行政院國家科學委員會專題研究計畫 成果報告

服務便利性對於顧客滿意度及忠誠度之影響：知覺服務價值之中介角色及知覺服務保證強度之干擾角色—台灣餐廳產業之實證研究
研究成果報告(精簡版)

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處 理 方 式 ： 本計畫可公開查詢

中 華 民 國 100 年 07 月 28 日

行政院國家科學委員會補助專題研究計畫 ☑ 成 果 報 告
☐ 期 中 進 度 報 告

服務便利性對於顧客滿意度及忠誠度之影響：知覺服務價值之中介角色及知覺服務保證強度之干擾角色-台灣餐廳產業之實證研究

計畫類別：☑個別型計畫　　☐整合型計畫
計畫編號：NSC99－2410－H－263－005－SSS
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執行機構及系所：致理技術學院運動健康與休閒系

計畫主持人：張國謙
共同主持人：
計畫參與人員：林吟軒、簡薇庭、陳亭諭

成果報告類型(依經費核定清單規定繳交)：☑精簡報告　☐完整報告

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國科會補助專題研究計畫成果報告自評表

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1. 請就研究內容與原計畫相符程度、達成預期目標情況作一綜合評估
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2. 研究成果在學術期刊發表或申請專利等情形：
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3. 請依學術成就、技術創新、社會影響等方面，評估研究成果之學術或應用價值（簡要敘述成果所代表之意義、價值、影響或進一步發展之可能性）（以 500 字為限）

   經由問卷調查之分析，研究結果確認服務便利性會正向地影響顧客滿意度而顧客滿意度亦會正向地影響顧客忠誠度。再者，顧客知覺之服務價值是連結服務便利性與顧客滿意度關係間之重要中介變數。此外，另一項重要之發現為在服務便利性與顧客滿意度之關係上，顧客所知覺之服務保證強度是很重要的干擾變數。換句話說，當顧客所知覺之服務保證強度愈強時，服務便利性與顧客滿意度兩者間之關係強度會愈強；反之，當顧客所知覺之服務保證強度愈弱時，服務便利性與顧客滿意度兩者間之關係強度亦會減弱。未來可將此模型應用於相關的餐旅產業中，且可以加入其它相關變數來進一步研究相關之消費行為議題。

<div align="center">報告內容</div>

Introduction

Since their rapid growth in numbers beginning in the 1980s, dual-wage families have been seen as seeking products and services that can save them time and effort (Brown, 1990). This phenomenon indicates that the service convenience a business offers may reveal market opportunities that can lead to higher returns and competitive advantages (Seiders *et al.*, 2000). Colwell *et al.* (2008, p. 165) note that, 'In homogeneous markets, where service offerings are similar and therefore not key competitive differentiators, providing greater *convenience* may enable a competitive advantage'. Previous researchers have proposed certain important relationships linked to service convenience; for example, service convenience can directly affect customer satisfaction (Seiders *et al.*, 2000; Berry *et al.*, 2002; Colwell *et al.*, 2008) and lead to customer loyalty (Fornell *et al.*, 1996; Chow *et al.*, 2007). Therefore, understanding the relationships between service convenience and the related variables that affect customer behaviour is the main concern of this study. This study will introduce two variables—perceived service value and perceived service guarantee strength—that combine with service convenience to exert a joint influence on a customer's post-purchasing behaviours. Perceived service value is proposed as a mediating variable while perceived service guarantee strength is proposed as a moderating variable. Both are explored to verify their roles in the relationship between service convenience and customers' post-purchasing behaviours.

Clarifying perceived service value is crucial because perceived value reflects the perspective of the customer. Only the customer, not the seller or the service provider, can determine whether a product or a service offers value (Roig *et al.*, 2006; Cockrill *et al.*, 2009). That is, customer-perceived service value appears as a trade-off between the benefits and the sacrifices perceived by the customer in a supplier's offerings (Ulaga and Chacour, 2001). Thus, a customer-perceived service value is created when the customer perceives that the benefit of consuming products/services (e.g. quality) exceeds the sacrifice (e.g. price) (Zeithaml, 1988; Slater and Narver, 2000; Sweeney and Soutar, 2001; Nasution and Mavondo, 2008), which, in turn, is believed to be the necessary variable that gives rise to behaviours such as satisfaction (McDougall and Levesque, 2000; Lee *et al.*, 2005; Chen and Tsai, 2007, Wang *et al.*, 2009). Although researchers have identified the major driving factors of customer satisfaction (such as service convenience and perceived service value), the interrelationships among these constructs have not yet been investigated. Therefore, this study takes the construct of customer-perceived service value into account to verify its mediating role in the relationship between service convenience and customer satisfaction.

Moreover, the role of customer-perceived service guarantee strength is important because, as Hays and Hill (2006, p. 753) argue, 'service guarantee strength measures the strength of the firm's commitment to offering consistent, high quality service to its customers and recovering customers who experience a service failure, with or without a written service guarantee'. Thus, unlike previous studies that have treated service guarantees as *explicit* operation strategies or activities used to credibly signal high quality to customers (Tucci and Talaga, 1997) and studies that have mainly focused on such guarantees' direct effect in promoting service offerings (e.g. McDougall *et al.*, 1998; Hays and Hill, 2001; Marmorstein *et al.*, 2001), this paper aims to explore the role of perceived service guarantee strength as an *implicit* moderating variable in the relationship between service convenience and customer satisfaction. In other words, this paper treats service guarantee strength as implicit and perceived by customers no matter whether there is an explicit service guarantee expressed (Hays and Hill, 2006). Therefore, this study concerns the customer's perception of a firm's service guarantee strength, which should be understood as part of the relationship between service convenience and customer post-purchasing behaviour.

<div align="center">1</div>

Theory background and hypothesis
Post-purchasing behaviour
Kotler and Armstrong (2004, p. 201) define post-purchasing behaviour as 'the stage of the buyer decision process in which consumers take further action after purchase, based on their satisfaction or dissatisfaction'. Therefore, as proposed by Bearden and Teel (1983), 'customer satisfaction is a post-purchase event indicating how much the customer likes or dislikes the service after experiencing it' (cited from Lee, *et al.*, 2004, p. 71). Thus, managers are interested in customer satisfaction because it is a strong predictor of loyalty (Tuu and Olsen, 2009) that can bring enormous benefits to a company (Brunner *et al.* 2008). According to Oliver (1997, p. 392), loyalty is 'a deeply held commitment to rebuy or repatronise a preferred product/service'. Because customer satisfaction and customer loyalty are important constructs of post-purchase behaviour (Eggert and Ulaga, 2002), their association with service convenience and perceived service value are discussed in the study.

The relationships among service convenience, customer satisfaction, and customer loyalty
A service provider that hopes to improve its level of customer-perceived service quality must provide service convenience to its customers (Berry *et al.*, 2002; Liang and Wang, 2006). Morganosky (1986, p. 37) defines service convenience as 'the ability to accomplish a task in the shortest amount of time with the least expenditure of human energy' In other words, saving time and effort is the benefit of a convenient service and the reason the customer is interested in the service (Brown, 1990). Therefore, by understanding the forms of convenience they can offer, businesses such as retailers can formulate convenience strategies that support lasting customer relationships and raise their competitiveness to new levels (Seiders *et al.*, 2000). Discussions about service convenience practices are varied in the literature, but Berry *et al.* (2002, p. 11-12) have summarised the five forms of service convenience as follows: 1) *Decision convenience* addresses consumers' perceptions concerning the time and effort they have expended to make service purchases or use decisions; 2) *Access convenience* addresses consumers' perceptions concerning the time and effort they have expended to initiate service delivery; 3) *Transaction convenience* addresses consumers' perceptions concerning the time and effort they have expended to effect a transaction; 4) *Benefit convenience* addresses consumers' perceptions concerning the time and effort they have expended to secure the service's core benefits; and 5) *Post-benefit convenience* addresses consumers' perceptions concerning the time and effort they have expended in order to reinitiate contact with the service provider after the benefit stage of the service.

Because customer satisfaction results when a customer's perception of a given service encounter lives up to his expectations for that encounter (Oliver, 1980; Weiss *et al.*, 2005), the five dimensions of service convenience reflect the activities that customers engage in during the acquisition and consumption of services (Berry *et al.*, 2002) and that tend to dominate customer satisfaction with a business. The more customers experience necessary and relevant service convenient events, the stronger their satisfaction with the business will be. Keaveney (1995) argues that service inconvenience will lead to a customer switching his behaviour. Therefore, service providers need to remain conscious of the positive implications of convenience for customer value and loyalty (Berry *et al.*, 2002). If customers experience a high degree of service convenience, they will feel satisfied with the service provider.

Customer satisfaction is a critical business requirement that could have a significant effect on customers' intentions to repurchase (He and Song, 2009) and, therefore, could affect a company's market share (Sit *et al.*, 2009). In other words, as proposed by Oliver (1993), 'a customer's behavioural intention of repurchase is preceded by customer satisfaction which is directly affected by disconfirmation resulted between a customer's pre-purchase expectations and post-purchase performance of a product or service' (cited from Chen *et al.*, 2009, p.

1249). Thus, only when there is total customer satisfaction with the services offered will patrons return to consume the product or service again (Garbarino and Johnson, 1999). Consequently, customer satisfaction directly and positively influences customer loyalty towards a given business (Fornell *et al.* 1996; Roig *et al.*, 2009). Lee *et al.* (2008, p. 56) define customer loyalty as 'the likelihood of future repurchase or renewal for the current service provider'. Within the subject of customer loyalty, we can distinguish the aspect of behaviour from the aspect of attitude aspect, called behavioural loyalty and attitudinal loyalty, respectively (Reich *et al.*, 2006; Walsh *et al.*, 2008). Attitudinal loyalty refers to customers' willingness to build relationships with service providers, whereas behavioural loyalty refers to customers' repeated purchasing behaviours. Both kinds of loyalty indicate that customer satisfaction with products and services is crucial to a customer's decision to remain in a buying relationship with a business (Huang *et al.*, 2009). Based on the above discussion, the following hypotheses are proposed.

H1-1. The higher the level of service convenience experienced by customers (including decision-making, access, transaction, benefit, and post-benefit forms of convenience), the higher the level of customer satisfaction with the business.

H1-2. The higher the level of customer satisfaction, the greater the degree of customer loyalty towards the business.

The mediating effect of perceived service value on the relationship between service convenience and customer satisfaction

Along with the direct effect of service convenience on customer satisfaction, which has been empirically verified (Colwell *et al.*, 2008), the mediating role of perceived service value in the relationship between service convenience and customer satisfaction should be considered, with perceived value as a key contributor to high levels of customer satisfaction (Cockrill *et al.*, 2009; Roig *et al.*, 2009). Perceived value has been defined as 'the consumer's overall assessment of the utility of a product based on perceptions of what is received and what is given' (Zeithaml, 1988, p. 14). In other words, customers compare the benefits of the service received with the necessary sacrifice required to get the service (Lee *et al.*, 2004). As Heinonen (2004) notes, many of the conceptualisations of perceived value involve quality as the benefit and price as the sacrifice. This interpretation emphasises value as a monetary conceptualisation (Sweeney and Souter, 2001; Nasution and Mavondo, 2008). Price is an important factor in customer satisfaction because customers tend to think of price whenever they evaluate the value of an acquired product or service (Martín-Consuegra *et al.*, 2007). As discussed by McDougall and Levesque's (2000), customers who perceive that they receive *value for money* are more satisfied than customers who do not perceive that they receive value for money (Zeithaml, 1988). Thus, the give-and-get exchange process (Zeithaml, 1988), in addition to the factor of quality, works as an antecedent to service value as it is explored in previous studies (e.g. Lee *at al.*, 2004, Wang *et al.*, 2009). For this investigation, service convenience represented the get benefit in the service delivery process relative to the necessary sacrifice required to pay for the services in terms of monetary valuation. That is, if customers feel that they are receiving the best monetary value for the level of service convenience provided by a business, their positive perceptions of service value drive various positive behaviours (Chan *et al.*, 2007), including customer satisfaction and loyalty (Heskett *et al.*, 1994; McDougall and Levesque, 2000; Wang *et al.*, 2009). These positive behaviours are important in developing long-term customer relationships and increasing the customer's intention to repurchase (Patterson and Spreng, 1997). This argument suggests that perceived service value is a required mediating factor in the relationship between service convenience and customer satisfaction, which would, in turn, influence customer loyalty toward a business (as discussed above).

While a direct link exists between service convenience and customer satisfaction, further study is needed to investigate whether varying degrees of perceived service value influence the convenience-to-satisfaction relationship (Colwell *et al*., 2008). Thus, based on the above discussion, this study assumes that there is a significant mediating effect of customer-perceived service value in the relationship between service convenience and customer satisfaction. Hence, the following hypothesis emerges.

H2. The customer-perceived service value of a business mediates the relationship between service convenience and customer satisfaction.

The moderating effect of perceived service guarantee strength on the relationship between service convenience and customer satisfaction

Service convenience is a means of providing added value to customers to decrease the time and effort that they must expend on a service, thereby providing a holistic experience instead of separate dimensions of customer service convenience (Colwell *et al*., 2008). Brown (1990) has suggested that the benefit of service convenience is a psychological dimension that aims to add to a customer's comfort by saving a customer's time and effort. Thus, customers have to be aware of the convenience benefits being offered by service providers as intangible benefits (Lovelock, 1994). The intangible nature of service convenience 'makes consumers being unable to experience the service offering prior to purchase and even the consumers often cannot evaluate it even after consumption' (Levy, 1999, p. 214). Accordingly, one means of reducing customer-perceived risk associated with the service is to increase customers' expectations regarding the level of service and enhance customer purchase intentions by signalling the organisation's commitment to customers with a *service guarantee* (Wirtz, 1998). Service guarantees can be categorised into two basic forms: the unconditional guarantee and the specific guarantee (McDougall *et al*., 1998). In general, a service guarantee is defined as 'a promise by a firm that will perform at a certain level, and, if that level is not meet, the firm also promises to compensate the customer in some way' (Hays and Hill, 2001, p. 405). This implies that if a customer is aware of the chosen business's guarantee that it will offer a high level of service, the customer may perceive a lower level of performance risk associated with that firm's service offerings (Tsaur and Wang, 2009). That is, customers look to the guarantee for assurance that a high level of service quality will be delivered on a consistent basis (Marmorstein *et al*., 2001).

A review of service guarantee-related studies reveals that most, if not all, service guarantees are seen as an effective tool for jump-starting quality improvements (Wirtz, 1998), which serve to increase expected service quality (Wirtz *et al*., 2000; Tsaur and Wang, 2009), and leading to enhanced consumer satisfaction (Tucci and Talaga, 1997). However, Hays and Hill (2006) argue that the service guarantee should not be represented with a 'zero-one variable' indicating its presence or absence as an *explicit* written guarantee to customers. Instead, they write that 'it is possible that a firm has a strong *implicit* service contract with its customers, maintains high internal standards, and provides its customers with a strong service guarantee without having an explicit written service guarantee' (Hays and Hill, 2006, p. 754). In particular, Wirtz *et al*. (2000) propose that some firms that take pride in their 'outstanding' services do not provide distinct guarantees to customers. Although the guarantees are not explicitly stated, customers are still confident that they can count on the firm to do what is right. This confidence suggests that even when a firm offers no written service guarantee, customers will still perceive a high level of service guarantee strength due to clear service quality standards or meaningful compensation during the consumption process (Hays and Hill, 2006). Therefore, despite its intangible nature, service convenience can be transformed into a measurable expectation based on the level of service guarantee strength perceived by customers who are ensured satisfaction once they touch, feel, and experience the service

offerings (Levy, 1999). Thus, the relationship between service convenience and customer satisfaction will be strongest when customers have a positive perception of service guarantee strength.

Accordingly, this study is interested in how customer-perceived service guarantee strength moderates the relationship between service convenience and customer behaviour. That is, different levels of service guarantee lead to differences in the relationship between service convenience and customer satisfaction. This leads to the third research hypothesis.

H3. Customer-perceived service guarantee strength has a significant moderating effect on the relationship between service convenience and customer satisfaction.

In summary, it is proposed that service convenience is related to customer behaviour, with perceived service value serving as a mediating variable and perceived service guarantee strength serving as a moderating variable. Accordingly, a service convenience causation model is outlined in Figure 1.
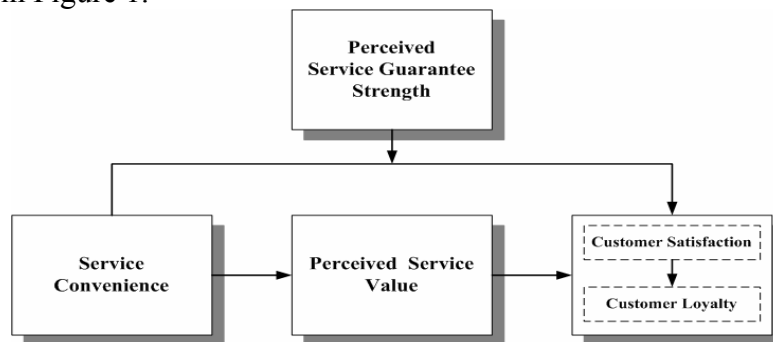

Figure 1. The research framework

Research method

Sample

This article takes a chain restaurant as its focus due to the importance of the restaurant industry in the service sector. One domestic-brand Chinese dining chain (named *ABC* restaurant in this study for not commercial purposes), which operates twelve franchised branches in Taiwan, was invited to participate in this study. The rationale for choosing a chain restaurant was based on the fact that restaurants in the chain operated with similar management styles, such as the menus, price, and decorations. In particular, from the year of 2007, this chain restaurant, regarding its operation management, service quality, and customer satisfaction, has been awarded the prize of *GSP* (good service practice) from the Ministry of Economic Affairs of Taiwan, which indicates its benchmarking role within the restaurant industry. Accordingly, the following concerns make ABC restaurant an ideal target sample for exploring the research questions of this study.

ABC restaurant's outstanding service quality indicates its role as the standard among the chain restaurants in Taiwan. Thus, it makes sense to further explore whether a service convenience-related casual relationship is present in this chain restaurant. Moreover, it must be noted that ABC restaurant is among those businesses that have not provided explicit service guarantee statements to their customers; they do not have a set of two-phase promises (i.e. service commitments associated with service compensation) as would constitute a service guarantee (Hays and Hill, 2006). That is, ABC restaurant was chosen as the sample firm in this study based on its high level of service quality and lack of explicit service guarantee statements.

Measurements

The items used to measure each variable were measured on a 7-point Likert scale, ranging

from 1 = strongly disagree to 7 = strongly agree. The aspect of service convenience was modified from past research (Berry *et al*., 2002; Colwell *et al*., 2008) and included fifteen items measuring the effectiveness of five types of service convenience provided by the restaurants. The aspect of perceived service guarantee strength was designed using past research (Hays and Hill, 2006) and included six items. The aspect of perceived service value was modified from past research (Lee *et al*., 2004) and included six items. The aspect of customer satisfaction was designed using past research (Cronin *et al*., 2000; Olorunniwo *et al*., 2006) and included five items. The aspect of customer's attitudinal and behavioural loyalty towards the restaurant was modified from past research (i.e. Reich *et al*., 2006) and included five items. Lastly, the respondents' demographic information was collected using six items (via a categorical scale) that included gender, age, educational level, monthly income, residency, and reason for dining.

Sampling procedure
This study attempts to explore the post-dining behaviours of customers as they relate to a set of service convenience-based causation relationships in selected ABC restaurants (a chain of Chinese restaurants). Following Chen and Tsai (2007), the survey instrument was first revised and finalised based on the feedback from three hospitality experts. Then, a pilot sample of 60 EMBA students who had eaten at one of the given chain restaurants was invited to join this study. Nine invalid questionnaires were eliminated, and 51 questionnaires were retained for analysis. In terms of the scale reliability, the results of the pilot test indicated that the survey instrument was reliable, with values for service convenience (Cronbach's α = 0.956), perceived service value (Cronbach's α = 0.916), perceived service guarantee strength (Cronbach's α = 0.954), customer satisfaction (Cronbach's α = 0.909), and customer loyalty (Cronbach's α = 0.927) all acceptable. Hence, the reliability of the survey instrument was deemed adequate.

As for the formal investigation, four branches of the ABC restaurant chain located in the Taipei area were selected not only for their increasing 'sample representativeness' (Kerlinger and Lee, 2000) but also because the geographic location of the restaurants is an important concern (Huang, 2003). This setup, including all the branches of ABC restaurant located in the same area, was intended to increase our understanding of service convenience issues in the restaurant sector and allowed this study to draw more confident conclusions regarding service issues. Furthermore, permission to distribute the survey, offered by restaurateurs and managers, was obtained prior to the distribution of questionnaires to restaurant customers.

Before the start of the investigation, eight postgraduate students were trained as interviewers so that they fully understood the content of the questionnaire and could answer any questions the respondents might have. Because four branches of ABC restaurant participated in this study, four groups composed of two interviewers each were given ID badges, and each group was assigned to one restaurant, allowing for a simultaneous study of all four branches. Data was collected at the four branches over a two-week period at different time intervals (i.e. on weekdays or weekends from 11:00 am to 3:00 pm and from 5:00 pm to 9:00 pm) because there were more customers at these two peak times. The questionnaire was distributed to restaurant customers after their meals, which ensured that more accurate responses would be obtained (Kim *et al*., 2003). The purpose of the study was explained to the customers, and they were informed that if they were willing to participate in the survey and completed the questionnaire, they were thanked for their participation with a small gift (eco-chopsticks). To make the sample as representative of the target population as possible, the chosen respondents were customers 18 years of age and older, and an intercept approach was used, as suggested by Weiss *et al*. (2005). Each customer filled out a questionnaire anonymously and put it into an envelope to be left on a restaurant table or returned to a restaurant employee. Finally, a

total of 600 respondents participated in this study.

Data analysis and results
Descriptive analysis
A statistical analysis of the collected questionnaires was computed based on the 498 usable responses from the four branches of ABC restaurant. The response rate is 83%. SPSS 10.0 and AMOS 6.0 statistical software was used to conduct the following empirical analyses.

Of these 498 questionnaires, 41.4% of the responses were from male respondents, while 58.6% were from females. A substantial majority of the respondents were below 45 years of age but over 25 (62.4%). The largest number of respondents (74.2%) had at least a university degree (bachelor's or equivalent), and many respondents had an income of between NT\$ 20,000 and NT\$50,000[1] per month (48.6%). Finally, the majority were from northern Taiwan (92.4%). In addition, regarding the guests' dining purposes, the results indicated that dining with family members (308/704 = 43.8%) was the most popular, followed by dining with friends (191/704 = 27.1%), with colleagues (87/704 = 12.4%), and trying new food (62/704 = 8.8%).

Reliability and validity analysis
The evaluation process began by initially performing all the 37 items at univariate level for normality by examining whether their absolute values of skew less than three and that of kurtosis less than four (Kline, 1998). The results show that the absolute values of skew and those for kurtosis for all the items met the assumption for normality.

Next, the Cronbach's alpha values for each measure (range between 0.914 and 0.977) exceeded 0.7 (Nunnally, 1978), indicating that the measures had high reliability. In addition, composite reliability estimates exceeded the critical value of 0.7 recommended by Hair *et al.* (1998), indicating that it was satisfactory.

Furthermore, the results demonstrate that both the convergent and discriminant validity were supported. However, the correlation matrix indicates that although none of the coefficients was greater than 0.9 (Hair *et al.*, 1998), the service convenience related factors remained collinear, which likely reduced overall SEM model fit. This phenomenon also occurred in Featherman and Pavlou's (2003) research in which the performance-related risk facets remained as higher correlation coefficients than other constructs in the model. Nevertheless, the values of the average variance extracted (AVE) were greater than 50%, which supports the convergent validity (Fornell and Larcker, 1981). In addition, the discriminant validity demonstrates that the square root of the AVE of each construct should generally be higher than the correlations between it and any other constructs in the model (Fornell and Larcker, 1981).

Structural model
The structural model testing was conducted with path analysis by using AMOS 6.0. All constructs (i.e. service convenience, perceived service guarantee strength, perceived service value, customer satisfaction, and customer loyalty) discussed above were included in the model, as shown in Figure 2.

Regarding the model fit, even though the χ^2 statistic was too high due to the large sample size (Bagozzi and Yi, 1988) and some statistics (such as GFI) marginally approach the required statistics, the results indicate that the SEM statistics, such as AGFI (0.839), NFI (0.930), CFI (0.950), RMSEA (0.069), and CMIN/DF (3.357) sampled from restaurant customers, match the suggested requirement for the model's goodness-of-fit.

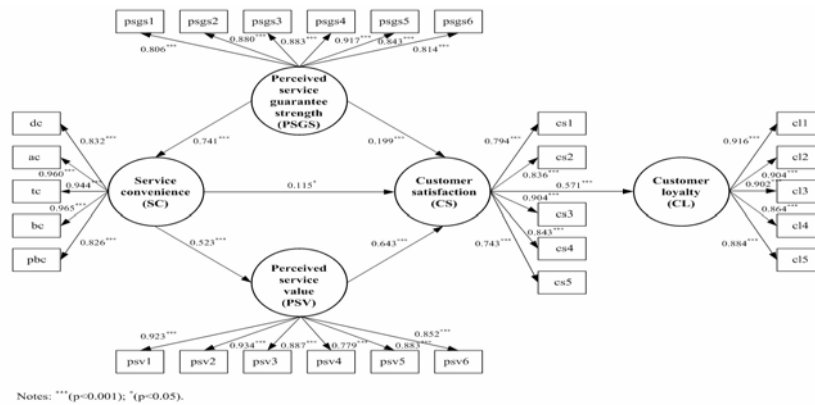[1] 1 NT\$ ≒ 0.33 US\$ at the time of study.

Figure 2. Results of structural modelling analysis

Test of hypotheses
Hypothesis 1-1 and Hypothesis 1-2
According to the path analysis from Amos (as shown in Figure 2), the results regarding direct effects among the constructs indicate that H1-1 (β = 0.115, p < 0.05) and H1-2 (β = 0.571, p < 0.001) are supported. Thus, service convenience has a positive impact on customer satisfaction, and customer satisfaction has a positive impact on customer loyalty.

Hypothesis 2
Regarding the indirect effects, the results support H2, in which perceived service value works as a mediator of service convenience and customer satisfaction. That is, the indirect effect of service convenience through perceived service value and customer satisfaction is greater (β = 0.336) than the direct effect of service convenience on customer loyalty (β = 0.115). In addition, based on the aforementioned statistically significant results of the path analysis, the hierarchical effect of service convenience on post-dining behaviours was investigated, i.e. the indirect effect of service convenience on customer loyalty (SC→PSV→CS→CL versus SC→CS→CL) was examined. The results show that the indirect effect of service convenience through perceived service value and customer satisfaction on customer loyalty is greater (0.523×0.643×0.571 = 0.192) than the indirect effect of service convenience through customer satisfaction alone on customer loyalty (0.115×0.571 = 0.066). Accordingly, the role of perceived service value is critical, as it specifically mediates the relationship between service convenience and customer satisfaction and influences customer loyalty.
 Furthermore, because H2 is supported, two conditions have been employed to test the extent of the mediating effect between the variables. In other words, after adding the mediator (i.e. perceived service value) to the prediction of the dependent variable (i.e. customer satisfaction) based on the independent variable (i.e. service convenience) in the second regression, the effect of the service convenience's decreasing or reaching a figure close to zero comes to be of some concern. That is, a partial or complete mediation effect can be clarified using this method (Baron and Kenny, 1986).

Hypothesis 3
An additional evaluation of the model indicates that perceived service guarantee strength has a significant impact on service convenience (β = 0.74, p < 0.001) and customer satisfaction (β = 0.20, p < 0.001), as shown in Figure 2. The objective of this section is to examine if customer-perceived service guarantee strength will moderate the relationship between service convenience and customer satisfaction. The regression results indicate that the interaction

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between perceived service guarantee strength and service convenience has a significant effect on customer satisfaction ($\beta = 0.45$, $p < 0.05$).

Furthermore, to test how the different levels of customer-perceived service guarantee strength influence the relationship between service convenience and customer satisfaction, the data on perceived service guarantee strength and service convenience were divided into high and low groups based on their mean scores ($\bar{x} = 5.532$ for service convenience; $\bar{x} = 5.557$ for perceived service guarantee strength). Then, these groups were crossed, and four alignments were obtained. The first group displays high perceived service guarantee strength and high service convenience (n = 229); the second group displays high perceived service guarantee strength but low service convenience (n = 56); the third group displays low perceived service guarantee strength and high service convenience (n = 54); and, finally, the fourth group displays low perceived service guarantee strength and low service convenience (n = 159).

The results of the ANOVA analysis and Duncan post-hoc test show that the F values and p values are all significant (F = 57.341, $p < 0.001$). According to the results of the Duncan post-hoc test, the customer satisfaction of the first group is higher than that of the other three groups, whereas there is no significant difference between the customer satisfaction levels of the second and the third group. Furthermore, as illustrated in Figure 3, when customer-perceived service guarantee strength is low, high service convenience will entail lower customer satisfaction than does low service convenience coupled with a high level of perceived service guarantee strength. Thus, H3 is supported: a customer's perception of a firm's service guarantee strength has a significant impact on the relationship between service convenience and customer satisfaction.
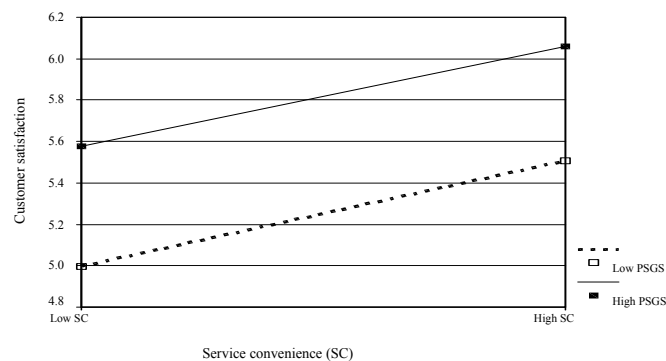

Figure 3. The moderating effect of perceived service guarantee strength (PSGS)

Conclusions and managerial implications

The study contributes to a conceptual model that, reflecting the mediating role of customer-perceived service value and the moderating role of customer-perceived service guarantee strength, indicates the effect of service convenience on customers' post-purchasing behaviours (i.e. customer satisfaction and loyalty). Therefore, the service convenience-related constructs combine to offer restaurant managers important information about managing and improving service quality in their restaurants.

First, regarding the relationship between service convenience and customer satisfaction, the results are in line with Colwell *et al.*'s (2008) findings that service convenience has a positive effect on customer satisfaction. Based on the results, it would seem that restaurant managers should ensure that customers can easily and quickly access the benefits of the services they are seeking to obtain. Berry *et al.* (2002) have proposed that customers' perceptions of service convenience influence their perceptions of service quality and satisfaction. To put it simply, when customers can easily and conveniently experience the benefits of a restaurant's services, they are more likely to be satisfied with that restaurant. Following this pattern, another

important finding is that customer satisfaction directly influences customer loyalty toward a restaurant. That is, as concluded by Kim *et al.* (2007), attitudinal and behavioural aspects should be considered in measuring the 'true' concept of loyalty. Specifically, customer satisfaction does not guarantee customer repeat purchasing behaviour, which should pass through the phase of attitudinal and behavioural conformity towards the restaurant.

Secondly, regarding the role of perceived service value, the empirical results clarify that perceived service value works as a mediating variable in the relationship between service convenience and customer satisfaction. That is, service convenience will positively influence customer satisfaction, and this relationship will be strengthened through customer-perceived service value as it relates to the service offerings. This implies that the value that a restaurant offers its customers in relation to the price asked must truly reflect a successful give-and-receive exchange (Zeithaml, 1988; Lee *et al.*, 2004). Specifically, as claimed by Ryu *et al.* (2008), price is one of the important tangible cues that can enhance a restaurant's image and influence customers' perceived value of the restaurant. In other words, value for money is an important attribute that helps customers evaluate service quality in the food service industry (Chow *et al.*, 2007). From a managerial perspective, a firm should focus more on delivering the right quality of service at the right price and treating the customers fairly rather than focusing on competitor's prices (Martín-Consuegra *et al.*, 2007). In particular, chain restaurant management should give this phenomenon special consideration because the chain's brand identity is established based on the consistent value that customers receive at each branch.

Thirdly, the findings of the present paper complement the extant literature by demonstrating that customer-perceived service guarantee strength has a significant moderating effect on the service convenience-customer satisfaction relationship. For instance, the results indicate that when restaurants offer acceptable service convenience and emphasise the improvement of customer-perceived service guarantee strength, they will enjoy higher customer satisfaction than will occur when they offer a higher level of service convenience but demonstrate low perceived service guarantee strength. The findings also yield managerial insights that restaurants can use to save customers time and effort when they are dining at a restaurant, including offering an acceptable level of service convenience and improving the quality of the services. The result of these improvements will be an increase in customer-perceived service guarantee strength and, therefore, an increase in customer satisfaction or even loyalty to the restaurant. In sum, when customers' perceptions of provided service guarantee strength is high, they are more likely to experience satisfaction because they will feel more conscious of the benefits associated with the services (i.e. service convenience). Hence, it is critical for restaurants to actively manage and supervise the quality of their service offerings and the process of service delivery to make customers feel as confident in their service offerings as possible, thereby earning customers' trust.

Limitations and directions for further research
The limitations of this research provide direction for future study. First, as discussed by Kim *et al.* (2007), because loyal customers and frequent visitors are significantly different, future researchers should note and distinguish between their perceptions regarding service convenience, perceived service value, and perceived service guarantee strength as linked to post-purchasing behaviours. Secondly, this study did not research how perceived service value works as a moderator of the effect of the relationship between customer satisfaction and loyalty (e.g. Chang *et al.*, 2009). This limited understanding of the relationships among service convenience, customer satisfaction, and loyalty would be interesting to consider in future research. Thirdly, the findings of this study should not be generalised because the sample used in this study was limited to domestic-brand restaurants located in the same

geographic location. Replication studies should be done in different areas using various restaurant segments (e.g. foreign-brand restaurants) to compare and validate the results of this research. Finally, the use of some socioeconomic variables could shed further light on how customers react to aspects of restaurant service offerings such as service convenience, as discussed in the paper. For example, Kim *et al.* (2003) have found that gender, average spending, and different dining occasions differently impact perceptions of service quality. Therefore, future research should consider how restaurant service convenience, service value, and service guarantee strength, as perceived by customers, might significantly differ based on demographic characteristics such as education, income, and profession.

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國科會補助專題研究計畫項下出席國際學術會議心得報告

<div align="right">日期：<u>100</u>年<u>1</u>月<u>25</u>日</div>

計畫編號	NSC99－2410－H－263－005－SSS
計畫名稱	服務便利性對於顧客滿意度及忠誠度之影響：知覺服務價值之中介角色及知覺服務保證強度之干擾角色—台灣餐廳產業之實證研究

出國人員姓名	張國謙	服務機構及職稱	致理技術學院運動健康與休閒系 副教授
會議時間	2011 年 1 月 18 日至 2011 年 1 月 20 日	會議地點	日本東京都市中心旅館會議廳

會議名稱	(中文) 2011 電子商務、電子管理、電子社會、電子教育及電子技術國際研討會 (英文) 2011 International Conference on e-Commerce, e-Administration, e-Society, e-Education, and e-Technology
發表論文題目	(中文) 網站品質與網站品牌對於顧客購買意圖之影響：信任與知覺風險作為中介效果 (英文) The Impact of Website Quality and Website Brand on Customer Purchase Intention: Trust and Perceived Risk as a Mediator

一、參加會議經過

The e-CASE & e-Tech 2011 Conference的舉辦地點位於日本東京的都市中心旅館（Toshi Center Hotel）內之會議廳，本人於 1 月 17 日抵達日本東京，與會期間參加了多場研討會，並且於 1 月 19 日上台發表論文，研討會為期三天於 1 月 20 日結束，而本人於 1 月 21 日返回國內。

二、與會心得

此次所參加之研討會屬於電子商務類之研討會，而本人發表之論文亦是與餐廳網站有關之研究，因此會議場次內的相關研究對於本人之研究相當有幫助。此次會議地點是在日本，但此會議歷經數年之舉辦，亦已成為東西方相關學者交流的重要管道。而此會議之目的在於增進對於電子商務與相關技術議題之研究，不乏看出越來越多的學者也將此類之相關議題做為學術研究的方向。經由與來自各地的諸多學者討論之間也發現，對於電子商務之研究亦日益熱絡於其他國家的學術研究之中，台灣亦有此趨勢。

所參加發表的場次共有六篇文章，只要是以電子商務與顧客行為為主軸。有些學者發表與銀行產業相關的電子商務與顧客行為議題，亦有學者探討網站拍賣與顧客行為的議題，而本人此次所發表之論文是以餐廳網站為研究對象，探討網站品質與網站品牌對於顧客購買意圖之影響，並以信任與知覺風險作為中介效果來建立模型架構且予以實證研究。與會之學者對於此篇文章之後續發展與品質提升亦多所建議（例如，知覺風險量表之使用與衡量是否合適、或是此研究結果對於餐廳經理人是否能提供更深入的管理意涵等建議），可謂受益匪淺。

再者，參與國際研討會除能加強學術交流外，參與者報告時間的控制亦是出席報告時的重要關鍵，如何於固定時間內呈現所研究之主題讓聽眾瞭解是很重要的，尤其是要掌握報告時間及回答問題的關鍵是參與國際研討會很重要的練習與收穫。

三、建議

報告者在該場次結束後的休息時間是跟其他學者溝通的好時機，有些聽眾礙於時間的關係無法在會場上提問或給予建議時，常常會在這個場合跟你討論或給予意見，在此狀況下之談論不但氣氛會較輕鬆且也許能認識將來可以合作研究的好朋友。

四、攜回資料名稱及內容

(1)會議章程；(2)光碟論文集

國科會補助計畫衍生研發成果推廣資料表

國科會補助計畫	計畫名稱: 服務便利性對於顧客滿意度及忠誠度之影響：知覺服務價值之中介角色及知覺服務保證強度之干擾角色—台灣餐廳產業之實證研究
	計畫主持人: 張國謙
	計畫編號: 99-2410-H-263-005-SSS　　　　學門領域: 休閒遊憩

<div align="center">

無研發成果推廣資料

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99 年度專題研究計畫研究成果彙整表

計畫主持人：張國謙	計畫編號：99-2410-H-263-005-SSS

計畫名稱：服務便利性對於顧客滿意度及忠誠度之影響：知覺服務價值之中介角色及知覺服務保證強度之干擾角色─台灣餐廳產業之實證研究

成果項目			量化			單位	備註（質化說明：如數個計畫共同成果、成果列為該期刊之封面故事...等）
			實際已達成數（被接受或已發表）	預期總達成數(含實際已達成數)	本計畫實際貢獻百分比		
國內	論文著作	期刊論文	0	0	100%	篇	
		研究報告/技術報告	0	0	100%		
		研討會論文	0	0	100%		
		專書	0	0	100%		
	專利	申請中件數	0	0	100%	件	
		已獲得件數	0	0	100%		
	技術移轉	件數	0	0	100%	件	
		權利金	0	0	100%	千元	
	參與計畫人力（本國籍）	碩士生	0	0	100%	人次	
		博士生	0	0	100%		
		博士後研究員	0	0	100%		
		專任助理	0	0	100%		
國外	論文著作	期刊論文	1	1	100%	篇	
		研究報告/技術報告	0	0	100%		
		研討會論文	1	1	100%		利用此計畫亦延伸執行相關議題之研究。例如，探討餐廳網站與消費行為之議題。
		專書	0	0	100%	章/本	
	專利	申請中件數	0	0	100%	件	
		已獲得件數	0	0	100%		
	技術移轉	件數	0	0	100%	件	
		權利金	0	0	100%	千元	
	參與計畫人力（外國籍）	碩士生	1	1	100%	人次	利用此計畫，碩士生亦從事相關議題之研究，其研究議題為比較餐廳網站之消費者行為，且從中得到很好的研究學習。
		博士生	0	0	100%		
		博士後研究員	0	0	100%		

		專任助理	0	0	100%		
其他成果 (無法以量化表達之成果如辦理學術活動、獲得獎項、重要國際合作、研究成果國際影響力及其他協助產業技術發展之具體效益事項等，請以文字敘述填列。)		無					

	成果項目	量化	名稱或內容性質簡述
科教處計畫加填項目	測驗工具(含質性與量性)	0	
	課程/模組	0	
	電腦及網路系統或工具	0	
	教材	0	
	舉辦之活動/競賽	0	
	研討會/工作坊	0	
	電子報、網站	0	
	計畫成果推廣之參與（閱聽）人數	0	

國科會補助專題研究計畫成果報告自評表

請就研究內容與原計畫相符程度、達成預期目標情況、研究成果之學術或應用價值（簡要敘述成果所代表之意義、價值、影響或進一步發展之可能性）、是否適合在學術期刊發表或申請專利、主要發現或其他有關價值等，作一綜合評估。

1. 請就研究內容與原計畫相符程度、達成預期目標情況作一綜合評估 ■達成目標 □未達成目標（請說明，以 100 字為限） 　　□實驗失敗 　　□因故實驗中斷 　　□其他原因 　說明：
2. 研究成果在學術期刊發表或申請專利等情形： 論文：■已發表 □未發表之文稿 □撰寫中 □無 專利：□已獲得 □申請中 ■無 技轉：□已技轉 □洽談中 ■無 其他：（以 100 字為限）
3. 請依學術成就、技術創新、社會影響等方面，評估研究成果之學術或應用價值（簡要敘述成果所代表之意義、價值、影響或進一步發展之可能性）（以 500 字為限） 經由問卷調查之分析，研究結果確認服務便利性會正向地影響顧客滿意度而顧客滿意度亦會正向地影響顧客忠誠度。再者，顧客知覺之服務價值是連結服務便利性與顧客滿意度關係間之重要中介變數。此外，另一項重要之發現為在服務便利性與顧客滿意度之關係上，顧客所知覺之服務保證強度是很重要的干擾變數。換句話說，當顧客所知覺之服務保證強度愈強時，服務便利性與顧客滿意度兩者間之關係強度會愈強；反之，當顧客所知覺之服務保證強度愈弱時，服務便利性與顧客滿意度兩者間之關係強度亦會減弱。未來可將此模型應用於相關的餐旅產業中，且可以加入其它相關變數來進一步研究相關之消費行為議題。