質	4
14 第三章 研究方法	30	第一節 個案研究	30
30 第二節 訪談對象	32	第三節 訪談程序	32
33 第四節 訪談大綱	34	第四章 資料分析結果	34
37 第一節 台電公司	37	第二節 訓練機構現況	37
44 第三節 訓練需求評估	47	第四節 服務品質	47
53 第五章 結論與建議	59	第一節 結論	59
59 第二節 對實務之建議	62	第三節 研究限制與後續	62
研究建議	63	參考文獻	65
73 附錄A 訪談記錄(一)	73	附錄B 訪談記錄(二)	83
92 附錄C 訪談記錄(三)	92		

## REFERENCES

參考文獻 一、中文部分 方昭明(2000), 淺談員工教育訓練, 就業與訓練, 18(3), 46-50。 台灣電力股份有限公司(2006), 台電公司顧客服務白皮書, 台北:台灣電力公司。 石川馨(1986), 日本式品質管理(鍾朝嵩譯), 桃園:先鋒, (原文於1982年出版)。 何雍慶, 蘇雲華(1995), 服務行銷領域顧客滿意模式及服務品質模式之比較研究, 輔仁管理評論, 2(2), 37-64。 吳秉恩(1996), 企業教育訓練策略與訓練成效之研究—以組織學觀點分析, (國科會, NO.NSC85-0298-S-018-07Z), 台北:行政院國家科學委員會。 吳美連, 林俊毅(1999), 人力資源管理-理論與實務, 台北:智勝。 杉本辰夫(1986), 事務、營業、服務的品質管制(盧淵源譯), 台北:中興管理顧問公司, (原文於1986年出版)。 尚榮安譯(2001), 個案研究法, 台北市:弘智文化, (原文於1994年出版)。 林能白(2003), 九十二年各單位業務聯合檢討會董事長總結致詞, 台電月刊, 484, 5-8。 林欽榮(1998), 管理心理學, 台北:五南。 翁崇雄(1998), 期望服務與服務績效影響服務品質評量之研究, 台大管理論叢, 9(1), 153-176。 張添洲(1999), 生涯發展與規劃, 台北, 五南圖書出版公司。 許濱松(1995), 建立公務人員訓練制度之研究, 台北, 考銓研究報告。 陳永甦(2000), 教育訓練品質之探討, 品質管理月刊, 36(8), 66-70。 陳國嘉(1991), 如何做好員工教育訓練—企業人手冊, 台北:遠流出版社。 陳薇如(2002), 訓練需求評估理論與應用之研究-公務人力發展中心之個案分析, 國立政治大學公共行政學系未出版之碩士論文。 黃英忠(1993), 產業訓練論, 台北:三民書局。 楊錦洲(2002), 服務業品質管理, 台北:品質學會。 詹錦

宏(1982), 公用事業顧客服務滿意程度之研究 我國電力事業之實例, 國立台灣大學商學研究所未出版之碩士論文。鈴木伸一, 正木勝秋(1992), 企業員工訓練實務手冊(黃南斗譯), 台北:臺華工商圖書出版公司, (原文於1987年出版)。廖晟?(2005), 以工作分析為本位的訓練需求評估, T&D飛訊, 30, 8。榮泰生(1995), 策略管理學, 台北, 華泰書局。劉常勇(1997), 科技產業投資經營與競爭策略, 台北, 華泰書局。蔡進祥(2001), 旅行業員工績效評估之認知與組織承諾之研究, 朝陽科技大學休閒事業管理系未出版之碩士論文。鄭榮郎(2001), 傳統產業向上提升的轉型策略, 能力雜誌, 540, 77-80。盧美月(2002), 如何擬定年度教育訓練計畫, 人力發展與訓練雜誌, (1), 7-9。簡建忠(1998), 人力資源發展, 台北:五南圖書, 13-14。

二、英文部分 Andrews, K. R. (1980). The Concept of Corporate Strategy. Homewood, IL: Richard Irwin. Brady, M. K., & Cronin Jr. J. J. (2001). Some new thoughts of conceptualizing perceived service quality: A hierarchical approach. *Journal of Marketing*, 65, 34-49. Brown, T. J., Churchill, G. A. Jr., & Peter, J. P. (1993). Improving the measurement of service quality. *Journal of Retailing*, 69(1), 127-139. Camp, R. R., Blanchard, P. N., & Huszczo, G. Z. (1986). Toward a more organizationally effective training strategy and practice: Evaluation. New Jersey: Prentice Hall. Crosby, P. B. (1979). Quality is free: The art of making quality certain. New York: McGraw-Hill. Dabholkar, P. A. (1996). Consumer evaluations of new technology-based self-service options: An investigation of alternative models of service quality. *International Journal of Research in Marketing*, 13(1), 29-51. Dilauro, T. J. (1979). Training needs assessment: current practices and new directions. *Public Personnel Management*, 8(6), 350-359. Feigenbaum, A. (1951). Quality control: Principles, practice, and administration. New York: McGraw-Hill. Francesco, A. M. (1999). Human resource development. Australia: Robert Coco. Garvin, D. A. (1984). What does product quality really means. *Sloan Management*, 6, 25-43. Gilbert, T. F. (1967). Proxeconomy: A aystem approach to identifying training needs. *Management of Personnel Quarterly*, Fall, 20-33. Goldstein, I. L. (1993). Train in organizations: Needs assessment, development, and evaluation. CA: Pacific Grove. Gronroos, C. (1984). A service quality model and its marketing mplications. *European Journal of Marketing*, 18(4), 37-45. Juran, J. M. (1986). A universal approach to managing for quality, *Quality Progress*, 19, 19-24. Kotler, P. (1996). *Marketing management: Analysis, planning implementation, and control* (9th Ed.). New Jersey: Prentice- Hall Inc. Lawire, J. (1990). Difference between training, education and development. *Personal Journal*, 69, 44. McGehee,, W. & P. W. Thayer (1961). Training in business and industry. New York: John Wiley & Sons. Michalak, D. F., & Yager, E. G. (1979). Making the training process work. New York: Harper & Row, Publishers. Mitra, S. (1993). A fundamentals of quality control and improve- ment. New York: Macmillan. Nalder, L. (1970). Developing human resource. TX: Gulf Publishing Co. Noe, R. A., Hollenbeck, J. R., Gerhart, B., & Wright, P. M. (2000). *Human resource management: Gaining a competitive advantage*. (3rd ed.). New York: McGraw-Hill. Oliver, R. L. (1981). Measurement and evaluation of satisfaction processes in retail setting. *Journal of Retailing*, 57(3), 25-48. Olshavsky, R. W. (1985). Perceived quality in consumer decision making: An integrated theoretical perspective in perceived quality. In J. Jacoby & J. Olson (Eds.), *Lexington Books* (pp.3-29). MA: Lexington. Parasuraman, A., Valarie A. Zeithaml, & Leonard L. Berry (1991). Refinement and Reassessment of the SERVQUAL Scale, *Journal of Retailing*, 67(4).420-450. Parsuraman, A., Zeithaml, V. A., & Berry, L. L. (1985). A concept- tual model of service quality and its implications future research. *Journal of Marketing*, 58, 111-123. Parsuraman, A., Zeithaml, V. A., & Berry, L. L. (1988). Servqual: A multiple-item scale for measuring consumer perceptions of service quality. *Journal of Retailing*, 64 (1). 12-40. Pierre, C., Tynan, C., & Money, A. (1999). Service performance gap: Re-evaluation and eedvelopment. *Journal of Business Research*, 46, 133-147. Sasser, W. E., Olsen, R. P., & Wyckoff, D. D. (1978). *Management of service operation: Text, cases, and readings*. NY: Bacon Co. Sleezer, C. M. (1993). Training needs assessmentat work: A dynamic process. *Human Resource Development Quarterly*, 4(3), 247-264. Takeuchi, H. & Quelch, J. A. (1983). Quality is more than marking a good product. *Harvard Business Review*, July-August, 139-145. Wyckoff, D. D. (1984). New tools for achieving service quality. *Cornell Hotel and Restaurant Administration Quarterly*, 25(3), 78-92. Yin, R.A. (1994). *Case Study Research: Design and Methods*. CA: Sage Publications Inc. Zeithaml, V. A. (1988). Consumer perceptions of price, quality, and value: A means-end model and synthesis of evidence. *Journal of Marketing*, 52, 2-22. Zeithaml, V. A., & Bitner, M. J. (1996). *Service marketing*. New York: McGraw-Hill.