



國立高雄應用科技大學
企業管理系碩士班
碩士論文

影響商店忠誠度之因素探討
-以商店承諾為干擾變數

Antecedents of Store Loyalty
- Store Commitment as a Moderator

研究生：曾映樺
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摘 要

過去探討有關影響商店忠誠度的因素之研究甚多，多數研究皆著重於探討公司聲譽、零售商店權益之影響性，鮮少探討這些因素是否影響顧客滿意度，進而影響商店忠誠度。因此，本研究將探討影響商店忠誠度之因素，並以公司聲譽、零售商店權益、顧客滿意度為前因變數，顧客滿意度則視為中介變數。另外，本研究加入商店承諾為干擾變數，來探討其對上述關係之影響。本研究以曾經去高雄家樂福的門市消費過之顧客做為研究對象。共發放問卷 212 份，有效回收問卷為 200 份。

在本研究在各個變數間之迴歸分析結果中發現：(1)顧客滿意度對於商店忠誠度有顯著正向影響；(2)零售商店權益對於顧客滿意度有顯著正向影響；(3)顧客滿意度在零售商店權益、公司聲譽及商店忠誠度之間具有完全中介效果存在；(4)公司聲譽對於顧客滿意度有顯著正向影響；(5)公司聲譽對於零售商店權益有顯著正向影響。根據研究結果，本研究提出相關建議以供業者作為參考。

關鍵字：商店忠誠度、顧客滿意度、零售商店權益、公司聲譽、商店承諾

Antecedents of Store Loyalty
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ABSTRACT

Prior studies mostly focus on the direct relationships among corporate reputation, retailstore equity and store loyaltywithout considering the influences ofcustomer satisfaction. Accordingly, to close this gap, this study empirically tests how corporate reputation, retailstore equity and customer satisfaction as antecedent variables to affect store loyalty, while viewing customer satisfaction as a mediating variable. Moreover, this study also investigates how store commitment acts as a moderating variable to influence the relations above.This study takes customers who have purchased goods in Kaohsiung Carrefour as samples. There were 212 official questionnaires distributed. After taking away the invalid questionnaires, there were 200 valid questionnaires returned.

After using regression analysis of data to verify the hypotheses, the following conclusions are drawn (1) customer satisfaction has a positive effect on store loyalty ; (2) retail store equity has a positive effect on customer satisfaction ; (3) customer satisfaction has a complete mediation effect on the relationships between retail store equity, corporate reputation and store loyalty ; (4) corporate reputation has a positive effect on the on customer satisfaction ; (5) corporate reputation has a positive effect on retail store equity. These findings provide significant theoretical contributions and managerial implications.

Keywords: Store loyalty ; Customersatisfaction ; Retail store equity ; Corporate reputation ; Store commitment

第一章 緒論

第一節 研究背景與動機

根據經濟部統計處之民國103年10月所出版的商業經營實況調查報告顯示:民國102年零售業因為百貨公司櫃位、換車潮、調整產品之組合以及綜合零售業的展店效應，營業之收入高達三兆八千五百七十四億元，相較於上一年增長了742億元，而年增率則為2.0%，占了整體國內生產毛額(GDP)的25.7%。民國102年零售業之銷售方向，外銷比重僅只占1.2%，其餘的全數內銷(占了98.8%)，其中銷售政府以及一般民眾占了82.4%居首，貿易批發零售商(占15.2%)為次之。民國102年零售業的銷售管道以門市銷售為主，占了 94.1%，網際網路電子銷售占了2.6%居次，直銷占了2.0%再次之。

綜合商品零售業為我國零售業比重最高的次類別產業，其競爭相當激烈；依其業態主要分為百貨公司、超級市場、連鎖便利商店以及零售式量販業共四大類。綜合零售業在零售業所佔之比重將近三成，高居第一。全台灣主要五大量販店分別有家樂福、大潤發、愛買、Costco、大買家。截至2014年4月23日為止量販店則以家樂福的70家最多，其次為大潤發的22家，位居第三的愛買則有19家，顯現國內連鎖加盟管理能力已具成熟。本研究的零售業量販店以家樂福作為主要探討之業者，是因其是歐洲最大的量販業集團，同時也是量販店 (Hypermarket) 之業態的首創者；1999年和普美德斯(Promodes) 合併之後，成為了歐洲第一、世界第二大之零售商。目前，在世界的29個國家與地區擁有了超過11,000多家的營運零售店，主要是以三種經營型態來呈現，分別為：折扣店、量販店以及大型量販店。在1987年，家樂福在台灣成立了台灣家福股份有限公司，台灣為家樂福在亞洲區設立的第一個據點，在

台灣，家樂福儼然已成為全台灣最大及分店數最多之連鎖量販店，也是首間在台灣完全展店的量販店，統計至2014年4月23日為止，在全台灣已經有70家的家樂福分店。

在零售業競爭越來越激烈之情形之下，零售商為了要滿足消費者不斷改變之需求，維持其競爭優勢及商店忠誠度是相當重要的。因此，有學者強調商店忠誠度是提高零售商能否成功與商店能永續經營的重要因素(Omar,1999)。零售商須不斷地與時俱進，創造能滿足顧客多樣化需求的產品或服務，並且要運用公司與商店策略來建立良好的零售業品牌聲望以及強化自身的競爭優勢，已是刻不容緩。

根據過去的文獻中發現，零售商像是星巴克日益增加投資包含他們的公
司聲譽與零售品牌(Pellet,2006)加強他們的無形資產和績效(Brown et al. 2006 ;
Jinfeng and Zhilong, 2009)和去吸引消費者(Nguyen and Leblanc , 2001)。那些
投資主旨在增強公司和商店的消費者知覺，但是Stanley and Sewall(1976)指出：
對於一家公司的知覺，可能是來自於個別商店(門市)的知覺。

公司聲譽被定義為由消費者來做零售公司的整體評價(e.g.,職責)，主要決定於公司的企業溝通 (Walsh and Beatty , 2007)。零售商店權益定義為在地方市場上，消費者對於零售商某家商店或門市的知覺，其由地方商店(門市)屬性來被判定(Hartman and Spiro, 2005; Yoo, Donthu, and Lee , 2000)。不過，消費者所知覺之零售商店權益，在每個連鎖商店(門市)各有所不同(e.g., Jinfeng and Zhilong,2009)。

早期的公司聲譽和零售商店權益概念是由Atkin (1962) and Stanley and Sewall(1976)所提出，近期是由Jacoby and Mazursky(1984), Ailawadi and Keller (2004), and Martenson (2007)等學者所討論，他們都在驗證零售連鎖企業像是

品牌、商店形象以及商店品牌之間的關係。Helgesen, Ivar Håvold, and Nesset (2010)以經驗表示在一個由上到下的關係方面，連鎖企業形象會正向影響商店形象。本研究探討公司聲譽和零售商店權益分別對商店忠誠度的正向關係，以及他們是否透過顧客滿意度對於商店忠誠度產生影響？本研究認為某一些商家的聲譽／權益是好的，顧客忠誠度不一定是高的，意即好的聲譽／權益不代表高的忠誠度，因此會有一些商家利用忠誠方案等方式來增加顧客滿意度，以提升忠誠度，因此，本研究就把顧客滿意度作為中介變數。

過去的研究中曾以承諾為干擾變數，如Fullerton (2014)證實規範性承諾 (normative commitment)正向干擾服務品質對於顧客忠誠度之影響，並建議業者發展顧客承諾，以提升公司相對於其他公司的競爭力，甚至可使公司表現優於只著重於提升服務品質之其他公司。因此，本研究將商店承諾作為干擾變數，探究其是否正向干擾公司聲譽與零售商店權益對於商店忠誠度之影響？期能補足以往研究所沒發現及延伸的學術缺口。

綜合上述，本研究貢獻在於：1. 探討公司聲譽與零售商店權益是否直接影響商店忠誠度？或須透過顧客滿意度影響商店忠誠度？2. 探討商店承諾是否干擾公司聲譽與零售商店權益對商店忠誠度的影響。針對研究之結果，本研究將會提出具體的建議，供國內零售業者參考。

第二節 研究目的

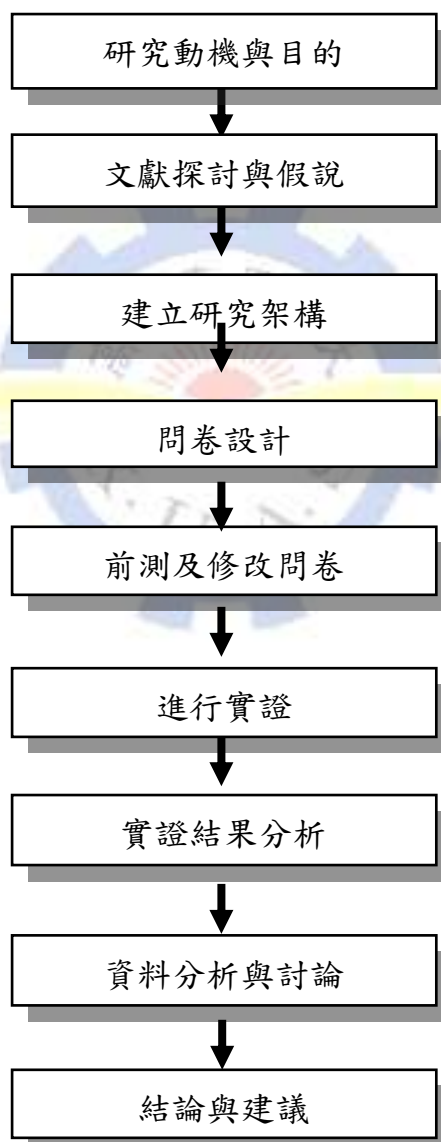
本研究主要在探討公司聲譽以及零售商店權益對商店忠誠度的影響、公司聲譽與零售商店權益透過顧客滿意度對於商店忠誠度的間接影響。此外，我們將商店承諾視為本研究的干擾變數，以期許藉著文獻探討、實地收集資料來做為實證研究之分析，加以提升商店忠誠度。綜合以上之觀點，欲探究之目的如下所述：

1. 探討公司聲譽、零售商店權益及顧客滿意度對於商店忠誠度之關係。
2. 商店承諾是否干擾公司聲譽與零售商店權益對於商店忠誠度之關係。



第三節 研究流程

本研究流程共分為9個階段，首先確認研究動機與目的後，並確定研究對象與範圍。確認研究目的與範圍後，便可進行文獻探討，以對各構念有初步的瞭解，進而建立本研究之架構及假設，最後則針對蒐集的資料進行統計分析並提出建議，如下圖所示：



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附錄 正式問卷

您好：

這是一份學術性問卷，目的在於瞭解「影響商店忠誠度之因素探討」。您的意見絕無對錯之分，請依照您的直覺與想法來填答。本問卷採無記名方式進行，問卷調查之資料僅供學術參考之用，絕不對外公開，請安心填答。

敬祝健康平安

國立高雄應用科技大學企業管理研究所

指導教授：王崇昱博士

研究生：曾映樺敬上

第一部份：家樂福量販店的購買情形

1. 請問您曾購買家樂福任何一間門市之商品？ 有(繼續作答) 否(跳題)
2. 請問您最常去的家樂福門市為何？ 十全店 鼎山店 愛河店 五甲店 鳳山店
成功店 澄清店 光華店 楠梓店

第二部份：針對家樂福及您所勾選的門市回答以下問題，請在適當的中打「√」：

	非常不同意	不同意	有點不同意	無意見	有點同意	同意	非常同意
1. 我相信家樂福總是滿足它對顧客的承諾	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. 家樂福有良好的聲譽	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. 我相信家樂福的聲譽是比其他公司還要好的	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. 家樂福此門市是一個強勢品牌	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. 家樂福此門市是一個知名品牌	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. 家樂福此門市是一個有吸引力的品牌	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. 家樂福此門市是一個獨特品牌	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. 我會承諾於與家樂福此門市的關係	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. 我會一直去維繫與家樂福此門市的關係	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. 我會非常專注於與家樂福此門市之間的關係	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. 家樂福此門市的商品/服務符合我的期望	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12. 我很滿意家樂福此門市的品質/價格比率	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13. 我是真的很滿意家樂福此門市	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14. 一般而言，我很滿意家樂福此門市	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

(請翻頁繼續作答)

	非常不同意	不同意	有點不同意	無意見	有點同意	同意	非常同意
15.一般而言，我很滿意家樂福此門市的服務	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
16.我確定會再次到家樂福此門市購物	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
17.比起其他零售商，我會在家樂福此門市購買更多的商品	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
18.我會推薦家樂福此門市給親朋好友	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
19.家樂福此門市提供多樣化的商品	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
20.家樂福此門市的商品擁有好品質	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
21.家樂福此門市的商品價格便宜	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
22.家樂福此門市的商品物超所值	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
23.家樂福此門市的裝潢佈置讓我感受到愉快的氣氛	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
24.整體而言，我對於家樂福此門市有好感	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
25.家樂福此門市的商品/服務對我而言是重要的	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
26.我在意家樂福此門市的商品/服務	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
27.家樂福此門市的商品/服務對我而言是實用的	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
28.家樂福此門市的商品/服務對我而言是重要的	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
29.家樂福此門市的商品/服務是值得我去注意的	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
30.對於家樂福此門市來說，我具有基本的商品知識	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
31.對於家樂福此門市來說，我具有較深入的商品知識	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
32.對於去逛家樂福此門市來說，我是很有經驗的	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

第三部份：個人基本資料

1. 性別：

男女

2. 年齡：

20歲(含)以下21~30歲31~40歲41~50歲51歲(含)以上

3. 職業：

農林漁牧軍公教人員資訊業製造業金融業

服務業自由業家管其他

4. 教育程度：

國(初)中(含以下) 高中/高職專科/大學研究所(含)以上

5. 每月所得：

20000元(含)以下20001~40000元40001~60000元

60001~80000元80001元(含)以上

《問卷到此結束，謝謝您的幫忙》