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Opportunities and Challenges for Leveraging Universities Administrative Service:

A Study on the Mechanism of Service Quality Management

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摘要

大學是廣義政府公共服務的一環，有關大學行政服務品質的議題，雖重要卻長期被公共行政與教育領域學界忽略。本文為探索性研究，旨在探討大學行政服務品質的內涵、大學是否應該及如何投入其行政服務品質的衡量，並嘗試研提解決之道。作者先透過文獻及次級資料分析法，綜整理論與實務觀點，釐析大學行政服務品質之內涵及其衡量之重要性，並初步了解大學實施服務品質衡量之現況、可能遭遇問題及因應之解決方法；再採用個案研究法，鎖定某所定期辦理行政服務品質衡量已達十年以上的國立大學，透過深度訪談進一步獲得實徵資料的交叉檢視與確認。研究發現大學實施行政服務品質衡量可能遭遇的問題，主要包括大學投入意願與動機缺乏、衡量的合宜性、準確性與跨校比較的公平性爭議，及衡量結果運用的效用待強化等三個癥結。研究最後並研提出五點建議，以支持並落實我國公立大學行政服務品質的衡量。期待本文能引發更多後續研究，為大學建立服務品質管理的架構，並蒐集足夠的經驗實證資料作為未來政府或學校層次改革的實務知識基礎。

關鍵詞：高等教育、大學行政、公共服務、服務品質管理、品質衡量機制

Abstract

Universities are part of the governmental public service delivery system in its broadest sense. However, the issues of administrative service quality in universities are rarely discussed. This exploratory study aims to investigate what the contents of university service quality are, whether universities should be involved in it, and how to measure it. Through secondary data analysis and face-to-face interviews, the authors first collect government documents to understand the status quo of how public universities are managing their service quality with special focus on how they measure service quality in universities. Then they select a public university to be the case study where details of quality service administrative activities are collected through documents and in-depth interviews for data triangulation.

Through the findings, they explore the problems in improving university service quality mechanism which includes how to motivate public universities to improve service quality, how to select service quality committee members, which quality criteria should be included, and what to do with the evaluation outcomes. Recommendations are given to improve service quality measurement and management in Taiwanese public universities. This research is expected to stimulate more follow-up studies to not only build up service quality management theories for universities, but to also collect enough empirical evidence to serve as the practical knowledge base for further reform efforts, regardless of it being at the ministerial or school level.

Keywords: higher education, university administration, public service, service quality management, quality measurement mechanism