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**Service Management in Chinese Perspective:
The Chinese dimensions of service quality and
the customer-provider relationship**

Mid Term Paper

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1. INTRODUCTION

We are easily exposed to service shock and acculturation due to the movement of the world's population. According to the International Organization for Migration (IOM), the organization within the United Nations system producing the migration report, there are more than 281 million migrants globally, which is 3.6% of the world population (*World Migration Report 2022, 2020*).



When globalization has been around for years, most of us are used to seeing the differences in cultures and customs around the world. However, when it comes to service encounters between people from different backgrounds, we may feel overwhelmed. This is because there are a lot of things that we take for granted that may not be understood by people who come from different cultures. ~~Which is,~~ acculturation, the process of adapting to a new environment and adopting its norms, values, and practices (Abraído-Lanza et al., 2006). In addition, it refers to changes that occur as a result of the contacts between people of differing cultures (Gibson, 2001).

No this is an intercultural service encounter

Bring later - Explain ICSE first

The Hofstede insights statistic shows that the factors, like power distance, individualism, masculinity, uncertainty a orientation, and indulgence, compared to everyone from erent values from Chinese and Western guys. For example, ness with someone

You should be able to go beyond Hofstede. See papers we have read in class e.g., Culture and cognition

What about girls?

from another country, then you should expect that they might have different standards than us. This can lead to shock and confusion when someone does something outside of what you were expecting them to do or how they expected you would react. These unexpected reactions can **lead us** experience was **maybe - or maybe good!** it was just misunderstood by the customer.

The shock of interacting with people from different cultures is a common experience in our society. This happens when **Yes - you have this here but it needs to be earlier Who is the main citation? Strauss (author)** people who have different backgrounds and beliefs. There are many reasons why this happens, but the most important reason is that each culture has their own standards and values. These differences can lead to misunderstandings between employees who have different cultural backgrounds and expectations when interacting with customers or clients.

In this paper, the objective of the cases that have gone through service shock and accident is **Clearly layout the objectives. The objective(s) of this paper are . . .**

Service Quality Western vs. Chinese

In Parasuraman's (1985) study, service quality was categorized into five dimensions: reliability, responsiveness, assurance, and empathy. (A. PARASURAMAN et al., n.d.) **Why are you talking about service quality here. You need to explain so that the reader can understand**

Something weird
Check
n.d., is no date

Format - check
their paper on one
way to handle this

Tangible: Physical facilities, equipment, and personnel

Reliability: Legibility to perform the promised service dependably and accurately

Responsiveness: Willingness to help customers and provide prompt service

Assurance: Knowledge and courtesy of employees and their ability to inspire trust and confidence

Empathy: Caring, individualized attention the firm provides its customer

In (St you need to use
the "supress
author" function in
Zotero) Interpersonal service quality of the Chinese:

determinants and behavioral drivers - service quality categorized Chinese service

quality into six dimensions: Professionalism (專業), Sense of Sincerity (誠意),

Comfortableness (自在), Chin-Chieh (親切), Active Service (主動), Respect (尊重)

Professionalism 專業: The sense that employees' are able prepared and serious while also orienting customers towards co-creating service in a socially appropriate manner

Sense of Sincerity 誠意: Why the repeat The sense of employees' dedication towards service delivery.

Comfortableness 自在: Customers' feelings of being at ease and free of stress.

Chin-Chieh 親切: Feelings of warmth, familiarity and closeness with the service provider.

Active Service 主動: Impressions of employees' ability to observe & decode needs

so the response is apparently unsolicited but sensitive

Respect 尊重: Impressions of not being treated as insignificant

Cultural intelligence

To let the customer more used to the intercultural from the service, and to eliminate the uncertainty caused by intercultural. People should recognize Cultural

intelligence in four areas: **period at end of sentence - after the citation** Meta-cognitive CQ, is defined **is this a quote - it should be** high-order mental process and as the capability to recognize other cultural preferences

and understand information. (Ang & Dyne, 2015) Individuals with high meta-

cognitive cultural intelligence have mental processes that let them know when and

how to apply their knowledge of cultural concepts (Ang et al., 2007).

Where is first?

The second, Cognitive CQ, reflects general knowledge and the structure of cultural knowledge. A person's knowledge of culture influences his or her thoughts and behaviors. People with higher Cognitive CQ are better equipped to interact with people from different cultures (Ang et al., 2007).

Thirdly, Motivation CQ, shows the individual's ability to focus attention on learning and functioning in different cultural contexts (Ang et al., 2007).

Consequently, an individual with higher Motivational CQ is more likely to be able to adjust to an unfamiliar culture as they will be motivated to meet challenges in the new

environment.

The fourth type of CQ is Behavioral CQ, defined as ability to respond appropriately to culturally diverse situations via appropriate verbal and nonverbal actions (Ang & Dyne, 2015). An individual may be more easily accepted by the associated group when appropriate interactions are demonstrated through word choice, tone, gestures, facial expressions, and body language (Ang et al., 2007).

Considering these four factors together can aid individuals in navigating and understanding unfamiliar cultures, as well as adapting their behaviors for successful performance in culturally diverse situations (Earley & Ang, 2003).

Your paper is about inter not in culture experiences

You need to explain what is happening here. Who is "I" How is this intercultural? What is the goal of these (potentially) interesting cases?

2. INCULTURAL ENCOUNTER SERVICE EXAMPLE

Case 1:

There was once I went to a restaurant in Taiwan, and the menu while kneeling on the floor, which shocked me a lot because in most of the places I have been, servers stand still or bend over to talk to customers.

It is common for servers to keep their eye contact with customers. In my culture, it is common to offer food and drinks to show their respect but kneeling down seems disturbing. When I was working in a restaurant in the US, I always stood up when customers were seated and took their order.

I would divide your cases into parts e.g., Case story - what happened Culture shock - what was disturbing (probably short) Potential acculturation - how you tried to make sense of what was happening

Growing up in Hong Kong and studying in the U.S. for a few years, my knowing of kneeling on the floor is a powerful gesture to show respect. I think the training of the restaurant is trying to show their *sincerity*. But talking to customers while kneeling much as it makes them look like they are inferior in some way. I think the staff are trying to demonstrate professionalism and sincerity (add citation to my paper - then I know what you mean by these terms) able with the server kneeling and talking to me, so I tried to and bend over to listen.

Case 2:

When I first moved to Taiwan, I didn't know anyone and didn't know where to go or what to do. One day, when I was wandering for lunch, I saw a small noodle shop that looked clean and nice and decided to have my lunch there.

After that time, I always go to that noodle shop for food because I don't know what to eat. The shop owner is really *chin-chieh* and talks with me every time. After having lunch there several times, the shop owner knows exactly what I want (because I always order the same noodle and soup), and she will prepare it for me before I say anything. The active service shows that she remembered my previous orders and I am happy about it.

While eating in the noodle shop, we always talked and when the shop owner knew that I was from Hong Kong and moved to Taiwan by myself, she always

prepared extra food and fruits for me. I feel comfortable eating in the noodle shop.

After I moved, I still go back and visit the noodle shop every time I go near that area.

With my experience in different countries, there is no places like Taiwan (especially the Southern Part) that people are nice and care about others. Shop owners build up the *guanxi* with customers and this ^sis surprised ~~to~~ me.

Case 3:

One time I had been to the pastry shop, they had provided the food sampling to offer customers a taste without limitation. The size of the sampling is $\frac{1}{4}$ of the cake! I can tell how *sincere* they are from the sampling. Not only providing the cake sampling, but they also introduce two kinds of tea which match different cake flavors.

When I talked to the server that provided the sampling, she told me that they are all trained for tea and pastry knowledge, which I think are *professional* and I ended up purchasing some tea and pastry for my family after I tried the samplings in the shop.

I have talked to some of my classmates and met some customers from other countries during work. Most of them shared with me that their countries did not offer food sampling, or they will only give a tiny piece for tasting, so they feel unbelievable when we bring them to places with the unlimited sampling refill.

Case 4:

Styles . . . :(

When I went back to Hong Kong, I had the feeling of an
went out for lunch. During the rush hour in Hong Kong, you
strangers in a short distance for food, but in the U.S., no one
if we just have one or two people sitting at a four-people table
yelled the table number and asked the customers to walk fast
waiters are not respectful and make me feel uncomfortable. I
treat anyone as a human being.

Now you have
made things even
more complex!
Yes this is a
phenomena - (the
shocks
experienced by
someone returning
to their home
culture after an
extended period
away). Add this
one at the end.
Explain how it is
distinct from the
others.

There was once when I was eating my lunch, the stranger's elbow hit my arm
accidentally and he apologized immediately. But he didn't seem embarrassed at all
and continued eating without saying anything more than "sorry". At that moment, I
realized it is common in Hong Kong and it's a part of its culture.

Case 5:

When I was in the U.S., I had worked in the largest home improvement retailer
in the U.S. as a customer service specialist for a while. The company provided the
service in return if you weren't happy with the product. There was no limit on how
long you could take to decide whether it would work for you, and there was no
penalty for returning something before finding out if it works for you. This shows
their *reliability*, and *responsiveness* that the products can always be returned in a
speedy process.

Despite the return policy, all the new employees need to have a store tour, and remember all the products in different aisles, in order to direct customers to find the products they need.

I have worked in Hong Kong, Taiwan, and the U.S., the job I had in Hong Kong and Taiwan usually do not have a SOP in training but only following the supervisor's orders. But in the U.S., I have worked for two jobs, and they both have a few days for training, to make sure we can provide the great service to the customers.

The working experience there made me realize that customer service is an important part of a company, to show the value and professionalism of a company. It shows that we are committed to providing the best possible experience for our customers.

3. ANALYSIS

As the result of the present study (Lin et al., 2012) confirmed the positive

significant effects of the three dimensions of CQ, such as Cognitive CQ, Motivational

CQ, and Beh

past studies (

figure out the

practices, and

?
You are not Lin et al.
This whole section is junk. It makes zero sense.
In your paper focus on clarifying key concepts: ICSE, culture shock and acculturation (and with this cultural intelligence).
What is each? How do they work?
Then when you come here explain your cases by relating to these concepts.
e.g.,
Cases one to four all show a customer from one culture (Hong Kong) being exposed to service in another setting (e.g., the USA or Taiwan). Therefore all of these qualify as ICSE (Strauss....).
Our experiences show culture shock when . . .
Our experiences show acculturation . . . :) You have learned or acculturated to Chinese service or US service by learning SQ models, right?

Its of

itive CQ

norms,

onal CQ

is a vital attribute of individuals who are motivated to learn about new cultures and are self-efficacious about their cultural adaptive abilities, and who, therefore, adjust better to foreign study and overseas life as well.

4. CONCLUSION

Your conclusion is sending mixed messages. Are you focus on service quality or ICSEs?

After learning the SERVQUAL model, we have better understanding in the differences between Chinese and Western service expectations and perceptions. In most of our cases, in Taiwan, people are more focusing on Guanxi and being Chin-Chieh to the customers. But in Hong Kong (which is a place with mixed cultures) and the U.S., the service quality is more about reliability.

In addition, with the study that people who are more highly motivated are more willing to show the actions of verbal and nonverbal exhibited by words, tones, gestures, facial expressions, and body language. This helps individuals to achieve acceptance more efficiently with the associated group and to develop better interpersonal relationships in a cross-cultural context (Lin et al., 2012).

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