

## 摘要

全面品質管理 (Total Quality Management, 簡稱 TQM) 是晚近重要的管理觀念和技術之一, 在美國不僅相當普遍, 在公部門亦加以採行且具有實施成效。我國行政院將「行政革新方案」加強為民服務部份, 注入企業界普遍採行的全面品質管理, 研定「全面提升服務品質方案」, 於八十六年一月一日頒佈全國為民服務之機關執行。因此, 本論文擬藉由對 TQM 之研究, 檢視其在基隆市區公所應用之情形如何? 並經由實證分析, 測知區公所員工對實施 TQM 助益性、滿意度之認知情形, 以及民眾對 TQM 應用於提升區政服務品質之滿意度, 期能結合理論與實務, 以作為基隆市區公所持續改善服務品質之參考, 並提出以下之建議: 一、強調及運用全面品質管理理念, 高層領導人員必須支持, 以及加強員工教育訓練 二、定期實施民眾對區公所服務品質滿意度之調查 三、有效建立學習型組織 四、加強改善區公所硬體設施 五、擴大民眾參與公共服務行列 六、加強授能與團隊合作之建立。本文共計五章, 章節安排與內容簡述如下:

第一章 緒論。包括研究動機與目的, 研究方法與架構, 研究流程, 研究範圍與限制。

第二章 TQM 相關文獻探討。包括 TQM 之發展歷程、定義、特徵、思考模式、執行模式等加以探討。

第三章 對於基隆市區公所為民服務之實施概況，提升服務品質之各項措施及相關作法加以說明。

第四章 以基隆市七區區公所之員工及洽公民眾為研究對象，測知員工對實施 TQM 之助益性、滿意度之看法，及民眾對區公所服務品質之滿意度，應用次數分配 ( frequencies ) t 考驗 ( t-test ) 單因子變異數分析 ( One Way ANOVA ) 及以最小顯著差異法 ( Least Significant Difference, LSD ) 進行事後檢定 ( Post Hoc )。

第五章 結論與建議。包括實證研究發現，並針對研究發現提出建議，以作為提升區政服務品質之參考。

## Summary

*Total Quality Management (TQM) is one of the most important management concepts and techniques recently. It is not only widespread in USA, public agencies also adopt it with good effect being reached. The Executive Yuan of our country has drafted "total improvement of service quality scheme" by strengthening the part of serving people in its "administration renovation scheme", and then adding into the generously implemented TQM in business circle, and proclaimed on Jan. 1, 1997 that all agencies servicing people started to carry it out. Therefore, this thesis plans to study TQM and examine its application in Keelung City Public Office. Through analysis of real cases, the perception of the Public Office staff on the benefits and satisfaction about TQM application was found out, and also the public's satisfaction about the improvement on administrative service quality through the application of TQM. It is expected that theories and practices can be combined to be used as the reference for continuous improvements on service quality by Keelung City Public Office, with the following recommendations: 1. Stressing and implementing the concept of TQM, senior leadership must support and training on staff should be strengthened. 2. Carrying out surveys on the public's satisfaction about the service quality of the Public Office. 3. Effectively establishing learn-type organization. 4. Strengthening the improvement on hardware facilities of the Public Office. 5. Expanding the public's participation in public services. 6.*

*Strengthening empowerment and the establishment of teamwork. There are altogether 5 chapters, and the arrangement and content of each chapter is as follows:*

*Chapter 1 Introduction. It covers research motive and purpose, research methods and framework, research process, research range and restrictions.*

*Chapter 2 Review on TQM related literature. It discusses the development history of TQM, its definition, characteristics, thinking mode, execution mode .*

*Chapter 3 It explains the implementation situation of public services provided by Keelung City Public Office, and also its measures and methods for improving service quality.*

*Chapter 4 With the staff of 7 Public Offices of Keelung City and common people who come to receive the service, the staff's views about the benefits and satisfaction of implementing TQM are received, so is the common people's satisfaction with the service quality of the Public Office. Frequencies, t-test, One Way ANOVA, and Least Significant Difference (LSD) are used to analyze the results.*

*Chapter 5 Conclusions and recommendations. It gives research findings based on real case study, and also provide recommendations based on research findings, to be used as the reference for improving service quality of the Public Office in*

*Keeling City Government.*