A Study on the Effect of Employment Service Encounter with the Relationship Quality as a Mediator on the Word-of-mouth

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Abstract—In the current employment market, with the rise of the job banks, members of the employment service systems are diversified and face fierce competition. In order to stand out in the job market, one must be committed to improving service quality and promptly establishing a positive reputation via social networks and customers' word of mouth. This study explores the effects of employment service encounters on service reputation by using relationship quality as an indicator. According to Blau's social exchange theory (1964), and the concept of relationship quality is divided into two types: quality of economic exchange-based and quality of social exchange-based relationships. An assessment of service quality was conducted using customer satisfaction, trust, and service commitment as assessment indicators. This study based on the general public who has more than three job-seekers in Taiwan, uses SPSS 20.0 and AMOS 20.0 to verify the analysis. Finally, it gives some policy recommendations accordingly.

Keywords—employment service; service encounter; relationship quality; word-of-mouth

I. INTRODUCTION

According to "World Employment and Social Outlook in 2017" published by the International Labor Organization (ILO), the report points out that since the global financial crisis, the global total unemployment is constantly rising. The European debt storm contributes to its worsening trend with the global unemployment in 2016 reaching 198 million, 28 million higher than that before the global crisis, and the global employment environment has been worsening as a lingering nightmare. After the Second World War, the ILO began to promote employment services in ahead, and the countries gradually plan the overall employment service policy with the integrated thinking of this program. And Taiwan region also complies with international trends to the implement three-in-one employment service process. This study explores the best service attitude and professional ability that the employment service staff should have at the key moment of interaction between job seekers and job match-making platform in order to give full play to the human resources and make manufacturers find suitable employees in the labor market in employment process, so that they can create price quality for customers and meet

their job needs to create a positive word-of-mouth for their own job matching platform.

II. LITERATURE REVIEW

A. The Definition of Employment Services and the Related Researches

The concept of "Employment Service" was first used by the United Kingdom. After the Second World War, the British Government stated that it was "National Employment Service" and used up to now. Most countries in the world now use the term "Employment Service" (Chen Guojun, 1979).

The International Labor Organization (ILO) has its different view on employment services, of which the definition is as follows: "The government purposely chooses to adopt the measure of intervening in job market for achieving the objectives of social equity and economic efficiency, including the provision of job opportunities and the promotion of the employ ability of disadvantaged labor in the market". For the unemployed or those about to be unemployed, the meaning of employment services is seen as a "Pushing Force" that can make the unemployed return to the labor market (Li Jianhong, 2008).

Weakening of the economy has led to a further rise in global unemployment, so more and more attention has been paid to employment services, and some scholars have begun to study the employment services and gradually clarify the concepts related to employment services. Cheng Zhiyue (2000) has a similar view that deems the meaning of employment services is engaging in placement between seeking talent and seeking job, and achieving the purpose of full employment through the provision of information, consultation service and friendly interaction. And Li Gengpei (2002) points out that the positive significance of employment services is strengthening the organization of employment market according to its unique professional function, effectively grasping the supply and demand of human resources, and quickly conveying professional information, so that job seekers won't fail in finding a job because of ill-informed professional information. Therefore,

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synthesizing the study of the above scholars, the main function of employment services is matching of supply and demand of the manpower, and promoting social progress and economic development.

B. Overview of Employment Services Encounter

"Employment Service Encounter" is a new term in this research, which means: "In order to enable the labor force in the labor market to be fully utilized and the manufacturer to find suitable employees, the moment of interaction between job seekers and job matching platform is an important key to influence the assessment of the satisfaction towards employment services from job seekers in the process of employment service."

1) Interpersonal employment services encounter: Before the network technology gets involved in employment services, traditional employment service encounter mostly relies on "personnel interaction". According to the results of the visit, it shows that the shortcoming is the unpopular service station, which leads to poor convenience and failure in providing real-time customized services, affecting the efficiency. Different service personnel have different service quality.

2) Technological employment services encounter: With the advent of the Internet technology era, the vigorous development of information technology has changed the interaction between employers and employees. The introduction of technology makes the concept of employment services encounter gradually change. Employment service procedure can be implemented accurately and efficiently through information technology and technological employment services encounter based on technology can replace interpersonal employment services encounter in some ways to a certain extent.

C. Overview of Social Exchange Theory

1) Social Exchange Theory: Homans (1958) first proposes social exchange theory at individual level, and then Blau (1964) applies the theory to practice, extends it to the general level and stresses the importance of norms, i.e., the social system and the exchange behavior between formal organizations.

Since Blau proposed the Social Exchange Theory, many researchers have adopted this theoretical view. Blau suggests that any exchange relationship in the organization can be divided into two types of transactions, namely Economic Exchange Relationship and Social Exchange Relationship. In the economic exchange relationship, the transaction type between people focuses on the assessment of immediate interests, while in the social exchange relationship, the establishment of the relationship between people has got out of the criteria of economic evaluation, and on the contrary the key to shaping the transaction relationship lies in the quality of interaction between each other.

2) Economic Exchange Viewpoint and Social Exchange: From the theoretical analysis in previous section, Blau has

summed up two types of transactions. Geyskens and Steenkamp (2000) suggest that the satisfaction of both parties can be divided into two parts: economic satisfaction and social satisfaction. The term "economic satisfaction" means that "the assessment of economic output after cooperation between marketing channel members and channel partners, such as market share, sales, etc.", which is an economic exchange viewpoint; "social satisfaction" means "evaluation of Members of contact and interaction of channel members and trade partners", which is a social exchange viewpoint. This study, based on the study of Das and Teng (2001), discovers that the trust of both parties can be divided into two parts: ability trust and goodwill trust. It considers that "ability trust" refers that one party can complete an action according to the request and expectation of the other party, which can be used as a reference base for measuring the relationship quality of economic exchange viewpoint while "goodwill trust" means that one party trusts the other out of goodwill and it can be used as a reference base for measuring the relationship quality of social exchange viewpoint.

D. The Definition of Relationship Quality and the Related Researches

1) Definition of relationship quality: Levitt (1986) suggests that Relationship Quality is a combination of intangible value and can affect the outcome of future transactions between buyers and sellers. Crosby et al. (1990) first proposes a series of relations quality model to explain how the relationship quality that customer perceives affects the interaction between company and customer as shown in "Fig. 1". The study mentions that the professionalism of the service staff has a positive impact on the relationship quality. Thus we can see that the quality of service is a necessary condition for the relationship quality.
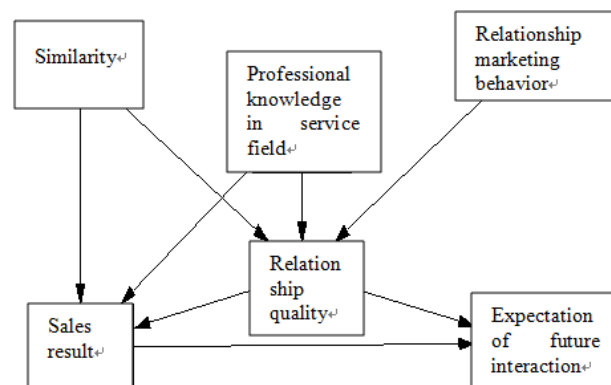

Fig. 1.   Model of relationship quality.

The relationship quality is often defined as the quality of "relationship marketing". It is often cited as a guideline of the evaluation of customer relationship management quality in service in academic research. Although this study has no implication of marketing management, it is the only choice to choose its satisfaction, trust and commitment as the evaluation dimension of mediating effect.

2) Relevant researches on relationship quality: Crosby et al. (1990) explores the "relationship between insurance salesmen and customers" from the perspective of social interpersonal relationships. He thinks the relationship quality that customer perceives will affect the opportunity of continuous interaction between customer and the salesman in the future, and this opportunity is subject to the similarity and expertise of salesman and customer as shown in "Fig. 2".
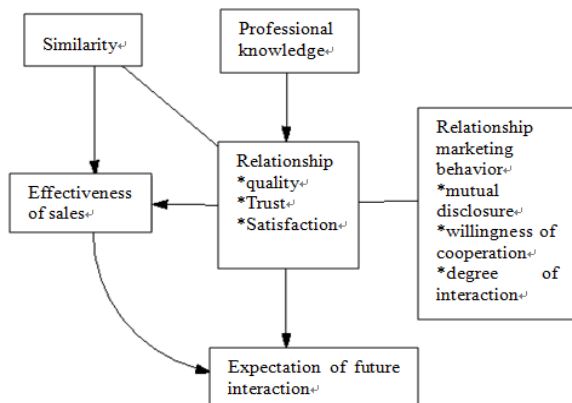

Fig. 2.   Model of relationship quality of Crosby et al.

Smith (1998) explores the impact of similarity on relationship management and relationship quality taking purchasing staff and representatives of supplier business as the object of study. The result shows that the similarity between the buyers and sellers in the life stage, gender, cultural background, work attitude and personality have different effects on the relationship investment, open communication and relationalism, and the similarity will indirectly affect the relationship quality through relationship management as shown in "Fig. 3".
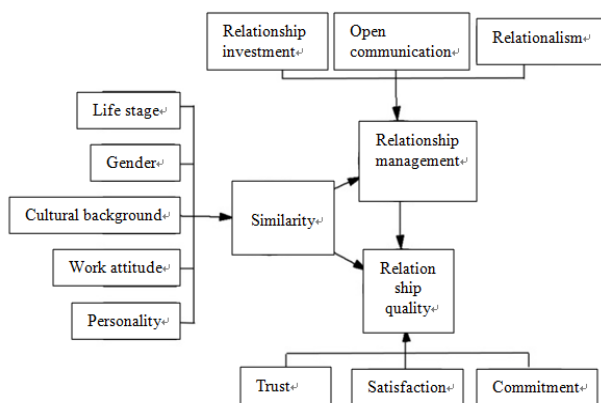

Fig. 3.   Model of relationship quality of Smith.

Kim and Cha (2002) study the cause and effect of relationship quality by taking 12 five-star hotels in Seoul as samples. The result shows that customer orientation, relationship orientation and characteristics of service provider have a positive impact on the relationship quality.

Hennig-Thurau et al. (2002) propose an integrated model of the results of relationship marketing as shown in "Fig. 4".

The study aims to explore the relationship between the relationship benefit and the results of relationship marketing, and takes relationship quality as the intervening variable. The results show that confidence benefit and social benefits will affect loyalty, while the impact of special treatment benefits on loyalty is not significant; confidence benefit will affect satisfaction, but the impact of it on commitment is not significant; social benefit and special treatment benefits will affect the commitment, but they have no direct effect on satisfaction; satisfaction and commitment in the relationship quality have significant influence on the results of relationship marketing, and have good mediating effect in this model.
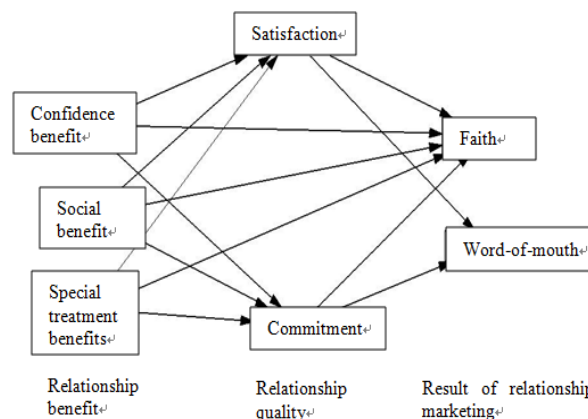

Fig. 4.   integrated model of results of relationship marketing.

E. Positive Word-of-mouth

Word-of-mouth as a common social phenomenon widely exists in daily life and has been recognized as the most important source of communication among consumers (Derbaix and Vanhamme 2003). The term word-of-mouth firstly appeared in the literature that can be traced back to the "The Web of Word of Mouth" published by Fortbert in Fortune magazine in 1954. By 1955, Katz and Lazarsfeld's book "Personal Influence" had a very deep and insightful analysis of the concepts including interpersonal communication and individual influence. Since then, word-of-mouth has been cited by many researchers.

In 1957, Brooks publishes the Word of Mouth Advertising in Selling New Products in Journal of Marketing, which firstly discusses the phenomenon that word-of-mouth is in the consumer network, and then the term word-of-mouth has inseparable relationship with the words related to marketing such as "advertising", "Selling" and "Products". (Arndt, 1968; Woodside and Delozier, 1976; Holmes and Lett, 1977; Dodson and Mullerj, 1978)

Engel, Kegerreis, and Blackwell (1969) explore the word-of-mouth communication of innovators from the perspective of the mediator.

In 1983, Richins proposes the definition of exploratory study of negative word-of-mouth is telling at least one friend or family the unsatisfied using experience of a product.

Many of the articles in 1990s explore a number of issues on marketing and consumer behavior based on the view of negative word-of-mouth (Singh, 1990; Smith and Vogt, 1995), so that the positive and negative word-of-Mouth issues become the mainstream in 1990s.

In recent years, with the progress of network technology, a variety of information platforms and network communication tools become increasingly diverse, serving as one of the main media where consumers receive the information and make the environment for discussion of phenomenon of word of mouth not only confined to the real world but expand to the vast network world, so the journal papers with electronic/ online WOM as the research topic played an important role in the past decade, making electronic/ online WOM gradually become another important research topic in the area of word-of-mouth.

III. RESEARCH METHODS

The main purpose of this study is to find out the perception of interpersonal and technological employment service encounter by taking the citizens who have experienced the traditional interpersonal employment service or who have experienced the technological job-seeking website in Taiwan as the object of study.

A. Research Structure

This study explores the perception of job seekers' on employment service, and tries to indirectly influence the word-of-mouth of receivers of employment service with the relationship quality between "economic exchange viewpoint" and "social exchange viewpoint" as intervening variable. At the same time, it makes sure if it has the disturbing effect variables through the perception of job seekers on the service encounter of different types of service encounter interaction. The research structure is as "Fig. 5":
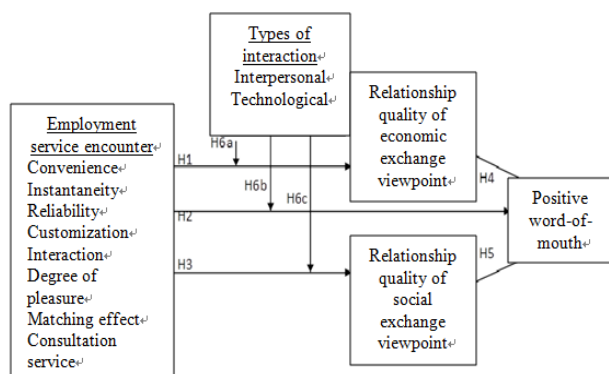

Fig. 5. Figure of research structure.

B. Research Hypothesis and Inference

This section plans to propose the following hypotheses based on the research structure:

H1: Does the employment service encounter have a positive impact on the relationship quality of the economic exchange viewpoint?

H2: Does the employment service encounter have a positive impact on the positive word-of-mouth?

H3: Does the employment service encounter have a positive impact on the relationship quality of the social exchange viewpoint?

H4: Does the relationship quality of the economic exchange viewpoint have a positive impact on the positive word-of-mouth?

H5: Does the relationship quality of social exchange viewpoint have a positive impact on positive word-of-mouth?

H6: What are the differences in the influence of employment service encounter of different types (interpersonal, technological) on the relationship quality and positive word-of-mouth?

H6a: What are the differences in the influence of employment service encounter of different types (interpersonal, technological) on the relationship quality of economic exchange viewpoint?

H6b: What are the differences in the influence of employment service encounter of different types (interpersonal, technological) on the positive word-of-mouth?

H6c: What are the differences in the influence of employment service encounter of different types (interpersonal, technological) on the relationship quality of social exchange viewpoint?

C. Research Variables and Operational Definitions

The dimensions of this study is divided into six parts: employment service encounter, relationship quality of social exchange viewpoints, relationship quality of economic exchange viewpoint, interpersonal employment service encounter, technological employment service encounter, and positive word-of-mouth. The research variables and operational definitions of this study are summarized as follows.

1) Employment services encounter: This study holds that employment service encounter can include eight influencing factors based on the relevant literature and empirical study, so this study uses facilitate, immediacy, reliability, customization, interactive relationship, pleasure, media results, and consultation service to measure the idea of employment service.

2) Relationship quality: This study believes relationship quality can include six characteristics based on the relevant literature and empirical researches and this study measures the construct of relationship quality by economic satisfaction, social satisfaction, competence trust, goodwill trust, calculated commitment, emotional commitment.

3) Different types of employment services encounter interaction

a) Interpersonal employment services encounter: This study defines interpersonal employment service encounter as: "The traditional employment service encounter mostly depends on the personnel interaction between job seekers

and job matching platforms. The key moment of personnel interaction is the factor that creates the quality of employment services and can be used as the basis to measure the employment service experience." In addition, this study is based on the study of Solomon et al. (1985), which defines the characteristics of interpersonal service encounter as the two-way personnel interaction and difference of role play, which serves as the reference bases to measure the interpersonal employment service encounter from the perspective of social psychology.

b) Technological employment services encounter: This study defines technological employment service as "enhancing the effectiveness of employment services encounter through the involvement of technology, and the higher the degree of service technology job seekers use, the higher the degree of technological encounter." In addition, this study argues that both employees and customers can use technology to improve the satisfaction of service encounter as a basis for measuring the technological employment services encounter based on research of Bitner et al. (2000).

4) Positive word-of-mouth: This study defines the positive word-of-mouth as: "the behavior that job seekers have a positive assessment of the quality of employment services and recommend this job matching platform to others." In addition, this study refers to the research of Reichheld & Sasser (1990), which argues that positive word-of-mouth publicity not only reduces business spending, but also successfully attracts new customers to create new profits, while negative word-of-mouth publicity will increase the advertising spending of business as the reference basis for measuring the positive word-of-mouth.

D. Analytical Methods

This study adopts statistical software to make analysis. In consideration of measurement of various variables and applicability of the statistical analysis tools, descriptive statistical analysis, the reliability of Cronbach's α examination questionnaire, examination validity of content validity, and structural equation model are used to make convergence validity analysis and verification hypothesis in this paper. After the collection and disposal of data, the statistical analysis method was used to analyze the valid questionnaires and illustrate the statistical results.

IV. RESEARCH RESULTS AND ANALYSIS

A. Reliability Analysis

In this study, the Cronbach's α values of all dimensions are above 0.70, indicating that the questions have a high degree of internal consistency and also representing the questionnaire of this study has a high degree of reliability as shown in "Table I".

TABLE I.   RELIABILITY ANALYSIS OF ALL DIMENSIONS

Research dimensions	Research variables	Number of number entries		Reliability of sub-dimensions	Overall reliability of dimension
Employment services encounter	convenience	3	24	0.841	0.968
	instantaneity	3		0.836	
	dependability	3		0.846	
	customization	3		0.836	
	interaction	3		0.856	
	degree of pleasure	3		0.885	
	matching effect	3		0.882	
	quality of consultation service	3		0.880	
Relationship quality	Economic satisfaction	3	18	0.883	0.965
	social satisfaction	3		0.864	
	competence trust	3		0.865	
	goodwill trust	3		0.887	
	calculated commitment	3		0.866	
	emotional commitment	3		0.890	
Positive word-of-mouth		6		0.935	

The theoretical model of this study has totally four dimensions, each of which has three questions to measure and verify the difference between each dimensions and the convergence validity. According to Hair et al. (1998), the load of standardized factors less than 0.7 are deleted as shown in "Table II". (1998)

TABLE II.   TEST ON RELIABILITY AND CONVERGENCE VALIDITY OF MEASUREMENT OF DIMENSIONS OF THEORETICAL MODEL

Dimension	Measurement item	Estimated value of model parameter					Convergent validity	
		Non-standardized factor load	Standard error	T Value	Standardized factor load	Cronbach's α	CR	AVE
Employment service encounter	convenience	1			0.702	0.939	0.934	0.641
	instantaneity	1.025	0.048	21.375	0.787			
	dependability	1.055	0.048	22.19	0.818			
	customization	1.044	0.048	21.821	0.804			
	interaction	1.03	0.047	22.077	0.813			
	degree of pleasure	1.129	0.05	22.354	0.824			
	matching effect	1.13	0.05	22.835	0.842			
	quality of consultation service	1.043	0.048	21.918	0.807			
Economic relationship quality	Economic satisfaction	1			0.853	0.869	0.874	0.698
	competence trust	1.024	0.031	33.33	0.869			
	calculated commitment	0.976	0.035	27.725	0.782			

Dimension	Measurement item	Estimated value of model parameter					Convergent validity	
		Non-standardized factor load	Standard error	T Value	Standardized factor load	Cronbach's α	CR	AVE
Society Relationship quality	*social satisfaction*	1			0.86	0.859	0.864	0.679
	goodwill trust	1.011	0.033	30.401	0.824			
	emotional commitment	1.038	0.037	28.07	0.787			
Positive word-of-mouth	*O1*	1			0.829	0.911	0.912	0.674
	O2	0.992	0.036	27.92	0.834			
	O3	0.974	0.035	27.975	0.835			
	O4	0.941	0.034	27.503	0.826			
	O5	0.943	0.037	25.337	0.78			
Fit index: GFI=0.872 AGFI=0.833 NFI=0.924 CFI=0.934 RMSEA=0.086								

c. Note: *p<0.05, **p<0.01, ***p<0.001

In terms of validity, the average variance extraction (AVE) of the hypothesis of this study is higher than the limited value of 0.5 that Fornell and Larcker (1981) suggested, which has good convergence validity. In this study, Pearson correlation analysis is used as the correlation test of research hypothesis, so we can see that there is a positive correlation between the theoretical model constructs of this study in "Table III".

TABLE III.　　TEST ON THE DISCRIMINANT VALIDITY OF THE THEORETICAL MODEL CONSTRUCTS

	Employment services encounter	Economic relationship quality	Social relationship quality	Positive word-of-mouth
Employment services encounter	0.801			
Economic relationship quality	0.689	0.835		
Social relationship quality	0.672	0.816	0.824	
Positive word-of-mouth	0.577	0.673	0.698	0.820

d. Note: the diagonal is the square root extracted from average variation and the rest are the correlation coefficient. *p<0.05, **p<0.01, ***p<0.001

The theoretical model of this study as shown in "Fig. 6" includes four parts: employment service encounter, quality relationship of economic exchange view and social exchange view, and positive word-of-mouth. AMOS 20.0 is used to make structural model analysis to verify each research hypothesis, and the results show the observation sample is well fit for the theoretical model. The results of the path analysis show that the employment service encounter has a significant positive impact on the relationship quality of the economic exchange viewpoint with the standardized structural coefficient 0.990, i.e., H1 is valid. Employment service encounter has no significant effect on the positive word-of-mouth with the standardized structure coefficient 0.312, so H2 is invalid; employment service encounter has a positive effect on the relationship quality of social exchange viewpoint with the standardized structure coefficient 0.968, which indicates that H3 is valid; the relationship quality of economic exchange viewpoint has no impact on positive word-of-mouth with the standardized structure coefficient 0.381, which means H4 is invalid; relationship quality of social exchange viewpoint has a positive impact on the positive word-of-mouth with the standardized structure coefficient 0.798. That is to say, H5 is valid as shown in "Table IV".

TABLE IV.　　EMPIRICAL RESULTS OF OVERALL THEORETICAL MODEL

| Cause and effect Approach	Hypothesis	Theoretical model			
		Non-standardized factor load	Standard error S.E	T-value (CR)	Standardized structure coefficients
Employment service encounter→Economic exchange viewpoint	H1	1.168	0.052	22.509	0.99
Employment services encounter →positive word-of-mouth	H2	0.419	1.033	0.405	0.312
Employment service encounter→relationship quality of social exchange viewpoint	H3	1.132	0.052	21.935	0.968
Relationship quality of economic exchange viewpoint→positive word-of-mouth	H4	-0.434	0.764	-0.568	-0.381
Relationship quality of social exchange viewpoint→positive word-of-mouth	H5	0.917	0.298	3.075	0.798
Fit index	**Judgment value**	**Fitted value**	**Fitting status**	**Reference source**	
GFI	>0.8	0.847	good	Seyal et al. （2002）	
AGFI	>0.8	0.802	good	Scott（1994）	
NFI	>0.8	0.908	good	Bentler & Bonett（1989）	
CFI	>0.9	0.918	good	Bentler &Bonett（1989）	
RMSEA	<0.08	0.096	ordinary fitting	Hair et al. （1992）	
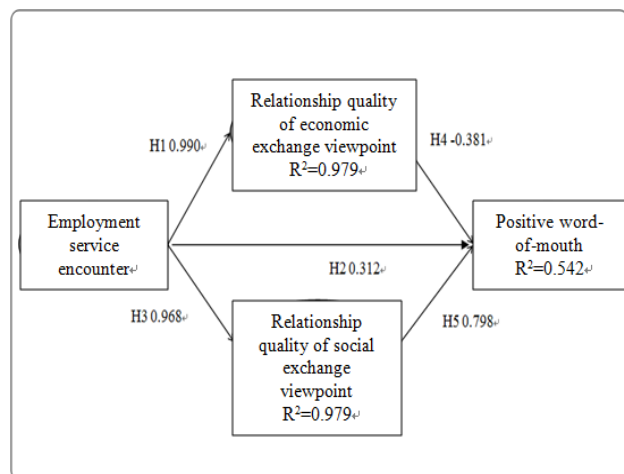
Fig. 6. Empirical results of theoretical model.

In order to explore if different types of service encounter have different effects on the paths of overall theoretical model, this study divides the subjects into "technological type" and "interpersonal type" to explore the difference of different moral awareness in each influence path by using Amos20.0 to calculate the critical ratio between each groups (Critical Ratios for Differences between Parameters). When the absolute value of the statistics between groups is greater than 1.96, it represents that under the the significant level of 0.05, the coefficient values of the two groups are significantly different. The empirical results show that the two groups of "technological type" and "interpersonal type" have no interference effect in the paths of H1, H2, H3, H4, and H5 as shown in "Table V".

TABLE V.   INTERFERENCE EFFECTS OF DIFFERENT EMPLOYMENT SERVICES ENCOUNTER

Approach	Approach	Type	Sample	Multi-sample test		
				Standardized structure coefficients	Differential test value Paired parameter comparison	
					Technological	Interpersonal
Employment service encounter→relationship quality of economic exchange viewpoint	H1	technological	431	0.999	0	
		interpersonal	365	0.981	0.094	0
Employment services encounter→positive word-of-mouth	H2	technological	431	0.962	0	
		interpersonal	365	0.973	-0.111	0
Employment service encounter→relationship quality of social exchange viewpoint	H3	technological	431	3.486	0	
		interpersonal	365	0.308	1.331	0
Relationship quality of economic exchange viewpoint→positive word-of-mouth	H4	technological	431	-3.549	0	
		interpersonal	365	-0.454	0.111	0
Relationship quality of social exchange viewpoint→positive word-of-mouth	H5	technological	431	0.837	0	
		interpersonal	365	0810	-0.228	0
CFI=0.909，GFI=0.824，AGFI=0.772，NFI=0.824，RMSEA=0.071						

e. *P＜0.05 **P＜0.01

In order to further test the mediating effect of "relationship quality of economic exchange viewpoint" and the "relationship quality of social exchange viewpoint", Mackinnon (2008) finds that the Sobel test is the best estimate of the standard error of mediating effect. It can be known from the Sobel test that "Service encounter" can have

an effect on the "positive word-of-mouth" indirectly through the "relationship quality of social exchange viewpoint". Z = 3.046, p <0.01, the mediating effect of "relationship quality of the social exchange viewpoint" exists significantly as shown in "Table VI".

TABLE VI.   MEDIATING EFFECT OF PERCEIVED RISK (SOBEL TEST)

Approach	Non-standardized Structure coefficients	Standard error SE	Z	Significant level	Verification result
Employment service encounter→relationship quality of economic exchange viewpoint	1.168	0.052	-0.567	0.570	not significant
Relationship quality of economic exchange viewpoint→positive word-of-mouth	-0.434	0.764			
Employment service encounter→relationship quality of social exchange viewpoint	1.132	0.052	3.046	0.002	significant
Relationship quality of social exchange viewpoint→positive word-of-mouth	0.917	0.298			

f. *P＜0.05 **P＜0.01

B. Correlation Analysis of the Variables in the Research

This study firstly makes Pearson correlation analysis to the factors of the research to see if there is significant correlation between the variables. However, the correlation coefficient can only determine the intensity of the

relationship between the variables, instead of determining whether there is a causal relationship with each other.

From the relevant analysis table of "Table VII", it can be found that there is significant positive correlation between employment service encounter, relationship quality of economic exchange viewpoint, relationship quality of social

exchange viewpoint, and positive word-of-mouth, and the intensity of correlation coefficient is high (r> 0.70).

TABLE VII.   CORRELATION ANALYSIS TABLE OF ALL DIMENSIONS

	Employment services encounter	Economic exchange viewpoint Relationship quality	Social exchange viewpoint Relationship quality	Positive word-of-mouth
Employment services encounter	1			
Relationship quality of economic exchange viewpoint	0.879**	1		
Relationship quality of social exchange viewpoint	0.848**	0.918**	1	
Positive word-of-mouth	0.770**	0.820**	0.829**	1

C. Regression Analysis

As can be seen from the results in "Table VIII", in the sub-dimensions of employment services encounter of job matching platform, "reliability", "customization", "instantaneity", "degree of pleasure", "matching effect", and "convenience" have a positive and significant impact on the "relationship quality of economic exchange viewpoint", but the "quality of consultation service" and "interaction" have no significant effect on the relationship quality of economic exchange viewpoint.

TABLE VIII.   REGRESSION ANALYSIS OF THE IMPACT OF EMPLOYMENT SERVICE ENCOUNTER ON ECONOMIC EXCHANGE VIEWPOINT

Multiple regression model		Dependent variable: relationship quality of economic exchange viewpoint		
		β value	T value	P value
Independent variable: employment services encounter	convenience	0.269**	10.277	0.000
	instantaneity	0.087**	3.063	0.002
	dependability	0.099**	3.542	0.000
	customization	0.080**	2.923	0.004
	interaction	0.042	1.515	0.130
	degree of pleasure	0.124**	4.386	0.000
	matching effect	0.300**	10.684	0.000
	quality of consultation service	0.019	0.820	0.412
R2		0.804		
Adj R2		0.803		
F-value		458.965**		

g. Note: ** means p<0.01 while * means P<0.05

From the results table in "Table IX", it can be seen that in the sub-dimensions of employment services encounter of job matching platform, "reliability", "interaction", "degree of pleasure", "matching effect", and "quality of consultation service" have a positive and significant impact on the "relationship quality of social exchange viewpoint", but "convenience", "instantaneity" and "customization" have no significant effect on the relationship quality of social exchange viewpoint.

TABLE IX.   REGRESSION ANALYSIS OF THE IMPACT OF EMPLOYMENT SERVICE ENCOUNTER ON THE RELATIONSHIP QUALITY OF SOCIAL EXCHANGE VIEWPOINT

Multiple regression model		Dependent variable: relationship quality of social exchange viewpoint		
		Standardized coefficients β value	T value	P value
Independent variable: employment services encounter	convenience	0.008	0.312	0.755
	instantaneity	0.023	0.736	0.462
	dependability	0.140**	4.454	0.000
	customization	0.023	0.752	0.452
	interaction	0.173**	5.440	0.000
	degree of pleasure	0.114**	3.573	0.000
	matching effect	0.190**	6.017	0.000
	quality of consultation service	0.314**	10.688	0.000
R2		0.753		
Adj R2		0.751		
F-value		340.347**		

h. Note: ** means p<0.01 while * means P<0.05

As can be seen from the results table in "Table X", in the sub-dimensions of social exchange viewpoint of the job matching platform, "social satisfaction", "goodwill trust" and "emotional commitment" have a significant positive impact on the "positive word-of-mouth".

TABLE X.   REGRESSION ANALYSIS OF IMPACT OF RELATIONSHIP QUALITY OF SOCIAL EXCHANGE VIEWPOINT ON THE POSITIVE WORD-OF-MOUTH

Multiple regression model			Dependent variable: positive word-of-mouth		
			Standardized coefficients β value	T value	P value
Independent variable	relationship quality of social exchange viewpoint	social satisfaction	0.226**	7.502	0.000
		goodwill trust	0.175**	5.782	0.000
		emotional commitment	0.525**	19.798	0.000
R2		0.707			
Adj R2		0.706			
F-value		723.256**			

i. Note: ** means p<0.01 while * means P<0.05

D. Results of this Research

Based on the above analysis, the results are summarized as follows "Table XI":

TABLE XI. TEST RESULTS OF HYPOTHESIS OF RELATIONSHIP QUALITY OF ECONOMIC EXCHANGE VIEWPOINT IN EMPLOYMENT SERVICE ENCOUNTER

Dimension of independent variable	Dimension of dependent variable	Research hypothesis	Content of hypothesis	Research analysis
convenience	relationship quality of economic exchange viewpoint	H1-1	Does convenience have a positive impact on the relationship quality of the economic exchange viewpoint?	yes
instantaneity	relationship quality of economic exchange viewpoint	H1-2	Does instantaneity have a positive impact on the relationship quality of the economic exchange viewpoint?	yes
dependability	relationship quality of economic exchange viewpoint	H1-3	Does dependability have a positive impact on the relationship quality of the economic exchange viewpoint?	yes
customization	relationship quality of economic exchange viewpoint	H1-4	Does customization have a positive impact on the relationship quality of the economic exchange viewpoint?	yes
interaction	relationship quality of economic exchange viewpoint	H1-5	Does interaction have a positive impact on the relationship quality of the economic exchange viewpoint?	no
degree of pleasure	relationship quality of economic exchange viewpoint	H1-6	Does degree of pleasure have a positive impact on the relationship quality of the economic exchange viewpoint?	yes
matching effect	relationship quality of economic exchange viewpoint	H1-7	Does matching effect have a positive impact on the relationship quality of the economic exchange viewpoint?	yes
quality of consultation service	relationship quality of economic exchange viewpoint	H1-8	Does quality of consultation service have a positive impact on the relationship quality of the economic exchange viewpoint?	no

j. Data source: arranged by this research

It can be seen from the regression analysis that the six dimensions of employment service encounter has a positive and significant impact on relationship quality of economic exchange viewpoint, which shows that in the process of employment service encounter of job matching platform, when the above perception provided by job matching platform for the users increases, it will promote the users of platform to generate higher economic relationship quality to job matching platform, which is consistent with the assumptions of this study. However, quality of consultation service and interaction has no significant impact on the relationship quality of economic exchange viewpoint in employment service encounter, so H1-5 and H1-8 are invalid.

TABLE XII. TEST RESULTS OF HYPOTHESIS OF RELATIONSHIP QUALITY OF SOCIAL EXCHANGE VIEWPOINT IN EMPLOYMENT SERVICE ENCOUNTER

Dimension of independent variable	Dimension of dependent variable	Research hypothesis	Content of hypothesis	Research analysis
convenience	relationship quality of social exchange viewpoint	H3-1	Does convenience have a positive impact on the relationship quality of the social exchange viewpoint?	no
instantaneity	relationship quality of social exchange viewpoint	H3-2	Does instantaneity have a positive impact on the relationship quality of the social exchange viewpoint?	no
dependability	relationship quality of social exchange viewpoint	H3-3	Does dependability have a positive impact on the relationship quality of the social exchange viewpoint?	yes
customization	relationship quality of social exchange viewpoint	H3-4	Does customization have a positive impact on the relationship quality of the social exchange viewpoint?	no
interaction	relationship quality of social exchange viewpoint	H3-5	Does interaction have a positive impact on the relationship quality of the social exchange viewpoint?	yes
degree of pleasure	relationship quality of social exchange viewpoint	H3-6	Does degree of pleasure have a positive impact on the relationship quality of the social exchange viewpoint?	yes
matching effect	relationship quality of social exchange viewpoint	H3-7	Does matching effect have a positive impact on the relationship quality of the social exchange viewpoint?	yes
quality of consultation service	relationship quality of social exchange viewpoint	H3-8	Does quality of consultation service have a positive impact on the relationship quality of the social exchange viewpoint?	yes

k. Data source: arranged by this research

It can be seen from the regression analysis that the five dimensions of employment service encounter in "Table XII" has a positive and significant impact on relationship quality of economic exchange viewpoint, which shows that in the process of employment service encounter of job matching platform, when the above perception provided by job matching platform for the users increases, it will promote the users of platform to generate higher social relationship quality to job matching platform, which is consistent with the assumptions of this study. However, convenience, instantaneity and customization have no significant impact on the relationship quality of social exchange viewpoint in employment service encounter, so H3-1, H3-2, H3-4 are invalid.

TABLE XIII.   HYPOTHESIS TEST RESULTS OF IMPACT OF RELATIONSHIP QUALITY OF SOCIAL EXCHANGE VIEWPOINT ON POSITIVE WORD-OF-MOUTH

Dimension of independent variable		Dimension of dependent variable	Research hypothesis	Content of hypothesis	Research analysis
Relationship quality of social exchange viewpoint	social satisfaction	positive word-of-mouth	H5-1	H5: Does the relationship quality of social exchange viewpoint have a positive impact on positive word-of-mouth?	yes
	goodwill trust				
	emotional commitment				

1. Data source: arranged by this research

It can be seen from the regression analysis in "Table XIII" that the three dimensions including social satisfaction, goodwill trust and emotional commitment of relationship quality of social exchange has a positive and significant impact on positive word-of-mouth, which shows that in the process of employment service encounter of job matching platform, when the relationship quality of social exchange viewpoint provided by job matching platform for the users increases, it will promote the users of platform to generate higher positive word-of-mouth to job matching platform, which is consistent with the assumptions of this study.

TABLE XIV.   SUMMARY TABLE OF VERIFICATION OF HYPOTHESIS IN THIS STUDY

Dimension of independent variable	Dimension of dependent variable	Research hypothesis	Content of hypothesis	Research results
Employment services encounter	relationship quality of economic exchange viewpoint	H1	Does the employment service encounter have a positive impact on the relationship quality of the economic exchange viewpoint?	yes
Employment services encounter	positive word-of-mouth	H2	Does the employment service encounter have a positive impact on the positive word-of-mouth?	no
Employment services encounter	relationship quality of social exchange viewpoint	H3	Does the employment service encounter have a positive impact on the relationship quality of the social exchange viewpoint?	yes
Relationship quality of economic exchange viewpoint	positive word-of-mouth	H4	Does the relationship quality of the economic exchange viewpoint have a positive impact on the positive word-of-mouth?	no
Relationship quality of social exchange viewpoint	positive word-of-mouth	H5	H5: Does the relationship quality of social exchange viewpoint have a positive impact on positive word-of-mouth?	yes
Interpersonal Technological employment services encounter	relationship quality of economic exchange viewpoint	H6a	What are the differences in the influence of service encounter of different types (interpersonal, technological) on the relationship quality of economic exchange viewpoint?	Do not have interference effect. positive impact of technological type is greater
Interpersonal Technological employment services encounter	positive word-of-mouth	H6b	What are the differences in the influence of service encounter of different types (interpersonal, technological) on the positive word-of-mouth?	Do not have interference effect. positive impact of technological type is greater
Interpersonal Technological employment services encounter	relationship quality of social exchange viewpoint	H6c	What are the differences in the influence of service encounter of different types (interpersonal, technological) on the relationship quality of social exchange viewpoint?	Do not have interference effect. positive impact of technological type is greater

V.   CONCLUSION

This chapter summarizes the results of statistical analysis and puts forward conclusions and suggestions.

A. Impact of Employment Service Encounter on the Relationship Quality

1) Impact of employment service encounter on the relationship quality of economic exchange viewpoint: The empirical results show that the employment service encounter does have a positive effect on the relationship quality of economic exchange viewpoint, but the results of regression analysis in SPSS show that impact of interaction and the quality of consultation service is not significant. Empirical evidence shows that in the process of the job matching platform providing employment services encounter, when the above perception provided for the job seekers increases, it will promote job seekers to generate

higher economic relationship quality on the job matching platform.

2) Impact of employment service encounter on the relationship quality of social exchange viewpoint: The empirical results show that the employment service encounter has a positive effect on the relationship quality of social exchange viewpoint. It can be found from the results of regression analysis that the five dimensions including quality of consultation service, interaction, reliability, degree of pleasure and matching effect of employment service encounter do have a positive and significant impact on the relationship quality of social exchange viewpoint.

B. Impact of Employment Service Encounter on the Positive Word-of-mouth

The theoretical model of this study includes the four parts of employment service encounter, relationship quality of economic exchange viewpoint and social exchange viewpoint, and positive word-of-mouth. It adopts AMOS 20.0 to make structural model analysis to verify each

research hypothesis, of which the results show that the observation sample and the theoretical model fit well. The empirical result of theoretical model shows that relationship quality of economic exchange viewpoint does not have a significant impact on the positive word-of-mouth, but that of social exchange viewpoint has a significant impact on the positive word-of-mouth. This theoretical model validates a major finding: "only through the relationship quality of social exchange viewpoint can employment service encounter improve the positive word-of-mouth of the intermediary."

C. Impact of Relationship Quality on the Positive Word-of-mouth

1) Impact of relationship quality of economic exchange viewpoint on the positive word-of-mouth: The empirical results of path analysis in AMOS show that the relationship quality of economic exchange viewpoint has no impact on the positive word-of-mouth because the standardized structure coefficient is too low. Blau (1964) proposes that the relationship quality of economic exchange viewpoint should be measured by "economic satisfaction", "competence trust" and "calculated commitment". In view of the behavioral motive of "self-interest", facing the employment service encounter, job seekers can obtain better financial reward and computational evaluation of profit from the job matching platform, which can meet the expectation of employment service, but they may not be willing to spread positive reputation.

2) Impact of Relationship Quality of Social Exchange Viewpoint on the Positive Word-of-mouth

The empirical results of path analysis in AMOS show that the relationship quality of social exchange viewpoint does have a positive impact on the positive word-of-mouth. Blau (1964) proposes that "social satisfaction", "goodwill trust" and "emotional commitment" should be used to measure the relationship quality of social exchange viewpoint. From the perspective of relationship marketing, excluding the long-term reciprocal and trust relationship established between business practices and job seekers is of course conducive to the transmission of positive word of mouth.

D. Interference Effect of Interpersonal and Technological Employment Services Encounter

1) Impact of interpersonal and technological employment service encounter on the relationship quality: Through the results of the odds ratio of AMOS influence path, this study points out that different types of service encounter interaction all reach the adaptive standard and have no interference effect on the relationship quality in employment service encounter. However, T-test of SPSS shows that the average value of technological employment service encounter is significantly higher than interpersonal employment services encounter. It is clear that the economic conversion awards obtained through the interface of information technology and the economic costs that break

through the distance and time are the pragmatic goals that job seekers prefer to pursue.

2) Impact of Interpersonal and Technological Employment Service Encounter on the Positive Word-of-mouth: Through the results of the odds ratio of AMOS influence path, this study points out that interpersonal and technological service encounter all reach the adaptive standard and have no interference effect on the positive word-of-mouth. T-test shows that interpersonal and technological employment service encounter all have a positive impact on the positive word-of-mouth, but the average value of the technological employment services encounter is higher. When job seekers gradually think that the interface of information technology is easy to operate, and they can enjoy a high degree of autonomy to choose the time and place to accept the service, and thus achieve the benefits of customization, so their using willingness and service evaluation will be higher.

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