

# 行政院國家科學委員會補助專題研究計成果報告

## 消費者對企業體驗行銷之認知與其價格敏感度之關係

### The Relationship between the Perception of Consumers on Experiential Marketing and Consumer Price Sensitivity

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## 一、中、英文摘要

### 顧客之類似主管行為對公部門員工之工作投入的影響

將公民視為顧客並滿足他們參與公共事務的期望，已經成為『新公共部門管理』(New Public Management)領域的主要信念與目標之一。因此，瞭解顧客在參與公共事務過程中的行為對公部門員工之工作動機的影響，是一個重要的課題。在私部門之研究者已經注意到顧客通常都會扮演主管的角色並影響服務接觸人員之工作動機。

本研究將分兩個階段來研究顧客行為與員工工作投入之關係。員工工作投入在文獻中被認為是激發員工工作動機的主要影響因素之一。資料收集來源是台北市國稅局與台北市稅捐稽徵處之稅務稽查人員。在第一個階段，本研究首先針對稅務稽查人員進行焦點集體訪談，建構一個『顧客類似主管行為』(Customer-as-Supervisor)量表。之後本研究以前測調查，收集資料分析該量表之構面、及構面之名稱、信度、效度。研究結果顯示，『顧客類似主管行為』包含「挑戰」與「支持」兩個構面。在第二個階段，本研究就第一階段所得到之量表，推論其與員工工作投入之關係的假設，並以實證資料檢定假設。研究結果顯示，顧客之「挑戰」與「支持」行為與員工之工作投入成顯著之正相關。最後，針對研究結果提出理論與管理上之含意。

**關鍵詞：**顧客參與、外部主管、顧客挑戰行為、顧客支持行為、工作投入

### The Impact of Customer-as-Supervisor on the Job Involvement of Public Employees

Existing literature on the impact of growing customer participation in the production of goods and services has largely focused on managing customers as partial employees or co-producers for economic reasons and on customers' psychological responses to participation. Little attention has been given to the potential supervisory roles participative customers can play and employees' potential psychological reactions to such behaviors. This study proposes that participative customers can act as external supervisors and stimulate contact employees' job involvement. Job involvement has been shown to be significantly related to employees' work behaviors, job attitudes, and psychological, social, or physical illness. The study first conducted a qualitative analysis which reveals that participative customers can be perceived by contact employees as external supervisors because of challenge and supportive behaviors. Two scales with adequate reliability and validity for the two behaviors were obtained. Then an empirical study showed that both of the customer supervisory behaviors are positively and significantly related to contact

employees' job involvement.

**Keywords:** Customer Participation, External Supervisors, Customer Challenge Behavior, Customer Supportive Behavior, Job Involvement

## 二、報告内容

### Introduction

Little is known about the effects customer participation has on employees' psychological costs, such as job involvement. Job involvement and work alienation are polar opposites. Employees become more involved in a job when they perceive the potentiality of the job for satisfying their salient psychological needs (Kanungo 1979, 1982). Building on Schneider and Bowen's (1995) ideas that, in service encounters, customers often intend to perform as substitutes for leadership, and influence employees more immediately than their direct superiors, due to several physical and psychological reasons, we propose that the phenomenon of participative customers as external supervisors is related to employee job involvement, since supervisory behaviors have been shown to be a key antecedent variable of job involvement (Brown 1996). If this is the case, then customer participation can lead employees to be more job involved and reduce the psychological cost of organizations in terms of employees' work behaviors, job attitudes, and psychological, social, or physical illness (Brown 1996).

In this study, we first operationalize and develop a measure for the participative-customer-as-external-supervisor construct in the customer participation context since no such measure exists in the literature (for readability, throughout the remainder of the article participative-customer-as-external-supervisor will be referred to as "PCES"). Accepted psychometric testing procedures (Churchill 1979; Gerbing and Anderson 1988; Nunnally and Bernstein 1994) were conducted to test the reliability and validity of the PCES measure developed in this study. We then infer and investigate the relationship between PCES and employee job involvement. We conclude with a discussion of the theoretical and practical implications of this study.

### Study 1: Development of participative-customer-as-external-supervisor (PCES) measure

Accepted psychometric procedures (Churchill 1979; Gerbing and Anderson 1988;

Nunnally and Bernstein 1994) were followed to develop a PCES scale, using tax collectors of all the 36 tax collection offices of the National Tax Administration of Taipei (NTAT) and the Taipei Revenue Service (TRS) as the source of data collection. Using Schneider and Bowen's (1995) conceptualization of substitutes for leadership, which consists of task guidance and good feelings, as a starting point, two focus group interviews were conducted to determine if there are any other constituents of the PCES construct and the content of any such constituents.

Various statements about critical incidents related to the PCES construct were extracted from the transcripts of the focus group interviews. For generalizability purposes, the researchers listed together those statements that seemed to be duplicate or similar, and analyzed the core concept underlying each statement group. We then generated a general statement that represents the underlying concept but does not contain any specific incident. This process resulted in six different statements, which are presented in Table 1.

To explore the dimensionality and to pretest for the reliability and validity of the PCES construct, we arrayed the six items in a randomized order in a pretest questionnaire. A self-administered mail survey was conducted by randomly contacting 8 tax collectors of each of the 36 tax collection offices (i.e. the data collection source for the focus group interviews at the PCES conceptualization stage) through intra-organizational mailing systems.

The results of the reliability and dimensionality assessment, and convergent and discriminant analyses show that there are the PCES is a two-dimensional scale which comprises customer supportive behavior and customer challenge behavior (see Table 1).

## **Study 2: Hypothesis Development and Testing**

The results of the pretest study reveal the PCES scale to be multidimensional. PCES represents two factors that are quite easy to identify. We conclude that the first factor appears to represent the perceptions of employees regarding customer challenge behavior. The challenge behavior includes arguing and challenging tax audit results with appropriate knowledge of the service a customer is entitled to obtain, making the tax collector identifiable by making continuing and repeated requests to the same tax collector, and giving concrete performance appraisals on the tax audit outcomes of the tax collector. Therefore, we name the first factor customer challenge behavior. The second factor appears to represent issues of good feelings, and the degree to which customer behavior can be characterized as friendly and considerate of the needs of tax collectors. We conclude that this construct reflects the concept of supportive leadership defined by House and Dessler (1974) and name the second factor customer supportive behavior. In the following, we

infer the relationships between these two variables and job involvement.

Table 1 Confirmatory Factor Analysis and Cronbach's  $\alpha$  for Subsample 2 in the Pretest Study

<i>Factor 1 – Customer Challenge Behavior</i>	Confirmatory Factor Analysis		
	$\lambda$	Estimate	<i>t</i> -value
1. Taxpayers apply appropriate tax regulations in arguing and challenging tax audit results.	.64		9.60
2. One of the major sources of my job stress is continuing and repeated requests from the same taxpayers.	.54		5.84
3. Taxpayers give me concrete performance appraisals on my tax audit results.	.48		5.61
$\chi^2$		.00	
d.f.		0	
<i>p</i> -value		.00	
GFI		1.00	
AGFI		----	
RMSEA		.00	
NFI		1.00	
AIC		.00	
Cronbach's $\alpha$		.76	
<i>Factor 2 – Customer Supportive Behavior</i>			
1. Taxpayers are willing to accept my suggestions and make consequent changes during tax audits.	.45		7.80
2. Taxpayers are polite and friendly.	.77		19.25
3. One of the major sources of my job satisfaction is taxpayers' positive performance appraisals on me.	.29		4.54
$\chi^2$		.00	
d.f.		0	
<i>p</i> -value		.00	
GFI		1.00	
AGFI		---	
RMSEA		.00	
NFI		1.00	
AIC		.00	
Cronbach's $\alpha$		.66	

d.f., degree of freedom; GFI, goodness of fit; AGFI, adjusted goodness of fit; RMSEA, root mean square error of approximation; NFI, normed fit index; AIC, Akaike information criterion.

Objective job characteristics affect employees' perceptions and experiences of their jobs, and hence their attitudes and behaviors toward jobs (Hackman and Lawler 1971). It has been shown that the way jobs are designed is an important factor in determining employee job involvement, and that stimulating employee job involvement through job characteristics is a substantial determinant of competitive advantage for firms (Lawler 1992; Pfeffer 1994).

Among the job characteristics, skill variety, task identity, and feedback have all been shown to be capable of increasing job involvement significantly, in that they make jobs more interesting, meaningful, and challenging (Brown 1996). The job characteristic of skill variety challenges employees to use different skills and abilities which they personally value in doing the work. Task identity is characteristic of a job that leads employees to perceive that they have accomplished something of importance on their own. Feedback is the degree to which employees obtain information as they are working about how well they are doing. These significant job characteristics are the elements of job enrichment and job enlargement programs which are aimed at providing employees with more generally meaningful and challenging, instead of simple, routine, and standardized, jobs to employees, and are hoped to increase employees' positive attitudes toward work and profitability of the firm (Hackman and Lawler 1971; Hackman et al. 1975). Existing literature has shown that simplified, nonchallenging jobs often result in employee dissatisfaction, in worker alienation (i.e., less job involvement), and in increased absenteeism and turnover (e.g., Argyris 1964; Brown 1996; Herzberg, Mausner, and Snyderman 1959).

In this study, the customer challenge behavior variable seems to be a measure of the degree of skill variety (i.e., citing appropriate regulations in responding to taxpayers' challenge to tax audit results), task identity (i.e., handling continuing and repeated requests from the same taxpayers), and feedback (i.e., concrete performance appraisals from taxpayers) provided by taxpayers. Using the preceding as a basis, the following hypothesis is advanced.

*Hypothesis 1:* Customer challenge behavior is positively related to employee job involvement.

Supportive leadership (also referred to as leadership consideration) has been shown to be positively and significantly related to job involvement (Brown 1996). In House and Dessler's (1974) perceived leadership behavior scale, supportive leadership is measured using 10 items to reflect the concepts that leader behavior is friendly and approachable, and considerate of the needs of subordinates. In this study, the customer supportive behavior seems to represent these concepts in that the friendliness and approachableness concept can be measured by item 2 (i.e. the politeness and friendliness of taxpayers) and item 3 (i.e. taxpayers' positive performance appraisals) in the scale, and in that the consideration

dimension can be measured by item 1 (i.e., taxpayers' willingness to accept tax collectors' suggestions and make consequent changes during a tax audit). Thus,

*Hypothesis 2:* Customer supportive behavior is positively related to employee job involvement.

A hierarchical multiple regression analysis (Cohen et al. 2003) was conducted to test the hypotheses. The analysis results are shown in Table 2.

Table 2 Hierarchical Multiple Regression Analyses Predicting Job Involvement

Criterion variable: Job involvement	Step 1		Step 2	
	$\beta$	<i>t</i> -value	$\beta$	<i>t</i> -value
<b>Explanatory variable:</b>				
1. Protestant work ethic	0.26	6.64 ***	0.21	5.41 ***
2. Skill variety	0.11	2.79 ***	0.12	2.97 ***
3. Task identity	0.07	1.56	0.09	2.05 **
4. Feedback	0.11	2.39 **	0.08	1.80 *
5. Leadership participation-consideration	0.14	3.47 ***	0.17	4.31 ***
6. Customer challenge behavior	---	---	0.19	5.00 ***
7. Customer supportive behavior	---	---	0.10	2.52 **
$R^2$	0.1686		0.2155	
Adjusted $R^2$	0.1612		0.2057	
<i>F</i> -value	22.95***		22.13***	
Increase in adjusted $R^2$	0.1612***		0.0445***	

a: Leadership participation-consideration, resulted from combining the variables of *leadership consideration* and *leadership participation*.

Note: \*  $p < 0.1$ ; \*\*  $p < 0.05$ ; \*\*\*  $p < 0.01$ .

In the first step, job involvement was regressed on Protestant work ethic, skill variety, task identity, feedback, and leadership P-C. As expected, on the basis of the empirical findings in the existing literature, this model is statistically significant ( $F=22.95$ ,  $p < 0.01$ ), with a coefficient of determination adjusted for degrees of freedom (adjusted  $R^2$ ) of 0.1612.

In the second step, customer challenge behavior and customer supportive behavior, the two focal explanatory variables of the study, were entered into the equation. The new equation is significant at the 0.01 level ( $F = 22.13$ ). The adjusted  $R^2$  is 0.2057, which is larger than that obtained in the first step by 0.0445. This increment was shown to be significant at the 0.01 level using a partial *F*-test ( $F=15.80$ , numerator degrees of freedom  $df_1=2$ , denominator degrees of freedom  $df_2=564$ ) (Cohen et al., 2003), and is attributable to the two explanatory variables of customer challenge behavior and customer supportive

behavior, when the effects of the other explanatory variables in the equation on job involvement are controlled for. The variable of customer challenge behavior is positively and significantly related to job involvement ( $\beta = 0.19$ ,  $t = 5.00$ ,  $p < 0.01$ ). This suggests that a higher degree of customer challenge behavior results in a higher tax collector perception of job involvement, which supports hypothesis 1. The regression coefficient of customer supportive behavior is positive and significant ( $\beta = 0.10$ ,  $t = 2.52$ ,  $p < 0.05$ ), thus supporting hypothesis 2.

### **Conclusion and discussion**

The development over the last decade of marketing theory has prompted an exploration of the role of customer participation in both goods- and service-based transactions (Bendapudi and Leone 2003). What is new for many organizations is the trend of more and more emerging customizing consumers acting as active co-producers instead as a passive audience (Bendapudi and Leone 2003; Firat and Venkatesh 1995; Wind and Rangaswamy 2000). In response to this trend, not only should organizations use customer talents and resources to increase customers' quality perceptions and satisfaction, and hence to foster organizational competitive advantage (Lengnick-Hall 1996; Lovelock and Young 1979; Schneider and Bowen 1995), but also explore the role that customizers (Firat and Venkatesh 1995) can play while they are interacting with employees to understand the possible psychological impacts of customer participation (Bendapudi and Leone 2003; Prahalad and Ramaswamy 2000). Kelly, Donnelly, and Skinner (1990) have suggested that customers be treated as partial employees to elicit their technical and functional quality input to the production process. Lengnick-Hall (1996) suggests that customers may influence quality by acting as co-producers. However, these studies are conceptual in nature. Further, the psychological consequences of customer participation have received little attention (Bendapudi and Leone 2003; Song and Adams 1993).

In this study, we propose that participative customers can also play an additional important role as external supervisors, and that such external supervisory behaviors are positively and significantly related to contact employees' job involvement. The results of the focus group interviews conducted in this study show that participative customers (i.e., taxpayers in this study) are perceived by contact employees as external supervisors in two ways. On one hand, if customers challenge the work outcomes of contact employees with appropriate expertise regarding the service they are to obtain (tax audits in this study), if they make contact employees identifiable by making continuing and repeated requests to the same contact employees, and if they can give concrete performance appraisals regarding the outcomes obtained by contact employees, then the employees, being in this kind of



interaction with participative customers, will perceive that the participative customers are behaving as supervisors. On the other hand, participative customers can also play a role as supervisors if they provide good feelings contact employees needs by accepting suggestions from the contact employees and making consequent changes, being polite and friendly, and giving positive performance appraisals, and hence making the contact employees feel supported.

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