

服務體驗管理：亞洲文獻回顧與未來研究方向

Service Experience Management in Asia: A Review and Directions for Future Research

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摘要

服務體驗是現今服務業最重要的議題之一，也是服務公司競爭力的主要來源，由於過去針對服務體驗有系統性的文獻甚為缺乏，學術界至今缺乏研究相關文獻回顧與未來研究方向呼籲。本研究以國內外主要期刊之亞洲服務業相關內外部行銷相關文獻為基礎，回顧以亞洲題材為主的服務接觸與服務傳遞的相關服務體驗文獻，探討七大服務體驗研究主題：顧客與服務人員情緒、服務人員管理、服務環境、顧客參與、自助服務與科技、服務失誤與補救與顧客忠誠度管理。在每個主題中，分別探討兩大研究問題：(1) 我們從過去文獻學到了什麼？(2) 未來研究應探討哪些議題？本研究提供了相當有用的研究洞察，並指出未來研究具有潛力的方向，提供未來研究相當完整的基礎與指引。

【關鍵字】 服務體驗、顧客與服務人員管理、服務環境管理、顧客參與及自助服務科技、服務失誤補救與顧客忠誠度管理

Abstract

Service experience is an important issue for the management of service firms in Asia, yet there lacks a thorough review of research literature in this field. In this review paper, we address two key questions from a service experience perspective: (1) what have we learned from prior research about service experience in Asia and (2) what major issues should future research in this area address. We examine these questions under seven major topics: customer/employee emotion, service employee management, service environments, customer participation, self-service technologies, service failure/recovery, and customer loyalty management. Our review offers useful insights and identifies many fruitful topics and questions for future research.

【Keywords】 service experience, customer and employee management, service environment, customer participation and self-service technologies, service recovery and customer loyalty management

壹、緒論

在競爭激烈的服務業市場中，創造優質的服務體驗 (Service Experience) 已成為各公司的首要目標，全球的服務業亦紛紛將服務體驗的概念納入公司的經營管理中，視為公司重要的營運方針。如迪士尼樂園致力於提供顧客殷勤體貼的娛樂性服務體驗，而星巴克除了供應高品質咖啡之外，更著重於提供給消費者優質的服務體驗 (Michelli, 2007)。

一般來說，體驗 (Experience) 的概念大多被運用在行銷中產品體驗上，包含了旅遊、餐廳、旅館以及藝術上。體驗被視為是一種享樂消費 (Hedonic Consumption)，是產品使用經驗中關於多重感官、新奇、情感層面的回應的集合 (Holbrook and Hirschman, 1982)。Gupta and Vajic (2000) 提出體驗是一種社會互動與情境相關的現象。在行銷管理中，顧客體驗 (Customer Experience) 可以被視為是顧客與 (1) 產品 (Product)、(2) 公司 (Company)、(3) 所屬組織 (Organization) 直接或間接互動之後所產生的感受 (Verhoef, Lemon, Parasuraman, Roggeveen, Tsilos, and Schlesinger, 2009)；換言之，顧客體驗涵蓋著產品體驗、品牌體驗、以及服務體驗等不同層面的概念。然而，對於服務產業來說，服務體驗 (Service Experience) 為消費者對於服務公司所提供的服務情境（包含產品、服務、參與、科技等）在互動過程中所衍生的感覺或情緒反應。服務體驗被視為是服務提供與服務設計的重要核心的概念 (Zomerdijk and Voss, 2010)，亦是所有服務商業活動最根本的基礎 (Schembri, 2006; Vargo and Lusch, 2004, 2008)。

近年來學術界與實務界皆提出顧客服務體驗對於企業的重要性，許多服務業者亦強調顧客接觸點 (Touchpoints) 服務體驗的重要性 (Bitner, Brown, and Meuter, 2000)。Zomerdijk and Voss (2010) 指出服務公司應該要透過加強管理顧客服務體驗來創造其本身的差異化並提高顧客忠誠度，Helkkula, Kelleher, and Pihlström (2012) 更進一步提出顧客當前的服務體驗除了會影響到過去的體驗認知之外，亦會對於未來預期的體驗有所影響。因此，顧客知覺服務接觸的情況會影響其對於整體服務體驗的認知，由於服務接觸的重點在於互動的概念，故在服務接觸的過程中，除了服務人員扮演著顧客對於服務體驗認知的重要決定性要素之外 (Liao and Chuang, 2004)，顧客與科技互動的情況亦會對服務體驗有所影響 (Lin and Hsieh, 2011)。然而，由於過去針對服務體驗有系統性的文獻甚為缺乏，本研究回顧全球主要行銷管理領域、組織行為與人力資源管理領域期刊，研究採樣以亞洲樣本為主的服務接觸與服務傳遞的相關服務體驗文獻，並提出未來可能探究之議題。

本研究回顧 2000 年到 2015 年間，在服務業行銷、組織行為與人力資源管理領域中，國內外知名期刊所發表與服務體驗相關之亞洲研究。期刊範圍包含：Academy of Management Journal (AMJ)、Academy of Management Review (AMR)、Journal of Marketing (JM)、Journal of Marketing Research (JMR)、Journal of the Academy of

Marketing Science (JAMS)、Marketing Science (MS)、Journal of Retailing (JR)、Journal of Applied Psychology (JAP)、Journal of Management、Journal of Organizational Behavior (JOB)、International Journal of Research in Marketing (IJRM)、Journal of Service Research (JSR)、Journal of Service Management (JOSM)、Journal of Business Research (JBR)、Journal of International Marketing、Psychology & Marketing、European Journal of Marketing (EJM)、臺大管理論叢、中山管理評論、管理評論、交大管理學報、人力資源管理學報、組織與管理。

貳、文獻探討

顧客服務體驗主要來自服務接觸 (Service Encounter)，也就是顧客與服務提供者直接互動的期間；換言之，服務接觸發生在於服務履行之際 (Bitner, Booms, and Tetreault, 1990; Solomon, Surprenant, Czepiel, and Gutman, 1985)。根據產業的不同，有些服務接觸的過程非常短暫或是只有幾個簡單步驟，與服務人員互動程度低，如使用自助服務科技的服務；而有些服務接觸過程可能為期會比較久，全程與服務人員接觸程度較高，如醫療服務與理財服務 (Lovelock and Wirtz, 2012)，Bitner et al. (2000) 指出，服務接觸是服務體驗的重要關鍵，不論服務接觸程度的高低，皆會影響顧客的服務體驗。在服務場域中，服務體驗是完全來自消費者個人在不同層面上的體驗，包含理性的、情感的、知覺的、實質的以及心靈層面的體驗 (Gentile, Spiller, and Noci, 2007)。故本研究針對在服務接觸中三個最重要的元素：員工、顧客以及機器，就「顧客與服務人員情緒」、「服務人員管理」、「服務環境」、「顧客參與」、「自助服務與科技」、「服務失誤與補救」與「顧客關係管理」等七大服務體驗相關議題進行回顧與討論。

一、顧客與服務人員情緒

服務人員與顧客的互動常常被視為是影響顧客體驗與關係評價的重要因素 (Bitner, 1990; Gwinner, Gremler, and Bitner, 1998; Parasuraman, Zeithaml, and Berry, 1985)；亦有許多學者針對此領域進行大量的研究。然而「情緒」(Emotion) 在服務接觸過程中所扮演的角色則是在近年來才逐漸受到重視 (Hennig-Thurau, Groth, Paul, and Gremler, 2006)。情緒是一種針對某人、事、物所產生抽象情感的狀態，而情緒往往容易受到某特定的增強物所影響，經常容易改變個體的信念 (Schwarz, Bless, and Bohner, 1991) 與行為 (Lazarus, 1991)。回顧情緒在服務接觸過程中所扮演角色之相關研究，主要可以分為兩大類：情緒感染 (Emotional Contagion) 與情緒勞動 (Emotional Labor)。

(一) 情緒感染

情緒感染是指情緒狀態在人際間發送、傳遞與接收的過程 (Hatfield, Cacioppo, and Rapson, 1994)。就服務接觸的情境而言，情緒如何從服務人員傳遞出去，並且在互動

過程中讓顧客成功接受到情緒訊息的過程，就是情緒感染 (Pugh, 2001; Tsai and Huang, 2002)。在情緒感染的過程中，員工情緒表達 (Employee Displayed Emotion) 扮演重要的角色；它被定義為員工在服務交易中，表現出組織所要求的情緒之程度 (Ashforth and Humphrey, 1993)，因此員工要能夠遵守組織所要求的情緒表達守則 (Display Rule)。此定義傳達兩個重要的概念：第一，情緒表達是一個個體表現出來的行為，其與人們臉部表情與肢體語言有相當密切的關係 (Wharton and Erickson, 1993)；第二，服務人員的情緒表達是一種有意圖 (Intention) 且需要付出努力 (Efforts) 才能做到的行為 (Rafaeli and Sutton, 1987)。而不同的服務公司對於不同工作內容的情緒表達的要求皆有所相異，例如：航空公司往往會要求空服員要隨時保持微笑，律師則是需要保持嚴謹的專業態度 (Hochschild, 1983)。

過去的研究發現心理氣候 (Tsai, 2001)、商店環境（蔡維奇與黃櫻美，2002；Lin and Lin, 2011; Tsai and Huang, 2002）、顧客前期購買意願（蔡維奇與黃櫻美，2002）、工作團隊氣氛 (Lin and Lin, 2011)、員工個人特質 (Tan, Foo, Chong, and Ng, 2003)、員工顧客承諾（黃品全與韓明娟，2014）、商店忙碌程度 (Pugh, 2001; Tan et al., 2003) 等前置因子會對員工情緒表達產生影響。當服務人員在服務過程中若是具有良好的情緒表達行為，例如：微笑、語調有起伏、眼神注視顧客，會讓顧客具有正向情緒，並且讓顧客對於員工友善度產生正向評價。換言之，顧客正向情緒可提升滿意度，也會讓顧客願意在店內逗留較久的時間，甚至花費較多的金額與口碑推薦 (Lin and Lin, 2011; Pugh, 2001; Tsai and Huang, 2002)。

（二）情緒勞動

另一方面，情緒勞動則是員工與顧客進行人際交流時，基於工作考量在情緒調節上所做的努力 (Grandey, 2000; Hochschild, 1983; Morris and Feldman, 1996)。當服務人員進行情緒勞動時，可採用兩種策略，包括：淺層演出 (Surface Acting) 與深層演出 (Deep Acting)，其不同之處主要是在於兩者表達出情緒的真誠性 (Authenticity) 之不同 (Brotheridge and Grandey, 2002; Grandey, 2000, 2003; Hochschild, 1983)。淺層演出重視外在的情緒表達行為，員工透過外在的情緒表現來達到情緒偽裝的策略，其內心的真實感受並未改變，導致其情緒表達不具有真誠性 (Inauthenticity)。所以，進行淺層演出時，員工可能會經歷情緒失調及產生壓力 (Grandey, 2000; Hochschild, 1983)。深層演出則是員工重視改變內在的情緒感受以表現出合宜的情緒，這是一種由內而外影響情緒表達以達到情緒調適的策略 (Hochschild, 1983)。Rafaeli and Sutton (1987) 指出，當員工進行深層演出時，其所表現出的情緒與內心相符；換言之，其情緒表達具有真誠性。

國內外的服務業行銷與組織行為學者長久以來皆針對此議題有深入了解與論述，也顯見此議題之重要性。過去研究發現服務導向、支持氣氛、難纏顧客事件、員工特質皆會影響情緒勞動（林尚平、湯大緯、劉桂苓與沈渼君，2011；劉心瑜與吳宗祐，

2012），進而影響適應性銷售行為與銷售績效。此外，情緒勞動亦可能受到公司內服務氣候的干擾對於服務品質產生影響（陳淑玲、鄭雅任與陳文惠，2014）。紀乃文（2014）則進一步指出知覺主管或同事支持會干擾情緒勞動對於服務績效的影響。胡秀華（2013）調查服務人員與直屬主管，發現難纏顧客會增加員工的情緒勞動負擔，進而減少員工的正向服務行為。Kammeyer-Mueller, Rubenstein, Long, Odio, Buckman, Zhang, and Halvorsen-Ganepola (2013) 認為正向情緒的員工會採取深層演出策略去服務顧客；反之，員工若具有負向情緒，則會傾向採取淺層演出策略與顧客互動。蕭婉鎔（2014）進一步透過長期追蹤的方式，了解第一線服務人員每日正負向情緒對個人情緒勞動的影響。此外，Chi, Grandey, Diamond, and Krimmel (2011) 則發現員工個人特質（如：外向性）將會干擾情緒勞動策略與服務表現之間的關係；Cho, Rutherford, and Park (2013) 則是指出情緒勞動與情緒耗竭、工作滿意度、組織承諾三者之間的關係。

（三）未來研究

現階段學者調查員工情感表達多選擇互動深度較淺的工作職務做為研究對向，例如：鞋店服飾店員工、收銀員 (Pugh, 2001; Tsai, 2001; Tsai and Huang, 2002)。若是針對互動時間較長，互動深度較深與互動次數多的工作職務（美髮師、健身教練、復健師等），是否其情緒感染的效果與機制會有所不同？針對服務人員情感表達的衡量方式，目前多採用研究者扮成神秘客方式暗中觀察記錄，再予以量化，雖然此量化衡量模式客觀性廣為被國際頂尖期刊所接受，但仍無考慮到「質」的深度與複雜度，因為情緒表達是否真誠，似乎都會影響到顧客對服務的評價，因此，針對此衡量模式仍有待學者們的突破。此外，員工負向情感傳遞（如：憤怒與冷淡），如何影響顧客情緒，則是一個較被忽略的議題，亦值得學者深耕此研究主題，如：在什麼樣的情境下會出現何種情緒感染模式？對員工與顧客於關係與感受的影響為何？

再者，從 Hochschild 於 1983 年提出情緒勞動至今，已有許多學者投入研究此議題，也發現各項可能前因、後果、中介因子與干擾因子（黃敦群、紀乃文、張雅婷與郭洧岑，2014），然而，是否尚有存在其他因子會影響過去已知的前因與情緒勞動策略之間的關係呢？舉例來說，過去已經發現員工本身情緒與情緒勞動策略之間的關係，而是否會受到如任務環境工作自主性與工作資源、社會環境中其他員工、管理者與顧客的互動，以及所處的實體工作環境的影響 (Johns, 2006)？仍有待未來的研究持續深入的了解。最後，情緒勞動是個體對於情感管理與調整的方式 (Hochschild, 1983)，而在服務接觸的過程中，當服務人員內心真實感受與公司所要求之情緒產生衝突時，會影響到服務人員之情緒表達，進而影響到顧客之服務體驗 (Chau, Dahling, Levy, and Diefendorff, 2009; Pugh, Groth, and Henning-Thurau, 2011)。然而，過去鮮少有研究探討情緒勞動與情緒感染之間的關聯性，故未來分析研究可以加以探討情緒勞動與情緒感染之關聯性，以及可能存在之中介與干擾變數。

二、服務人員管理

在競爭激烈的服務產業中，就顧客的觀點而言，與服務人員的接觸可能是服務體驗中最重要的決定性因素之一；而從企業的角度來看，在服務體驗中，服務人員的服務水準與方式則是使其企業成為差異化與競爭優勢的重要來源。當公司能完善管理服務人員時，其服務人員往往會在服務時展現出正向的工作態度及行為，而服務人員的態度與行為更與服務品質息息相關 (Baker, Parasuraman, Grewal, and Voss, 2002; Puccinelli, Goodstein, Grewal, Price, Raghbir, and Stewart, 2009)。Hong, Liao, Hu, and Jiang (2013) 的研究發現，良好的人力資源管理與領導風格有助於服務氣氛的產生，進而正向影響員工的服務態度與行為，也因此顧客將會在服務接觸過程中知覺到良好的服務體驗。因此，許多成功的企業均致力於進行有效的人力資源管理，包括招募、甄選、訓練、激勵以及留住服務人員等內部行銷，因為這些企業認知到投資在員工身上的內部行銷作為，會為公司帶來更大的利益回報。然而，過去服務或組織的研究較少研究關注於可能影響顧客服務體驗的因素，因此，從組織內部因子的觀點來探究其如何對於服務體驗產生影響仍有待更進一步的了解。

早期服務業行銷相關的研究，主要著重於第一線服務人員對於服務結果的影響 (Hartline and Ferrell, 1996; Heskett, Sasser, and Schlesinger, 1997; Johnson, 1996; Liao and Chuang, 2004; Schneider, Ehrhart, Mayer, Saltz, and Niles-Jolly, 2005; Schneider, White, and Paul, 1998)。近年來開始有部分國內外學者試圖了解組織內部因子，如何影響顧客服務表現，進而影響整體的服務評價（高瑞新，2006；陳彥君與沈其泰，2015；Chuang and Liao, 2010; Hong et al., 2013; Liao and Chuang, 2004; Liao, Toya, Lepak, and Hong, 2009）；其中主要探討的組織內部因子著重於三個面向：服務領導風格 (Service Leadership Style)、服務人力資源管理措施 (Service Human Resource Management Practices)、服務氣候 (Service Climate)。

（一）服務領導風格

服務相關的研究中，轉換型領導 (Transformational Leadership) 與服務導向領導 (Service-oriented Leadership) 兩類型的領導風格逐漸開始受到國內外學者們的注意與深入的探討，研究發現這兩種的領導風格有助於提升服務人員的服務表現，進而提高顧客評價 (Chuang and Liao, 2010; Hong et al., 2013; Liao and Chuang, 2004; Liao et al., 2009)。

轉換型領導是指領導者藉由傳遞其本身價值觀、情感、態度與信念的過程中激勵員工 (Bass, 1985)。轉換型領導管理者往往根據員工不同情況給予個別的關心，提供培訓和指導，賦予員工責任，使員工感覺受到重視而願意更加努力，並且能夠成為員工的行為典範，而深獲員工的信任與尊重。此外，轉換型領導管理者將會提供員工有意義和挑戰性的工作，鼓勵員工以嶄新的方式完成任務，並且能夠有效地激發產生強烈

的團隊精神 (Bass and Riggio, 2006)。在服務產業中，轉換型領導管理者透過口語溝通與本身行動將有助於提升員工自我效能 (Dvir, Eden, Avolio, and Shamir, 2002; Kark, Shamir, and Chen, 2003; Liao and Chuang, 2007)、情感承諾（曾信超、李元墩與康榮民，2008；Bycio, Hackett, and Allen, 1995）、組織認同 (Shamir, Zakay, Breinin, and Popper, 1998)、領導成員交換關係（翁良杰，2014；翁良杰與賴薏筑，2012）與工作滿意度 (Judge and Piccolo, 2004; Liao and Chuang, 2007)，往往讓員工不僅有能力並且具有動機去提供良好的服務，也因此有助於維繫顧客關係 (Liao and Chuang, 2007)。

服務導向領導乃公司的管理者了解服務品質的重要性，故訂定明確的服務品質標準，並試著解決可能影響服務傳遞的不良因子 (Obstacles)，同時重視對於顧客的回饋 (Hong et al., 2013; Schneider et al., 2005)。服務導向領導管理者會明確讓服務人員了解其對於服務行為的期待，而對於有良好服務表現的員工會給予獎勵，能增進服務人員主動提供優質之服務傳遞。Schneider, Wheeler, and Cox (1992) 指出，當服務人員發現管理者重視服務傳遞與顧客回饋時，會對於工作產生較高的熱忱。Hong et al. (2013) 則進一步發現服務導向領導方式不僅會影響到員工態度，亦會感染員工的服務行為，進而提升顧客滿意度與忠誠度。

（二）服務人力資源管理

許多服務業在面臨外在環境快速的改變之下，其人力資源成為組織中非常重要的一項資產，也因此造就了人力資源管理在服務組織中舉足輕重的地位。人力資源管理措施包括：招募遴選、升遷與派任、教育與訓練、薪資福利等 (Sun, Aryee, and Law, 2007)，此項措施的主要目的在於改善員工的工作能力與工作動機，並且有效地授權於員工 (Combs, Liu, Hall, and Ketchen, 2006; Delery and Shaw, 2001)，藉以提升整個組織的管理績效 (Dyer and Reeves, 1995)。近年來，服務管理相關的研究開始試圖了解以服務導向為主的人力資源管理措施 (Service-oriented Human Resource Practices)，及其對於服務績效與評價的影響。服務導向人力資源管理措施會在選聘與訓練過程中重視員工的服務技巧，其評鑑與獎賞制度會以服務表現為依據 (Liao et al., 2009)，主管的獎賞行為則會影響員工對於組織的承諾以及會有較佳的工作績效（史習安與陳佐任，2008）。而此類型的人力資源管理措施對於員工服務的熱忱有相當之影響 (Schneider et al., 1992)。Susskind, Kacmar, and Borchgrevink (2003) 發現當服務組織對於服務傳遞流程有設定標準時，員工較容易具有高顧客導向。此外，過去研究發現當組織於訓練課程內強調服務品質並且獎勵良好服務表現的員工時，將會提升服務組織績效、顧客滿意度與服務品質 (Johnson, 1996; Liao and Chuang, 2004)。

（三）服務氣候

服務氣候是指員工對組織將會獎勵與支持員工服務優良表現之共同信念與知覺 (Schneider et al., 1998)。組織的結構、程序、目標與獎酬制度將會營造出獨特的服務氣

候，進而影響員工的服務表現，最終影響顧客對於整體服務傳遞過程中感受到服務品質 (Schneider et al., 1998)。服務氣候隱含著員工在服務過程中，對於提供優質服務、程序與目標的準則，並在工作單位內擴散開來，創造出相互扶持和合作的氛圍，激發員工觀摩學習 (Bowen and Schneider, 2014)。Liao and Chuang (2007) 指出當員工任職於高度服務氣候的工作單位時，個別成員會有著良好的工作滿度與高度情感性承諾。服務氣候所塑造出之支持環境，在無形之中對員工會散發出工作價值與組織承諾訊息 (Hofmann and Morgeson, 1999)。對於第一線面對顧客的員工而言，服務氣候指引其秉持正向的服務態度，並提供協助性工作資源，幫助員工排除工作中的阻礙 (Hobfoll, 2002)。也就是說，服務氣候可提供員工重要的工作資源，促使員工充滿活力地接受工作上的挑戰，全心投入工作中 (Bakker and Demerouti, 2007; Crawford, LePine, and Rich, 2010)。近年研究均指出，服務氣候的確有助於提升個人工作表現（陳淑玲與黃謙茹，2014；葉晶雯，2012；Walumbwa, Hartnell, and Oke, 2010）、顧客導向行為（汪美伶，2015）與正向情緒表達（紀乃文與陳建丞，2011），進而表現出良好的服務品質 (Bowen and Schneider, 2014)、分店績效 (Schneider et al., 2005) 以及顧客關係（汪美伶，2015；Liao and Chuang, 2007）。

（四）未來研究

過去針對轉換型領導對於員工服務行為之影響的研究中，所調查的服務情境主要是針對單一服務人員與顧客間的互動（例如：美髮師與顧客）；然而，部分的服務體驗的過程中顧客並非與特定的服務人員互動與建立關係，例如：到銀行存款、到餐廳用餐、大賣場購物等，顧客往往是與該服務組織建立關係，因此顧客評價經常取決於全體員工的表現，並非僅受單一員工的影響。未來可以針對轉換型領導與整體員工服務行為如何影響顧客商店關係進行研究。

再者，目前仍鮮少有研究針對服務導向人力資源管理措施如何影響服務體驗進行探討；同時由於過去的研究主要採用橫斷面的資料收集，並無法了解到服務導向人力資源管理如何長期間影響員工服務行為，以及顧客所感受到的後續服務體驗，因此未來研究可以透過縱斷面研究方式進行資料收集，以利了解服務導向人力資源管理措施所產生的影響。同時，未來研究亦可採用實地實驗 (Field Experiments) 的方式進行研究，將更有助於了解服務導向人力資源管理措施、員工服務行為與顧客服務體驗此三者之間的因果關係。

而針對服務氣候議題，過去往往針對單一類型服務人員進行調查與了解，然而，第一線服務人員與後台服務人員分別如何影響服務氣候？以及服務氣候對此兩類型員工的影響是否有所異同？此外，在不同文化特質是否會影響服務氣候與員工服務行為之間的關係？將是未來研究可以進一步釐清與了解的部分。

三、服務環境

在競爭激烈的服務業中，提供優質的服務環境 (Service Environment) 紿消費者有助於企業創造差異化形象以及建立獨特市場定位 (Lin and Liang, 2011)。從企業的角度來看，服務環境傳達了企業所提供的服務定位，其可以形塑服務人員的生產力，並引領顧客進入服務傳遞的過程，並作為企業核心能力來建立在市場中的競爭優勢。根據環境心理學學者 Mehrabian and Russell (1974) 所提出之刺激—機制—反應模型 (Stimulus-Organism-Response Model; S-O-R)，過去文獻認為消費者會受到處所不同環境的刺激而產生不同的情緒反應，進而影響到消費者對於服務體驗的判斷。服務環境被視為是一項刺激，能對顧客和服務人員的個人行為、社會互動、服務互動產生影響。早期服務業行銷研究認為服務環境主要為實體環境 (Bitner, 1992)，然而 Baker, Levy, and Grewal (1992)、Sherman, Mathur, and Smith (1997) 以及其他學者陸續將社交的因素涵蓋到服務環境中。因此，回顧服務環境在服務行銷領域之相關研究，服務環境主要可以分為兩大類：實體環境 (Physical Environment) 與社交環境 (Social Environment)。

(一) 實體環境

在服務場域中，實體環境主要涵蓋周遭環境因子 (Ambient Factors) 與裝潢設計因子 (Design Factors)。過去研究指出這些實體環境因素會影響顧客的服務體驗 (Baker et al., 1992; Bitner, 1990)、顧客情緒 (Babin and Darden, 1996; Jang and Namkung, 2009; Lin and Liang, 2011; Morrison and Beverland, 2003; Tsai and Huang, 2002)、滿意度 (Bitner, 1990)、服務品質 (Hightower, Brady, and Baker, 2002; Kim and Moon, 2009)、顧客保留 (Babin and Attaway, 2000) 以及購買行為 (Turley and Milliman, 2000)。

在實體環境中，周遭環境因子意指消費者五官所能接觸到的環境特性，其會影響到人們的情緒、知覺，甚至是態度以及所表現出來的行為。周遭環境包含了店鋪內的燈光、顏色組合、聲音（音樂或噪音）、溫度、氣味等 (Baker, Grewal, and Parasuraman, 1994; Bitner, 1992; Lin and Liang, 2011; Kaltcheva and Weitz, 2006; Morin, Dubé, and Chebat, 2007; Sherman et al., 1997; Spangenberg, Crowley, and Hendersen, 1996; Wakefield and Blodgett, 1999)。而空間的配置 (Spatial Layout) 與機能性 (Functionality) 則可被視為是店鋪的裝潢設計因子 (Design)，不僅會影響服務作業的效率，同時也塑造了消費者的體驗 (Liu and Jang, 2009)。環境的設計亦會影響顧客決定停留在商店內的時間 (Wakefield and Blodgett, 1996)。此外，服務環境亦有助於傳遞公司形象、並有益於服務人員進行服務傳遞等，故有效的運用服務環境設計原則能帶給消費者不同的服務體驗。

(二) 社交環境

除了實體環境之外，人員也是服務環境的一部分，而在服務環境中的人員，包含服務人員及其他顧客，這些社交環境的因素皆會影響顧客的體驗 (Baker et al., 1994; Baker and Cameron, 1996)。過去服務業行銷相關研究大多著重在探討顧客與公司或與

服務人員之間互動的情況、服務人員衣著與行為、員工情緒表達、員工特質等因素對於顧客知覺之影響 (Baker et al., 2002; Lin and Liang, 2011; Sherman et al., 1997; Tsai and Huang, 2002)。此外，在服務場域中還會有其他顧客的存在，而其他顧客亦被視為是社交環境的一部分 (Martin and Pranter, 1989; Huang, 2008)。在服務接觸過程中，顧客彼此之間分享著共同的服務環境，因此其他顧客的行為舉止、穿著打扮、或是顧客與顧客之間互動的情況對於服務體驗亦存在很深的影響 (Baron, Harris, and Davies, 1996; Huang, 2008; Martin, 1996; Moore, Moore, and Capella, 2005; Prahalad and Ramaswamy, 2000; Verhoef et al., 2009)。舉例來說，當其他顧客的行為舉止與預期的相同時，將誘發顧客的正向情緒；相反的，其他顧客出現出現不適切的行為舉動（如：大聲咆哮、辱罵他人、破壞物品）時，可能導致顧客在服務體驗上具有負面感受。此外，過去研究發現其他顧客的外表吸引力 (Physical Attractiveness) 會影響顧客知覺 (Argo, Dahl, and Morales, 2008; Yi, Gong, and Lee, 2013)；而在服務環境中出現過多的其他顧客則會導致高顧客密集度 (Customer Density)，增加顧客知覺擁擠程度 (Perceived Crowding) 亦會影響到顧客的服務體驗 (Hui and Bateson, 1991; Wakefield and Blodgett, 1994)。

（三）未來研究

儘管過去已有研究在探討服務環境對於顧客知覺的影響，然而仍有許多議題值得被進一步的探討。針對實體環境的議題，過去除除了針對整體實體環境對於顧客體驗影響探討之外，部分研究就實體環境下的周遭環境因子與設計因子等因素如何影響服務體驗進行討論。服務環境的議題除了針對實體環境外，亦有部分研究針對社交環境進行相關討論，然而卻鮮少有研究進一步了解實體環境對於社交環境是否有所影響？換言之，實體環境中的周遭因子與設計因子是否將會影響其他顧客或是服務人員在服務傳遞過程中的表現。

再者，過去研究在探討服務場域其他顧客的議題時，主要是從顧客的觀點來看其他陌生的消費者。然而，在服務場域內其他的顧客可能是陪同該顧客所形成的群體（例如：家人、朋友、同儕等），未來研究應該探討顧客在團體中互動的情況以及其他團體互動的情況是否會影響顧客的服務體驗。最後，過去研究指出實體環境的設計有助於提升顧客的服務體驗，而對於服務企業來說，如何成功的設計並管理社交環境來提升服務表現以增強顧客服務體驗，成為重要議題。

四、顧客參與

近年來，企業越來越鼓勵顧客在服務傳遞過程中扮演主動的角色，如顧客在飯店內可以自行辦理住房與退房服務；在商店內自行掃描購買的商品與裝袋；搭乘飛機自行辦理登機與網路選位手續等。顧客參與 (Customer Participation) 的觀念最早可以追溯至 1930 年代，顧客在超商內自行選購、推車與運送商品回家。然而，「顧客共同

參與」(Customer Co-production) 則是一個相對較新的概念，乃指鼓勵並促進顧客能夠主動參與服務傳遞的過程 (Auh, Bell, McLeod, and Shih, 2007; Yim, Chan, and Lam, 2012)，此被視為是有助於提升組織競爭效率的重要觀念 (Bendapudi and Leone, 2003)。

(一) 從顧客參與到共同生產

此一概念的萌發可回溯至 1979 年，Lovelock and Young (1979) 提出公司應該將顧客視為「部分員工」藉以提升整體的生產力，Schneider and Bowen (2010) 亦認為服務公司應該要善用顧客能力 (Customer Talents) 以利傳遞優良服務。Lengnick-Hall (1996) 指出服務組織應該要了解顧客在服務過程中的角色與其所能夠從事的活動內容，Prahalad and Ramaswamy (2000) 則進一步的提倡服務組織要吸收並善用顧客的能力成為公司的競爭優勢。因此，在服務的角色，已經從早期的被動參與者，轉變成主動的共同生產者；對於服務組織而言，其觀念也從早期的「公司能為你做些什麼？」轉換成「公司能與你一起做什麼？」(Wind and Rangaswamy, 2001)。

在服務業中，顧客參與服務的價值共創越來越常見 (Auh et al., 2007; Chan, Yim, and Lam, 2010; Dong, Evans, and Zou, 2008; Guo, Arnould, Gruen, and Tang, 2013)，鼓勵消費者成為價值共同創造者的角色將能夠提高企業的競爭效率，同時也反映出在行銷領域中，從過去商品導向的邏輯 (Goods-dominant View)，轉變為以服務為中心的新思維 (Service-dominant View) (Bendapudi and Leone, 2003; Vargo and Lusch, 2004, 2008)。許多研究指出，顧客價值共同創造是行銷成功的關鍵因素，因為在服務中心思維下，不論是在消費與服務傳遞過程中，顧客皆具有舉足輕重的貢獻，此顧客共同價值創造，對顧客與企業雙方皆有相當很大的助益。因此，在顧客共同價值創造的過程中，顧客參與相當重要。顧客透過共同生產的方式在服務過程中扮演著部分員工 (Partial Employee) 的角色 (Dong, Sivakumar, Evans, and Zou, 2015)，共同與服務人員完成服務，將有助於公司降低成本與服務客製化，同時滿足顧客的個人需求 (Bendapudi and Leone, 2003; Etgar, 2008)。

過去顧客參與的相關文獻主要可以分為三部分：第一，多數的研究主要從公司角度出發，認為公司應該將顧客納入生產過程中。對於公司而言，顧客參與被認為將有助於生產力的提升，顧客亦可以成為勞動力 (Lovelock and Young, 1979; Mills, Chase, and Margulies, 1983; Mills and Morris, 1986)；第二，部分研究開始探討傳統員工管理模型的限制，此部分的研究開始試圖探討哪些因子會影響顧客參與，例如：參與 DIY 的性格傾向 (Bateson, 1985)、顧客訓練 (Goodwin, 1988) 等；第三，接著開始有學者針對「顧客共同參與」特定議題探討，例如：Bendapudi and Leone (2003) 發現心理機制對於顧客共同參與與滿意度之間關係的影響；Auh et al. (2007) 則指出顧客共同參與將會正向的影響顧客之態度忠誠度 (Attitudinal Loyalty) 與行為忠誠度 (Behavioral Loyalty)；周建亨 (2009) 則發現顧客參與服務過程的程度將會影響其滿意度、關係強度與情感承

諾。Chan et al. (2010) 與 Yim et al. (2012) 則探討顧客共同參與對於顧客與員工的影響以及相關的干擾因素。

(二) 未來研究

目前針對顧客參與的研究中多針對高涉入服務產業（如：金融業、醫療服務業等）進行調查（e.g., 周建亭，2009；Chan et al., 2010; Yim et al., 2012），認為顧客參與將有助於提供顧客價值。然而，於低涉入的服務產業中，例如：超市購物 (Grocery Shopping)，顧客參與的過程是否能夠為顧客本身創造額外的價值，是值得探討的議題，顧客參與是否反而被視為是一項苦差事？或是顧客會認為這是服務公司將勞務轉嫁於消費者身上的一個手段？未來研究可以針對此類型產業，如何在鼓勵顧客參與與顧客負面想法中取得平衡。

此外，在服務場域中，除了服務人員之外，其他顧客亦被視為是影響服務體驗的重要因素，然而過去研究主要著重於顧客個人本身的共同參與行為或是服務人員如何影響顧客之共同參與，例如：員工的專業度、溝通技巧等，然其他顧客在共同參與中所扮演的角色被大多數的研究所忽略，未來研究可進一步探究其他顧客在共同參與的過程中所扮演之角色，如何影響顧客服務體驗，或是消費者是如何主動協助其他潛在顧客進行共同參與等議題。

顧客參與是否能夠有效的提升顧客經濟與關係價值仍有待縱斷面研究方式進行資料收集與分析。同時，由於顧客參與過程中仰賴於顧客與員工之間的互動，因此藉由縱斷面研究將可以進一步釐清顧客與員工間如何互相影響彼此的態度與行為。再者，早期針對顧客參與的研究多著墨於探討其前因與後果，近年來開始有學者去試圖更深入的了解相關的情境干擾因子，然而此部分的研究仍明顯不足，未來可以進一步了解顧客特性（如：外向性）、跨文化間的差異（如：不確定規避），或是是否會影響顧客參與知覺價值、滿意度之間的關係。

五、自助服務與科技

服務創新已廣泛地被視為公司成長的基石與競爭優勢的重要來源。近年來，由於人事成本的高漲，使得許多公司開始尋找替代服務人員的自助服務 (Self-service) 方案，由顧客自行完成服務。而資訊科技的快速發展進一步為自助服務帶來許多革命性的創新 (Meuter, Bitner, Ostrom, and Brown, 2005; Sorescu, Frambach, Singh, Rangaswamy, and Bridges, 2011)。公司可以利用科技界面來改善服務的作業流程、提高服務的效率、降低營運成本、服務更多的客戶、提供更多功能性利益給顧客，並提升公司的整體績效 (Bitner, Zeithaml, and Gremler, 2010; Dabholkar, 1996; Lin and Hsieh, 2011)。這些原因都讓科技型服務傳遞系統 (Technology-based Service Delivery Systems) 快速增長，同時也改變了科技在顧客與公司的互動中所扮演的角色。

科技型服務傳遞系統已成為目前消費市場中的一部分，也對於顧客服務體驗具有非常重要的影響性。因為新科技的出現，使著服務通路出現了以科技為媒介的互動方式，也帶來了與過往全然不同的消費模式。從銀行交易到機場自助報到，自助服務科技 (Self-service Technologies; SSTs) 已被廣泛地運用在服務傳遞中，顧客透過與科技界面的互動，和公司共同創造服務價值，有效地為公司與顧客雙方帶來更多的利益 (Lin and Hsieh, 2011)。

(一) 自助服務科技

服務公司將科技導入至服務接觸中，除了降低成本與增加效率之外，更能藉由科技化的服務來達到顧客滿意。過去研究認為顧客與員工皆能透過使用科技來提升整體服務接觸的品質與滿意度 (Bitner et al., 2000)。Meuter, Ostrom, Roundtree, and Bitner (2000) 則進一步認為顧客採用以科技為主的服務接觸可被視為自助服務科技。自助服務科技意指消費者透過資訊科技平台自我完成所有程序，過程中不需與服務人員接觸和互動 (Bitner et al., 2000; Bitner et al., 2010; Meuter et al., 2005; Meuter et al., 2000)。一般而言，SSTs 包括網際網路 (Internet)、互動式服務亭 (Kiosks)、互動式語音系統 (Interactive Voice System) 與行動服務 (Mobile Services) 等四大類 (Castro, Atkinson, and Ezell, 2010; Lin and Hsieh, 2011)。

自助服務科技在服務業行銷領域中已經是一個成熟的研究領域，過去文獻中，許多學者皆探討其創新特性直接或間接影響顧客使用 SSTs 的意願，也顯示出在整個服務傳遞的過程中扮演著重要的角色 (Curran and Meuter, 2005; Curran, Meuter, and Surprenant, 2003; Dabholkar, 1996; Dabholkar and Bagozzi, 2002; Jia, Wang, Ge, Shi, and Yao, 2012; Meuter et al., 2000)。而許多研究則著重在探討使用 SSTs 對於顧客行為結果之影響，包括：顧客知覺等待時間 (Weijters, Rangarajan, Falk, and Schillewaert, 2007)、顧客滿意／不滿意度 (Holloway and Beatty, 2008; Meuter et al., 2000; Weijters et al., 2007)、以及顧客忠誠度 (Selnes and Hansen, 2001)。此外，由於網路的發達，過去許多研究集中於探討顧客如何評估網站服務品質 (E-service Quality)，並且發展出適合的量表 (Parasuraman, Zeithaml, and Malhotra, 2005; Wolfinbarger and Gilly, 2003; Zeithaml, Parasuraman, and Malhotra, 2002)。由於網站服務品質非常重要，因此許多研究主要在探討網站服務品質會直接或間接影響顧客滿意度、忠誠度 (林義屏、董玉娟與李勇輝，2007；顧宜錚、李家瑩與黃相翎，2013；Ding, Hu, and Sheng, 2011)。然而，由於現今 SSTs 的種類已不僅限於網路，顧客可能會同時使用不同的 SSTs 來完成全部的服務，故 Lin and Hsieh (2011) 發展出全新測量 SSTs 服務品質的量表，整合性地衡量公司整體 SSTs 服務品質。

服務公司將科技導入服務接觸，除了會為顧客與公司帶來額外的利益之外，亦有可能會使顧客在使用 SSTs 時產生挫敗，也就是顧客可能會產生科技焦慮 (Technology

Anxiety) (Igbaria and Parasuraman, 1989)，換言之，當顧客考慮使用或是正在使用一項科技服務時，可能會感到害怕、焦慮或者需要協助 (Meuter et al., 2005; Meuter, Ostrom, Bitner, and Roundtree, 2003; Parasuraman, 2000; Zeithaml et al., 2002)。科技適應度 (Technology Readiness) 則是相對於科技焦慮的另一種新概念，為顧客使用科技的態度，定義為消費者願意接受與使用新科技來達到其目標的態度，包含了樂觀、創新、不舒適感以及不安全感等四個構面 (Parasuraman, 2000)。然而，隨著科技的演進（如：行動商務、社群媒體與雲端計算），Parasuraman and Colby (2015) 提出全新科技適應度 2.0 量表，更完整的來探討員工與顧客在面對新科技時的態度。目前與科技適應度相關的研究大多著重在新科技的採用、人與科技之間的互動以及其對於服務評價的影響（方世榮與許秋萍，2005；Lin, Shih, and Sher, 2007; Lin and Hsieh, 2006; Westjohn, Arnold, Magnusson, Zdravkovic, and Zhou, 2009）。因此，當服務透過 SSTs 傳遞時，顧客的科技適應度會有效地影響該顧客使用 SSTs 的認知，並進一步影響其的採用行為與評價。

（二）未來研究

過去文獻指出，服務公司提供自助服務科技的服務除了影響顧客的服務體驗之外，亦會影響到服務人員。因此，自助服務科技的提供是如何影響員工的行為，進而增強顧客服務體驗？科技型服務傳遞系統是否需要主動積極的顧客參與才能創造正向的顧客體驗？均需在將來進一步討論。此外，未來研究亦應以更全面的觀點來探究顧客在以科技為基礎的服務接觸時，對於服務體驗的影響，甚至將此影響放大到公司整體的表現，包含對於市場佔有率 (Market Share)、生產力 (Productivity)、收益 (Revenues) 甚至公司價值 (Firm Valuation) 等表現的影響。

一般公司所提供的服務可分為三種類型：以員工為基礎 (Employee-based) 的、以自助服務科技為基礎 (SST-based) 以及混合員工與自助服務科技基礎的服務 (Parasuraman et al., 2005; Reinders, Dabholkar, and Frambach, 2008)。例如：航空公司同時提供服務櫃台與網路／機器自助 check-in，銀行提供臨櫃服務網路／ATM 服務。然而過去研究探討員工與科技基礎的服務的整合議題仍相當不足，未來研究應進一步探討整合服務提供方式以及可能影響最佳服務組合的因素。此外，顧客科技適應度是指顧客內心對於使用科技來達到其目的的接受情況 (Parasuraman, 2000)，會影響顧客在使用與體驗 SSTs 時的滿意度，因此不同類型的消費者在科技適應度上亦有所不同，除了需進一步去釐清之外，未來也可以針對此不同消費者的類型來區隔其對於科技型服務的偏好為何 (Parasuraman and Colby, 2007; Tsikriktsis, 2004)？如何影響到採用最佳混合服務的選擇 (Parasuraman et al., 2005)？未來研究可發展一個全面性架構來探討在面對不同類型的顧客或服務時，該採取何種最合適的以員工為基礎與以自助服務科技為基礎的混合式服務系統？

六、服務失誤與補救

隨著與顧客互動的頻率增加，服務出現失誤的可能性也隨之增長。導致服務失誤 (Service Failure) 的原因有很多可能性，包括：無法完整獲得服務、服務速度的緩慢、服務人員回應的態度不佳、服務人員的行為不恰當等情況 (Bitner et al., 1990)。當服務失誤產生時，忙亂的服務人員與失望憤怒的顧客之間可能出現分歧，導致問題更嚴重 (Bitner, 1990; Bitner et al., 1990; Hess, Ganesan, and Klein, 2003)，此議題必須嚴肅地探討。當失誤發生之後，對於服務提供者來說，其必須要有效地去執行服務補救 (Service Recovery)，才可能使顧客最終感到滿意 (DeWitt and Brady, 2003; McCollough, Berry, and Yadav, 2000; Smith and Bolton, 2002)，給予正向口碑並持續到該公司消費 (Grönroos, 1994; Mattila and Patterson, 2004b)。因此，徹底了解導致服務失誤的重要因素以及如何有效地進行服務補救是一項非常重要的議題。

(一) 服務失誤與補救

服務公司多會將提供一致且無差錯的服務，當成終極目標，然而在現今的服務產業中，絲毫不犯錯的服務是非常困難且難以達成的，也就是說，在服務傳遞的過程中，服務提供者無法完全避免服務失誤的發生 (Kelley and Davis, 1994; Kelley, Hoffman, and Davis, 1993; Patterson, Cowley, and Prasongsukarn, 2006)。服務失誤意指實際或認知上，所有與服務相關的事故，使顧客知覺到的損失 (Bitner et al., 1990; Namkung and Jang, 2010)，顧客服務失誤可能使顧客產生不滿，而導致負面口碑 (Blodgett, Granbois, and Walters, 1993; Maxham, 2001)。過去研究指出當顧客面對服務失誤時的反應將會影響其可能採取的行動過程 (Choi and Mattila, 2008)，而顧客主要的反應主要包含三種的方式，第一，採取公開行為，如對公司提出抱怨、向第三方團體反應 (Wirtz and Mattila, 2004)；第二，採取某些私下的行動，離開該服務公司、向他人抱怨、負面口碑傳播、甚至是出現報復口碑的意圖（汪志堅與吳宜環，2013；DeWitt and Brady, 2003; Hui, Ho, and Wan, 2011）；第三，不採取任何行動 (Day, Grabicke, Schaetzle, and Staubach, 1981; Zeelenberg and Pieters, 2004)。

當服務失誤發生時，服務公司的回應與處理方式，不僅能恢復顧客的滿意度，甚至可提升忠誠度 (McCollough et al., 2000)，但同時也有可能讓服務失誤的情況更加惡化，讓顧客選擇競爭對手的公司 (Smith and Bolton, 2002; Smith, Bolton, and Wagner, 1999)，因此，服務補救的管理儼然成為企業非常重視的課題。Grönroos (1988) 將服務補救定義為服務公司為回應服務失誤而採取的行動，換言之，服務補救為公司盡力修正與改善問題來維持與顧客的良好關係，因此服務補救在維持或是重現顧客滿意度上，扮演著重要的角色。徐淑如、董和昇與羅雅嬪 (2008) 指出，良好的服務補救可降低甚至消除服務失誤帶來的負面反應，良好的服務補救表現有助於平復顧客對於服務失誤的失望與憤怒、減少顧客不滿的程度 (Swanson and Kelley, 2001)、甚至有助於挽

救與顧客之間的關係 (Tax and Brown, 2000)。DeWitt and Brady (2003) 更指出當發生失誤時，若能採取有效的服務補救，仍能維繫顧客對公司的信賴、承諾與滿意關係。而鄭紹成 (2002) 則進一步針對服務失誤發生後，顧客對於企業服務補救滿意度發展專門衡量之量表。

過去研究以關鍵事件技術法探討服務失誤之類型（劉宗其、李奇勳、黃吉村與渥頓，2001），以及服務公司所採用有效之補救策略 (Babakus, Yavas, Karatepe, and Avci, 2003; Bitner et al., 1990; Kelley and Davis, 1994; Mattila and Patterson, 2004a, 2004b)。Maxham (2001) 的研究指出，當服務失誤發生之後，某些顧客在公司提供服務補救之後給予的評價會比在發生失誤之前來的更高。一般來說，最常使用的服務補救措施有道歉、協助與補償，當問題發生時，道歉是最基本且必要的策略 (Bitner et al., 1990; Hart, Heskett, and Sasser, 1989)。而補償 (Compensation) 則被視為是在服務失誤之後最常見的補救方式 (Wirtz and Mattila, 2004)。過去許多研究都針對服務失誤後補償所帶來的效果進行討論（黃吉村、渥頓、李奇勳、與劉宗其，2004；Grewal, Roggeveen, and Tsilos, 2008; Smith and Bolton, 1998, 2002; Smith et al., 1999）。服務失誤後的補償標準應該是要足夠的慷慨 (Well-dosed Generosity)，過度的補償會對公司帶來昂貴的成本，相反地，吝嗇的補償卻會導致服務失敗的傷害更深。

此外，Maxham and Netemeyer (2002b) 的研究提出，在服務補救後的滿意程度可能產生服務補救矛盾 (Service Recovery Paradox) 的效果。服務補救矛盾是指當顧客曾經有過服務失誤的經驗且得到滿意的補救，其在未來的再購買意願會相較於那些第一次就得到完美服務的顧客來的更高。然而，服務補救的矛盾僅會在第一次的服務失誤中形成，若公司再度發生服務失誤，則服務補救的矛盾就不復存在（劉宜芬、周逸衡與凌儀玲，2009；Maxham and Netemeyer, 2002a）。

（二）未來研究

目前探討服務失誤的研究大多是採用實驗設計來操弄服務失誤的方式進行，而非以實際發生的服務失誤來取樣 (Hess et al., 2003; Smith and Bolton, 2002; Wirtz and McColl-Kennedy, 2010; Yen, Gwinner, and Su, 2004)。故未來研究應該針對服務失誤的情境採用實地實驗的方式進一步檢測研究的結果。而過去研究指出當服務失誤發生時，可以透過員工補救以及員工與顧客共同參與的方式來進行補救，而顧客同時參與服務補救之情況，未來研究應該著重在探討可能影響顧客參與補救的潛在前置因子，例如：個人差異 (Individual Difference) 或特殊的情境因素 (Situational Variables) 等構面。

再者，目前大部分的文獻都著重在探討單次的服務失誤與其補救情況所帶來的影響，僅有少數研究在討論第二次服務失誤和補救的效果（徐蕙萍，2012），未來研究應要進一步探討當服務失誤再度出現時，對於顧客服務體驗之影響，以及可能影響顧客服務體驗的因素。而在服務傳遞的過程中，可能出現不同類型的服務失誤，但過去

研究大多在探討單一服務失誤與補救的情境，未來研究可探討不同服務失誤同時出現時，對於顧客服務體驗之影響。另外，顧客針對不同類型服務失誤的反應也會有所不同，未來研究應該探討在不同服務失誤類型下所該採用的服務補救策略，如在何種情況之下該採用實質補償？亦或是心理補償即可？皆需要以更全面性的觀點討論之。

儘管科技水準不斷進步，但 SSTs 仍無法避免服務傳遞上的失誤 (Bitner et al., 1990)。過去研究針對 SSTs 提出了技術（硬體）、作業程序、設計與顧客操作等四種不同的服務失誤類型 (Meuter et al., 2000)，亦有相關研究就單一的自助服務科技類型來探討服務失誤與補救（徐淑如等，2008），但甚少有研究探討 SSTs 失誤對於服務體驗之影響，未來研究應可進一步探索此議題。另外，過去文獻針對服務補救大致可分為三種類型：由企業補救、共同補救以及顧客補救 (Zhu, Nakata, Sivakumar, and Grewal, 2013)。然而，在 SSTs 發生失誤的情況下，過去研究較少探討於服務補救過程中，員工與顧客所扮演的角色為何？有效的 SSTs 補救包含哪些特質？而不同類型的 SSTs 補救方式對其服務體驗之影響為何？此外，服務業者應如何透過顧客教育訓練來降低 SSTs 失誤的產生，以及提高當失誤產生後顧客自行完成 SSTs 服務補救的能力亦值得進一步討論。

七、顧客忠誠度管理

對於企業而言，顧客保留是很重要的一環 (Colgate and Danaher, 2000)。過去研究發現相較於吸引新顧客，企業在維繫保留現有顧客的成本相對較低 (Reichheld and Teal, 2001)。因此，實務界與學術界對於如何有效的建立、發展與增強長期顧客關係已投入相當多的心力 (Grönroos, 1994; Morgan and Hunt, 1994)。不論在學術或實證研究上，顧客知覺的服務品質對其滿意度、知覺價值、顧客忠誠度與顧客保留皆有著重要的影響（邱燈助、蕭由義與葉淑娟，2012；Chiou and Droege, 2006; Chiou, Droege, and Hanvanich, 2002; Lai, Griffin, and Babin, 2009; Thomas, 2001; Thomas, Blattberg, and Fox, 2004）。Ranaweera and Prabhu (2003) 認為顧客保留為顧客於未來是否願意繼續留下，持續與服務提供者之間關係的傾向。組織透過與顧客建立長遠的關係，將使得組織具有較高的利潤，且有助於快速成長 (Gustafsson, Johnson, and Roos, 2005; Reichheld and Teal, 2001)。除此之外，高顧客保留度亦可以為公司帶來其他好處，如較佳的服務、較低的成本、較低的價格敏感度、正面的口碑、高市場佔有率、較高的效率及生產力 (Reinartz, Thomas, and Kumar, 2005)。有鑑於此，透過管理顧客忠誠度的策略達到顧客保留，對企業來說是非常重要的。回顧國內、外學者針對顧客忠誠度管理議題並且採用亞洲樣本的研究，可以粗略分為二個方向：關係品質 (Relationship Quality) 與轉換障礙 (Switching Barriers)。

（一）關係品質

由於服務具有無形性、複雜性以及服務內容的不確定性 (Crosby, Evans, and Cowles,

1990)，因此，顧客無法像評價實體商品列出各項具體的衡量指標 (Zeithaml, Berry, and Parasuraman, 1993)。顧客往往為了降低在評估服務時的認知風險，經常會依賴過去服務體驗所累積的關係內容與特性，做為是否持續使用該服務的依據；換句話說，關係品質對於顧客保留具有相當之影響（翁瑞宏、黃婧媛與邱柏松，2008；練乃華與高淑鑾，2005；Hennig-Thurau, Gwinner, and Gremler, 2002; Hennig-Thurau and Klee, 1997）。Hennig-Thurau and Klee (1997) 指出關係品質是顧客基於過去與服務提供者接觸的經驗與印象所形成的一個整體概念。過去的研究多將關係品質視為一個高層次的構念，其中包含數個不同但彼此相關的子構面，雖然目前針對其所包含的子構面尚未有統一的看法，但學者針對關係品質較常採用的子構面，主要為：滿意度、信任與承諾（史習安、詹惠君、朱國明與黃俊英，2008；翁瑞宏等，2008；翁瑞宏、林永宗、黃金安、黃婧媛與林佩蓉，2012；劉宗其與吳立偉，2008；陳澤義、張保隆與葉晶雯，2005；Ozdemir and Hewett, 2010）。

陳澤義等 (2005) 提出在不同的關係階段，服務提供者應該採取不同的關係發展策略，期以達到滿意的關係品質。翁瑞宏等 (2008) 針對醫療服務產業進行研究，發現當病患與醫師具有良好的關係品質時，會有比較高的關係強度，進而對醫生與醫院產生較高的忠誠度。史習安等 (2008) 則試圖探討關係品質的前因，認為當服務公司採取策略增加顧客價值時，將有助於發展關係品質，而達到顧客保留的效果。雖然關係品質與顧客保留之間的關係已有大量研究證實，部分學者認為兩者間的關係未必如此單純，因此進一步試圖發現可能的中介與干擾因子（劉宗其與吳立偉，2008；Ozdemir and Hewett, 2010; Verhoef, 2003）。劉宗其與吳立偉 (2008) 發現決策不確定性在傳統關係保留模型中同時扮演中介與干擾的角色；Ozdemir and Hewett (2010) 則發現顧客所處的國家文化中的集體主義性將會對關係品質與顧客保留關係產生正向干擾。

（二）轉換障礙

服務企業為了保留顧客，除了與顧客建立良好的關係品質之外，另外一項常見的措施就是提高轉換的障礙。Maute and Forrester (1993) 將轉換障礙定義為當顧客轉換到其他選擇方案時，所產生的財務上、時間上和心理上的成本，而這些成本會成為轉換選擇方案時的障礙因素。Jones, Mothersbaugh, and Beatty (2000) 更廣義的認為舉凡所有能增加顧客轉換行為困難度或代價的因素都可納入轉換障礙的範圍。目前，較廣為學者討論的轉換障礙包含人際關係、轉換成本及替代方案吸引力（吳立偉與王崇昱，2010；Colgate, Tong, Lee, and Farley, 2007; Jones et al., 2000; Patterson and Smith, 2003; Wang, 2010）。

人際關係是指顧客與服務人員間，關係緊密的程度，其關係乃透過彼此間互動而形成 (Berry and Parasuraman, 2004)；轉換成本則是轉換選擇方案所需要的成本，其成本包含終止目前服務所需要的成本以及加入其他選方案所需要的成本 (Jones et al.,

2000; Patterson and Smith, 2003)。替代方案吸引力為市場上競爭替代方案可接受的程度，當顧客認知可接受的替代方案不足時，將會降低其轉換行為的誘因，且會帶來高度的顧客保留程度 (Jones et al., 2000)。因此，企業可以透過服務人員與顧客建立人際關係，提升轉換成本與強化本身對於顧客的吸引力，皆能創造轉換障礙，而讓顧客持續在公司內消費。

Patterson and Smith (2003) 與 Colgate et al. (2007) 皆試圖調查在不同文化中轉換障礙對於顧客保留的影響；Patterson and Smith (2003) 發現無論是東西方文化，轉換成本是顧客考量是否要持續接受服務的關鍵；Colgate et al. (2007) 則是發現面臨轉換兩難 (Switching Dilemma) 的顧客會同時考慮轉換障礙、服務補救與對該公司提供安全服務的信心。吳立偉與王崇昱 (2010) 則是討論轉換障礙與顧客滿意對於交叉購買的影響；Wang (2010) 則是發現當轉換成本高時，顧客價值與公司形象對於忠誠度的影響力將會下降。

(三) 未來研究

過去為了增加顧客保留，而提升服務企業的獲利與績效，因此，有兩大研究方向，一方面是試圖有效與顧客建立關係的關係品質研究；另外一方面則是透過形成障礙，讓顧客無法輕易轉移到其他服務企業的轉換障礙研究。此兩議題雖然有許多學者投入研究，但仍有其他未被開發探討的區塊。

就關係品質而言，關係品質在過去被視為是一個高層次的構念，但在學界尚未有統一的子構面，未來研究應該可以針對此現象，根據不同的服務分類（例如：B2B 與 B2C 或是高服務接觸與低服務接觸）去了解關係品質所應該包含的子構面。此外，過去研究較少比較不同文化下，形成關係品質的前因是否有所不同，未來研究可以探討文化因子，如不確定性趨避與權力距離等 (Hofstede, 1983, 1994)，如何會影響關係品質與顧客保留之間的關係。另外，顧客個人特質，如顧客關係偏好 (Hennig-Thurau, Gwinner, and Gremler, 2000)，是否會影響關係品質與顧客保留之間的關係，亦值得學者注意。

就轉換障礙而言，不同的服務產業內的轉換障礙類別會有所不同，例如：電信通訊服務業與網路銀行往往具有較低的心理轉換障礙，而財務障礙或是知覺功能風險將會對顧客產生較明顯的影響，因此，未來可以藉由質性訪談的方式更進一步的了解不同的轉換障礙在不同的產業與不同的時期如何影響顧客保留。此外，過去的研究往往只針對滿意與轉換障礙之間如何影響顧客保留，未來研究可以進一步考量將其他關係因子，如信任與承諾，納入模型中同時考量。最後，轉換障礙相關研究應該試圖了解個人特質與情境因素如何影響轉換障礙與顧客保留之間的關係，例如哪些特質的顧客較容易受到轉換障礙影響而願意持續接受服務。

參、結論

服務體驗是現今服務業最重要的議題之一，也是服務公司競爭力的主要來源之一，但至今缺乏研究回顧相關文獻與提出未來研究方向。本研究以國內外主要期刊之亞洲服務業相關內外部行銷相關文獻為基礎，回顧七大服務體驗研究主題；「顧客與服務人員情緒」、「服務人員管理」、「服務環境」、「顧客參與」、「自助服務與科技」、「服務失誤與補救」與「顧客忠誠度管理」，並在每個主題中，分別探討兩大研究問題：(1) 我們從過去文獻學到了什麼？(2) 未來研究應探討哪些議題？本研究提供了相當有用的研究洞察，並指出未來研究極具潛力的方向，提供未來研究極為完整的基礎與指引，有著相當的學術貢獻，對未來服務體驗研究助益甚大。

Service Experience Management in Asia: A Review and Directions for Future Research

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1. Introduction

In an era of increasingly competitive environment, creating superior service experience has been regarded as one of the central objectives for today's service industries. Service firms around the globe have integrated the concept of service experience into their daily operations. A service experience occurs when a customer has any sensation or emotional response from interactions with the elements of a context created by service firms (e.g., product, service, participation, technology, etc.). Service experience is identified as a key factor of customer loyalty (Zomerdijk and Voss, 2010) and the core of service offering (Schembri, 2006). Therefore, academic researchers are increasingly interested in exploring service experience related issues.

Despite the importance of service experience in service industries, there still lacks a thorough review of research literature in this field. In this paper, we review service experience related literature in Asia and identify opportunities for future research. Seven academic aspects of service experience research are identified with directions for future research: customer/employee emotion, service employee management, service environments, customer participation, self-service technologies, service failure/recovery, and customer loyalty management.

2. Literature Review

2.1 Customer/Employee Emotion

Previous research indicates that the interaction between customers and service employees is critical for the customers' evaluations of services, including perceptions and emotions (Bitner, 1990). Two important research streams that address the role of emotions in service encounters are emotional contagion (Hatfield et al., 1994) and emotional labor (Hochschild, 1983). Emotional contagion refers to the flow of emotions from a service employee to a customer, with the customer "catching" the emotions that the employee displays (Hatfield et al., 1994). Emotional labor is defined as service employees' display of expected emotions as a self-regulatory process (Hochschild, 1983). Although both streams

have been widely explored for decades, certain issues still lack further investigation. One of the potential topics would be exploring the linkage between emotional labor and emotional contagion. In addition, the influence of service employees' negative emotions on service experience also remains to be explored. The depression and anger of service employees could be transferred to customers and thus affect the service experience. Therefore, future research should explore how customer's/employee's negative (vs. positive) emotions affect service experience.

2.2 Service Employee Management

Service employees play a vital role in service encounters. While earlier research mainly focused on the impact of service employee performance on service experience, recent research has paid attention to the management of service employees in service organizations (Chuang and Liao, 2010; Hong et al., 2013; Liao and Chuang, 2004; Liao et al., 2009). Organizational factors such as service leadership style, service human resource management, and service climate have been identified as determinants of frontline employee performance which results in increased customer service evaluations. However, certain issues regarding how these organizational factors influence customers' overall service experience still need to be examined. One interesting avenue for future research develops from questions focused on the role of leadership style in pseudo-relationship settings, such as restaurant and shopping mall. In addition, longitudinal and experimental designs should be encouraged to provide deeper understanding of the effects of service human resource management on the service performance of employees. Furthermore, the effect of service climate on back-stage (vs. frontline) employee performance offers possibilities for valuable future research and should be explored.

2.3 Service Environments

Service environments play an important role in service delivery because service experiences happen in the environments. Previous studies have categorized the elements of service environments into physical and social environments (Baker et al., 1994; Sherman et al., 1997). Physical environments include both design and ambient factors, while social environments comprise both service employees and other customers (Baker et al., 1994; Sherman et al., 1997). Both physical and social environments have been considered crucial to service experience. Although research has explored the influence of service environments on customer experiences, how physical environments influence social environments and how

social environments influence service experience still remain unexplored. Moreover, as customers often visit service sites with friends or family, future research may investigate the effect of inner group interactions on focal customer's service experience.

2.4 Customer Participation

Recent research has highlighted the critical role of co-production in creating value for customers. Co-production refers to "engaging customers as active participants in the organization's work" (Auh et al., 2007). It has become a vital tenet of a proposed service-centered logic for marketing (Vargo and Lusch, 2004), which can strengthen service effectiveness (Bendapudi and Leone, 2003). By involving customers in co-production, service firms can lower costs and customize individual customer's needs at the same time (Bendapudi and Leone, 2003; Etgar, 2008). While most research explores co-production under high-contact service contexts, a keener understanding of co-production in low-contact service contexts should be further investigated because customers of low-contact services might view co-production as service firms' means of shifting their workload onto customers' shoulders. In addition, the role and influence of other customers in the process of co-production should be further explored. Future research could also examine the possible moderating roles of customers individual differences and culture variables on the relationship between co-production and service outcomes.

2.5 Self-service Technologies

Self-service Technologies (SSTs) have become an integral part of service experiences in many service industries. Types of SSTs can be divided into four categories, including kiosks, Internet, interactive voice response, and mobile services (Castro et al., 2010; Lin and Hsieh, 2011). Given the importance of SSTs in customers' interactions with service firms, some studies examined the critical role of SSTs in affecting customers' perceptions, while others focus on the possible service outcomes, such as SST service quality. As prior studies mainly focus on the influence of SSTs on customers' experiences, a promising avenue for further research is to examine the impact of SSTs on service employees and their performance in service delivery. In addition, since service delivery can often be categorized into employee-based, SST-based, and a mix of both (Parasuraman et al., 2005; Reinders et al., 2008), future research can further investigate the optimal mix of employee-based and SST-based service options for service firms.

2.6 Service Failure/Recovery

Although offering error-free services is the ultimate goal for most service firms, service failure is difficult to avoid because of increased interactions between service firms and customers (Kelley and Davis, 1994; Kelley et al., 1993; Patterson et al., 2006). Effective service recovery has been found to have a significant impact on customer judgment of service providers and the overall service experience (McCollough et al., 2000). Despite a growing body of literature on service failure and recovery (Babakus et al., 2003; Bitner et al., 1990; Kelley and Davis, 1994), several areas for future research still require further investigations. For example, while past research mainly adopted experimental design to manipulate service failures, future studies can explore service failure issues from real cases and situations. In addition, as SST failures happen frequently in service experiences, issues such as how customers respond to SSTs failures, what constitutes a successful SST recovery, and the different roles of employees and customers in the recovery process should be further explored. Additional research is also needed in examining the impact of multiple service failures on service experiences.

2.7 Customer Loyalty Management

As market competition intensifies with diminishing customer loyalty, firms are exploring ways to increase customer retention (Reichheld and Teal, 2001). Researchers and practitioners have identified relationship quality and switching barriers as determinants of customer loyalty. A favorable perception of relationship quality leads to higher customer loyalty (Hennig-Thurau et al., 2002), while switching barriers serve as a mean of locking in customers (Colgate et al., 2007; Jones et al., 2000; Patterson and Smith, 2003; Wang, 2010). Although there is a consensus that relationship quality is a multi-dimensional construct, past studies have not reached an agreement on its sub-dimensions, which requires future investigations. Future research should also investigate the roles individual differences and culture variables play between relationship quality and customer loyalty. Furthermore, another area for future research is to examine how individual differences affect the switching barriers-customer retention relationships in different service contexts.

3. Conclusion

Creating a superior customer experience has been attracting attention from researchers and practitioners. However, there has been a dearth of a commensurate level of scholarly review on this topic. In this paper, we provide a holistic review of service experience literature in Asia and address two key questions from a service experience perspective: (1) what have we learned from prior research about service experience in Asia and (2) which major issues should future research in this area address. We examine these questions under seven major topics: customer/employee emotion, service employee management, service environments, customer participation, self-service technologies, service failure/recovery, and customer loyalty management. Our review reveals useful insights and identifies important directions for future research. Research-based answers to these questions and directions will be beneficial to service experience management.

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