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碩士論文

補償程度與客製化補救對顧客滿意度與再購意願的
影響

The Effects of Compensation Level and Recovery
Customization after a Service Failure on Customer
Satisfaction and Repurchase Intention

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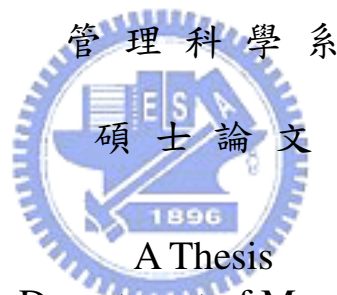
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中文摘要

　　服務補救為當讓顧客感到不公平與不滿意的服務失敗發生時，服務提供者為補救服務失敗所採取的行動。由於人類的弱點，服務失敗於服務業中是無可避免的，因此有效的服務補救策略便顯得格外重要。大部分服務失敗的研究多著墨於正義理論的影響，並指出分配正義對於顧客滿意度有最大的影響。然而，在高度競爭的市場中，如何透過新的服務補救策略使得服務企業與其他企業產生差異化越顯得格外重要，而客製化是一個較佳的選擇。因此，此份研究將探討補償程度與補償客製化兩者對顧客滿意度與再購意願的主效果，以及補償程度與補償客製化之間的交互關係；此外，此篇研究也將探討顧客性別差異是否在補償程度與補償客製化之間是否具有調節的效果。研究結果指出，補償程度與補償客製化兩者皆對顧客滿意度與再購意願有正向的影響，而補償程度與補償客製化只對補救滿意度有交互作用，對整體企業滿意度以及再購意願並沒有交互作用。此外，顧客性別差異的確有調節的效果，其結果指出男性對於補償結果較為重視，而女性則對於客製化概念較為重視。

關鍵字：服務失敗、服務補救、補償程度、補救客製化、顧客滿意度、再購意願

The Effects of Compensation Level and Recovery Customization after a Service Failure on Customer Satisfaction and Repurchase Intention

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ABSTRACT

Due to human frailties, service failure is inevitable for service firms from time to time. Effective service recovery strategies thus become more important. Most studies about service recovery focused on justice theory and indicated that distributive justice has the most significant effect on customer satisfaction. However, in a highly competitive market, it is vital to add new element into service recovery strategies for service firms to differentiate them from others, and customization appears to be a great alternative. This study thus investigated the main effects of compensation level and recovery customization on customer satisfaction and repurchase intention, and the interaction between compensation level and recovery customization. Furthermore, it also investigated the moderating effect of gender differences between compensation level and recovery customization. The results showed that both compensation level and recovery customization has positive effect on customer satisfaction and repurchase intention. The interaction between compensation level and recovery customization only exists on satisfaction with recovery, not on overall firm satisfaction and repurchase intention. Moreover, gender differences have moderating effects, which shows that males emphasize more on compensation outcome, and females emphasize more on customization concept.

Key Words: Service failure, service recovery, compensation level, recovery customization, customer satisfaction, repurchase intention

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歷經一年來的時間，終於在這鳳凰花開的六月完成我的碩士論文，心情相當激動、內心滿懷感謝。

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Chapter 1 Introduction

1.1 Background

There is considerable evidence to support the view that customer satisfaction is vital to the success of organizations, and that customer satisfaction is linked to profits (Sparks & McColl-Kennedy, 2001). Although service firms seek to deliver flawless service performance, service failures, which make customers dissatisfied, are inevitable from time to time due to human frailties and the unique characteristics of services. Two factors complicate the management of service failure. First, production and consumption occur simultaneously during service delivery which implies that when service failures do occur, it is impossible for service providers to correct the mistake without customer awareness. Second, providing a satisfactory recovery promptly is difficult. Due to simultaneous production and consumption, undoing or re-doing a service is difficult and impossible (Boshoff & Leong, 1998). Given that service failures are common and inevitable, effective service recovery strategies become more important. There is considerable evidence to support the view that service failure and poor service recovery result in high customer dissatisfactions and defections (Forbes, Kelley, & Hoffman, 2005; Kau & Loh, 2006). It may also lead customers to actively engage in activities against an organization, such as spreading negative word-of-mouth and/or complaining directly to the organization. In order to turn dissatisfied customers into satisfied ones, service firms should design an appropriate recovery process based on research-based knowledge to

avoid the harmful impact of service failure.

Many studies of service management have addressed the role of justice in service recovery. Customers evaluate service recovery in terms of distributive justice, procedural justice, and interactional justice (Blodgett, Hill, & Tax, 1997; Tax, Brown, & Chandrashekaran, 1998). Another area of service recovery research focused on the outcome of service recovery. Research has empirically demonstrated that effective service recovery will result in greater satisfaction (Conlon & Murray, 1996; Harris, Grewal, Mohr, & Bernhardt, 2006; Kau & Loh, 2006; Tax et al., 1998), repurchasing intention (Harris et al., 2006; Kau & Loh, 2006), commitment(Tax et al., 1998), trust (Kau & Loh, 2006; Tax et al., 1998), and word-of-mouth (Kau & Loh, 2006; Tax et al., 1998).

1.2 Research Motivation and Purpose

Most studies about service recovery has focused on the effects of justice theory, and has been demonstrated that all three dimensions of justice have a positive relationship with customer satisfaction (Cho, Im, & Hiltz, 2003; Kau & Loh, 2006; Tax et al., 1998). Tax et al. (1998) also demonstrated that two-way interactions between the three justice components will affect customer satisfaction. In most cases, distributive justice has the most significant effect on customers satisfactions (Kau & Loh, 2006; Mattila & Patterson, 2004; Weun, Beatty, & Jones, 2004). In general, distributive justice focuses on the actual objective outcome of the service recovery, such as financial compensation, which can be presented in the form of a

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refund or discount off the service that was defective, or replacement (Sparks &

McColl-Kennedy, 2001). Most service companies usually provide compensation. When

people received a higher level of compensation, such as a big discount, they register higher

satisfaction. Hence, compensation level, the focus, will be treated as the dimension of

distributive justice in this study.

In a highly competitive market, customization appears to be an alternative to differentiate

companies. No matter in which product or service industry, customized products and services

are much more likely to meet customers' exact needs and desire (Johnson, Herrmann, &

Gustafsson, 2002; Pine, 1993). In addition, customization would further make customers

perceive higher value (Flynn, 1999) and result in higher satisfaction (Bitner, Booms, &

Tetreault, 1990). However, although there are considerable issues about customization in the

marketing area, no research has to date examined customization in the area of service

recovery. Since service customization would have a positive impact on customer evaluations

of service experience (Bettencourt & Gwinner, 1996; Bitner et al., 1990), it is assumed that

customized recoveries would also have a positive impact on satisfaction with recovery and

repurchase intention.

In the research on service recovery, the level of compensation would have more

significant effect on the evaluation of satisfaction, which means that a higher compensation

level is assumed to result in high satisfaction. In recent years, however, customization has

become popular because customers place more emphases on the feeling of being treated as "distinctive" during a service encounter. It is assumed that customers would experience higher satisfaction if they receive customized recoveries after a service failure. It would therefore be interesting to examine whether or not recovery customization increases the effect of compensation level on recovery evaluation.

Gender is a further issue this study examines since different genders may put different emphases on recovery outcome. Research has indicated that women tend to be "communal goals", while men, "agentic goals" (Archer, 1996). It is also pointed out that women tend to be socially oriented while men tend to be task oriented (Oakley, 2000). Based on gender differences, it was assumed that men might put more emphases on the compensation level of recovery outcome during evaluating service recovery, whereas women would put more emphases on the customization issue. This research thus examines whether the interaction exists between gender differences and compensation level and between gender differences and recovery customization.

Based on the above, the following research questions are raised.

1. What are the effects of compensation level and recovery customization on customer satisfaction/repurchase intention?

2. What is the interaction between compensation level and recovery customization?

3. How do customer gender differences affect the influence of compensation level/recovery

customization on customer satisfaction/repurchase intention?

1.3 Research Process

The basic structure of this paper is organized as follows: first, the research framework is

outlined. Second, literature related to service recovery, justice theory, recovery customization,

gender issue, and recovery evaluation is reviewed and integrated into the framework.

Hypotheses are presented following the literature review. Third, the methodology is set out,

including a short description of scenarios, experimental manipulation, and the statistic

methods used to test the hypotheses. After reporting the results, conclusions and key

managerial and research implications are presented. The specific research flow is presented as

follows.

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│     Conclusion, Limitations, and Future Research   │
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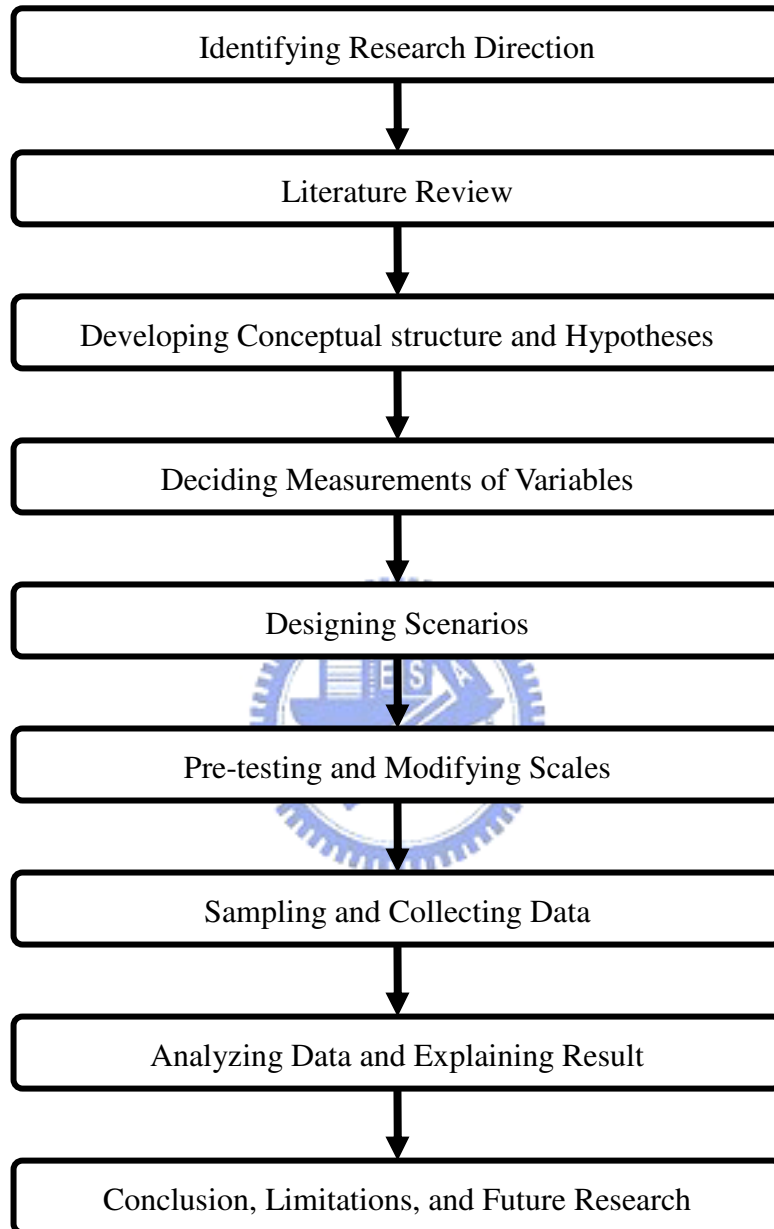
Figure 1 **Research Flow**

Chapter 2 Literature Review

2.1 Service Recovery

Service recovery is defined as *"the actions of a service provider to mitigate and/or repair the damage to a customer that results from the provider's failure to deliver a service as is designed"* (Johnston & Hewa, 1997, p. 467). It is the action taken by a service provider to redress service failure which makes customers feel unfairly treated and dissatisfied. Recovery management is important since inadequate or inappropriate company responses to service failures will significantly increase the defection rate from a firm. Moreover, mishandling customer complaints not only results in customer dissatisfaction and defection, but also negative word-of-mouth publicity which affected customers spread to other friends and family. It has been reported that as many as 75 percent of restaurant customers share information with others about their poor service experiences (Becker & Wellins, 1990).

The benefits of managing effective service recovery strategies are comprehensible. Increasingly competitive markets point to the importance of preserving customer loyalty and developing long-term relationships with them (Blodgett et al., 1997). Furthermore, customers with long-term relationships with service firms are more profitable because customers tend to be less sensitive to price premiums (Mattila, 2001) and price competition (Reichheld & Sasser, 1990), more receptive to firm's marketing efforts (Hoffman & Kelley, 2000), and purchase in greater quantity and more frequently than new customers (Reichheld & Sasser, 1990). In short,

the costs of obtaining a new customer are three to five times greater than those associated

with keeping an existing customer (Hoffman & Kelley, 2000). Hence, implementing effective

and appropriate service recovery to avoid the harmful impact on the firm and make more

profits makes good business sense.

2.2 Perceived Justice

In the context of service recovery, customers often use equity theory to evaluate service

recovery efforts (Adams, 1965). Adams (1965) first proposed that people felt fairly treated in

social exchange relationship when they perceived that their own economic outcomes relative

to their inputs were in balance. On the contrary, inequity existed when the perceived inputs

and outputs in an exchange relationship were not in balance or were deemed unfair. As such,

the presence of equity is postulated to yield equitable states associated with feelings of

satisfaction, whereas inequity was expected to be associated with dissatisfaction. In a service

marketing situation, a customer weighs his inputs against outputs received, and compares

these inputs and outputs with those of others experiencing similar situations (Greenberg,

1990). Within a service recovery context, a customer's inputs could be determined by the

costs associated with a service failure such as time, energy, economic and psychic costs

(Hoffman & Kelley, 2000), and outcomes could include the specific recovery tactic used such

as cash refund, apology, replacement, and so on (Kau & Loh, 2006). The perceived justice

component of equity theory would then lead customers to determine whether the recovery

strategy offered was fair or just (Sheppard, Lewicki, & Minton, 1992). Hoffman & Kelley

(2000) pointed out that perceived justice proposes that *"recovery process itself; the outcomes*

connected to the recovery strategy; and the interpersonal behaviors enacted during the

recovery process and the delivery of outcomes are all critical" in service recovery assessment

(p. 420). Accordingly, Tax et al. (Tax et al., 1998) proposed that perceived justice consists of

three dimensions: distributive justice, procedural justice, and interactional justice.

Distributive justice is defined as *"the extent to which customers feel they have been*

treated fairly with respect to the final recovery outcome" (Maxham & Netemeyer, 2002, p.

240). Procedural justice refers to the perceived fairness of the policies and means involving

the recovery efforts (Maxham, 2001; Tax et al., 1998). Interactional justice refers to the

fairness of the interpersonal treatment people receive during the resolution process of conflict

(Bies & Shapiro, 1987; Tax et al., 1998). It has been indicated that all three dimensions of

justice have positive effects on satisfaction (Harris et al., 2006; Tax et al., 1998) and

repurchase intention (Blodgett et al., 1997; Maxham & Netemeyer, 2002). Among three

dimensions of justice, since procedural justice is a rather complex concept (Blodgett et al.,

1997), its definition is too broad to reach a common conclusion. In addition, the effects of

procedural justice in service recovery are not apparent, as Blodgett et al. (1997) found that

procedural justice did not have a significant effect on customers' repatronage intentions nor

negative word-of-mouth. Therefore, this study did not examine procedural justice further. On

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the other hand, distributive and interactional justice both have significant effects on

satisfaction and repurchase intentions (Blodgett et al., 1997; Weun et al., 2004). But, it has

been found that distributive justice has more significant effects on satisfaction than

interactional justice (Kau & Loh, 2006; Mattila & Patterson, 2004; Weun et al., 2004). This

study thus focused on distributive justice rather than interactional.

2.3 Distributive Justice (Compensation Level)

Distributive justice refers to *"the perceived fairness of the tangible outcome of a dispute,*

negotiation, or decision involving two or more parties" (Blodgett et al., 1997, p. 188) . It is

concerned primarily with the specific outcome of the firm's recovery efforts, i.e. what did the

offending service provider offer the customer to recover service failure, and whether the

outcomes offset the cost incurred by service failure (Gilliland, 1993; Greenberg, 1990). There

are three notable principles associated with distributive justice: equity, equality, and need

(Tax et al., 1998). Of these, the role of equity principle, which is identified as the ratio of

outcomes proportional to inputs to an exchange (Sparks & McColl-Kennedy, 2001), enjoys

the greatest emphasis. Typical distributive justice is applied in many ways, such as

compensation (e.g. gratis, discounts, coupons, and free upgrades), corrections of charges,

refunds, repairs, credit, replacements and apologies (Blodgett et al., 1997; Forbes et al., 2005;

Goodwin & Ross, 1992; Kelley, Hoffman, & Davis, 1993; Tax et al., 1998). Since tangible

compensation is the most common means of distributive justice, this study focused on

compensation levels as the dimensions of distributive justice.

2.4 Recovery Customization

There are considerable issues around customization in marketing area. In a highly competitive market, customization appears to be an alternative to differentiate companies. Definitions of mass customization as visionary and practical are abundant in the literature. Davis (1989) first coined the term and promoted mass customization in a broad way. For a broad and visionary definition, mass customization is described as, *"the ability to provide your customers with anything they want profitably, any time they want it, anywhere they want it, any way they want it"* (Hart, 1995, p. 36) . Mass customization is the ability to provide every customer individually designed products and services through high process agility, flexibility and integration (Silveira, Borenstein, & Fogliatto, 2001). Since the visionary definition of mass customization is an ideal that rarely achieved by companies, other researchers defined mass customization in a narrower and more practical way, as the ability to produce varied and individually customized products and services by the use of flexible processes and organizational structures at the low costs of a standardized, mass production system (Hart, 1995). In the narrow definition, products and services are customized within a predetermined "envelop of variety" rather than "anything-at-any-time", which make customization more practical rather than the pie in the sky (Hart, 1995).

In the product industry, research has indicated that customized products are much likely

to meet customers' exact needs and desires (Pine, 1993). Moreover, customers also perceived

higher value in customized products (Flynn, 1999) and were willing to pay a premium for

them (Piller, Moeslein, & Stotko, 2004).

Over and above the product industry, researchers also began to pay increasing attention

to the service industry. A service encounter is the dynamic interaction between a customer and

a service provider (Surprenant & Solomon, 1987). A service encounter affords the greatest

opportunity for a firm to customize the delivery of its services because a service provider

interacts with individual customers, which allows the service provider to provide intensely

personal and customized services to suit a very heterogeneous set of needs (Bettencourt &

Gwinner, 1996; Johnson et al., 2002; Surprenant & Solomon, 1987). Given that the nature of

the interaction has been recognized as the critical determinant of satisfaction with the service

(Surprenant & Solomon, 1987), higher levels of service customization during personal

interaction could result in higher satisfaction and a memorable service experience from a

customer's perspective (Bettencourt & Gwinner, 1996; Bitner et al., 1990).

Evaluating product production differs from evaluating service not only of the outcome,

but also of the manner customers are served. Since employees are directly involved with

customers, employee customization can be divided into two behavioral dimensions:

interpersonal adaptive behavior and service offering adaptation (Bettencourt & Gwinner,

1996). Interpersonal adaptive behavior refers to, *"an employee altering various interpersonal*

communication elements to meet what they perceive to be the unique needs of individual

consumers" (Bettencourt & Gwinner, 1996, p. 3). Surprenant & Solomon (Surprenant &

Solomon, 1987) used the phrase *"programmed personalization"* in service encounters to

describe a similar perspective. It has been found that this type of personalization had positive

effects on evaluations of an employee and satisfaction with employee friendliness (Surprenant

& Solomon, 1987). Service offering adaptation refers to, *"tailoring or creating a unique*

bundle of service attributes or benefits based on an individual consumer's needs"

(Bettencourt & Gwinner, 1996, p. 3). Surprenant & Solomon (1987) used the phrase

"customized personalization" and described it as, *"assisting the customer in attaining the*

best possible form of the service offering for his or her needs", (p.89) with the similar

perspective. They found that this type of personalization had positive effects on customer

evaluations of employee helpfulness and satisfaction with employee friendliness.

2.5 Gender

Various factors may influence the evaluations of recovery, and one of these is gender.

Most service recovery research assumed that all customers are alike. However, Smith, Bolton,

& Wagner (1999) warned that customers may not be homogeneous in their evaluation of the

effectiveness of service recovery attempts made by frontline employees. To date, individual

consumer differences, such as gender, have been minimally included in research as variables

worthy of examination in their own right. Although it seems common to include gender

variable to observe their influences on the research, there are few experimental studies that have specifically examined gender differences in customer satisfaction or service recovery. The only exception appears to be Lacobucci & Ostrom (1993), who found significant differences in the way men and women perceived services, and that there were significant gender differences in terms of the importance placed on core and peripheral services (McColl-Kennedy, Daus, & Sparks, 2003). It is expected that customer of different genders would evaluate service recovery based on different criteria.

Gender has a long history of categorization generally, and specifically, within consumer behavior and marketing (Darley & Smith, 1995; Holbrook, 1986; Meyers-Levy & Sternthal, 1991). To date, much research has consistently demonstrated certain differences between men and women and much discussion has centered on social role theory to account for much of the observed differences both among marketing researchers and researchers from other related disciplines (Saad & Gill, 2000).

In the research related to leadership behavior, women tend to put more emphases on process, whereas men tend to be more task-focused and thus place more emphases on outcomes (Kiran, Vincent, & Leona, 2007; Lacobucci & Ostrom, 1993; Oakley, 2000). These differences can be identified as socially or process oriented, and task oriented (Kiran et al., 2007; McColl-Kennedy et al., 2003). In related research, Carlson (1971) pointed out that women value social relationships more than men. And women tend to be more interested than

men in how they are treated by service providers (Kiran et al., 2007). Since customization is the process which focuses more on the process than the final outcome, it is assumed that recovery customization would have a stronger effect on women. Compensation level can thus be assumed to have a stronger effect on men because they are more task oriented, which focuses on the final outcome and not on the process. Due to the differences of gender characteristic, it is expected that customer of different genders would evaluate service recovery based on different criteria.

2.6 Customer Satisfaction

There is considerable evidence which shows that service recovery will influence customer satisfaction (Conlon & Murray, 1996; Harris et al., 2006; Kau & Loh, 2006; Tax et al., 1998). In the field of marketing research, customer satisfaction is also an important affective construct that numerous researchers have paid attention to (Fournier & Mick, 1999; Oliver, 1999).

Oliver (1997) claimed that "*satisfaction is derived from the Latin satis (enough) and facere (to do or make)*" (p.11). Satisfaction is also a kind of emotional evaluation (Andreassen, 2000). From the perspective of the disconfirmation paradigm, "*customer satisfaction is a summary psychological state resulting from the combination of the emotional evaluation of disconfirmed expectations during the service encounter and the feelings prior to the service encounter*" (Oliver, 1981, p. 27). Oliver (1981) claimed that satisfaction will

gradually "decay" into an overall attitude towards a product or service, and the attitude

customers hold will influence their following behaviors, such as repeat purchase and

word-of-mouth intent, and will shape their expectations toward the specific objects or firm

(Boshoff, 1997).

In short, satisfaction is the customer's fulfillment response which is a judgment that a

product or service itself provided a favorable or pleasurable level of consumption-related

fulfillment (Oliver, 1997). Since satisfaction is a summary affective response in service

encounters which can directly influence post-service behavior, such as repurchase intention

and word-of-mouth, it is also important in service recovery situation. Research has indicated

that effective service recovery will lead to higher customer satisfaction (Kau & Loh, 2006;

Maxham & Netemeyer, 2002). Customer satisfaction has also been shown to have a critical

positive impact on customer retention and profitability, especially in competitive markets

(Terri & Jennifer, 2006). Hence, it will be the dependent variable in this study.

2.7 Two Types of Satisfaction

Although most service recovery research has measured satisfaction with a particular

recovery experience, Maxham & Netemeyer (2002) examined satisfaction as two distinct

types: satisfaction with recovery and overall firm satisfaction. Satisfaction with recovery was

defined as satisfaction with a particular service encounters involving a failure and recovery,

while overall firm satisfaction refers to a customer's cumulative satisfaction with multiple

experiences, transactions, and encounters with a service organization (Maxham & Netemeyer, 2002; Smith & Bolton, 1998). It indicated that satisfaction with recovery positively affects overall firm satisfaction (Maxham & Netemeyer, 2002; Smith & Bolton, 1998).

Since some customers may view a service failure and recovery as a single specific experience, which may result in a slight difference in overall firm satisfaction, this research examined the two types of satisfaction as outlined above.

2.8 Repurchase Intention

Satisfaction literature strongly supports the idea that increased satisfaction with a service encounter leads to an increased repurchase intention, which is the propensity to return to the same service provider (Harris et al., 2006). Holloway, Wang, & Parish (2005) identify repurchase intentions as the likelihood of future purchase behavior from a specific retailer and is often treated as a key indicator of loyalty. In the context of service failure and recovery, Kau & Loh (2006) have showed that effective recovery strategies results high satisfaction and repurchase intentions. Satisfaction with recovery evaluation is also positively related to repurchase intention (Boshoff, 1997). Smith & Bolton (1998) explain the relationship between service recovery, satisfaction, and repurchase intention by showing that satisfaction after a service recovery affects positively repurchase intentions and word-of-mouth behavior.

Repurchase intention is a key element of service recovery (Thomas, Blattberg, & Fox, 2004). Reichheld & Sasser (1990) record that a service firm can boost profits by as much as

100 percent just by increasing customer retention rate by a mere 5 percent. Furthermore, other

studies have also showed that a firm has a 60 to 70 percent chance of successfully reselling to

an "active" customer, compared to only a 5 to 20 per cent chance of successfully selling to a

new customer (Bhandari, Tsarenko, & Polonsky, 2007). It suggests that repatronage increases

profitability by reducing the expense of attracting new customers (Mittal & Lassar, 1998).

Although prior research has showed that satisfaction with recovery directly and indirectly

affects repurchase intention (Smith & Bolton, 1998), other constructs might still have

substantial influences on it (Holloway & Beatty, 2003), such as switching cost (Harris et al.,

2006) and cumulative prior experience (Holloway et al., 2005; Tax et al., 1998). On the whole,

repurchase intention is the focus in this study. A further aim of this study was to ascertain

whether effective recovery which consists of different level of compensation and recovery

customization is positively related to repurchase intention or not.

2.9 Hypotheses

It has been indicated in section 2.3 above that much marketing research has examined the

effects of distributive justice. There is considerable evidence that supports equity evaluations'

influence on customer satisfaction (Harris et al., 2006; Oliver & DeSarbo, 1988; Oliver &

Swan, 1989), repurchase intentions (Blodgett et al., 1997; Harris et al., 2006), and

word-of-mouth (Blodgett et al., 1997). This suggests that distributive justice is positively

related to customer satisfaction with recovery efforts. In other words, when customers receive

more compensation or a higher level of compensation, customers will be more satisfied with the outcome. Therefore, it was hypothesized that compensation level is positively related to satisfaction with service recovery evaluation and repurchase intention. In addition, since satisfaction with recovery is positively related to overall firm satisfaction (Maxham & Netemeyer, 2002), it was assumed that compensation level would also be positively related to overall firm satisfaction.

H1: Distributive justice (compensation level) will have a positive effect on (a) overall firm satisfaction, (b) satisfaction with recovery, and (c) repurchase intention.

About recovery customization, prior research has showed that higher levels of service customization during personal interaction could result in higher satisfaction and a memorable service experience from a customer's perspective (Bettencourt & Gwinner, 1996; Bitner et al., 1990). Moreover, Surprenant & Solomon (1987) also indicated that service offering adaptation had positive effects on customer evaluations of employee helpfulness and satisfaction with employee friendliness. Although increasing attention has been paid to service encounters, no research examines customization issues in the area of service recovery. Since service customization has positive impact on customer evaluation of a service experience, it is assumed that recovery customization also has positive impact on recovery evaluation of satisfaction. Since customers perceived higher value for customized products, it has also been assumed that customers who received customized recovery would perceive higher value and

have higher repurchase intention.

H2: Recovery customization will have a positive effect on (a) overall firm satisfaction, (b) satisfaction with recovery, and (c) repurchase intention.

It was indicated in section 2.3 above that distributive justice, often represented as compensation, is positively related to satisfaction (Kau & Loh, 2006; Maxham & Netemeyer, 2002; Tax et al., 1998) and repurchase intention (Blodgett et al., 1997; Tax et al., 1998). Furthermore, customization related studies also show that higher levels of service customization during personal interaction could result in higher satisfaction and a memorable service experience from a customer's perspective (Bettencourt & Gwinner, 1996; Bitner et al., 1990). Hence, it is expected that when customer evaluates the process of service recovery, there is interaction between compensation level and recovery customization. It is hypothesized that recovery customization would enhance the positive effect of compensation level on recovery evaluation, satisfaction and repurchase intention.

H3: The effect of compensation level on (a) overall firm satisfaction, (b) satisfaction with recovery, (c) repurchase intention will be moderated by recovery customization. When a customized recovery is offered, the compensation level of the recovery will have greater impact on overall firm satisfaction/satisfaction with recovery/repurchase intention.

A further interesting issue is whether recovery customization offsets the negative effect of low compensation level on customer satisfaction and repurchase intention. Although low compensation level is assumed to result in lower satisfaction and repurchase intention, customized recovery might increase customer satisfaction and repurchase intention to a higher level. Similarly, even though high compensation level could induce higher customer satisfaction and repurchase intention, a lack of customization might reduce customer satisfaction and repurchase intentions to a lower level, which might be almost the same as the recovery which was customized with low compensation level. It is therefore suggested that there will be no significant differences of customer satisfaction and repurchase intentions between a recovery which was not customized with high compensation level and a recovery which was customized with low compensation level.

H4: When a recovery is customized with low level of compensation, (a) overall firm satisfaction, (b) satisfaction with recovery, and (c) repurchase intention will not differ significantly from when a recovery is not customized with high level of compensation.

Last, about the issue of gender in service recovery research, it has been indicated in section 2.5 that male tend to be more task oriented and female tend to be socially or process oriented. Furthermore, Kiran et al. (2007) found that women often assess service recovery qualitatively and evaluate satisfaction of service recovery in terms of process-based aspects of

recovery. They care much more about whether service providers are concerned about what

happen to them (McColl-Kennedy et al., 2003). On the other hand, men tend to asses service

recovery quantitatively and evaluate satisfaction of service recovery in terms of

outcome-based aspects of recovery (Kiran et al., 2007). Consequently, the poor handling of a

recovery process will negatively affect women's satisfaction of service recovery much more,

whereas a poor recovery outcome will negatively affect men's satisfaction of service recovery

much more. Since customization is the process which shows greater concern about customers

and also place more emphases on the customized process, it is expected that recovery

customization would have stronger positive effects on female customer satisfaction and

repurchase intention than on that of males, irrespective of the compensation level. On the

other hand, since compensation level is one of the recovery forms which represents recovery

outcome, it is assumed that compensation level would have stronger positive effects on male

customer satisfaction and repurchase intention than on that of female customers, irrespective

of whether the recovery is customized or not.


H5: For male customers, compensation level will have greater positive effect on (a)

overall firm satisfaction, (b) satisfaction with recovery, and (c) repurchase intention

than female customers regardless of recovery customization.

H6: For female customers, recovery customization will have greater positive effect on (a) overall firm satisfaction, (b) satisfaction with recovery, and (c) repurchase intention than male customers regardless of compensation level.

2.10 Research Framework

The major objectives of this study was to identify (1) the main effect of compensation level and customized recovery on satisfaction and repurchase intention, and (2) the interaction between compensation level and customization. The study also examines whether there is interaction between gender difference and compensation level and between gender difference and recovery customization. The conceptual structure of the study is presented below, followed by how variables were measured.
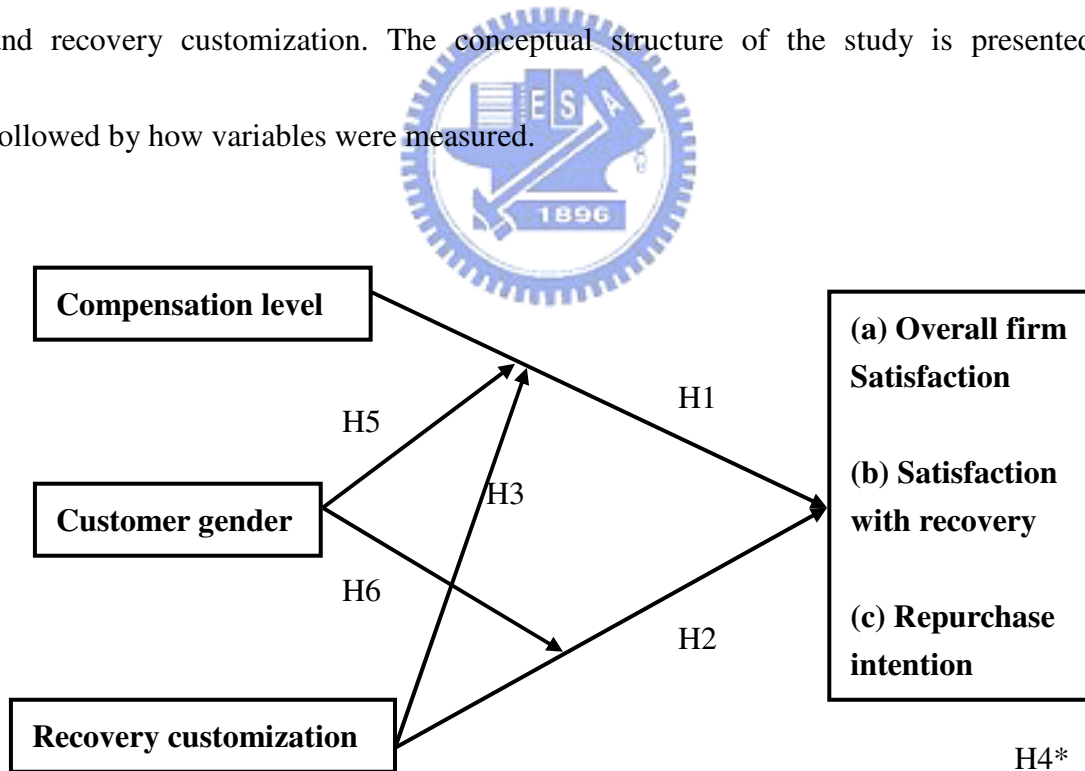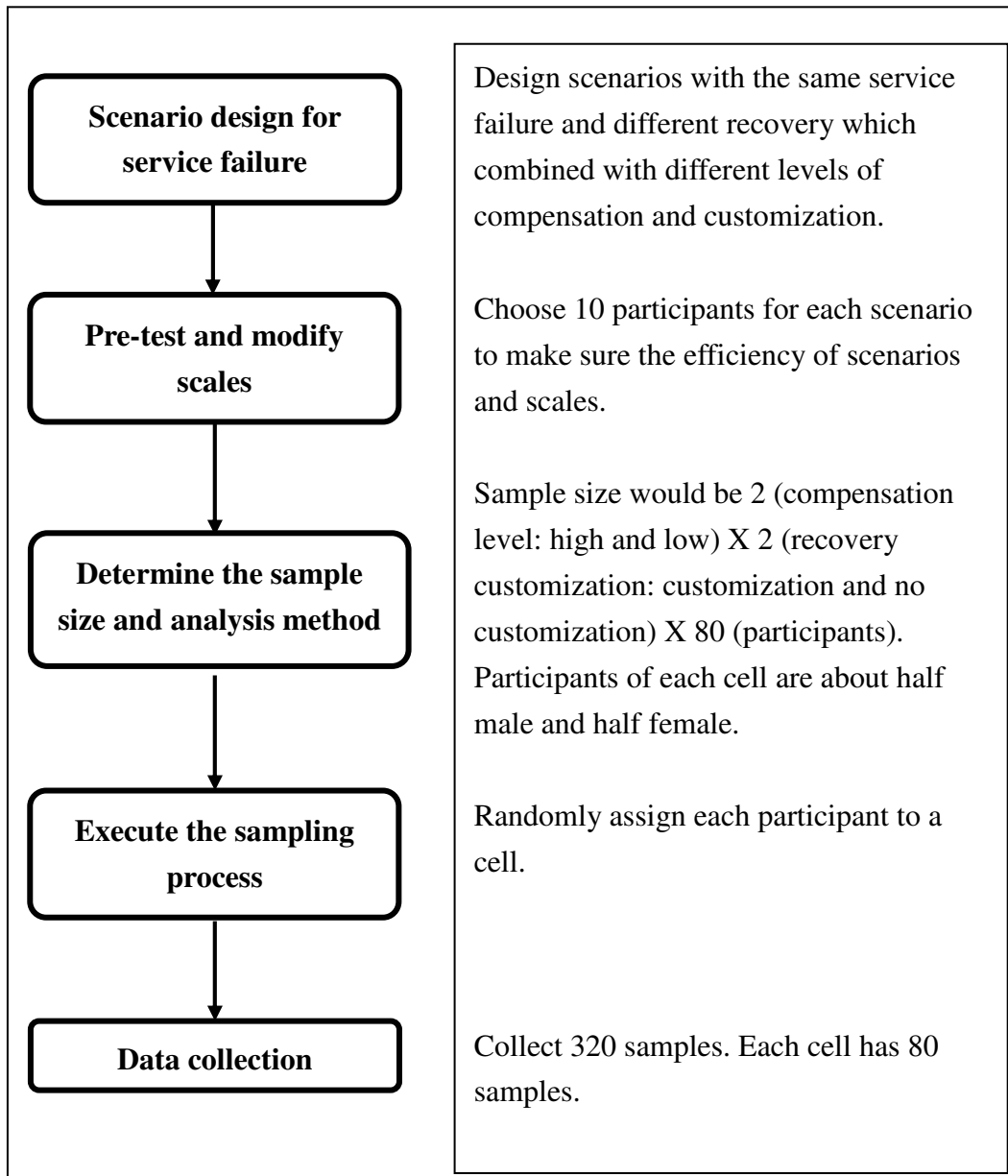

Figure 2 **Research Framework**

Chapter 3 Methodology

3.1 Conceptual Research Framework

|	
Scenario design for service failure	Design scenarios with the same service failure and different recovery which combined with different levels of compensation and customization.
Pre-test and modify scales	Choose 10 participants for each scenario to make sure the efficiency of scenarios and scales.
Determine the sample size and analysis method	Sample size would be 2 (compensation level: high and low) X 2 (recovery customization: customization and no customization) X 80 (participants). Participants of each cell are about half male and half female.
Execute the sampling process	Randomly assign each participant to a cell.
Data collection	Collect 320 samples. Each cell has 80 samples.

Figure 3 **Conceptual Research Frameworks**

3.2 Scenario Design

The following scenario was used in this study: an online bookstore experience was used as the context for the service failure. In the scenario, "dispatch of books ordered on the online bookstore was delayed" was described as service failure. An online bookstore was chosen as the scenario for three reasons. First, it is common for online bookstores to customize recovery outcome because they have a huge and perfect customer database. Second, delays in dispatching orders is a common failure in the online bookstore industry (Forbes et al., 2005). Third, ordering books from online bookstores has become more and more popular in Taiwan since e-commerce retail has boomed in the recent years. The use of scenarios has been justifiable for several reasons, and Smith et al. (1999) describes some of the justifications as follows: first, this method avoids the problems of intentionally imposing service failures on customers; second, it eliminates difficulties associated with observation of service failure and recovery in the field, such as time and expense involved, and third, it minimizes memory bias, which is common in self-reports of service failures. What's more, it also allows the best theory testing by enabling the investigator to gather all the needed customer responses in service encounters (Harris et al., 2006). The differences between the experimental groups were analyzed by a multivariate analysis of variance (MANOVA).

3.3 Sampling Plan

A 2 (compensation level: high and low) X 2 (recovery customization: customization and

no customization) X 2 (gender: female and male) between-subjects experimental design was used to investigate the hypotheses: the influences of two recovery dimensions (compensation level and recovery customization) on overall firm satisfaction, satisfaction with recovery, and repurchase intention. In this study, two levels of compensation (high and low) were matched with two conditions of recovery customization (customization and no customization). Different participant genders (male and female) were viewed as a moderator which influenced the relationship between recovery, satisfaction, and repurchase intention. There were four kinds of scenarios in this study, since the gender of participants was not manipulated. Eighty participants were asked to participate in one of four independent scenarios independently, which meant the sample size would be 320 ($80 \times 4 = 320$).
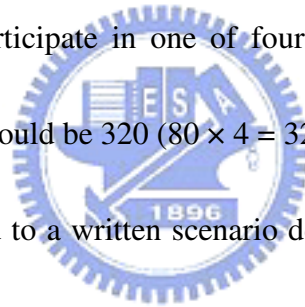
Participants were exposed to a written scenario describing a service failure of an online bookstore. The scenarios are attached as Appendix A. Participants were told that it was a research study about consumer behavior and were given a questionnaire with four major parts. The first part participants read a short description of a service failure. In this case participants were asked to imagine that they were the fans of detective novels and had ordered two detective novels from the international online bookstore, Q-pei. However, the bookstore delayed sending the books for ten days, so participants made an enquiry by telephone. Next, participants read a scenario describing one of four recovery strategies which consisted of different levels of compensation and customization. The second and third parts contained

questions which measured participants' overall firm satisfaction (OS), satisfaction with recovery (SR), and their repurchase intentions (RI) after recovery. The fourth part contained demographic information. The questionnaire is attached as Appendix B.

3.4 Measurement

3.4.1 Compensation Level

There were two compensation levels in this study, high and low. The specific definition of compensation level in this study was "the ratio of outcomes to inputs of an exchange." As the high level of compensation, the online bookstore sent an additional book, worth about 50% of the total cost, but as low compensation level, the bookstore sent two more bookmarkers, which were worth about 3–4% of the total cost. Four items were constructed for this study. Two of them were Likert-type scales and the other two were checked on a 1–7 (highly low/highly high and highly valueless/highly valuable) scale, adapted from Sparks & McColl-Kennedy (2001) in order to fit the scenario constructed for this study. The Cronbach alpha value for this scale was 0.908. A sample item would be, "The price of the compensation I received was low (price of about NT$200–250/NT$10–15)."

3.4.2 Recovery Customization

Two recovery customization conditions were used in this study, customization and no customization. The specific definition of recovery customization in this study was "creating a unique bundle of service offerings based on an individual consumer's preferences and needs"

(Bettencourt & Gwinner, 1996). In the customization condition, the online bookstore sent a product affiliated to detective novels, determined by looking into customers' past transaction records to find the customers' possible preferences and needs. In the no customization condition, the online bookstore just offered compensation without considering customers' preferences and needs, yet at the appropriate compensation level. Three items were adapted from scales measuring service-offering adaptive behavior in Gwinner, Bitner, Brown, & Kumar (2005). In order to fit the scenario, the items were modified for this study and anchored by "strongly disagree" to "strongly agree." The Cronbach alpha value for this scale was 0.966. A sample item would be "Q-pei online bookstore provided me customized compensation to meet my unique need."
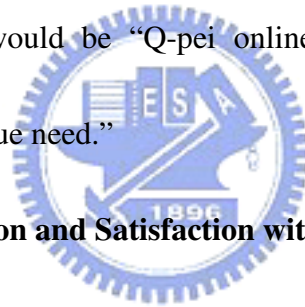
3.4.3 Overall Firm Satisfaction and Satisfaction with Recovery

Overall firm satisfaction and satisfaction with recovery were measured using three-item scales adapted from prior research (Bitner et al., 1990; Maxham & Netemeyer, 2002) and were anchored by "strongly disagree" to "strongly agree." Minor modifications were made to fit the current context. A sample item of overall firm satisfaction was "As a whole, I am satisfied with Q-pei online bookstore", and the sample item of satisfaction with recovery was "I am not satisfied with Q-pei's handling of the delayed dispatch (send one more book/two more bookmarkers)."

3.4.4 Repurchase Intention

Repurchase intention was measured using a three-item scale adapted from Blodgett, Granbois, & Walters (1993). Cronbach's alpha for this scale was 0.936, which meant it was reliable. Minor modifications were mad to fit the current context. "I would be willing to purchase from Q-pei online bookstore again" was a sample item.

3.5 Data Collection

Data were gathered from 40 participants in the pilot study and 320 participants in the official study. To ensure the generalization of the study, the sample was composed of undergraduate students and general public. Data were collected through two major channels, one by distributing the questionnaires to the students of National Chiao Tung University (NCTU) and Taipei Municipal University of Education (TMUE), and the other to employees of Formosa Plastics Group by convenience sampling. Four questionnaires of different scenarios were mixed and were given to participants randomly. Participants were informed of the purpose of this study at the beginning and then were asked to react as thought the scenario had just happened to them.

3.6 Manipulation Check

Realism in the scenario description was measured via a two-item, Likert-type scale ("This story reflects what might happen in the real world" and "This story reflects what might happen in the real world"). The mean rating was 5.43; a mean rating of above 4 meant the

scenarios were realistic. The effectiveness of the independent variable manipulations (high

compensation level/low compensation level and customization/no customization) was

assessed by comparing the means in each condition. The results of the manipulation are

reported in Chapter 4.

3.7 Pretest

A pilot study was conducted to test the realism of the scenario, and the validity and

reliability of the questionnaire. By conducting a pilot study, any problems or the

misunderstandings inherent in the experimental design could be modified before conducting

the main study. There were five pilot studies. In the third pilot study, two recovery scenarios

of low compensation level, which offered customers a pen, were added in order to examine

the effectiveness of manipulating the compensation level (bookmarks and pens), and then

choose the better one for the main study. Since participants responded that it was hard to

imagine and decide on the quality and price of recovery after the third pilot study, the picture

and specific price of recovery were showed in the scenario of the fourth pilot study. In this

study too, the impact of compensation level and customization on customer satisfaction were

not significant. Since the dependent variable in this study was recovery satisfaction, it was

assumed that participants would confuse recovery satisfaction with overall firm satisfaction

which was evaluated by multiple transaction experiences. Thus, in the fifth pilot study,

customer satisfaction items were divided into two categories, overall firm satisfaction and

satisfaction with recovery. After modifying the scenario and item descriptions, the result of the fifth pilot study was successful. In this study, 40 participants were randomly assigned to the four experimental conditions. Participants were informed of the purpose of this study at the beginning and then were reminded that they should assume the scenario had just happened to them. There were 19 male and 21 female participants, and 32 of 40 participants were students.

As can be seen in Table 1, the reliability of the overall firm satisfaction scales was 0.891, the reliability of the satisfaction with recovery scales was 0.968, and the reliability of the repurchase intention scale was 0.924. All reliabilities of scales were higher than 0.7, and there was significant difference between high and low compensation level group ($p<0.00$). The difference between the groups for recovery customization and no recovery customization was also significant, too ($p<0.00$).

When overall firm satisfaction (OS), satisfaction with recovery (SR), and repurchase intention (RI) served as the dependent variables, the result from MANOVA showed that compensation level and recovery customization both had a positive impact on all dependent variables. When satisfaction with recovery (SR) served as the dependent variable, the result from MANOVA showed that an interaction existed between compensation level and customization. Taken together, these results suggested that our manipulations for compensation level and recovery customization were effective.

Table 1 *Reliability Statistics of Pretest*

Factors	Cronbach's Alpha	N of Items
Overall Firm Satisfaction	0.891	3
Satisfaction with Recovery	0.968	3
Repurchase Intention	0.924	3

Chapter 4　Research Analysis and Results

4.1　Background of Participants

Of the total samples of 320 participants, 60.0% were students, 54.4% were female, 50.6.% were between 21 and 25 years old, 70.0% had college degree, 28.4% had graduate or higher degrees, and 52.5% had an income of less than NT10,000 per month. All the demographics of participants are listed in Table 2.

Table 2 *Demographics of Participants*

Demographics	Category	Number of Participants	Percentage
Gender	Male	146	45.6
	Female	174	54.4
	Total	**320**	**100.0**
Age	16~20	52	16.3
	21~25	162	50.6
	26~30	58	18.1
	31~35	17	5.3
	36~40	12	3.8
	41~45	8	2.5
	46~50	3	0.9
	Over 51	8	2.5
	Total	**320**	**100.0**
Education Degree	Senior high	5	1.6
	College	224	70.0
	Graduate upward	91	28.4
	Total	**320**	**100.0**
Occupation	Students	192	60.0
	Others	128	40.0
	Total	**320**	**100.0**

	Less than 10,000	168	52.5
	10,001~30,000	57	17.8
	30,001~50,000	56	17.5
Income per Month	50,001~70,000	20	6.3
	70,001~90,000	8	2.5
	More than 90,001	11	3.4
	Total	**320**	**100.0**
Experience of Online Shopping	Yes	283	88.4
	No	37	11.6
	Total	**320**	**100.0**
Experience of Online Bookstore Shopping	Yes	221	69.1
	No	99	30.9
	Total	**320**	**100.0**

4.2 Reliabilities

The reliabilities of all constructs in this research were tested with Cronbach's alpha.

Table 3 shows that reliabilities were all above 0.7 across all factors which means the high

internal consistency of each item of the same factor.

Table 3 *Reliability Statistics*

Factors	Cronbach's Alpha	N of Items
Compensation Level	0.908	4
Recovery Customization	0.966	3
Overall Firm Satisfaction	0.863	3
Satisfaction with Recovery	0.950	3
Repurchase Intention	0.936	3

4.3 Manipulation Checks

Manipulation checks were examined with an independent-samples T-test. The test showed that high compensation level was significant higher than low compensation level ($p < 0.000$), which meant that the manipulation of compensation level is successful. The results are shown in Table 4.

Table 4 *Manipulation Check of Compensation Level*

Compensation Level	N	Mean	Std. Deviation	T	Sig.(2-tailed)
Low	160	2.74	0.961	-19.730	0.000
High	160	4.88	0.978		

With recovery customization as the independent variable, the result of an independent samples T-test showed that customization was significant higher than no customization ($p < 0.000$), which meant that the manipulation of recovery customization was successful. The results are shown in Table 5.

Table 5 *Manipulation Check of Recovery Customization*

| Recovery Customization	N	Mean	Std. Deviation	T	Sig.(2-tailed)
No	160	2.69	1.175	-24.204	0.000
Yes	160	5.79	1.120		

4.4 Analysis of Results

After assuring the manipulation, reliability of the analyzed data, the study proceeded to conduct ANOVA and MANOVA.

4.4.1 Effects of Compensation Level on Overall Firm Satisfaction, Satisfaction with

  Recovery, and Repurchase Intention

To examine whether compensation level (CL) affected overall firm satisfaction (OS), satisfaction with recovery (SR), and repurchase intention (RI). In Chapter 2, H1a, H1b, and H1c assumed that compensation level (CL) was positively related to overall firm satisfaction (OS), satisfaction with recovery (SR), and repurchase intention (RI).

Table 6 shows the descriptive statistics of compensation level and recovery customization. Table 7 shows the result of MANOVA: the main effect of compensation level (CL) and recovery customization (RC) and the interaction was significant. From Table 8, 9, and 10, the main effect of compensation level (CL) on overall firm satisfaction (OS), satisfaction with recovery (SR), and repurchase intention (RI) were significant (F = 177.070, 345.196 and 126.790, $p < 0.000$). Thus, H1a, H1b, and H1c were supported.
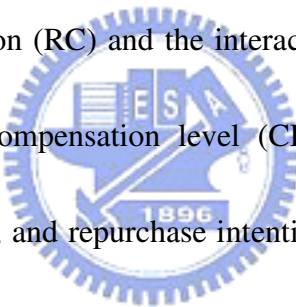
Table 6 *Descriptive Statistics*

| Dependent Variable | High Compensation | | | | Low Compensation | | | |
| | Customization | | No Customization | | Customization | | No Customization | |
	Mean (SD)	N	Mean (SD)	N	Mean (SD)	N	Mean (SD)	N
Overall Firm Satisfaction (OS)	5.97 (0.559)	80	4.51 (1.168)	80	4.47 (1.171)	80	3.00 (1.008)	80
Satisfaction with Recovery (SR)	6.38 (0.563)	80	4.68 (1.257)	80	4.65 (1.309)	80	2.08 (0.860)	80
Repurchase Intention (RI)	6.25 (0.660)	80	4.60 (1.248)	80	4.70 (1.364)	80	3.30 (1.128)	80

Table 7 *Overall MANOVA: Overall Firm Satisfaction, Satisfaction with Recovery, and Repurchase Intention*

Effect	Value	F	Hypothesis df	Error df	Sig.
Intercept	.038	2616.918(a)	3.000	314.000	.000*
CL	.474	115.988(a)	3.000	314.000	.000*
RC	.481	113.064(a)	3.000	314.000	.000*
CL * RC	.913	9.947(a)	3.000	314.000	.000*

a   Exact statistic

b   Design: Intercept + CL + RC + CL * RC

Note: CL represents compensation level; RC represents recovery customization

Table 8 *Tests of Compensation Level and Recovery Customization*

Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	353.124	3	117.708	114.516	0.000*
Intercept	6438.068	1	6438.068	6263.477	0.000*
CL	182.006	1	182.006	177.070	0.000*
RC	171.112	1	171.112	166.472	0.000*
CL * RC	0.006	1	0.006	0.005	0.941
Error	324.808	316	1.028		
Total	7116.000	320			
Corrected Total	677.932	319			

(Dependent Variable: Overall Firm Satisfaction)

R Squared = .521 (Adjusted R Squared = .516)

Note: CL represents compensation level; RC represents recovery customization

Table 9 *Tests of Compensation Level and Recovery Customization*

Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	756.674	3	252.225	231.835	0.000*
Intercept	6330.868	1	6330.868	5819.089	0.000*
CL	375.556	1	375.556	345.196	0.000*
RC	365.512	1	365.512	335.965	0.000*
CL * RC	15.606	1	15.606	14.344	0.000*
Error	343.792	316	1.088		
Total	7431.333	320			
Corrected Total	1100.465	319			
	(Dependent Variable: Satisfaction with Recovery)				

R Squared = .688 (Adjusted R Squared = .685)

Note: CL represents compensation level; RC represents recovery customization

Table 10 *Tests of Compensation Level and Recovery Customization*

| Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	348.735	3	116.245	90.728	0.000*
Intercept	7100.168	1	7100.168	5541.595	0.000*
CL	162.450	1	162.450	126.790	0.000*
RC	185.035	1	185.035	144.417	0.000*
CL * RC	1.250	1	1.250	0.976	0.324
Error	404.875	316	1.281		
Total	7853.778	320			
Corrected Total	753.610	319			
	(Dependent Variable: Repurchase Intention)				

R Squared = .463 (Adjusted R Squared = .458)

Note: CL represents compensation level; RC represents recovery customization

4.4.2 Effects of Recovery Customization on Overall Firm Satisfaction, Satisfaction with Recovery, and Repurchase Intention

To examine the effects of recovery customization (RC) on overall firm satisfaction (OS), satisfaction with recovery (SR), and repurchase intention (RI). In chapter 2, H2a, H2b, and H2c assumed that recovery customization (RC) was positively related to overall firm satisfaction (OS), satisfaction with recovery (SR), and repurchase intention (RI).

From Tables 8, 9 and 10, the main effect of recovery customization (RC) on overall firm satisfaction (OS), satisfaction with recovery (SR), and repurchase intention (RI) were significant (F = 166.472, 333.965 and 144.417, $p < 0.000$). Thus, H2a, H2b, and H2c were supported.
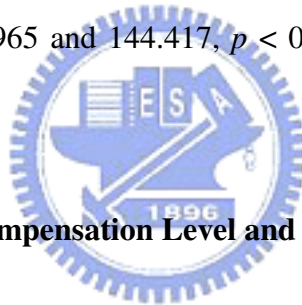
4.4.3 Interaction between Compensation Level and Recovery Customization

To examine whether there was any interaction between compensation level (CL) and recovery customization (RC) on overall firm satisfaction (OS), satisfaction with recovery (SR), and repurchase intention (RI), MANOVA and ANOVA was used to test H3a, H3b, and H3c. The results are given in Tables 8, 9 and 10, and show that there was an interaction between compensation level (CL) and recovery customization (RC) on satisfaction with recovery (SR) (F = 14.344, $p < 0.000$), but not on overall firm satisfaction (OS) and repurchase intention (RI) (F = 0.005 and 0.976, $p < 0.941$ and 0.324). Recovery customization (RC) increased the strength of the relationship between compensation level (CL) and

satisfaction with recovery (SR). As Figures 4 and 6 show, although the recovery which was customized with high compensation level reached the highest overall firm satisfaction (OS) and repurchase intention (RI), the difference of overall firm satisfaction (OS) and repurchase intention (RI) that recovery customization increased was not significant. Nevertheless, as Figure 5 shows, the recovery which was customized with high compensation level reached the highest satisfaction with recovery (SR). In addition, the difference of satisfaction with recovery (SR) that recovery customization increased was significant. Thus, H3b was supported, but H3a and H3c were not supported.
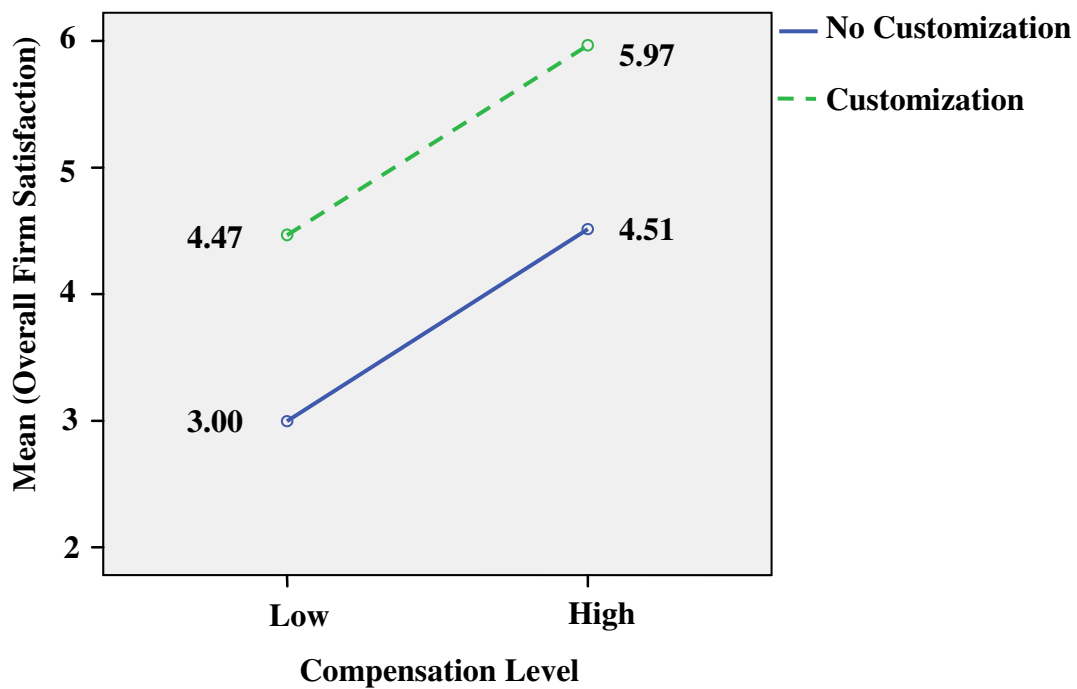
Figure 4 **The Interaction between Compensation Level and Recovery Customization on Overall Firm Satisfaction**
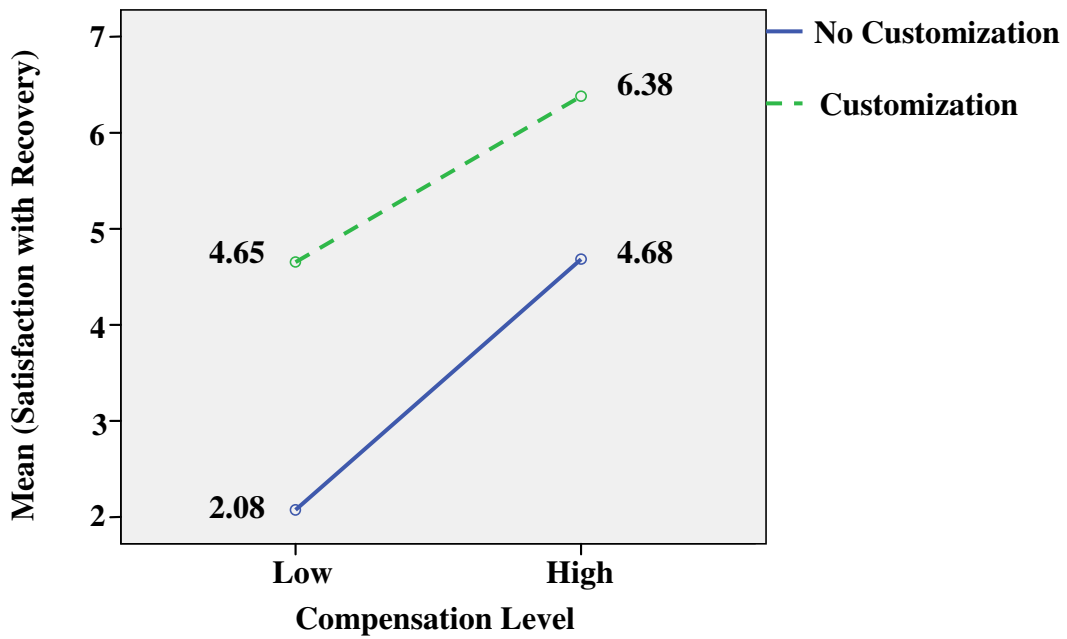
Figure 5 **The Interaction between Compensation Level and Recovery Customization on Satisfaction with Recovery**
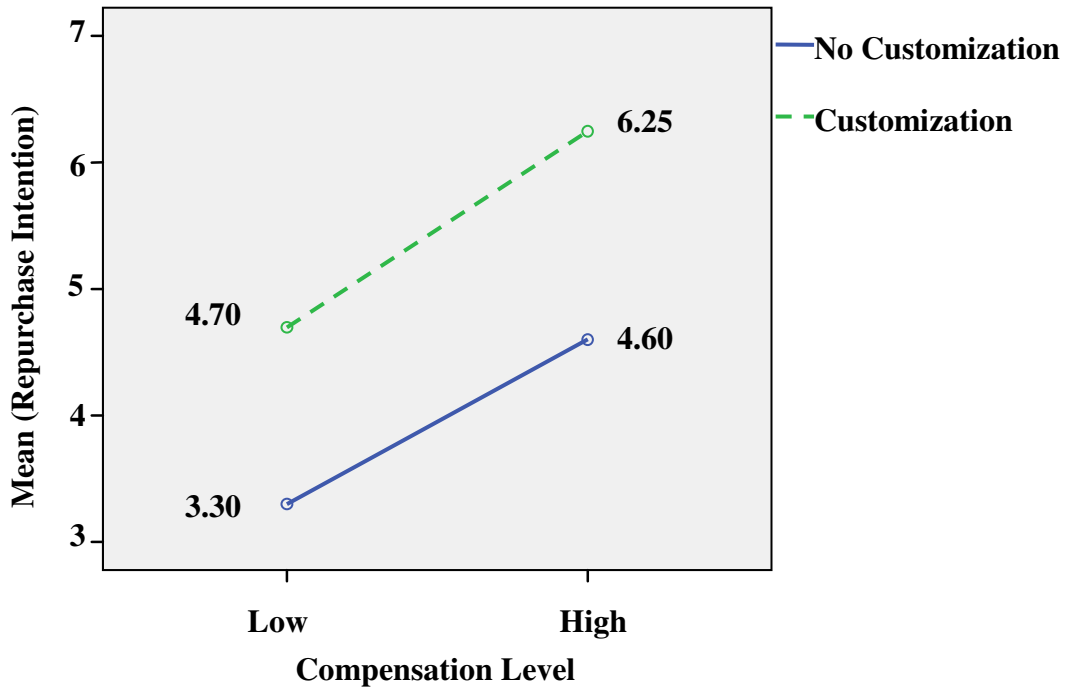
Figure 6 **The Interaction between Compensation Level and Recovery Customization on Repurchase Intention**

Table 11 *Multiple Comparisons (LSD)*

(I) GROUP	(J) GROUP	Mean Difference (I-J)	Std. Error	Sig.
1	2	1.45*	0.160	0.000
	3	1.50*	0.160	0.000
	4	2.97*	0.160	0.000
2	1	-1.45*	0.160	0.000
	3	**0.05**	**0.160**	**0.775**
	4	1.52*	0.160	0.000
3	1	-1.50*	0.160	0.000
	2	**-0.05**	**0.160**	**0.775**
	4	1.47*	0.160	0.000
4	1	-2.97*	0.160	0.000
	2	-1.52*	0.160	0.000
	3	-1.47*	0.160	0.000
		(Dependent Variable: Overall firm Satisfaction)		

Based on observed means.

* The mean difference is significant at the .05 level.

Note: 1 represents high compensation level and customization;

2 represents high compensation level and no customization;

3 represents low compensation level and customization; and

4 represents low compensation level and no customization.

To test overall firm satisfaction (OS), satisfaction with recovery (SR), and repurchase intention (RI) are insignificant different whether the recovery was not customized with high compensation level or was customized with low compensation level, which were hypothesized in H4a, H4b, and H4c, one-way ANOVA with four levels was conducted. Tables 11, 12, and 13 show that there were no significant differences of overall firm satisfaction (OS), satisfaction with recovery (SR), and repurchase intention (RI) between the recovery which was not customized with high compensation level, and the recovery which

was customized with low compensation level. Thus, H4a, H4b, and H4c were supported.

Table 12 *Multiple Comparisons (LSD)*

(I) GROUP	(J) GROUP	Mean Difference (I-J)	Std. Error	Sig.
1	2	1.70*	0.165	0.000
	3	1.73*	0.165	0.000
	4	4.30*	0.165	0.000
2	1	-1.70*	0.165	0.000
`	3	**0.03**	**0.165**	**0.860**
	4	2.61*	0.165	0.000
3	1	-1.73*	0.165	0.000
	2	**-0.03**	**0.165**	**0.860**
	4	2.58*	0.165	0.000
4	1	-4.30*	0.165	0.000
	2	-2.61*	0.165	0.000
	3	-2.58*	0.165	0.000
		(Dependent Variable: Satisfaction with Recovery)		

Based on observed means.

*   The mean difference is significant at the .05 level.

Note: 1 represents high compensation level and customization;

2 represents high compensation level and no customization;

3 represents low compensation level and customization; and

4 represents low compensation level and no customization.

<div align="center">

Table 13 *Multiple Comparisons (LSD)*

</div>

(I) GROUP	(J) GROUP	Mean Difference (I-J)	Std. Error	Sig.
1	2	1.65*	0.179	0.000
	3	1.55*	0.179	0.000
	4	2.95*	0.179	0.000
2	1	-1.65*	0.179	0.000
	3	**-0.10**	**0.179**	**0.593**
	4	1.30*	0.179	0.000
3	1	-1.55*	0.179	0.000
	2	**0.10**	**0.179**	**0.593**
	4	1.40*	0.179	0.000
4	1	-2.95*	0.179	0.000
	2	-1.30*	0.179	0.000
	3	-1.40*	0.179	0.000
		(Dependent Variable: Repurchase Intention)		

Based on observed means.

* The mean difference is significant at the .05 level.

Note: 1 represents high compensation level and customization;

2 represents high compensation level and no customization;

3 represents low compensation level and customization; and

4 represents low compensation level and no customization.

4.4.4 Effects of Different Genders

In Chapter 2, H5a, H5b, and H5c suggested that for male customers, compensation level would have a greater positive effect on overall firm satisfaction (OS), satisfaction with recovery (SR), and repurchase intention (RI) than for female customers, regardless of whether recovery was customized or not. Nevertheless, it was suggested that recovery customization would have greater positive effect on female customers' overall firm satisfaction (OS), satisfaction with recovery (SR), and repurchase intention (RI) than on male customers'

regardless of compensation level, as in hypotheses H6a, H6b, and H6c.

After conducting MANOVA, Table 14 shows that the interactions between compensation level (CL) and gender, and between recovery customization (RC) and gender were significant. From Tables 15, 16, and 17, the results of ANOVA, the interactions between compensation level and gender on overall firm satisfaction (OS), satisfaction with recovery (SR), and repurchase intention (RI) were significant. (F= 17.398, 13.060 and 16.355, $p <$ 0.000). Also, the interactions between recovery customization and gender on overall firm satisfaction (OS), satisfaction with recovery (SR), and repurchase intention (RI) were also significant (F= 18.827, 11.384 and 20.148, $p < 0.001$).

Table 14 *Overall MANOVA: Overall Firm Satisfaction, Satisfaction with Recovery, and Repurchase Intention*

Effect	Value	F	Hypothesis df	Error df	Sig.
Intercept	.035	2855.727(a)	3.000	310.000	.000*
CL	.454	124.342(a)	3.000	310.000	.000*
RC	.464	119.293(a)	3.000	310.000	.000*
Gender	.992	.824(a)	3.000	310.000	.481
CL * RC	.911	10.094(a)	3.000	310.000	.000*
CL * Gender	.935	7.220(a)	3.000	310.000	.000*
RC * Gender	.928	8.015(a)	3.000	310.000	.000*
CL * RC * Gender	.995	.498(a)	3.000	310.000	.684

a Exact statistic

b Design: Intercept + CL + RC + Gender + CL * RC + CL * Gender + RC * Gender + CL
        * RC * Gender

Note: CL represents compensation level; RC represents recovery customization

**Table 15** *Tests of Compensation Level, Recovery Customization, and Gender*

| Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	388.473	7	55.496	59.818	0.000*
Intercept	6215.310	1	6215.310	6699.304	0.000*
CL	175.844	1	175.844	189.537	0.000*
RC	161.441	1	161.441	174.013	0.000*
Gender	0.018	1	0.018	0.019	0.891
CL * RC	0.081	1	0.081	0.088	0.767
CL * Gender	16.141	1	16.141	17.398	0.000*
RC * Gender	17.467	1	17.467	18.827	0.000*
CL * RC * Gender	0.828	1	0.828	0.892	0.346
Error	289.459	312	0.928		
Total	7116.000	320			
Corrected Total	677.932	319			
			(Dependent Variable: Overall Firm Satisfaction)		

R Squared = .573 (Adjusted R Squared = .563)

Note: CL represents compensation level; RC represents recovery customization

Moreover, from Figures 7 to 12, it can be seen that compensation level had greater effects on overall firm satisfaction (OS), satisfaction with recovery (SR), and repurchase intention (RI) for male customers than for females. The differences of overall firm satisfaction (OS), satisfaction with recovery (SR), and repurchase intention (RI) of male customers were greater than females. Similarly, recovery customization had greater effects on overall firm satisfaction (OS), satisfaction with recovery (SR), and repurchase intention (RI) for female customers than for males. The differences of overall firm satisfaction (OS), satisfaction with recovery (SR), and repurchase intention (RI) of female customers were greater than males. Therefore, H5 and H6 were all supported.

Table 16 *Tests of Compensation Level, Recovery Customization, and Gender*

Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	783.748	7	111.964	110.296	0.000*
Intercept	6088.502	1	6088.502	5997.818	0.000*
CL	370.786	1	370.786	365.263	0.000*
RC	353.826	1	353.826	348.556	0.000*
Gender	1.400	1	1.400	1.379	0.241
CL * RC	13.991	1	13.991	13.782	0.000*
CL * Gender	13.257	1	13.257	13.060	0.000*
RC * Gender	11.556	1	11.556	11.384	0.001*
CL * RC * Gender	0.183	1	0.183	0.180	0.671
Error	316.717	312	1.015		
Total	7431.333	320			
Corrected Total	1100.465	319			

(Dependent Variable: Satisfaction with Recovery)

R Squared = .712 (Adjusted R Squared = .706)

Note: CL represents compensation level; RC represents recovery customization

Table 17 *Tests of Compensation Level, Recovery Customization, and Gender*

Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	392.175	7	56.025	48.362	0.000*
Intercept	6841.318	1	6841.318	5905.615	0.000*
CL	158.019	1	158.019	136.406	0.000*
RC	176.878	1	176.878	152.686	0.000*
Gender	0.000	1	0.000	0.000	0.986
CL * RC	2.027	1	2.027	1.750	0.187
CL * Gender	18.947	1	18.947	16.355	0.000*
RC * Gender	23.341	1	23.341	20.148	0.000*
CL * RC * Gender	0.000	1	0.000	0.000	0.988
Error	361.434	312	1.158		
Total	7853.778	320			
Corrected Total	753.610	319			

(Dependent Variable: Repurchase Intention)

R Squared = .520 (Adjusted R Squared = .510)

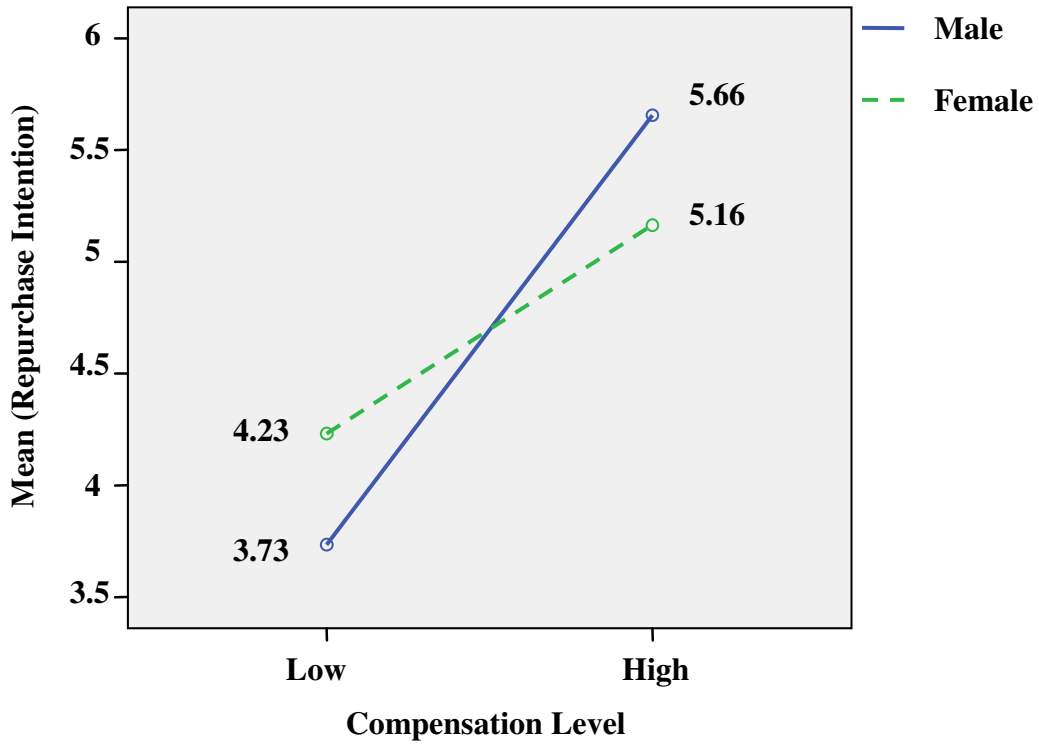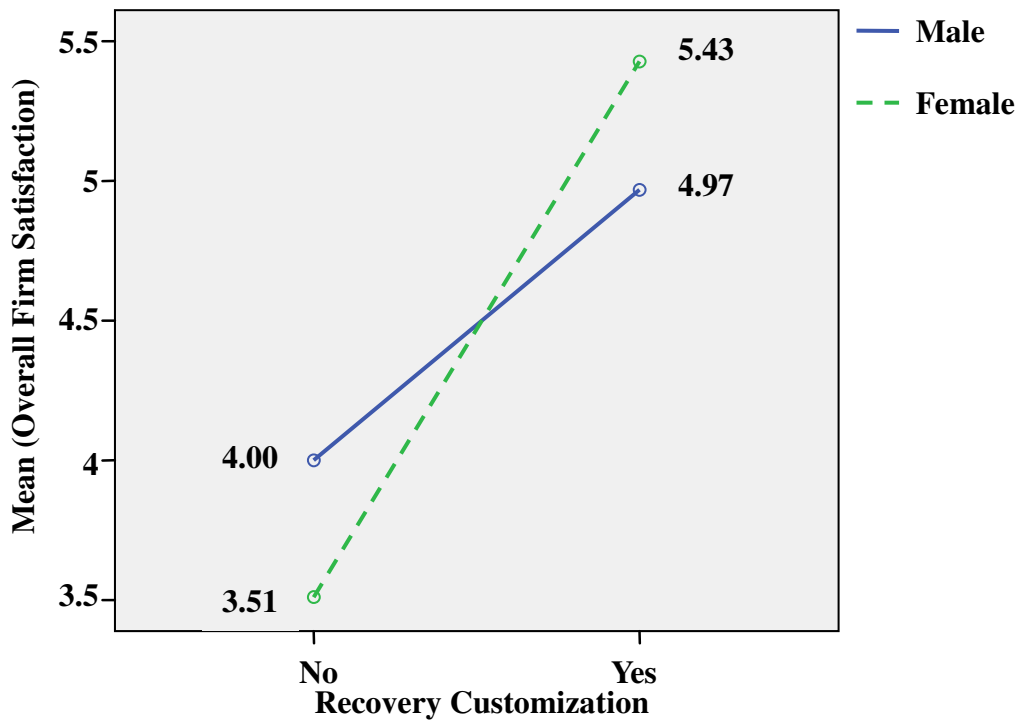Note: CL represents compensation level; RC represents recovery customization
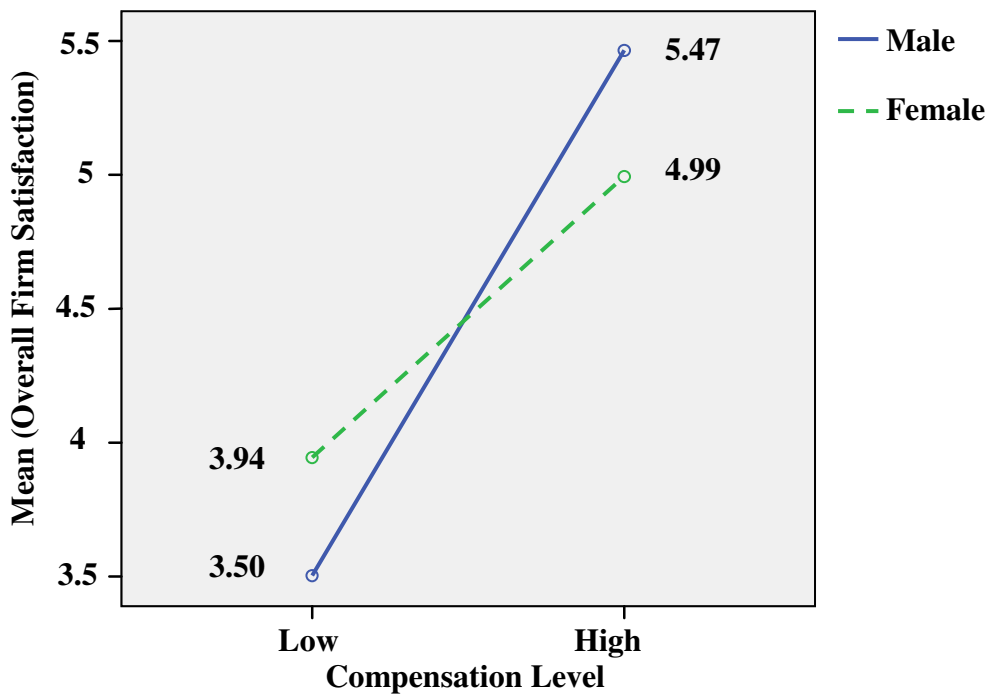
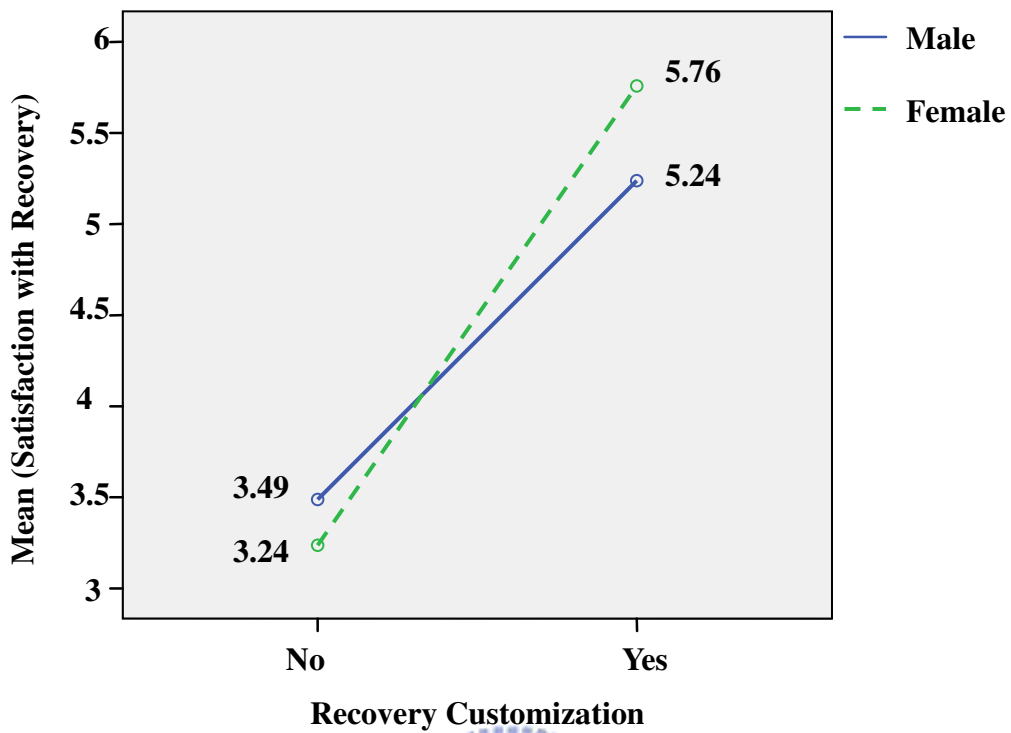*Figure 7* **The Interaction between Compensation Level and Gender on Overall firm satisfaction**
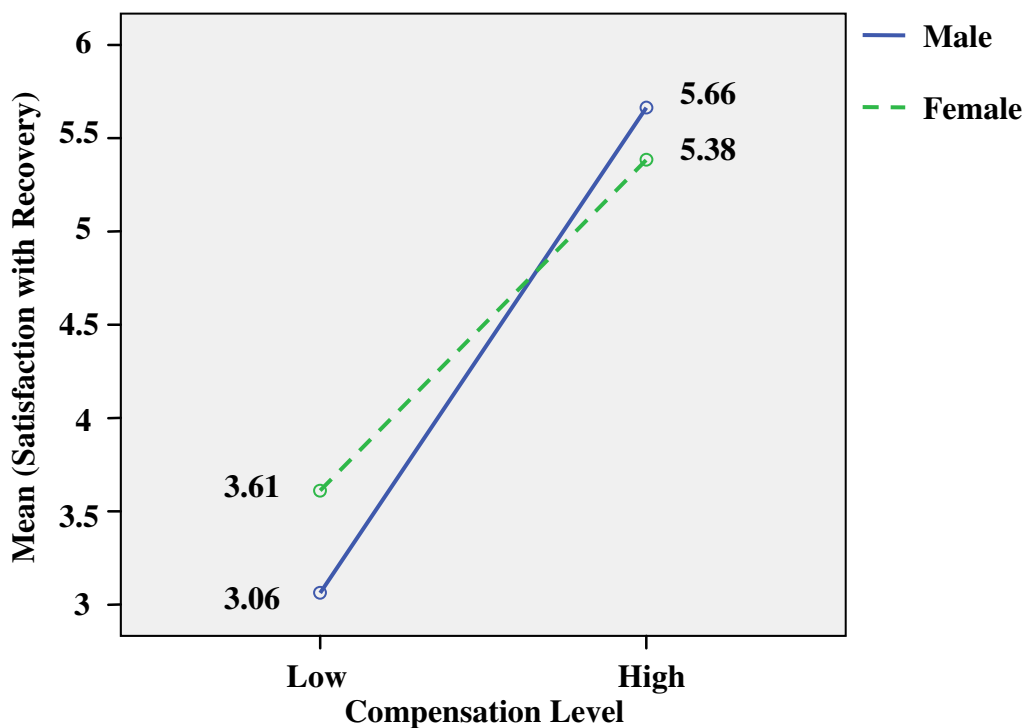
Figure 8 **The Interaction between Compensation Level and Gender on Satisfaction with Recovery**
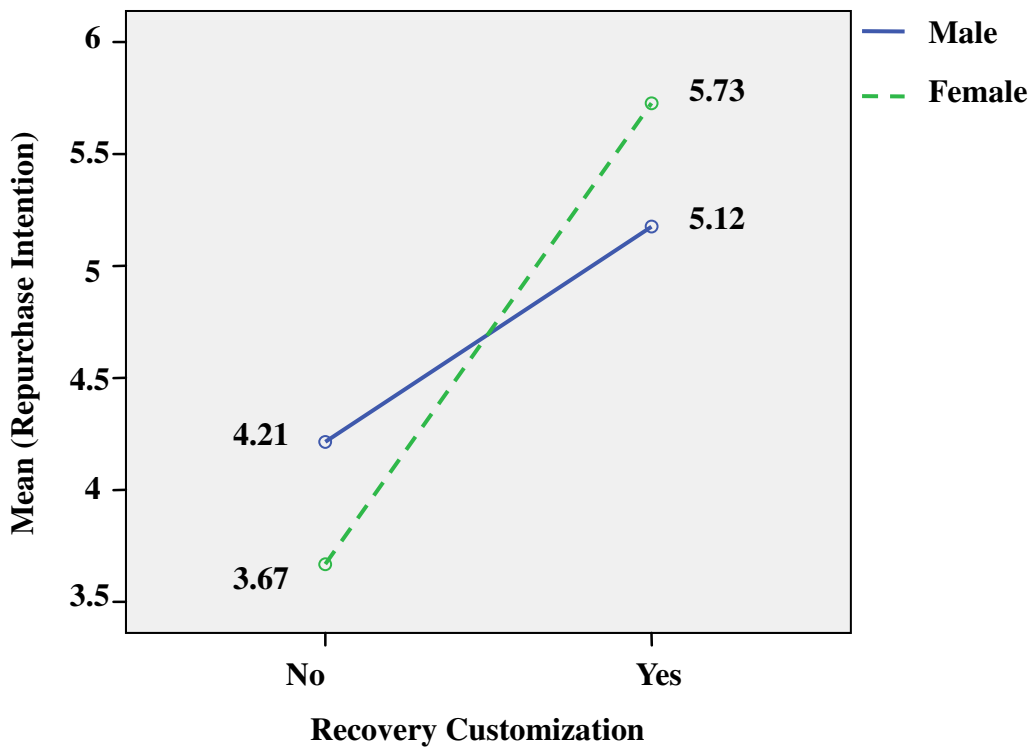
Figure 9 **The Interaction between Compensation Level and Gender on Repurchase Intention**

Figure 10 **The Interaction between Recovery Customization and Gender on Overall firm satisfaction**

Figure 11 **The Interaction between Recovery Customization and Gender on Satisfaction with Recovery**

Figure 12 **The Interaction between Recovery Customization and Gender on Repurchase Intention**

Chapter 5 Discussion and Future Research

5.1 Discussion for Results

5.1.1 Compensation Level, Recovery Customization, Customer Satisfaction, and Repurchase Intention.

The results of this study indicate that both compensation level and recovery customization have positive effects on customer satisfaction, overall firm satisfaction, satisfaction with recovery, and repurchase intention. Consistent with previous research, perceptions of compensation level, which is the one form of distributive justice considered in this study, had positive influences on overall firm satisfaction, satisfaction with recovery, and repurchase intention. When receiving high compensation level recoveries, customers exhibited higher satisfactions and repurchase intentions. On the other hand, recovery customization also had positive effects on overall firm satisfaction, satisfaction with recovery, and repurchase intention. Thus, when receiving customized recoveries, customers also exhibited higher satisfactions and repurchase intentions.

The primary findings of this study suggest that offering customized recovery is significantly effective in increasing customer satisfactions and repurchase intentions. It can be argued that recovery customization is much more likely to meet a customer's exact needs and desires; moreover, it also showed the greater concern expressed by the firm expressed. Customized recovery affords the opportunities for service firms to meet the very

heterogeneous set of customers' needs. Furthermore, customized recovery also makes each

customer feel that he or she is treated as a "distinctive" customers rather than "just another

customer" by the firm. Thus, customers would be inclined to have higher satisfactions and

repurchase intentions.

5.1.2 Interaction between Compensation Level and Recovery Customization

The results of this study showed that the interaction between compensation level and

recovery customization affects satisfaction with recovery rather than overall firm satisfaction

and repurchase intention. Thus, when a customized recovery is offered, the compensation

level of a recovery will have greater impact on satisfaction with recovery. Since satisfaction

with recovery is a transaction-specific satisfaction, the specific failure and recovery

experience would likely affect it much more. Customization concepts the recoveries had or

not would significantly and directly affect the relationship between compensation level and

satisfaction with recovery.

One possible reason that recovery customization did not significantly affect the

relationship between compensation level and overall firm satisfaction, may be that overall

firm satisfaction was evaluated by a customer's cumulative satisfaction with multiple

experiences, transactions, and encounters with a service organization (Maxham & Netemeyer,

2002; Smith & Bolton, 1998). Thus, the specific failure and recovery experience may not

significantly affect overall firm satisfaction. Customers not only evaluate overall firm

satisfaction based on multiple experiences and transactions with the service firm, but also evaluate overall firm satisfaction by comparing the whole service condition with their previous shopping experiences with other service firm. In short, overall firm satisfaction is an addictive combination of all exchange-satisfaction perceptions. It is hard to be influenced by one specific service failure and recovery experience.

The results of this study also suggest that recovery customization did not affect the relationship between compensation level and repurchase intention. The same as overall firm satisfaction, customers might not change repurchase intention based on a specific transaction experience, but on previous transaction experiences. Thus, the specific customized recovery experience might not affect repurchase intention significantly. Another reason might be that repurchase intention could be influenced by many factors, such as the relationship with the service firm (Mattila, 2001), switching costs (Forbes et al., 2005; Hoffman & Kelley, 2000), and the desire for variety (Maxham & Netemeyer, 2002). Especially with the online store, switching cost is low so the switching propensity is relatively high regardless of the recovery strategy the service firms employed. Thus, although service recovery had been customized, the interaction between customization and compensation level would not significant on repurchase intention.

5.1.3 Gender

With regard to gender difference, the results obtained in this study suggested that

compensation level will have a stronger positive effect on customer satisfaction and repurchase intention of male customers than of female customers, due to male's characteristic, agentic goals and task oriented behaviors. In general, men care about "what they receive and what they have finally", yet seldom care about the process. Hence, when facing a service failure and service recovery, they would likely tend to evaluate service recovery based on the level of recovery outcome, such as compensation level, they get.

On the other hand, the results furthermore suggested that recovery customization will have stronger positive effect on customer satisfaction and repurchase intention of female customers than of male customers, since females are process oriented and asses the recovery outcome qualitatively. Different from men, women care about the process more than about the outcome when they dealing with things. It did not suggest that they don't care about what they receive and have, yet it did suggest that they would put more emphases on the process and quality. Thus, when evaluating a service failure and recovery, recovery customization would have a stronger effect than compensation level, because that recovery customization conveys the message of more care which what is service providers especially put in during the process.

5.2 Managerial Implications

Overall, the findings of this study postulated that high compensation level of recovery would result in higher customer satisfaction and repurchase intention, as did customized

recovery, especially when adequate recovery strategy consisting of high compensation level

and customization could result in the highest customer satisfaction and repurchase intention. It

suggested that when facing service failure, service firms can provide recovery based on

compensation level and recovery customization, so as to increase the evaluation of service

failure and retain the customers.

The findings of this study also indicate that the interaction between compensation level

and recovery customization on satisfaction with recovery is significant. It suggests that when

facing a service failure, service firms can add customization concepts into their recovery

strategies to improve customer evaluation of recovery. Since the service industry serves

individuals, how to treat each customer as distinctive and meet the heterogonous needs of

each customer is an important issue. And in a service failure and recovery situation,

customized recovery can exactly achieve this objective. In order to carry a customization

concept into a service, service firms should spend lots of effort establishing complete

customer databases to record and collect customers' preferences, transaction records, and

needs. Complete customer databases can help service providers offer customized product and

service for customers timely during the service process. It also gives service firms an

opportunity to retain or reinforce a customer's peace of mind and confidence by customizing

the service, so as to show deep understandings and concerns for their customers. Thus, for

possible and reasonable consideration, it is important that all service firms conduct
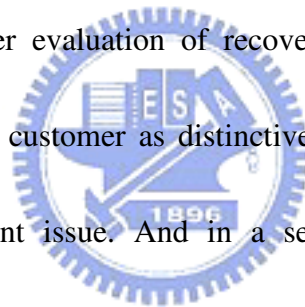
customization concept into service recovery strategies when endeavoring to recover a service failure.

Although the interaction between compensation level and recovery customization on overall firm customization is not significant, service firms should still put more emphases on recovery customization when dealing with service failures. Since overall firm satisfaction is an addictive combination of all transaction-satisfaction evaluations, recovery customization has an indirect effect on overall firm satisfaction through influencing satisfaction with recovery. Maxham & Netemeyer (2002) and Smith & Bolton (1998) also indicated that satisfaction with recovery positively affects overall firm satisfaction. The customization issue in service recovery thus still needs to be of continuous concern.

Customization also gave a further insight into service firms. As Tables 11 to 13, and Figures 4 to 6 show, both types of satisfaction of the recovery, customized with low compensation level, were almost as high as the recovery which was not customized with high compensation level. It suggests that when service providers apply a recovery strategy, it is not absolutely necessary to provide high compensation for customers. Instead, providing a customized recovery that is not very expensive can still give customers have higher satisfaction. The same situation is apparent with repurchase intention.

The issue of customer gender in this study also provided some important insights for service firms. Since males are agentic goal and task oriented, they put more emphases on the

final outcome. Hence, the compensation level would be a more important factor for them in evaluating service recovery. On the other hand, females are process oriented and tend to assess the outcome qualitatively, and recovery customization would have greater effects than compensation level during evaluating service recovery. Therefore, service firms could adopt different recovery strategies which consisted of different level of compensation and customization based on whether they were dealing with a male or a female, which would then result in all-round high customer satisfaction and retention.

5.3 Limitations and Future Research

While the results of this study help broaden the understanding of customer responses to service recovery strategies, certain limitations are of note. First, to maximize internal validity, hypothetical and written scenarios rather than an actual consumption experience were used as stimuli. Second, manipulation of compensation level, the ratio of outcome to input of an exchange, used in the scenario might limit the research results. The compensation level used in this study were 50% to total cost for high and 3–4% for low condition. Although the findings of this study indicated that both types of satisfactions and repurchase intention of a recovery which was not customized with high compensation level, are as high as a recovery which was customized with low compensation level, it would argue that different compensation level manipulation might not give the same results. Future research should re-examine these results with a broad range of compensation levels.

Third, manipulations were limited to a single type of tangible compensation and to a single form of customization in this study. Other compensation methods, such as vouchers, or other types of customization, such as option customization and interpersonal adaptive behavior, might produce different results. This too should be examined in future research.

Fourth, the highly homogeneous demography of the participants would limit the generalizability of the results. Sixty percent of participants were students. Customer evaluations of different occupations might also be different, since the recovery aspect customers focus during the process of evaluating recovery might differ for different occupations. Further research should have larger sample groups which included business and community individuals. Furthermore, 66.9% of participants were under 25 years old. It would be argued that the results might not be applicable to older customers, since customers of different ages would have different transaction experiences. Further research should investigate whether older participants demonstrates similar customer evaluations of recovery.

Last, the research setting involved an e-tailer and a single service category. Future research on other service categories and different channels, retailer and e-tailer, is needed to investigate whether the same results are obtained. Finally, this study only measure two dimensions of recovery evaluation. Other variables, such as word-of-mouth, loyalty, and willingness to pay, are also important to recovery evaluations. This should also be examined in the future.

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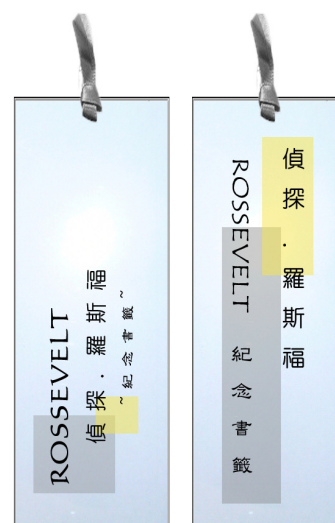
Appendix A Scenarios

Scenario A (High compensation level and recovery customization)

You are a detective novel fan. One day, you ordered two books, "Detective Cole," (about NT$300~400) on Q-pei international online bookstore. You were told that you would receive the books you ordered in three days originally, yet you didn't receive the books after ten days. Hence, you called Q-pei online bookstore to respond the problem, and the sales clerk apologized first. Then, the sale clerk responded that they would deal with this problem quickly and asked you to wait for few days.

After two days, you received "Detective Cole" you ordered. What's more, you found that one more book was sent by the bookstore (see the reduced picture as below) and a letter was enclosed herewith.

"Dear Sir, we're so sorry to make you wait for a long time. We found that you have interests in collecting the series of detective novels by looking into your past transaction records. Among the series of "Detective Roosevelt", you've collected the previous 13 volumes. Here we especially send you the volume 14 of "Detective Roosevelt" (about NT$200~250) which is going to be published in the day after tomorrow as the compensation to make you read the latest plot sooner than other people. We are looking forward your visit next time."
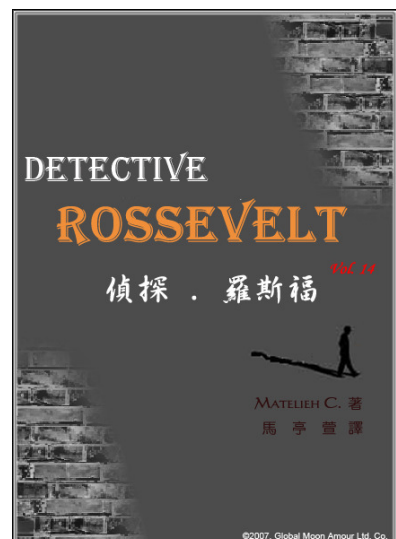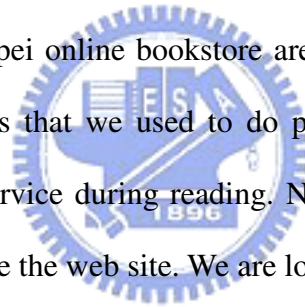
Scenario B (High compensation level and no recovery customization)

You are a detective novel fan. One day, you ordered two books, "Detective Cole," (about NT$300~400) on Q-pei international online bookstore. You were told that you would receive the books you ordered in three days originally, yet you didn't receive the books after ten days. Hence, you called Q-pei online bookstore to respond the problem, and the sales clerk apologized first. Then, the sale clerk responded that they would deal with this problem quickly and asked you to wait for few days.

After two days, you received "Detective Cole" you ordered. What's more, you found that one more book was sent by the bookstore (see the reduced picture as below) and a letter was enclosed herewith.

"Dear Sir, we're so sorry to make you wait for a long time. This is the volume 5 of "Taiwan Look" travel & food book (about NT$200~250) which is going to be published in the day after tomorrow. In the hit parade of travel & food books, Taiwan Look always has the top 5 good performance and is recommended by many experts in travel and delicacy. There is much information about Taiwan famous scenic spots and food in Taiwan Look. Here we especially send it to you as the compensation to make you read the latest news sooner than other people. We are looking forward your visit next time."

Scenario C (Low compensation level and recovery customization)

You are a detective novel fan. One day, you ordered two books, "Detective Cole," (about NT$300~400) on Q-pei international online bookstore. You were told that you would receive the books you ordered in three days originally, yet you didn't receive the books after ten days. Hence, you called Q-pei online bookstore to respond the problem, and the sales clerk apologized first. Then, the sale clerk responded that they would deal with this problem quickly and asked you to wait for few days.

After two days, you received "Detective Cole" you ordered. What's more, you found that one more bookmarker set was sent by the bookstore (see the reduced picture as below) and a letter was enclosed herewith.

"Dear Sir, we're so sorry to make you wait for a long time. We found that you have interests in collecting the series of "Detective Roosevelt" novels by looking into your past transaction records. Here we especially pick 2 bookmarkers for you as the compensation. These are the affiliated products of Detective Roosevelt novel. They will not only make your collection more complete, but also make you enjoy the mysterious feelings of detective world during reading. We are looking forward your visit next time."

Scenario D (Low compensation level and no recovery customization)

You are a detective novel fan. One day, you ordered two books, "Detective Cole," (about NT$300~400) on Q-pei international online bookstore. You were told that you would receive the books you ordered in three days originally, yet you didn't receive the books after ten days. Hence, you called Q-pei online bookstore to respond the problem, and the sales clerk apologized first. Then, the sale clerk responded that they would deal with this problem quickly and asked you to wait for few days.

After two days, you received "Detective Cole" you ordered. What's more, you found that one more bookmarker set was sent by the bookstore (see the reduced picture as below) and a letter was enclosed herewith.

"Dear Sir, we're so sorry to make you wait for a long time. These 2 plastic bookmarkers print the advertisements of Q-pei online bookstore are the compensation for you. These are the advertisement bookmarkers that we used to do propaganda. They remind you that we provide 24hr book-ordering service during reading. No matter where you are, you can find Q-pei online bookstore just type the web site. We are looking forward your visit next time."

問卷

您好：

　　非常感謝您撥冗回答以下問題，您的回答對我們的研究將有極大的幫助。

　　本研究目的在於了解在服務失敗之後補償會如何影響消費者的評價。我們會請您先讀一小段情境故事，再請您針對故事情境回答問題。本問卷採不記名方式，所有資料僅供學術研究之用，絕不對外公開，請您安心作答。衷心感謝您的合作！

　　　　敬祝　　　　　健康快樂、萬事如意

　　　　　　　　　　　　　　　　　　　國立交通大學管理科學研究所

　　　　　　　　　　　　　　　　　　　　指導教授：張家齊　　博士

　　　　　　　　　　　　　　　　　　　　學生：　　趙培真　　敬上

　　這份問卷共有四個部分。在第一部分裡，您會先讀一段有關服務失敗以及服務補救的情境故事，在閱讀情境故事時，想像自己就是故事中的主角。接著在第二、三部分中，我們將會詢問您一些跟情境故事相關的問題，請您以故事主角的立場去回答這些問題。最後在第四部分中，請您留下您的個人資訊。謝謝您！

為防您不了解「何謂客製化」，在此提供簡單的客製化定義給您參考

客製化定義： 廠商根據消費者的個人資料、喜好或狀況提供相關商品，以滿足消費者個人的獨特需求。

第一部分—情境故事，在這個部分裡，您會先讀一段有關服務失敗以及服務補救的情境故事，在閱讀情境故事時，請想像自己就是故事中的主角。由於之後的問題將與此故事情境相關，煩請仔細閱讀。

您是一個偵探小說迷，這天您在*巧培(Q-pei)國際知名網路書店*訂購了 2 本『柯爾(Cole)偵探小說』（總金額約 NT$300~400），本來書店表示 3 天內您就可收到書籍，但過了 10 天您還沒收到書，於是您打電話向巧培(Qpei)網路書店反應此事，而店員則向您表示抱歉並請您再多等幾天，他們會盡快處理。

過 2 天後您收到訂購的柯爾偵探小說，發現書店多送了一本書（如下圖）並附上一封信，信件內容如下：

「親愛的先生（小姐）您好，很抱歉讓您等這麼久，我們**查閱您過去的購買紀錄**得知您有收藏偵探小說系列的興趣，其中**『羅斯福偵探小說』您已經收藏了前 13 集**，在此特別額外贈送後天即將出版的**羅斯福偵探小說第 14 集（價格約 NT$200~250）**給您當作補償，讓您能比別人早一步先睹為快、得知最新情節，期待您下次的光顧！」
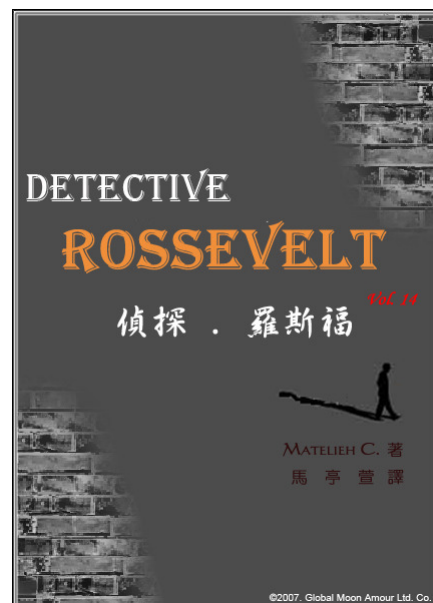
第二部分—

請您逐一閱讀下列題目，並根據**對故事的了解以及您於故事中所獲得的補償（羅斯福偵探小說第14集）**，勾選出最能代表您意見的方格，以表示您對各個題項的同意程度，例如：您對「巧培網路書店根據我的狀況（喜好）客製化我的補償結果」很不同意，因在情境中並未發生，則請在「非常不同意」項下打勾，其中 1 表示非常不同意，7 表示非常同意。

	非常不同意 1	不同意 2	有點不同意 3	沒意見 4	有點同意 5	同意 6	非常同意 7
1. 大體上而言，巧培網路書店的服務是令人滿意的	☐	☐	☐	☐	☐	☐	☐
2. 我對巧培網路書店的整體服務感到滿意	☐	☐	☐	☐	☐	☐	☐
3. 當初決定來巧培網路書店訂購書籍並不是一個好的決定	☐	☐	☐	☐	☐	☐	☐
4. 我願意再來巧培網路書店購物	☐	☐	☐	☐	☐	☐	☐
5. 下次如果我要在網路上購買同樣的商品，我將會跟同樣的網路書店購買	☐	☐	☐	☐	☐	☐	☐
6. 我會再來巧培網路書店購物的可能性是高的	☐	☐	☐	☐	☐	☐	☐
7. 針對太晚收到書的問題，巧培網路書店多送我一本偵探小說是一個令我滿意的解決方法	☐	☐	☐	☐	☐	☐	☐
8. 巧培網路書店在延誤出貨的回應上(多送一本偵探小說)，使我感到滿意	☐	☐	☐	☐	☐	☐	☐
9. 我不滿意巧培網路書店對於出貨延誤的處理方式(多送一本偵探小說)	☐	☐	☐	☐	☐	☐	☐
10. 與此次購書的總花費相比（約 NT$300~400），此補償物品的價格是低的（價格約 NT$200~250）	☐	☐	☐	☐	☐	☐	☐
11. 我所獲得的補償其價格是低的（價格約 NT$200~250）	☐	☐	☐	☐	☐	☐	☐
12. 巧培網路書店根據我的狀況（喜好）客製化我的補償	☐	☐	☐	☐	☐	☐	☐
13. 巧培網路書店提供我客製化的補償，以滿足我個人的獨特需求	☐	☐	☐	☐	☐	☐	☐
14. 巧培網路書店所提供的補償，是特別為我所提供的	☐	☐	☐	☐	☐	☐	☐
15. 對我來說，巧培網路書店所提供的補償是有價值的	☐	☐	☐	☐	☐	☐	☐

	非常不同意 1	不同意 2	有點不同意 3	沒意見 4	有點同意 5	同意 6	非常同意 7
16. 客觀而言，我覺得巧培網路書店所提供的補償其價值是高的（價格約 NT$200~250）	☐	☐	☐	☐	☐	☐	☐
17. 故事中類似的情況是有可能發生的	☐	☐	☐	☐	☐	☐	☐
18. 巧培網路書店故事所描述的是可能在真實世界中發生的	☐	☐	☐	☐	☐	☐	☐

第三部分—

這個部份是詢問您對於故事中巧培(Opei)網路書店的一些問題，請您根據**對故事的了解以及您於故事中所獲得的補償（羅斯福偵探小說第 14 集）**，回答下列問題。

1. 請問您對於「在網路書店買書」的熟悉度為何？
☐非常不熟悉 ☐不熟悉 ☐有些不熟悉 ☐有些熟悉 ☐熟悉 ☐非常熟悉

2. 相較於您此次購書的花費（約 NT$300~400），請問您覺得巧培網路書店給的補償其價格是高或是低？（價格約 NT$200~250） ☐非常低 ☐低 ☐有些低 ☐合理 ☐有些高 ☐高 ☐非常高

3. 請問您覺得巧培網路書店給的補償（價格約 NT$200~250），其市價是否值錢？
☐非常不值錢 ☐不值錢 ☐有點不值錢 ☐普通 ☐有點值錢 ☐值錢 ☐非常值錢

4. 請問您覺得巧培網路書店所提供的補償是否有符合您的預期？
☐低於我的預期 ☐符合我的預期 ☐高於我的預期

第四部分—

請您根據您**「實際使用網路的經驗」**，回答下列問題。

1. 請問您有沒有在網路上購物過？☐有 ☐沒有（若沒有請跳至個人基本資料）

2. 請問您平均多久在網路上購物一次？
☐一天 ☐一週 ☐一個月 ☐二至三個月 ☐半年 ☐一年 ☐一年以上

3. 請問您平均半年在網路上購物的次數？
☐0 次 ☐1 次 ☐2 次 ☐3 次 ☐4 次 ☐5 次 ☐6 次 ☐7 次以上

4. 請問您有沒有在網路書店購物過？☐有 ☐沒有（若沒有請跳至個人基本資料）

5. 請問您平均多久在網路書店購物一次？
☐一天 ☐一週 ☐一個月 ☐二至三個月 ☐半年 ☐一年 ☐一年以上

6. 請問您平均半年在網路書店購物的次數？
☐0 次 ☐1 次 ☐2 次 ☐3 次 ☐4 次 ☐5 次 ☐6 次 ☐7 次以上

請您提供您的「*個人基本資料*」

1. 請問您的性別 ☐男 ☐女

2. 請問您的平均月收入
☐10,000 以下 ☐10,001~30,000 ☐30,001~50,000 ☐50,001-70,000 ☐
70,001-90,000 ☐90,001 以上

3. 請問您的年齡
☐15 以下 ☐16~20 ☐21~25 ☐26~30 ☐31~35 ☐36~40 ☐41~45 ☐46~50 ☐51
以上

4. 請問您的最高教育程度 ☐國中或初中 ☐高中、高職 ☐專科 ☐大學或學院 ☐研
究所以上

5. 請問您目前的職業 ☐軍、公、教 ☐資訊科技 ☐工商、貿易 ☐農林漁牧業
☐服務業 ☐家管 ☐學生 ☐其他＿＿＿

～本問卷到此結束，謝謝您的填答～