

餐飲業服務失誤和服務補救：一個理想類型方法的研究

黃月芳、張景旭

E-mail: 9707886@mail.dyu.edu.tw

摘要

關於餐飲業的「服務失誤」與「服務補救」，以往文獻大多以「關鍵性事件」法來探討相關議題。自從有人應用「主觀順序事件技術」法，從顧客的觀點，以餐飲業的總業態，來探討「服務失誤」與「服務補救」之後，確實令人耳目一新。本研究於是借助「主觀順序事件技術」法，並以餐飲業的一個細項，即自助餐廳的業態，作為研究標的，應用串列理想類型模組，來探討各種可能發生或已經存在的服務失誤，並謀求補救之道。初步研究發現，以串列理想類型模組來分析顧客負面情緒的發展脈絡，會呈現多組不同的連續性模組。進一步將此研究結果一一列出，並與相關文獻所臚陳的「服務失誤」與「服務補救」案例進行對照比較。最後以此研究心得，針對事業人力資源管理，提出管理學上的些許粗淺見解。

關鍵詞：主觀順序事件技術，主觀服務遞送藍圖，服務失誤，服務補救，自助式餐廳

目錄

中文摘要	iii	英文摘要	iii
iv 誌謝辭	v	內容目錄	v
. vi 表目錄	vii	圖目錄	vii
... ix 第一章 緒論	1	第一節 研究背景與動機	1
... 1 第二節 研究問題與目的	3	第二章 文獻探討	3
... 7 第一節 服務接觸	7	第二節 服務失誤	7
... 10 第三節 服務補救	19	第四節 自助式餐廳	19
... 26 第三章 研究方法	28	第一節 研究對象	28
... 28 第二節 研究方法	29	第三節 研究設計	29
... 31 第四章 研究分析與發現	40	第一節 階段名稱與氣點	40
... 41 第二節 理想氣點類型模組	44	第三節 研究發現	44
... 71 第五章 結論與建議	82	第一節 串列式理想型模組與文獻之比較	82
... 82 第二節 結論	88	第二節 理論意涵	88
... 90 第四節 研究限制與建議	92	參考文獻	92
... 94 附錄A SSIT表格	108	附錄B 階段聯集表	108
表 ... 112 附錄C 特定階段氣點聯集表(初稿)	120	附錄D 特定階段氣點聯集表(定稿)	120
表 ... 121 附錄E 情節分析表附錄	122	表目錄表	122
3-1 SSIT分析表格	34	表 3-2 階段聯集表	35
表 3-3 特定階段氣點聯集表(初稿)	36	表 3-4 特定階段氣點聯集表(定稿)	36
3-5 情節分析表	37	表 3-6 主觀服務遞送藍圖	38
表 4-1 研究對象基本資料及餐廳類型明細表	40	表 4-2 階段定義	40
42 表 4-3 情節分析表	45	表 4-4 情節分析表	45
... 47 表 4-5 情節分析表	47	表 4-6 情節分析表	47
... 48 表 4-7 主觀服務遞送藍圖	49	表 4-8 回應不當行為統計表	49
... 72 表 4-9 補救氣點分析表	76	表 4-10 補救氣點特徵定義表	76
... 81 表 5-1 自助式餐廳理想類型串列模組與文獻比較表	83	表 5-2 自助式餐廳服務補救氣點與文獻比較表	83
... 87 圖目錄 圖 3-1 氣點模組概念圖	39	圖 4-1 回應不當的順序發展關係與趨勢圖	39
75			

參考文獻

一、中文部分 Erving Goffman (1992)，日常生活中的自我表演(徐江敏譯)，台北:桂冠出版社。吳金源、游達榮、林玥秀(2003)，從員工角度探討餐飲服務的顧客抱怨事件-以國內某連鎖飯店為例，觀光休閒暨餐旅產業永續經營學術研討會，3，2-3。林玥秀、黃文翰、黃毓伶(2003)，服務失誤及服務補救之類型分析-以台灣地區之餐廳為例，觀光學報，9(1)，43-53。林靜儀、許蕙卿(2006，12)，服務失誤與

服務補救分類的探索-跨產業觀點，國立屏東商業技術學院學報，8。邱子峰、林婉林、劉碧娟、趙今鈴、蔡孟珊、趙婉林(2006)，傳統餐廳e化規劃與研究-以陸園餐廳為例，嶺東科技大學商務科技管理學系專題研究報告。胡夢蘿(2003, 6)，餐廳服務失誤關鍵影響因素之研究，中華家政學會，33，183-196。范垂爐(2007)，餐飲業員工行為不當行為特徵之研究，大葉大學管理研究所未出版之博士論文。

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，關係管理研究，3，49-76。張馨華(2005)，餐飲業服務疏失關鍵因素之探討-紮根理論主軸轉譯方法之探討，大葉大學人力資源暨公共關係學系未出版之碩士論文。郭德賓(2003, 12)，自助式西餐廳服務接觸互動過程之研究-認知腳本方法，高雄餐旅學報，6，117-133。陳佳吟、陳美宇(2001)，自助式餐廳(buffet)服務品質之實證研究，第一屆觀光休閒暨餐旅業永續經營研討會，239-248。馮兆康、張炳華、靳炯彬(2005)，某大學自助餐廳學生顧客滿意度與相關因子調查，弘光學報，45，193-204。黃純德、吳婉琪(1999)，自助式餐館顧客滿意之研究，觀光研究學報，5(1)，21-38。劉宗其、李奇勳、黃吉村、渥頓(2002)，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)，90-93。蔣順盛(2007)，餐飲業服務失誤與服務補救-期望失驗論與戲劇論觀點之比較，大葉大學人力資源暨公共關係學系未出版之碩士論文。鄭紹成(2002)，二次服務不滿意構面之研究：由服務補救不滿意事件探索，中山管理評論，10(3)，397-419。

二、英文部分

Ahmad, S. (2002). Service failures and customer defection: A closer look at online shopping experiences. *Managing Service Quality*, 12(1), 19-29.

Al-Tamimi, H. A. H., & Jabnoun, N. (2006). Service quality and bank performance: A comparison of the UAE national and foreign banks. *Finance India*, 20(1), 181-197.

Bell, C. R. (1994). Turning disappointment into customer delight. *Editor and Publisher*, 127(32), 48-50.

Berry, L. L., & Parasuraman, A. (1992). Marketing sciences: Competing through quality. 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, 71-84.

Bitner, M. J., Brown, S. W., & Meuter, M. L. (2000). Technology in-fusion in service encounters. *Journal of The Academy of Marketing Science*, 28(1), 138-149.

Bitran, G. R., & Hoech, J. (1990). The humanization of service: repeat at the moment of truth. *Sloan Management Review*, 31(2), 89-96.

Blackman, B. (1985). Marketing a service more tangible can make it more manageable. In the service encounter, in Czpiel, J., M. Solomon and C. Suprenant, Lexington Books.

Boulding, W., Kalra, A., Staelin, R., & Zeithaml, V. A. (1993). A dynamic process model of service quality: From expectations to behavioral intentions. *Journal of Marketing Research*, 3(2), 7-27.

Christo, B. (1997). An experimental study of service recovery options. *International Journal of Service Industry Management*, 8(4), 110-130.

Clemmer, B. C., & Schneider, B. (1996). Fair service. In T. Swartz, D. Bowen, & S. Brown (Eds.) *Advances in services marketing and management* (pp. 109-126). Greenwich, CT: JAI Press.

Cronin, J. J., & Taylor, S. A. (1992). Measuring service quality: A re-examination and extension. *Journal of Marketing*, 56(3), 55-68.

Curran, F. M., & Meuter, M. L. (2005). Self-service technology adoption: Comparing three technologies. *The Journal of Services Marketing*, 19(2), 103-113.

DeWitt, T., & Brady, M. K. (2003). Rethinking service recovery strategies: The efficacy 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.

Edvardsson, B., & Strandvik, T. (2000). Is a critical incident critical for a customer relationship? *Managing Service Quality*, 10 (2), 82-91.

Ellis, B., & Mosher, J. S. (1993). Six Ps for four characteristics: A complete positioning strategy for the professional services firm-CPA's. *Journal of Professional Service Marketing*, 9 (1), 129-145.

Field, Artur, McKnew, & Kiessler (1997). A Simulation Comparison of Buffet Restaurants, 38(6), 68-79.

Fitzsimmons, J. A., & Fitzsimmons, M. J. (1997). Service management: Operations, strategy, & information technology (2nd ed.). New York: McGraw-Hill.

Flanagan, J. C. (1954). The critical incident technique. *Psychological Bulletin*, 51, 327-358.

Garvin, D. A. (1987). Competing on the eight dimensions of quality. *Harvard Business Review*, 65, 101-109.

Gerrard, P., & Cunningham, J. B. (2000). The bank switching behaviour of Singapore's graduates. *Journal of Financial Services Marketing*, 5(2), 118-128.

Goffman, E. (1959). The presentation of self in everyday life. New York, Anchor Books.

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.

Grempler, D. D. (2004). The critical incident technique in service research. *Journal of Service Research*, 7, 165-189.

Gronroos, C. (1988). Service quality: The six criteria of good perceived service quality. *Review of Business*, 9(3), 10-13.

Hart, C. W. L., Heskett, J. L., & Sasser Jr, W. E. (1990). The profitable art of service recovery. *Harvard Business Reviews*, 68(4), 148-156.

Hoffman, K. D., Kelley, S. W., & Rotalsky, H. M. (1995). Tracking service failure and employee recovery efforts. *Journal of Service Marketing*, 9(2), 49-61.

Hui, M. K., & Tse, D. K. (1996). What to tell consumers in waits of different lengths: An integrative model of service evaluation. *Journal of Marketing*, 60(2), 81-90.

Jones, M. A., Taylor, V. A., Becherer, R. C., & Halstead, D. (2003). The impact of instruction understanding on satisfaction and switching intentions. *Journal of Consumer Satisfaction, Dissatisfaction and Complaining Behavior*, 16, 10-18.

Jong, A. D., & Ruyter, K. D. (2004). Adaptive versus proactive behavior in service recovery: The role of self-managing teams. *Decision Sciences*, 35(3), 457-491.

Keaveney, S. M. (1995). Customer switching behavior in service industries: An exploratory study. *Journal of Marketing*, 59(2), 71-89.

Kelley, S. W., & Davis, M. A. (1994). Antecedents to consumer expectation for service recovery. *Journal of the Academy of Marketing Science*, 22(1), 52-61.

Kelley, S. W., Hoffman, K. D., & Davis, M. A. (1993). A typology of retail failures and an assessment of a reassessment. *Journal of Marketing*, 58(1), 132-139.

Kenneth, T.R. (1994). Expectations as a comparison standard in measuring service quality: An assessment of a reassessment. *Journal of Marketing*, 58(1), 132-139.

Khanh, V. L., & Kandampully, J. (2004). Market oriented learning and customer value enhancement through service recovery. *Managing Service Quality*, 14(5), 390-401.

Larson, R. (1987). Perspectives on queues: Social justice and the psychology of queuing. *Operations Research*, 35(6), 895-905.

Leal, R. P., & Pereira, Z. L. (2003). Service recovery at a financial institution. *The International Journal of Quality & Reliability Management*, 20(6/7), 646-663.

Ma, Y. J., & Niehm, L. S. (2006). Service expectations of older generation customers: An examination of apparel retail settings. *Managing Service Quality*,

16(6), 620-640. Maister, D. H., & Lovelock, C. H. (1985). Managing facilitator service. *Sloan Management Review*, 23, 19-31. Massad, N., Heckman, R., & Crowston, K. (2006). Customer satisfaction with electronic service encounters. *International Journal of Electronic Commerce*, 10(4), 73. Mattila, A. S., & Mount, D. J. (2003). The role of call centers in mollifying disgruntled guests. *Cornell Hotel and Restaurant Administration Quarterly*, 44(4), 75-80. Mattila, A. S., & Patterson, P. G. (2004). Service recovery and fairness perceptions in collectivist and individualist contexts. *Journal of Service Research*, 6(4), 336-346. McColl-Kennedy, J. R., & Sparks, R. A. (2003). Application of fairness theory to service failures and service recovery. *Journal of Service Research*, 5(3), 251-266. Medin, D. L., & Brasalou, L. W. (1987). Categorization processes and categorical perception. Harnad(ed), *Categorical perception*. Cambridge University press. Meuter, M. L., Ostrom, A. L., Roundtree, R. I., & Bitner, M. J. (2000). Self-service technologies: Understanding customer satisfaction with technology-based service encounters. *Journal of Marketing*, 64(3), 50-64. Mick, D. G., & Fournier, S. (2000). I can't get no satisfaction (without really knowing customers' experiences). *American Marketing Association*, 11, 81-82. Miller, J., Craighead, C. W., & Karwan, K. R. (2000). Service recovery: A framework and empirical investigation. *Journal of Operations Management*, 18(4), 387-400. 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. Normann, R. (1984). *Service management*. New York: John Wiley & Sons. Oliver, R. L. (1993). Cognitive, affective, and attribute bases of the satisfaction response. *Journal of Consumer Research*, 20, 418-30. Olorunniwo, F., Hsu, M. K., & Udo, G. F. (2006). Service quality, customer satisfaction, and behavioral intentions in the service factory. *The Journal of Services Marketing*, 20(1), 59-72. Osarenkhoe, A., & Bennani, A. E. (2007). An exploratory study of implementation of customer relationship management strategy. *Business Process Management Journal*, 13(1), 139-164. Parasuraman, A., Zeithaml, V. A., & Berry, L. L. (1985). A conceptual model of service quality and its implications for future research. *Journal of Marketing*, 48(3), 41-50. Parasuraman, A., Zeithaml, V. A., & Berry, L. L. (1988). Refinement and reassessment of the SERVQUAL scale. *Journal of Retailing*, 67, 420-450. Pujari, D. (2004). Self-service with a smile? Self-service technology (SST) encounters among Canadian business-to-business. *International Journal of Service Industry Management*, 15(2), 200-219. Pun, K. F., & Ho, K. Y. (2001). Identification of service quality attributes for restaurant operations: A Hong Kong case. *Managing Service Quality*, 11(4), 233-240. Rushton, A. M., & Carson, D. J. (1989). The marketing of services: Managing and intangibles. *European Journal of Marketing*, 19(3), 19-40. Santos, J. (2003). E-service quality: A model of virtual service quality dimensions. *Managing Service Quality*, 13(3), 233-246. Schmitt, B. H., Leclerc, F., & Dube-Riou, L. (1988). Six types and consumer behavior: A test of gender schema theory. *Journal of Consumer Research*, 15(1), 122-129. Shostack, G. L. (1985). Planning the service encounter in the service encounter, ed. Czepiel, J. A., Solomon, M. R., and Surprenant, C. F., Lexington. MA: Lexington Books, 243-254. Shostack, G. L. (1992). Understanding service through blueprinting. in Shwartz, T.A., D.F. Bowen and S.W. Brown eds., *Advances in Service Marketing and Management*, Greenwich. CT: JAI Press. Shostack, G. L. (1984). Designing services that deliver. *Harvard Business Review*, 62(1), 134-135. Simons Jr, J. V., & Kraus, M. E. (2005). An analytical approach for allocating service recovery efforts to reduce internal failures. *Journal of Service Research*, 7(3), 277-289. Singh, J. (1988). Consumer complaint intentions and behavior. *Definitive and Taxonomical*, 52(1), 93-107. Smigel, L. (2003). Grow your business by upgrading service quality. *Trade & Industry Pest Control*, 71(10), 20-20. Solomon, M. K., Surprenant, C., Czepiel, J. A., & Guntman, E. G. (1985). A role theory perspective on dyadic interaction: the service encounter. *Journal of Marketing*, 49(4), 99-111. Suzuki, Y. (2004). The impact of airline service failures on travelers' carrier choice: A case study of central Iora. *Transportation Journal*, 43(2), 26-36. Svensson, G. (2004a). A customized construct of sequential service quality in service encounter chain: Time, context, and performance threshold. *Managing Service Quality*, 14(6), 468-475. Svensson, G. (2006). Sequential service quality in service encounter chains: Case studies. *The Journal of Services Marketing*, 20(1), 51-58. Taylor, S. (1994). Waiting for service: The relationship between delays and evaluations of service. *Journal of Marketing*, 58(2), 55-69. 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. Terrence, J., Levesque, G., & McDougall, H. G. (2000). Service problems and recovery strategies: An experiment. *Canadian Journal of Administrative Sciences*, 17(1), 20-37. Weber, R. P. (1985). *Basic content analysis*. London: Sage. Webster, C., & Sundaram, D. S. (1998). Service consumption criticality in failure recovery. *Journal of Business Research*, 41(2), 153-159. 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. Yavas, U., Karatepe, O. M., Avci, T., & Tekinkus, M. (2003). Antecedents and outcomes of service recovery performance: An empirical study of frontline employees in Turkish banks. *The International Journal of Bank Marketing*, 21(4/5), 255-265. Zeithaml, V. A., & Bitner, M. J. (2000). *Services marketing*. New York: McGraw Hill, second edition. Zeithaml, V. A., & Bitner, M. J. (2003). *Service marketing: Integrating customer focus across the firm* (3rd ed.). New York: McGraw-Hill.