

失誤類型、補救歸因和補救正義：一個腳本實驗研究

李敏、張景旭

E-mail: 9707864@mail.dyu.edu.tw

摘要

隨著全球化的發展，經濟的轉型是必然的趨勢，而服務業的成長也逐漸受到重視，人們對於服務的需求增加，服務的品質更為重要。本研究將以「正義理論」之概念，探討服務失誤及服務補救之組合，及事後歸因是否能夠有進一步發展的空間。透過文獻的討論，將「服務失誤類型」及「服務補救措施」以不同的正義知覺方式呈現，藉由不同正義知覺的組合搭配，探討是否對補救滿意造成影響。本研究以情境腳本方式進行實驗，受測者藉由閱讀情境故事後，對補救滿意進行題項之回答，共有120位受測者接受實驗。而後藉由卡方分配及一般線性模式探討其交互作用效果。實驗結果為補救措施對事後歸因產生影響；服務失誤類型及服務補救措施中不同的正義知覺組合，對於補救滿意雖未有顯著的交互效果，但主效果卻達顯著。經由本研究發現，當服務失誤產生，採取道歉的補救措施，其補救滿意高於只有採取實質賠償的補救措施。

關鍵詞：失誤類型；補救；歸因；正義；腳本

目錄

內容目錄 中文摘要	iii	英文摘要	iii
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 研究背景與動機	1
1 第二節 研究目的	2	第二章 文獻探討	4
4 第一節 服務失誤	4	第二節 服務補救	9
9 第三節 歸因理論	14	第三節 正義理論	18
18 第三章 研究方法	21	第一節 研究架構	21
21 第二節 研究假設	22	第二節 變數定義與衡量	25
25 第四節 實驗設計	28	第五節 資料收集	30
30 第六節 統計分析方法	32	第四章 資料分析	34
34 第一節 信度分析	34	第二節 敘述性統計分析	34
34 第三節 服務補救與補救歸因之關係	39	第四節 失誤類型及補救措施對補救滿意之交互效果	43
43 第一節 研究假設結果	58	第二節 研究結果討論	58
58 第三節 研究意涵	61	第四節 管理實務意涵	63
63 第五節 研究限制及未來研究方向	64	參考文獻	66
66 附錄A 研究問卷(情境一)	76	附錄B 研究問卷(情境二)	80
80 附錄C 研究問卷(情境三)	82	附錄D 研究問卷(情境四)	84
84 附錄E 研究問卷(情境五)	86	附錄F 研究問卷(情境六)	88
88 表目錄 表 3-1 補救滿意之問項	27	表 3-2 服務失誤類型中正義知覺之情境組合	29
29 表 3-3 服務補救措施中正義知覺之情境組合	29	表 3-4 實驗情境組合	30
30 表 4-1 本研究變項之Cronbach 值	34	表 4-2 有效樣本之性別分佈	35
35 表 4-3 有效樣本之年齡、年級分佈	36	表 4-4 有效樣本之居住地區分佈	37
37 表 4-5 有效樣本之搭乘經驗分佈	38	表 4-6 有效樣本之每月可支配所得分佈	39
39 表 4-7 失誤類型對失誤責任歸屬歸因之卡方分配	40	表 4-8 補救措施對補救後責任歸屬歸因之卡方分配	42
42 表 4-9 失誤類型及失誤歸因交叉分配表	41	表 4-10 補救措施及補救後歸因交叉分配表	43
43 表 4-11 各實驗情境之失誤類型及補救措施整理	44	表 4-12 失誤類型及補救措施對補救滿意之變異數分析表	46
46 表 4-13 失誤*補救對補救滿意項1之雙因子變異數分析表	48	表 4-14 失誤*補救對補救滿意項2之雙因子變異數分析表	50
50 表 4-15 失誤*補救對補救滿意項3之雙因子變異數分析表	52	表 4-16 失誤*補救對補救滿意項4之雙因子變異數分析表	54
54 表 4-17 失誤*補救對補救滿意項5之雙因子變異數分析表	55	表 4-18 失誤*補救對補救滿意項6之雙	

因子變異數分析表	56	表 5-1 研究假設結果	58	圖目錄 圖 3-1
本研究之研究架構圖	22	圖 4-1 失誤類型與補救措施對補救滿意之交互效果	45	圖 4-2 失誤類型與補救措施對補救滿意項1之交互效果
			47	圖 4-3 失誤類型與補救措施對補救滿意項2之交互效果
			49	圖 4-4 失誤類型與補救措施對補救滿意項3之交互效果
			51	圖 4-5 失誤類型與補救措施對補救滿意項4之交互效果
			53	圖 4-6 失誤類型與補救措施對補救滿意項5之交互效果
			55	圖 4-7 失誤類型與補救措施對補救滿意項6之交互效果
			57	

參考文獻

- 參考文獻 一、中文部份 Neuman W. L. (2002), 社會研究方法-質化與量化取向(朱柔若譯), 台北:揚智文化, (原文於1997年出版) 方世榮, 彭彥群(2004), 關係屬性, 歸因與涉入對服務補救期望之影響-以航空業為例, 行銷評論, 1(2), 31-52. 林建煌(2002), 消費者行為, 台北:智勝。凌儀玲(2000), 服務接觸中認知腳本之研究, 國立中山大學企業管理研究所未出版之博士論文, 52-54. 凌儀玲, 周逸衡, 楊俊明(2007), 認知腳本失驗歸因過程:對等推論之干擾效果, 管理學報, 24(3), 277-288. 程雲鵬(2004), 正義理論及其在教育上之啟示, 國立中正大學教育研究所未出版之碩士論文, 15-79. 黃吉村, 渥頓, 李奇勳, 劉宗其(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), 23-52. 黃敏惠(2002), 服務失誤之歸因與服務補救後滿意度關係之研究, 私立中國文化大學國際企業管理研究所未出版之碩士論文, 27-32. 黃慧新(2007, May 4), 期望失驗與歸因理論在遊憩活動之應用:以台北市立木柵動物園為例, 發表於第四屆台灣地方鄉鎮觀光產業發展與前瞻學術研討會, 台北, 私立景文科技大學。楊東震(2002), 公平理論、歸因理論與非營利組織品牌對於顧客滿意度影響之研究, 產業管理學報, 3(2), 247-263. 鄭紹成(1997), 服務業服務失誤、挽回服務與顧客反應之研究, 私立文化大學國際企業管理研究所未出版之博士論文, 19-62. 賴其勳(1997), 消費者抱怨行為、抱怨後行為及其影響因素之研究, 國立台灣大學商學研究所未出版之博士論文。羅新興, 戚樹誠, 黃國隆(2004), 受評者對績效評核的程序正義知覺之前因及其影響, 管理學報, 22(3), 341-358. 二、英文部份 Bell, C. R., & Zemke, R. E. (1987). Service breakdown: The road to recovery. *Management Review*, 76(10), 32-35. Berry, L., & Parasuraman, A. (1991). *Marketing service*. New York: The Free Press. Bitner, M. J., Booms, B. H., & Mohr, L. A. (1994). Critical service encounters: The employee's viewpoint. *Journal of Marketing*, 58(4), 95-106. Bitner, M. J., Booms, B. H., & Tetreault, M. S. (1990). The service encounter: Diagnosing favorable and unfavorable incidents. *Journal of Marketing*, 54(1), 71-84. Blodgett, J. G., Hill, D. J., & Tax, S. S. (1997). The effects of distributive, procedural, and interactional justice on postcomplaint behavior. *Journal of Retailing*, 73(2), 185-210. Boulding, W., Kalra, A., & Zeithaml, V. A. (1993). A dynamic processes model of service quality: From expectations to behavioral intentions. *Journal of Marketing Research*, 30(1), 7-27. Brown, S. W. (1997). Service Recovery Through IT Complaint Handling Will Differentiate Firms in The Future. *Marketing Management*, 6(3), 25-27. Christo, B. (1997). An Experimental Study of Service Recovery Options. *International Journal of Service Industry Management*, 8(4), 110-130. Clemmer, E. C., & Benjamin Schneider (1996), "Fair Service," In T. A. Swartz., D. E. Bowen & S. W. Brown (Eds.), *Advances in Services Marketing and Management Greenwich*, (Vol. 5, pp. 109-126). CT: JAI Press Inc. DeWitt, T., & Brady, M. K. (2003). Rethinking service recovery strategies-The Effect of Rapport on Consumer Responses to Service Failure. *Journal of Service Research*, 6(2), 193-207. Duffy, J. A. M., Miller, J. M., & Bexley, J. B. (2006). Banking customers' varied reactions to service recovery strategies. *The International Journal of Bank Marketing*, 24(2/3), 112-132. Etzel, M. J., & Silverman, B. I. (1981). A managerial perspective on directions for retail customer dissatisfaction research. *Journal of Retailing*, 57(3), 124-136. Folkes, V. S. (1984). Consumer reaction to product failure: An attribution approach. *Journal of Consumer Research*, 10(4), 398-409. Folkes, V. S., Koletsky, S., & Graham, J. L. (1987). A field study of causal inferences and consumer reaction: The view from the airport. *Journal of Consumer Research*, 13(2), 534-539. Fornell, C. C., & Wernerfelt, B. (1987). Defensive marketing strategy by customer complaint: A theoretical analysis. *Journal of Marketing Research*, 24(4), 337-346. Gilly, M. C. (1987). Post complaint processes: From organizational response to repurchase behavior. *Journal of Consumer Affairs*, 21(2), 293-313. Goodman, J. (1989). The nature of customer satisfaction. *Quality Progress*, 22(2), 37-40. Goodwin, C., & Ross, I. (1992). Consumer responses to service failures: Influence of procedural and interactional fairness perceptions. *Journal of Business Research*, 25(2), 149-153. Gronroos, C. (1988). Service quality: The six criteria of good perceived service quality. *Review of Business*, 9(4), 10-13. Hart, C. W. L., Heskett, L. J., & Jr.W. E. S. (1990). The profitable art of service recovery. *Harvard Business Review*, 68(4), 148-156. Hoffman, K. D., Kelly, S. W., & Rotalsky, H. M. (1995). Tracking service failures and employee recovery efforts. *Journal Service Marketing*, 9(2), 49-61. Huppertz, J. W., Arenson, S. J., & Evans, R. H.(1978). An application of equity theory to buyer-seller exchange situations. *Journal of Marketing Research*, 15(5), 250-260. Johnston, T. C., & Hewa, M. A. (1997). Fixing service failures. *Industrial Marketing Management*, 26(5), 467-473. Kelley, H., & Michela, J. L. (1980). Attribution theory and research. *Annual Review of Psychology*, 31, 475-501. Kelly, S. W., & Davis, M. A. (1994). Antecedents to customer expectations for service recovery. *Journal of Academy of Marketing Science*, 22(1), 52-61. Kelly, S. W., Hoffman, K. D., & Davis, M. A. (1993). A typology of retail failures and recoveries. *Journal of Retailing*, 69(4), 429-452. Kelly, S. W., & Mark, A. Davis. (1994). Antecedents to customer expectations for service recovery. *Journal of the Academy of Marketing Science*, 22(1), 52-61. La, K. V., Kandampully, J. (2004). Market oriented learning and customer value enhancement through service recovery management. *Managing Service Quality*, 14(5), 390-401. Liden, S. B., & Skalen, P. (2003). The effect of service guarantees on service Recovery. *International Journal of Service Industry Management*, 14(1), 36-58. Mattila, A. S., & Cranage, D. (2005). The impact of choice on fairness in the context of service recovery. *The Journal of Services Marketing*, 19(5), 271-279. Maxham III, J. G.. (2001). Service Recovery's Influence on Consumer Satisfaction, Positive Word-of-Mouth and Purchase Intentions. *Journal of Business Research*, 54(1),

11-24. Maxham III, J. G., & Netemeyer, R. G. (2003). Firms reap what they sow: the effects of shared values and perceived organizational justice on perceived organizational justice on customers' evaluations of complaint handling. *Journal of Marketing*, 67(1), 48-62. McCollough, M. A., Berry, L. L., & Yadav, M. S. (2000). An empirical investigation of customer satisfaction after service failure and recovery. *Journal of Service Research*, 3(2), 121-137. McColl-Kennedy, J. R., & Sparks, B. A. (2003). Application of fairness theory to service failures and service recovery. *Journal of Service Research*, 5(3), 251-266. Miller, J. L., Craighead, C. W., & Karwan, K. R. (2000). Service recovery: a framework and empirical investigation. *Journal of Operations Management*, 18(4), 387-400. Naylor, G., & Frank, K. E. (2000). The impact of retail sales force responsiveness on consumers' perceptions of value. *Journal of Services Marketing*, 14(4), 310-322. Nickson, D., Warhurst, C., & Dutton, E. (2005). The importance of attitude and appearance in the service encounter in retail and hospitality. *Managing Service Quality*, 15(2), 195-208. Patterson, P. G., Cowley, E., & Prasongsukarn, K. (2006). Service failure recovery: The moderating impact of individual-level cultural value orientation on perceptions of justice. *International Journal of Research in Marketing*, 23, 263-277. Seiders, K., & Berry, L. L. (1998). Service fairness: what it is and why it matters. *The Academy of Management Executive*, 12(2), 8-20. Shapiro, T., & Nieman-Gonder, J. (2006). Effect of communication mode in justice-based service recovery. *Managing Service Quality*, 16(2), 124-144. Strasser, S., Kennedy, M. R., & Schweikhart, S. B. (1993). Service recovery in health services organizations. *Hospital and Health Services Administration*, 38(1), 3-21. Swanson, S. W., & Kelley, S. W. (2001). Attributions and outcomes of the service recovery process. *Journal of Marketing Theory and Practice*, 9(4), 50-65. Smith, A. K., Bolton, R. N., & Wager, J. (1999). A model of customer satisfaction with service encounters involving failure and recovery. *Journal of Management Research*, 36(8), 356-372. Stefan, M. (2002). Exploring the service recovery paradox. *American Marketing Association. Conference Proceedings*, 13, 75-82. Tax, S. S., & Brown, S. W. (1998). Recovering and learning from service failure. *Sloan Management Review*, 40(1), 75-88. Tax, S. S., Brown, S. W., & Chandrashekar, M. (1998). Customer evaluation of service complaint experience: Implications for relationship marketing. *Journal of Marketing*, 62(4), 60-77. Taylor, V. A., & Bower, A. B. (2004). Improving product instruction compliance: If you tell me why, I might comply. *Psychology & Marketing*, 21(3), 229-245. Weiner, B. (1985). Spontaneous causal thinking. *Psychological Bulletin*, 99(2), 186-200. Weun, S., Beatty, S. E., & M. A. Jones. (2004). The impact of service failure severity on service recovery evaluations and post-recovery relationships. *Journal of Services Marketing*, 18(2), 133-146. Wirtz, J., & Mattila, A. S. (2004). Consumer responses to compensation, speed of recovery and apology after a service failure. *International Journal of Service Industry Management*, 15(2), 150-166. Yen, H. R., Gwinner, K. P., & Su, W. (2004). The impact of customer participation and service expectation on Locus attributions following service failure. *International Journal of Service Industry Management*, 15(1), 7-26. Zeithaml, V. A., Berry, L. L., & Parasuraman, A. (1993). The Nature and Determinants of Customer Expectations of Service. *Journal of the Academy of Marketing Science*, 21(1), 1-12.