

A REVIEW OF SERVICE QUALITY RESEARCH IN REAL ESTATE

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摘要

- 主要在評論、統整住宅經紀業服務品質相關之研究，其強調服務品質在不同仲介業競爭中，扮演著重要的角色，目前的文獻研究集中於統一定義現今服務品質在仲介業中，代表的意涵。最後以後續建議作為結論。
- 美國房市目前正經歷最嚴重的一次蕭條(2010)，經紀業需適應快速變遷環境。提供傑出的服務，避免被汰換，成為經紀業的主流。



為何服務品質在不動產市場如此重要?

重視服務品質

- 買賣雙方意見受到重視而獲利
- 仲介業透過客戶的反饋進而提升服務品質，更容易成功滿足客戶需求

使多方獲益
市場更有效率

綜觀不動產市場服務品質之相關研究

- **Sirmans (1991)**

1. 研究了業主對物業管理提供的服務質量所採取的行動的影響
2. 通過專業人士的指定，有更高的租金
3. 討論專業證照對服務品質的影響

- **Johnson, Dotson, and Dunlap (1988)**

比競爭對手更具優勢的一個方法是提高向購房者和賣家提供的服務品質。

- **Dabholkar and Overby(2005)**

研究了服務過程、服務結果、服務質量和客戶滿意度，並評估四個概念之間的關係。過程和服務品質有關；結果和客戶滿意度有關



綜觀不動產市場服務品質之相關研究

- Seiler, Seiler, and Webb (2006)

1. 第一個確定個人購屋者特徵與公司整體服務品質評等相關
2. 只有重複買家是唯一於向其他人推薦公司時，有顯著性

- Seiler, Seiler, Winkler, Newell, and Webb (2008)

1. 研究與衡量服務品質相關的七個面向
2. 模型中的有形資產、可靠性、反應性和同理心具有統計學意義



服務品質的定義

- 品質定義為依據顧客所作之調整；產品品質被定義為依據顧客偏好所作之修正
- 服務品質比產品品質，難定義及衡量來的多
- Parasuraman, Zeithaml, and Berry (1985)對服務品質做出開創性定義 - 服務品質為服務達到或超出顧客期望的程度



服務品質的量測模型

- Seth, Deshmukh和Vrat(2005) 提出了19種概念服務品質模型，並確立了模型間的關係，並得出服務品質領域為順序發展，新的模型都是從舊模型中得出，其中的兩個模型為本篇討論重點。

1. SERVQUAL(P-E)

2. RESERV(Real Estate SERVice quality)



SERVQUAL(P-E)

- SERVQUAL量表是A. Parasuraman、Valarie A. Zeithaml及Leonard L. Berry（簡稱PZB）三位美國學者於1988年根據1985年提出的服務品質概念化模式，再做研究，抽樣及重新定義。將原有的10個構面加以純化，整合為5個構面，稱之為「SERVQUAL」量表
- 目的在量化潛在的服務品質的結構，以便企業能夠識別需要改進的領域
- Parasuraman，Zeithaml和Berry（1985; 1988）提出的「SERVQUAL」量表使用了22項問卷調查的工具來衡量服務質量



SERVQUAL問卷

- 五大構面分別為

可靠性 (Reliability) : 傳遞承諾

反應性 (Responsiveness) : 樂意幫忙

保證性 (Assurance) : 激發信任與信心

同理心 (Empathy) : 給予顧客個別化的對待

客製化有形物 (Tangibles) : 以實體代表服務

- 分為期望與感受兩部分

Exhibit 1 SERVQUAL Questions from Parasuraman, Zeithaml, and Berry (1988)

Expectation Questions

- E1. They should have up-to-date equipment.
- E2. Their physical facilities should be visually appealing.
- E3. Their employees should be well dressed and appear neat.
- E4. The appearance of the physical facilities of these firms should be in keeping with the type of services provided.
- E5. When these firms promise to do something by a certain time, they should do so.
- E6. When customers have problems, these firms should be sympathetic and reassuring.
- E7. These firms should be dependable.
- E8. They should provide their services at the time they promise to do so.
- E9. They should keep their records accurately.
- E10. They shouldn't be expected to tell customers exactly when services will be performed.
- E11. It is not realistic for customers to expect prompt service from employees of this firm.
- E12. Their employees don't always have to be willing to help customers.
- E13. It is okay if they are too busy to respond to customer requests promptly.
- E14. Customers should be able to trust employees of these firms.
- E15. Customers should be able to feel safe in their transactions with these firms' employees.
- E16. Their employees should be polite.
- E17. Their employees should get adequate support from these firms to do their jobs well.
- E18. These firms should not be expected to give customers individual attention.
- E19. Employees of these firms cannot be expected to give customers personal attention.
- E20. It is unrealistic to expect employees to know what the needs of their customers are.
- E21. It is unrealistic to expect these firms to have their customers' best interests at heart.
- E22. They shouldn't be expected to have operating hours convenient to all their customers.

Perception Questions

- P1. XYZ has up-to-date equipment.
- P2. XYZ's physical facilities are visually appealing.
- P3. XYZ's employees are well dressed and appear neat.
- P4. The appearance of the physical facilities of XYZ is in keeping with the type of services provided.
- P5. When XYZ promises to do something by a certain time, it does so.
- P6. When customers have problems, XYZ is sympathetic and reassuring.
- P7. XYZ is dependable.
- P8. XYZ provides its services at the time they promise to do so.
- P9. XYZ keeps its records accurately.
- P10. XYZ does not tell customers exactly when services will be performed.
- P11. You do not receive prompt service from XYZ's employees.
- P12. Employees of XYZ are not always willing to help customers.
- P13. Employees of XYZ are too busy to respond to customer requests promptly.
- P14. You can trust employees of XYZ.
- P15. You feel safe in their transactions with XYZ's employees.
- P16. Employees of XYZ are polite.
- P17. Employees get adequate support from XYZ to do their jobs well.
- P18. XYZ does not give you individual attention.
- P19. Employees of XYZ do not give you personal attention.
- P20. Employees of XYZ do not know what your needs are.
- P21. XYZ does not have your best interests at heart.
- P22. XYZ does not have operating hours convenient to all their customers.



SERVQUAL 在不動產領域的應用

- Johnson, Dotson和Dunlap (1988) 首先對房地產經紀業進行研究，發現房地產經紀業服務品質的衡量與一般服務品質的衡量具有相似的五大構面，但排名順序不同
- McDaniel和Louargand (1994) 根據SERVQUAL設計了一項調查，發現不動產經紀人提供的服務無法滿足顧客期望，且非獨一無二之服務提供商。又買方比賣方更有機會留在原市場，但若無法提供高質量的服務，則不能確定買方是否願意留下。



RESERV(REAL ESTATE SERVICE QUALITY)

- 雖然SERVQUAL工具旨在應用於許多服務行業，但Babakus和Boller（1992）以及Vandamme和Leunis（1993）認為該量測工具並不容易推廣於各服務業中。
- arman（1990）認為可以於特定服務行業中添加新項目和因素。
- Carman（1990）以及Parasuraman，Berry和Zeithaml（1991）都表示，只有正確措辭的問題應該用於該量測工具。



RESERV (REAL ESTATE SERVICE QUALITY)

- Nelson和Nelson (1995) 作了前述的改進，並以SERVQUAL為基準來開發名為RESERV的新量測工具
- RESERV改編自SERVQUAL，通過衡量住宅房地產服務的服務品質來滿足對住宅房地產經紀行業的要求
- 進行兩階段測試
 1. 將項目改寫為能夠套用於房地產行業
 2. 最終減少至31個問題與7個構面(五個與SERVQUAL相同，新增兩個)
 3. 七個構面是有形的，可靠性，響應性，保證，同理心，專業性和可用性
 4. 最後，該工具衡量所收到服務品質的總體評級以及被訪者是否會向其他人推薦該公司



Exhibit 2
RESERV Questions from Nelson and Nelson (1995)

Expectation Questions

1. Real estate firms should keep clients informed about matters of concern to them.
2. Real estate agents should be easy to contact by telephone.
3. Real estate firms should use up-to-date technology.
4. Clients should not have to wait a long time for results.
5. Clients should feel safe in their transactions with real estate agents.
6. Real estate agents should be instrumental in getting the best purchase price for a home.
7. Real estate firms should be dependable.
8. Real estate agents should always be willing to help clients.
9. Real estate agents should receive adequate support from their firms to do their jobs well.
10. Real estate agents should be available at hours convenient to their clients.
11. The commission or fee charged should be in keeping with services provided.
12. Real estate agents should give clients personal attention.
13. Real estate firms should provide their services at the time they promise to do so.
14. Real estate agents should have extensive training and education.
15. Real estate firms should respond to client requests promptly.
16. Clients should be able to contact a senior broker in a real estate firm without difficulty.
17. Properties should be well advertised by real estate firms.
18. Real estate agents should be aggressive on their clients' behalf.
19. Real estate offices should be conveniently located.
20. Real estate firms should protect their clients' interests and well being.
21. Clients should be able to trust a real estate firm's agents.
22. The size of a real estate firm should be appropriate for the services offered.
23. Real estate agents should make every effort to understand the needs of their clients.
24. A real estate firm's agents should be knowledgeable.
25. Clients should not have to wait to get appointments with real estate agents.
26. Clients' dealings with real estate firms should be very pleasant.
27. Real estate firms should tell clients exactly when services will be performed.
28. Real estate firms should keep accurate records.
29. Real estate offices should be visually appealing.
30. Real estate agents should make suggestions about how to best search for a home to purchase.
31. Real estate agents should be reputable.

Ultimately Eliminated Expectation Questions

32. Real estate agents should dress in a professional manner.
33. Real estate firms should be affiliated with nationally known firms.
34. Real estate firms should have a good reputation in the community.
35. Real estate agents should be polite.
36. Real estate agents should never talk down to clients.

Perception Questions

1. Your real estate firm kept you informed about matters of concern to you.
2. Your real estate agent was easy to contact by telephone.
3. Your real estate firm used up-to-date technology.
4. You did not have to wait a long time for results.
5. You felt safe in your transactions with your real estate agent.
6. Your real estate agent was instrumental in getting the best purchase price for your home.
7. Your real estate firm was dependable.
8. Your real estate agent was always willing to help you.
9. Your real estate agent received adequate support from his/her firm to do the job well.
10. Your real estate agent was available at hours convenient to you.
11. The commission or fee charged was in keeping with services provided.

Exhibit 2 (continued)
RESERV Questions from Nelson and Nelson (1995)

12. Your real estate agent gave you personal attention.
13. Your real estate firm provided services at the time it promised to do so.
14. Your real estate agent had extensive training and education.
15. Your real estate firm responded to your requests promptly.
16. You could contact a senior broker in your real estate firm without difficulty.
17. The property you purchased was well advertised by your real estate firm.
18. Your real estate agent was aggressive on your behalf.
19. Your real estate firm's office was conveniently located.
20. Your real estate firm protected your interests and well being.
21. You could trust your real estate agent.
22. The size of your real estate firm was appropriate for the services you received.
23. Your real estate agent made every effort to understand your needs.
24. Your real estate agent was knowledgeable.
25. You did not have to wait to get appointments with your real estate agent.
26. Dealings with your real estate firm were very pleasant.
27. Your real estate firm told you exactly when services would be performed.
28. Your real estate firm kept accurate records.
29. Your real estate firm's offices were visually appealing.
30. Your real estate agent made suggestions about how to best search for a home to purchase.
31. Your real estate agent was reputable.

Ultimately Eliminated Expectation Questions

32. Your real estate agent dressed in a professional manner.
33. Your real estate firm is affiliated with a nationally known firm.
34. Your real estate firm has a good reputation in the community.
35. Your real estate agent was polite.
36. Your real estate agent never talked down to you.

RESERV 問卷

- Nelson和Nelson (1995) 發現RESERV適用於衡量住宅房地產經紀行業的服務質量，而且該行業與其他服務行業並無獨特差異
- 發現所有構面在確定整體服務質量以及受訪者是否會向朋友推薦公司方面都具有重要意義，進一步建議未來的研究，根據需要應用RESERV和修改
- 雖然工具顯示出巨大意義，但作者表示，在將其視為行業標準之前，應該在其他地理區域進行測試，這將使研究人員能夠概括發現外部有效性。



RESERV (REAL ESTATE SERVICE QUALITY)

Seiler, Seiler, Arndt, Newell和Webb (2010) 進一步重新確定了RESERV量表。

- 發現七構面量表具有更好的預測能力，但與使用單一維度“專業性”相比，缺乏簡約性
- 第一個比較測量服務品質三種方法的研究
 1. 對服務品質的感受
 2. 給定期望的服務品質的感受
 3. 傳統感受減去預期差距



發現僅對服務品質的感受量測，在房地產行業中效果最好，因為房地產行業的決策很複雜且通常很長




其餘房地產服務品質研究

- Seiler, Webb和Whipple (2000) 研究了服務品質在多大程度上影響購房者再次使用公司 (重複聯繫) 並向其他人推薦公司, 並找到了重要的關係。並建議使用具有更可靠和有效的其他工具 (如RESERV)。量測工具越好, 企業能夠做出更準確有效的營銷決策。
- Johnson, Dotson和Dunlap (1988)
 1. 房地產的服務品質決定因素與其他服務行業基本相同, 但由於客戶和服務提供商之間的持續互動, 房地產服務涉及高度客制化, 因此, 行業服務品質決定因素可能不適用於住宅房地產經紀業務
 2. 購房者的預期服務和感受服務之間的重要性等級順序存在差異。



其餘房地產服務品質研究

- McDaniel和Louargand (1994) 以及Zeithaml, Parasuraman和Berry (1990) 發現，除了有形物之外，所有構面的真實感受都遠遠低於預期。
- McDaniel和Louargand (1994)
 1. 房地產的服務品質決定因素與其他服務行業完全相同，且等級順序亦相同
 2. 房地產經紀人未能滿足客戶期望的比率與其他服務業大致相同
 3. 房地產行業與其他服務行業沒有什麼不同



Nelson和Nelson (1995) , Seiler, Seiler, Winkler, Newell和Webb (2008) , 以及Seiler, Seiler, Arndt, Newell和Webb (2010) 提供了支持，雖然可能存在一些維度差異，但看起來房地產與其他服務行業相似



科技對房地產服務品質的影響

- 互聯網是一個效率創造者，允許買家在幾個小時內看到數百個房產，因此，在經紀人介入之前，該過程的大部分不確定性和挫敗感都會被克服。這導致更高的滿意度
- Parasuraman，Zeithaml和Berry(1985; 1988)以及Garretson和Clow，(1999)“有形物”指的是企業對技術的使用、企業的外觀、企業員工、設備以及企業的廣告效果。互聯網算是一種技術運用，而互聯網是否有3D環繞、圖片屬性是否詳盡、是否提供足夠信息，則是客戶對於互聯網評價的要點



科技對房地產服務品質的影響

- 有形物亦包含企業建築外觀，而建築物可能在公司網站上顯示，這是互聯網搜索者的另一個第一印象
- “響應性”指的是願意幫助顧客並提供迅速的服務確實性（Parasuraman, Zeithaml和Berry, 1985,1988;以及Garretson和Clow, 1999）。在這方面，使用互聯網可以使購房者快速找到信息。此外，與那些很快厭倦消費者的代理人不同，這些消費者花費無數時間搜索和探索各種選擇，計算機具有無限的耐心（Strauss and Frost, 1999）。



後續研究建議

- 量測住宅房地產行業的服務品質是必要的（Johnson，Dotson和Dunlap，1988; Nelson和Nelson，1988,1991,1995; McDaniel和Louargand，1994; Seiler，Webb和Whipple，2000; Webb，2000;和Seiler，Seiler，Winkler，Newell和Webb，2008）。
- 目前住宅房地產行業的服務品質研究成果具有一定價值，然而需要進一步研究更大和更多地理位置的市場，繼續應用SEM等複雜方法，以提供顧客所需但仍未被提供的服務
- 住宅房地產經紀行業變化多端，因此研究不同維度和個別問題十分重要，衡量工具亦應保持動態，與行業變化一致
- 對購房者的持續研究及三種不同的服務品質量測工具很重要
- 房地產服務品質的研究於未來是一個可行的領域



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THANK YOU

