

The Myth of Beauty Quotient- Comparing the Effect of Beauty and Ability on Service
Attitude from the View of Consumers in the Hotel Industry.

Tsai, Chien-Wen

Mingsin University of Science and Technology/Department of Hotel Management
Hsinchu, Taiwan (R.O.C)
jean10822@must.edu.tw

Lin, Tzu Han

Yuan Ze University/College of Management
Taoyuan, Taiwan (R.O.C)
ppss0815@hotmail.com

ABSTRACT

Attractive visual design is important for the enterprises to catch consumer's eye, make consumer be impressed, and lead to the consume decision from numerous merchandise. In particular, the "appearance" of people is the first to impress others. Generally speaking, people with more attractive appearance will be more welcomed than others. In the services industry, such assumption especially happens in the international tourist hotel which provides high-contact service for customers and emphasizes the "tangible" of service quality. The above phenomena are due to the causal assuming of the stereotype that "beauty is good" which people usually have (such as better job performance, higher intelligence, etc.). However, is this really true? There is less empirical evidence to identify and compare the relationship between the employee's physical attractiveness, professional competency and service attitude. For consumers, is service personnel's attractive appearance equals with his/her good service attitude or professional competency leads to the consumer's need? It is still unknown. Therefore, this research attempts to use the selection and training functions of human resource management to integrate the knowledge of psychology, marketing management to expand the theory. For the purpose of purification, this research discusses how the female employee's physical attractiveness and the professional competency affect her service attitude from the point of consumer's view in the hotel industry and fix the gap in the academic empirical evidence. The result will make suggestions for international tourist hotel industries to make strategies on human resources management on planning, training, selecting through the consumer's view.

INTRODUCTION

Tourism has become an indispensable part in life. Accommodation and food & beverage account for a large portion of travel expenditure. As a result, international tourist hotels play an important role in the tourist industry. With the vast development of international tourist hotels in the globe, the academic pays high attention to the active interaction between hotel owners and consumers. The value of consumer-based service has changed recently. In other words, interaction orientation becomes the top choice to create competitive advantage. The ultimate goal for business is sustainable management. As a result, they are willing to devote recourses to understand consumer needs and enhance the benefits of marketing, especially in the presentation of physical product design and the service quality. The goal is to create a good impression on consumers and encourage them to shop. This will

create the competitive advantage and outstanding performance of business.

In order to achieve the business goal of hotels, the service quality of staff is the key. There have been many empirical studies on the issue. International tourist hotels are a multifunctional industry; their service qualities possess characteristics of tangibility, responsiveness, assurance, reliability, and compassion. The facilities, appearances of service staffs, brochures, and other physical entities that people could observe and experience constitute the tangible qualities. During the service process, Parasuraman, Zeithaml, and Berry (1985) believed that service quality was intangible and uncontrollable, and therefore it was difficult to devise a scale with which to define good or bad service. Meanwhile, service attitude was often used in place of service quality (Parasuraman et al., 1988), and the service attitude of staffs became a major factor to increase consumer purchase (Francine et al., 2004; Baker et al., 2002). Therefore, service attitude is really an important issue.

However, which kind of staff can provide good service attitude? Consumer recognition on service attitude is subjective. To consumers, what are the clues to determine the level of service attitude? It is determined at the moment of service contact, or is it during the whole service process? Since frontline staff sends the service (production) and the consumer receives the service (consumption) simultaneously (Zeithaml, Parasuraman and Berry, 1985), hence, it is important for business to win consumer's heart and create a good image at the moment of truth the service is received. Mehrabian (1971) pointed out the "7:38:55 law." He mentioned that people's impression on others is 55% determined by the appearance, 38% from expression and tone, and only 7% by the content of talk. In other words, "appearance, expression and tone" have its meaning in the process of interpersonal interaction. They also help build positive impression on consumers (Sirgy et al., 2000). We all enjoy beautiful things, Lan (1995) found that people like those who are more physically attractive than those who are not; we generally have the stereotype that "attractive implies good." However, is the value of appearance reflected on service performance? Does frontline staff with physical advantages yield better service? If the answer is positive, how is the advantage presented? In fact, beauty quotient has been an important issue in the academic and in practice. It affects the rights of staffs and how marketing strategies are determined. Therefore, when consumers receive the service, are they affected by the physical attractiveness of frontline staffs? This is the issue we want to study. Woodside and Davenport (1994) found that staffs with high professional competency, skills and attitude will encourage consumer's purchase (Baker et al., 2002). They also affect how consumers evaluate the service of frontline staff. In practice, high knowledge industry applies staff's professional competency to attract consumers (for example, lawyers, financial advisors, or physicians). It is believed that professional competency increases the persuasiveness on consumers, it also enhances consumer trust (Chebat, Filiatrault, Laroche, & Watson, 1988). In the interaction between frontline staff of international tourist hotels and consumers, staff's professional competency is also very important. American Hotel & Lodging Association (AH&LA) provides training programs for four professional certifications: CHS (Certified Hospitality Supervisor) supervises staff training, consumer business and management, food and beverage management, hospitality human resource management. It signifies that the job criteria in hospitality industry have reached the professional standard internationally. Professional competency of staffs in the international tourist hotels is also important. It is an important factor to consumer's recognition (Ohanian, 1991).

However, it is difficult for the hospitality industry to recruit staff with both outstanding appearance and competency in the process of employment. Therefore, business

owners are always curious about which factor is more important; unfortunately, this issue was untouched in research. Since consumer recognized service attitude is subjective, from the perspective of consumers, we try to apply theories of psychology and the selection & training in human resource management to expand the marketing management theory. In the process of consumption, do consumers care more about the physical attractiveness or professional competency of frontline staffs? How does it affect staff's service attitude? This will fill the blank in empirical studies and provide suggestions to hospitality industry regarding human resources planning, selection, training, and the management of marketing strategies.

LITERATURE REVIEW

(1) Literature related to physical attractiveness

Recently, beauty quotient (BQ) has been an important issue in both academics and the practice (Guo & Xiao, 2009). It affects the income level and occupation selection (Hatfield & Sprecher, 1986; Frieze, 1991); this is what called "beauty premium." Patzer (1985) first defined physical attractiveness as "the degree to which a stimulus person is pleasing to observe." Garner (1997) suggests that our body is our personal billboard, providing others with first-and sometimes only-impressions. As a result, people tended to have stereotypical impressions that physically attractive people would be more passionate in sales and would work harder (Dion, Berscheid & Walster, 1972; Eagly, Ashmore, Makhijani & Longo, 1991), will induce pleasant feelings (Sprecher, 1986); consumers even make decisions based on the appearance of staff (Solnick & Schweitzer, 1999). Riggio, Widaman & Tucker (1991) points out that the attractiveness includes static and dynamic dimensions. The static dimension includes the physical appearance, attire, facial attractiveness, and body attractiveness. The dynamic dimension includes communication skills, the extent of reaction, social experience, wisdom and skills.

(2) Literature related to professional competency

Professional competency refers to the skills, knowledge, ethics, and responsibility required by a certain occupation; it is the competency one needs for a job (Weinert, 1999). Horng & Wang (2003) believe the professional competency for staff in international tourist hotels includes professional knowledge (understanding work responsibility, working environment, language capacity, organization and regulations), attitude (work ethics, set an example by one's own action, and professionalism), and skills (food & beverage service skills, communication skills, problem solving), etc. John & Richard (2007) believe that professional competency of hotel staff will affect the service quality provided to consumers; it also affects the dependence of consumer on staff and creates the value of interaction (Bitner, 1994). In addition, Baker et al. (2002) points out that if staff has the professional knowledge, knowledge and attitude to solve problems, it will increase consumer's willingness to purchase (Francine et al, 2004).

(3) Literature related to service attitude

Lehtinen & Lehtinen (1991) point out that that service attitude has a direct relationship with interactive quality, corporate quality, and the performance of staff. It also affects the how consumers feel about the service in the interaction (Lehtinen & Lehtinen, 1982). Factors influencing the service attitude include staff themselves (Sasser, Olsen & Wyckoff, 1987), the professionalism of staff, behavioral factors (Haywood-Farmer, 1988; Lele & Sheth, 1993), and the performance of staff (Rosander, 1980). Also, previous studies (Parasuraman et al, 1988; Sasser, Olsen & Wyckoff, 1978) observed that, for customers, service attitude could be a factor related to the evaluation of service quality. Therefore, the aspects of service attitude are often expressed as aspects of service quality.

(4) Physical attractiveness, professional competency and service attitude

Wakler (1995) points out that there are three stages in the process a staff serves the consumers: front office, back office, and service encounter. Before consumers enjoy the core service, they interact closely with the front office (consumers can observe the physical facility and staff). As a result, the key factor affecting how consumers recognize the service quality of international tourist hotels is the staff at the frontline (Heskett, 1987; Shostack, 1977; Tansuhajm, Randall & McCullough, 1988). The physical attractiveness of frontline staff determines the moment a consumer receives the service. As a result, the moment of truth during service contact, the physical attractiveness of frontline staff is important (Megumi et al., 2003). For hotel customers who care about luxury hotel characteristics, physical attractive staff will be viewed to have other find criteria at the moment of truth (DeLamater & Myers, 2007). It affects their recognition of service quality they observed. Therefore, it can be deduced that, during the process of service delivery, if service staffs possess desirable physical attractiveness, it would produce positive effects on customer recognition of the service attitude.

In addition, in the interaction of service contact (consumers can recognize the accuracy of service and the problem solving ability), consumer can determine whether the staff processes professional competency (Bitner, Booms, & Tetreault, 1990; Bitner, Boom, & Mohr, 1994). Chuang (2006) also believes that for consumers who care about the quality of hotel service, it is important that they believe the frontline staff processes comprehensive professional competence (Mark J. Pescatore, 2005). It has a positive impact on the satisfaction for consumer recognized service quality (Tsai, 2001). As a result, we can infer that if the staff has outstanding professional knowledge and competency when providing service, it will have a positive impact on consumer recognized service attitude.

On the other hand, since the product of hotel service is fugacious, service often is the highly-intensive and short interpersonal interaction between the consumer and frontline staff. Therefore, staff appearance is often the key cue which affects consumer service evaluation (Lovelock & Wright, 1999). When consumers actually consume the hotel product, they first encounter the appearance of staff in the overall service process. They then can identify the professional competency of staff through the interaction. Since consumers encounters staff's appearance before identifying their professional competency, physical appearance might have a larger impact on consumer's mind. As a result, we assume that staff's physical attractiveness has a larger impact than professional competency on service attitude.

Based on the above literature, we propose the following hypotheses:

H1: Physical attractiveness of staff recognized by consumers has a significant positive impact on service attitude.

H2: Professional competency of staff recognized by consumers has a significant positive impact on service attitude.

H3: Physical attractiveness of staff recognized by consumers has a larger impact on service attitude than professional competency.

METHODOLOGY

Questionnaires were sent to customers of five-star international tourist hotels. In order to ensure the validity of questionnaires, we first requested permission from the human resource departments of the participating international tourist hotels, and we secured permission from 23 five-star international tourist hotels. 100 service staffs were randomly

sampled and trained by research staff to distribute the questionnaires. In order to avoid possible gender-based effects between interviewees, this study investigated female staffs only. Staffs would give questionnaires to customers they have worked with to ensure that a given customer would evaluate the physical attractiveness and demonstrated service attitude of those who have specifically serviced said customer. At the same time, in order to separate the effects of multiple service experiences from customers, each service staff could only give questionnaires to five customers who visited their hotel for the first time. 500 questionnaires were issued, and because researchers on site immediately inspected the results after questionnaires were filled out, the effective return rate is 100%.

This study employs the Cronbach α coefficient developed by L. J. Cronbach to measure the inter-item consistency of questionnaire contents to test the reliability of questionnaires used for this study, so that appropriate adjustments can be made. We also used the AMOS 7.0 (Analysis of Moment Structure) for the path analysis between each relevant factor to clarify the factor relationship analysis of recognition factors on physical attractiveness, professional competency, and service attitude.

(1) Measurement of Staff Physical Attractiveness

The study employs the scales developed by Riggio, Widaman, Tucker and Salinas (1991), which is divided into dynamic (interpersonal communication skills, responsiveness to events, social experience, intelligence, and skills) and static (individual bodily appearance, attire, facial attractiveness, and bodily attractiveness) aspects. Appropriate wording changes were made to account for features of international tourist hotels. The items are measured by the Likert Scale, with 1 indicating strong disagreement and 5 indicating strong agreement.

(2) Measurement of staff professional competency

In reference to Horng & Wang (2003) the professional competency of staff in international tourist hotel includes the knowledge, attitude, and skill dimension. For the content validity of questionnaire, five specialists and scholars confirmed and amended items in the questionnaire. The items are measured by the Likert Scale, with 1 indicating strong disagreement and 5 indicating strong agreement.

(3) Measurement of service attitude

This study incorporates Kuo's study (2007), which contained verified results from exploratory factor analysis designed specifically for the service attitude of international tourist hotel service staffs. The service attitude logically embodied by service staffs were divided into the elements of friendliness, problem solving, empathy, and proactive service. The items are measured by the Likert Scale, with 1 indicating strong disagreement, and 5 indicating strong agreement.

(4) Reliability and Validity

Cronbach α values above 0.7 indicate high reliability (Guieford, 1965). After testing, the Cronbach α values of the physical attractiveness in this study's questionnaire was 0.83, 0.88 for professional competency, and 0.86 for service attitude. With all research variable reliability above 0.8, this study's reliability is evidently sound. In terms of validity, we incorporated advice from Kerlinger (1986) and performed criterion-related validity test for the correlation coefficients between each item and total, to improve this study's related validity. After the factor analysis, every factor's load limit was above 0.5. The KMO value for physical attractiveness was 0.82, 0.86 for professional competency, and 0.87 for service attitude.

RESEARCH RESULT

(1) Basic data analysis

Most interviewees were male, accounting for 52.2% of the total sample; most were 20-39 years old, accounting for 40.4% of the total sample; most were university graduates, accounting for 72% of the total sample; most were married, accounting for 48.4% of the sample; most are in the service industry, accounting for 37.8% of the total sample; most have worked as line managers, accounting for 35.4% of the total; in terms of income, most earned 20,000-29,000 a month, accounting for 32% of the total sample

(2) Relationship among physical attractiveness, professional competency and service attitude

This study's research pathway structure is shown in Fig. 1 below, which is designed to explore the relationship between the physical attractiveness, professional competency, and service attitude, in order to test the hypotheses. The fitness values for the basic overall model all met the standards, thus achieving desired levels. The X2 value did not achieve the significant levels; the GFI value was 0.971; AGFI value was 0.909; NFI value was 0.946; all of which were above 0.9; RMR value was 0.041; RMSEA value 0.013, and PNFI value was 0.558.

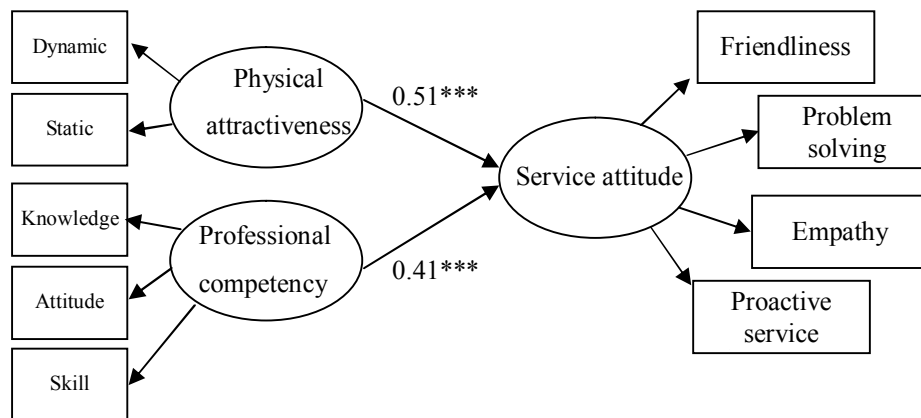


Figure 1. The model for physical attractiveness, professional competency, and service attitude

Results of the AMOS analysis on the causal relationship among physical attractiveness, professional competency, and service attitude and shown in Fig. 1 Results show that all the three hypotheses H1, H2, and H3 are supported. As for the path effect, results indicate that the direct effect of physical attractiveness on service attitude is 0.51, where there is no indirect effect. The direct effect of professional competency on service attitude is 0.45, where there is no indirect effect. As a result, both physical attractiveness and professional competency have positive impacts on service attitude, where the former has a larger impact.

CONCLUSION AND SUGGESTION

Results show that at the moment of truth a consumer contacts the frontline staff, the service attitude and overall performance expected by consumers are already affected. It is especially true before a consumer enjoys the service. Physical attractiveness and recognized service attitude have positive impacts on consumer recognition. Our result is consistent with the following studies. Langlois & Kalakanis (2000) and Francine et al. (2004) found that

when a consumer receives service from a physically attractive staff, the physical attractiveness creates a positive feeling for consumers on the service. Koerning & Page (2002) also point out that if the service provider has a better appearance, then consumer recognized service quality will also be higher. In the formal process when a consumer interacts with the staff, staff's professional competency also has a positive impact on consumer recognized service attitude. Our result is consistent with the following studies. Solomon et al. (1985) points out that if the staff possesses professional knowledge and competency, then consumer recognized product value will increase (Yoo et al., 1988; Baker et al., 1992; Baker et al., 2002). Formica & McCleary (2000) suggests that training programs targeting staff's professional competency are important, because they affect the service quality (attitude) of staff members.

Results show that in the entire service process, consumers believe that the physical attractiveness of staff has a larger impact on service attitude than the professional competency. In other words, during the service process, staff's appearance (static and dynamic attractiveness) has an absolute impact on service attitude (the friendliness dimension, keep smiling, courtesy greetings, in high spirits; the empathy dimension: friendly chats, providing personal service; the problem solving dimension: actively assist consumer on problem solving, deal with emergency situation at any moment; the proactive service dimension: introduce new equipment or product in the hotel, proactively inform the promotions). That is, at the moment a consumer enters an international tourist hotel and encounters the staff, he already starts to observe and evaluate staff's overall performance. Since staff's physical attractiveness can be directly observed, it is the first item being evaluated. Throughout the service process, the "a priori score" becomes an important part of the service attitude in consumer's mind. Therefore, when consumers recognize the service attitude, staff's physical attractiveness is an important cue.

In the environment of market competition, service-focused hotels changed from seeking consumers in the past to seeking the growth of consumer value (Peppers & Rogers, 2004). Hotel operators can build the brand image through frontline staff who has heavy interaction with consumers. Posthuma et al. (2002) points out that some factors of physical attractiveness can be controlled, for example the clothing, eye glasses, weight, courtesy, and ornament. Results of the study show that professional competency of staff accounts for almost half of the service attitude. It suggests that in addition to the given physical appearance, the acquired professional competency is also the key to service attitude. Also, some factors of physical attractiveness can be improved after training. Therefore, enterprises do not have to select candidates with outstanding appearance in the interview process. Some aspects of physical attractiveness can be improved through the training program, for example the external and internal beauty (static and dynamic attractiveness), in order to effectively enhance the service performance of staffs. Not many studies have analyzed the consumer's subjective demand for staffs in international tourist hotels (the given and acquired conditions of staffs); as a result, the study fills the blank in psychology and human resource management; it is also valuable in marketing management.

References

- Bitner, M.J., B. Booms and M.S. Tetreault. (1990). The Service Encounters : Diagnosing Favorable and Unfavorable Incidents. *Journal of Marketing*, 54, 71-84.
- Bitner, M. J., Booms, B. H., and Mohr, L. A. (1994). Critical Service Encounter: The Staff's Viewpoint. *Journal of Marketing*, 58, 95-106.

- Baker, J., LEVY, M. & Grewal, D. (1992). An Experimental Approach to Making Retail Store Environmental Decisions. *Journal of Retailing*, 68(4), 445-461.
- Baker, J., Parasuraman, A., Grewal, D., & Voss, B. G. (2002). The influence of multiple store environment cues on perceived merchandise value and patronage intentions. *Journal of Marketing*, 66(4), 120-141.
- Chebat, J. C., Filiatrault, P., Laroche, M., & Watson C. (1988). Compensatory effects of cognitive characteristic of the source, the message, and the receiver upon attitude change. *The journal of psychology*, 122(6), 609-621.
- Dion, K. K., Berscheid, E., & Walster, E. (1972). What is beautiful is good. *Journal of Personality and Social Psychology*, 24(3), 285-290.
- DeLamater, J. D., & Myers, D. J. (2007). *Social psychology*, 6th ed. Belmont, CA Wadsworth.
- Eagly, A. H., Ashmore, R. D., Makhijani, M. G., & Longo, L. C. (1991). What is beautiful is good, but ... : A meta-analytic review of research on the physical attractiveness stereotype. *Psychological Bulletin*, 110(1), 109-128.
- Francine S Weinbaum, (2004). Testing the Influence of Retail Atmosphere on Store Choice Criteria, Perceived Value, and Patronage Intentions. *American Marketing Association*, 15, 120-126.
- Frieze, I., Olson, J. & Russell, J. (1991). Attractiveness and Income for Men and Women in Management. *Journal of Applied Social Psychology*, 21(3), 1039-1057.
- Formica, S. and McCleary, K. (2000). Professional Development Needs in Italy. *Cornell Hotel and Restaurant Administration Quarterly*, 41(2), 72-79.
- Garner, D. & Kearney, C.A. (1997). The 1997 body image survey results. *Psychology Today*, 1(2), 30-84.
- Guieford, J. P. (1965). *Fundamental Statistics in Psychology and Education*, 4th ed. New York McGraw-Hill.
- Hatfield, E. & Sprecher, S. (1986). *Mirror, Mirror : The Importance of Looks in Everyday Life*. Albany, N.Y. : State University of New York .
- Horng, J. S. & Wang, Li-Lin. (2003). Competency analysis profile of F&B managers in international hotel managers in Taiwan. *Asia Pacific Journal of Tourism Research*, 8(1), 26-36.
- Heskett, J. L. (1987). Lesson in the Service Sector. *Harvard Business Review*, 65, 118-126.
- James, A. M. (1987). Psychological Responses of Consumer Emotions: Theory, Methods and Implications for Conference Research. in Susan P Douglas et. Al MA Educators 'Conference Proceedings, Chicago: American Marketing Association, 127-132.
- John E. Timmerman, Richard S. Lytle. (2007). Exercises in tourism empowerment practice. *International Journal of Culture, Tourism and Hospitality Research*, 1(4), 273.
- Kuo Chun-Min. (2007). The Importance of Hotel Staff Service Attitude and the Satisfaction of International Tourists. *The Service Industries Journal*, 27(8), 1073.
- Kerlinger, F. N. (1986). *Foundation of behavior research*. 3rd ed., New York : Holt, Rinehart & Winston. Comprehensive coverage of the scientific concepts and logical reasoning.
- Koerning, S. K. & Page, A. L. (2002). What if your dentist looked like Tom Cruise? Applying the match-up hypothesis to a service encounter. *Psychology & Marketing*, 91-110.
- Lehtinen, U., and Lehtinen, J. (1982). *Service Quality: A Study of Quality Dimensions*. Helsinki:Service Management Institute, Finland OY.
- Lethinen, Uolevi and Jarmo R.Lethinen, Wo. (1991). Approaches to Service Quality Dimensions. *Service Industries Journal*, 11, 287-303.
- Lovelock, C., & Wright, L. (1999). *Principles of service marketing and management*. Englewood Cliffs, NY : Prentice Hall.

- Langlois, Lisa Kalakanis, Adam J Rubenstein, Andrea Larson, et al. (2000). Maxims or myths of beauty? A meta-analytic and theoretical review. *Psychological Bulletin*, 390.
- Minhua Guo and Wanyi Xiao. (2009). Does physical attractiveness create advantages in the job market? 1111 Job Bank's survey on the aesthetic appearance of the workplace.
- Mingzhong Chuang. (2006). The study of staff recruiting strategy of international tourist hotel in Taipei city, Tamkang University Department of Public Administration, Master thesis for public policy EMBA.
- Mehrabian, A., (1971). *Silent Messages*. Belmont, California : Wadsworth.
- Megumi Hosoda; Eugene F Stone-Romero; Gwen Coats. (2003). The effects of physical attractiveness on job-related outcomes: A meta-analysis.... *Staff Psychology*, 56, 431.
- Mark J. Pescatore. (2005). It's all about appearances. Government Video. New York.
- Ohanian, R. (1991). He impact of celebrity spokespersons perceived image on consumers intention to purchase? *Journal of advertising research*, 46-54.
- Patzer, G. L. (1985). *The physical Attractiveness Phenomena*. New York : Plenum.
- Parasuraman A., V.A. Zeithaml and L.L. Berry. (1985). A Conceptual Model of Service e Quality and its Implications for Future Research. *Journal of Marketing*, 49(4), 41-50.
- Parasuraman, A., Zeithaml, Valarie A., Berry, Leonard L. (1988). Servqual : A Multiple-Item Scale For Measuring Consumer Perc. *Journal of Retailing*, 12.
- Posthuma, R. A., Morgeson, F. P., & Campion, M. A. (2002). Beyond employment interview validity : A comprehensive narrative review of recent research and trends over time. *Staff Psychology*, 55(1), 1-81.
- Peppers, D., & Rogers, M. (2004). *Managing customer relationships*. NJ : John Wiley and Sons.
- Riggio, R. E., Widaman, K. F., Tucker, J. S., & Salinas, C. (1991). Beauty is more than skin deep : Component of attractiveness. *Basic and Applied Social Psychology*, 12(4), 423-439.
- Sirgy, D. G. and T. Mangelburg. (2000). Retailing Environment, Self-Congruity, and Retail Patronage : An Integrative Model and a Research Agenda. *Journal of Business Research*, 49, 127-138.
- Solnick, S. J., & Schweitzer, M. E. (1999). The influence of physical attractiveness and gender on ultimatum game decisions. *Organizational behavior and human decision processes*, 79(3), 199-215.
- Sasser, W. E., Olsen, R. P., and Wyckoff, D. D. (1987). *Management of Service Operations: Text and Case*. Boston:Alley and Bacon Inc.
- Shostack, L. G. (1977). Human Evidence: A New Part of the Marketing Mix. *Bank Marketing*, 32-34.
- Solmon, M. R., Surprenant, C. F., Czepiel, J. A. & Gutman, E. G. (1985). A Role Theory Perspective on Dyadic Interactions : The Service Encounter. *Journal of Marketing*, 51, 86-96.
- Sanyin Lan. (1995). How to build good interpersonal relationship. *Student counseling*, 36, 24-29.
- Tansuhajm, P., D. Radndall & McCullough. (1988). A Services Marketing Management Model: Integrating and External Marketing Functions. *The Journal of Service Marketing*, 2, 31-38.
- Woodside and Davenport (1994). Linking Service Quality, Customer Satisfaction and Behavioral Intention. *Journal of Health Care Marketing*, 9, 5-17.
- Weinert, F.E. (1999). Definition and selection of competencies : Concepts of Competence. Organization for Economic Co-operation and Development.

- Walker, J. L. (1995). Service Encounter Satisfaction: Conceptualized. *Journal of Service Marketing*, 9(1), 5-14.
- Yufeng Tsai. (2001). Study on the relationship quality between consumers and staff in fine restaurants, Shih-Hsin University Department of Tourism, Master thesis for the department of tourism.
- Yoo, C., Jonghee, P., & MacInnis, D. J. (1998). Effects of store characteristics and in-store emotional experiences on store attitude. *Journal of Business Research*, 42, 253-263.