

題目	薪酬設定與員工服務品質關係之研究－以餐飲業第一線服務人員為例
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摘要	<p>服務業具有生產與消費過程同時進行的特性，員工在進行各項生產作業流程時，顧客可以直接觀察甚至參與到整個或部分流程之中，所以服務品質對於服務業的經營成敗具有舉足輕重的影響。由於第一線人員的服務品質至為重要，而薪酬又為企業可資用來影響及操控人員行為的重要工具，是故近年來已有學者開始關注到薪酬設定與員工服務品質之間的關聯性，並嘗試以觀念推導及個案探討等方式加以研究，但是至今仍較為缺乏量化的實證分析研究。有鑑於此，本研究以國內餐飲業為調查對象，針對薪酬設定與員工服務品質之關聯性進行實證探討，並獲致下列主要的研究結果：</p> <p>(1) 在薪酬管理實務制度方面，以薪資幅度差異對於服務品質的影響性較強，薪資幅度差異愈大，服務品質將會愈低，兩者間呈現顯著的負相關。在薪酬設計理論要素方面，各項要素對於服務品質均為正相關。其中保健與技能基準性薪酬對於服務品質的影響性較強，保健與技能基準性薪酬的重視度愈高，服務品質將會愈高；但是職務與績效基準性薪酬對於服務品質的影響性則相對較弱。</p> <p>(2) 餐飲業服務型態對於薪酬設定與服務品質之關聯性具有部分顯著的調和作用。在高度服務型態下，薪資水準及技能基準性薪酬對於服務品質具有正相關，提高薪資水準及技能基準性薪酬的重視程度，將有助於提升服務品質；但在低度服務型態下，薪資水準及技能基準性薪酬對於服務品質具有負相關，提高薪資水準及技能基準性薪酬的重視程度，反而會有損於服務品質。</p>
關鍵字	薪酬設定、服務品質、第一線員工、餐飲業
Title	The Effects of Compensation Management on Service Quality: A Study for the First-Line Employees of Foodservice Industry
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Abstract	<p>Services are typical produced and consumed at the same time. Since the customer is also present as the service is being produced, the service quality provided by first-line employees will be a key influencing factor for business operation. Furthermore, compensation programs are designed to encourage first-line employees to put out more effort to complete their service jobs. By linking compensation management to quality control, a few researchers believe that employees will improve their service quality. Therefore, this study will conduct a survey and test the relative hypotheses. In summary, these following findings are found: (1) Based on the analyses of correlation and regression, this study finds that there are significantly positive impacts of hygiene-based pay and skill-based pay on service quality and there are significantly negative impacts of salary range on service quality. (2) In order to interpret the moderating effects of business strategies, the multiple regression is applied to test the relative hypotheses. However, this study shows that the service style of foodservice industry will moderate the impacts of pay level and skill-based pay on service quality.</p>
Key Words	Compensation Management, Service Quality, First-Line Employees, Foodservice Industry