

科技部補助專題研究計畫成果報告 期末報告

溫泉旅館服務場景對顧客行為意圖影響之多層次分析：個人層 級與商店層級變數之中介與干擾角色檢驗

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報告附件：出席國際學術會議心得報告

中華民國 105 年 09 月 07 日

中文摘要：因為顧客體驗與員工行為對於企業營運之成功是密不可分的，但在餐旅研究領域中卻少以服務行銷金三角模型結合S-O-R（刺激—有機體—反應）模型之觀點來探討顧客體驗與員工行為間之關係，並予以實證性地檢驗。因此，結合個人與公司層次的研究議題，本研究則是以服務行銷金三角模型之觀點為基礎，實證性地檢驗公司層級變數（服務氣候與員工投入）對於個人層級變數關係間（刺激：服務場景—有機體：顧客情感—反應：行為意圖）之跨層次調節影響。本研究以溫泉旅館中之顧客、管理階層及員工作為資料蒐集對象（可避免同源偏差），且為避免統計分析時受資料巢套的影響，因此以階層線性模式探究變數中的假設關係。研究結果顯示員工行為影響了服務的傳遞，並且進一步澄清為何（公司層級的服務氣候與員工投入之跨層次調節角色）與如何（個人層級的知覺服務場景與顧客情感）間的交互效果顯著地影響了顧客於服務企業中的消費體驗。

中文關鍵詞：溫泉旅館、服務場景、顧客情緒、顧客行為意圖、多層次結構方程式

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英文關鍵詞：hot spring resort, servicescape, customer emotions, customer behavioral intentions, multilevel structural equation model

科技部補助專題研究計畫成果報告

(期中進度報告/期末報告)

(溫泉旅館服務場景對顧客行為意圖影響之多層次分析：個人層級與商店層級變數之中介與干擾角色檢驗)

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計畫主持人：張國謙

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出席國際學術會議心得報告

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中華民國 105 年 9 月 1 日

專題研究計畫題目與中英文摘要

溫泉旅館服務場景對顧客行為意圖影響之多層次分析：個人層級與商店層級變數之中介與干擾角色檢驗

摘要：因為顧客體驗與員工行為對於企業營運之成功是密不可分的，但在餐旅研究領域中卻少以服務行銷金三角模型結合 S-O-R（刺激—有機體—反應）模型之觀點來探討顧客體驗與員工行為間之關係，並予以實證性地檢驗。因此，結合個人與公司層次的研究議題，本研究則是以服務行銷金三角模型之觀點為基礎，實證性地檢驗公司層級變數（服務氣候與員工投入）對於個人層級變數關係間（刺激：服務場景—有機體：顧客情感—反應：行為意圖）之跨層次調節影響。本研究以溫泉旅館中之顧客、管理階層及員工作為資料蒐集對象（可避免同源偏差），且為避免統計分析時受資料巢套的影響，因此以階層線性模式探究變數中的假設關係。研究結果顯示員工行為影響了服務的傳遞，並且進一步澄清為何（公司層級的服務氣候與員工投入之跨層次調節角色）與如何（個人層級的知覺服務場景與顧客情感）間的交互效果顯著地影響了顧客於服務企業中的消費體驗。

關鍵詞：溫泉旅館、服務場景、顧客情緒、顧客行為意圖、多層次結構方程式

A multilevel analysis on how servicescape affects customer behavioral intentions in the hot spring resort sector: An examination of the mediating and moderating roles of individual-level and store-level variables

Abstract: Although customer experience and employee behavior are essential to a company's success, few hospitality field studies have used the service marketing triangle model to empirically examine service climate and employee engagement as firm-level moderators of the individual-level stimulus(servicescape)—organism (customer emotions)—response (behavioral intentions) relationship. Data were collected from customers, managerial employees, and employees of hot spring resorts. To account for nesting effects, hierarchical linear modeling tested hypothesized relationships among variables. The results show employee behaviors contribute to service delivery and clarify why (cross-level moderation of service climate and employee engagement at the firm level) and how (perceived servicescape and customer emotions at the individual level) of their interactions crucially influence customer consumption experiences in a service firm. The study extends the S-O-R by demonstrating outcome variables are not limited to individual-level effects, as environmental characteristics (firm-level explanatory variables) are also major considerations.

KEY WORDS: hot spring resort, servicescape, customer emotions, customer behavioral intentions, multilevel structural equation model

報告內容

INTRODUCTION

With services now outperforming manufacturing in many economies as measured by GDP, environmental psychology and marketing scholars have endeavored to clarify how the physical environment influences the customer service experience (Mari and Poggesi, 2013). Servicescapes (Bitner, 1992) help researchers understand the role of the physical environment, which is particularly important in leisure service settings (Wakefield and Blodgett, 1994) and is of greater importance in determining customers' evaluation of the expected quality in hedonically motivated services (Reimer and Kuehn, 2005), as in the hospitality industry (Lin, 2004).

In terms of the environmental psychology of the servicescape (Bitner, 1992), the term *servicescape*, the landscape within which services are experienced, has been used to describe the physical aspects of the service setting that contribute to the customer's overall physical feel of the experience (Ford, Sturman, and Heaton, 2012). Therefore, a suitably designed servicescape, including tangible facilities, appealing interior design, comfortable lighting and sounds, and unique fragrances, can invite customers into a constructed service atmosphere that satisfies their needs and expectations (Reimer and Kuehn, 2005; Tseng, 2010). Nevertheless, Arnould, Price, and Tierney (1998) have noted that both substantive (functional and mechanical clues) and communicative (human clues) stagings of the servicescape influence visitors' service experience. Accordingly, the service environment should be considered in terms of not only its physical aspects but also the social interactions between customers and employees in that service space because these factors will affect the overall atmosphere (Bitner, 1992; Nilsson and Ballantyne, 2014).

Researchers have previously proposed that certain important relationships are linked to servicescapes in the hospitality field. For example, servicescapes can directly affect customer emotions, and these types of linkages can also produce customer behavioral intentions (Bitner, 1992; Jang and Namkung, 2009; Jani and Han, 2015; Kim and Moon, 2009; Lin and Mattila, 2010). Nevertheless, along with the great contribution of the previous research that applied the S (stimulus)-O (organism)-R (response) paradigm (Donovan and Rossiter, 1982; Mehrabian and Russell, 1974) to explore the linkages among servicescape, emotional reaction, and behavioral response (Bitner, 1992), most studies are limited to customer behaviors and rarely consider the effect of employee behaviors on the relationships. However, the service profit chain suggests that there are critical linkages among employee attitude, customer satisfaction and, ultimately, organizational profits (Heskett, Jones, Loveman, Sasser, and Schlesinger, 1994; Zeithaml and Bitner, 2003). Thus, in light of the service marketing triangle model (Bitner, 1995; Zeithaml and Bitner, 2003), the importance of employees to the ability of firms to keep their promises and succeed in building customer relationships should be considered. In other words, employee behaviors in their working environment should be another critical factor that influences relationships among servicescape, emotional reaction, and behavioral response by customers. Thus, service climate and employee engagement are among the most discussed issues in organizations that promote superior customer experiences and services (Musgrove, Ellinger, and Ellinger, 2014; Salanova, Agut,

and Peiró, 2005). These issues can be treated as collective and shared phenomena by employees in the workplace due to employees being nested in work groups. Those groups in turn are nested in functions, which are nested in organizations (Salanova et al., 2005). In addition, as noted by Wieseke, Lee, Broderick, Dick, and Dawson (2008), because marketing researchers have tended to emphasize either micro- or macro-level perspectives without recognizing the interactions between the two or the importance of multilevel research approaches in marketing and management research, there is a need for multilevel research to provide practitioners with a more accurate picture of which level of an organization they should directly target in performance improvement efforts. Nevertheless, there remains a lack of empirical research in the hospitality field that investigates the moderating effect of service climate and employee engagement with the servicescape, emotional reaction, and behavioral response relationship. To fill this important research niche in the hospitality literature, service climate and employee engagement are assumed to be moderating variables; the former is explored to verify its role in the relationship between perceived servicescape and customer emotions, whereas the latter is explored to verify its role in the relationship between customer emotions and behavioral intentions.

Accordingly, the purpose of this study is to apply an integrated framework to the research case of hot spring resorts that provides a preliminary investigation into the proposed relationships in the following concerns. First, hot spring resorts differ from ordinary hotels and resorts due to the various ancillary services and entertainment facilities associated with the core product of hot spring bathing (Chen, Hsu, and Tzeng, 2011; Hsieh, 2007). To make the best of this precious resource, servicescape is extremely important for hot spring resorts that attempt to appear “unique” to distinguish themselves from others in the market, as is the critical role of employees performing the various service deliveries; both contribute to the customers’ experience. Second, traditional research concerning servicescape issues in the hospitality field largely applies the S-O-R paradigm to explore individual-level relationships by using regression analysis or correlation analysis (Mari and Poggesi, 2013) without considering the firm-level moderating effect of employee behaviors on the linkage in terms of the service marketing triangle model. Thus, considering the variables of the individual level (i.e., perceived servicescape, customer emotions, and customer behavioral intentions) and the firm level (i.e., service climate and employee engagement) across organizations, to address these different units of analysis, this study employs HLM (hierarchical linear modeling) to conduct a cross-level analysis to clarify the hypotheses in the proposed framework. Third, this study includes managerial employee, employee, and customer data from the hot spring resorts in the same research framework to avoid common method variance because problems with many previous studies were caused by the use of self-reports filled in by customers (e.g., concerning perceived employee performances). Finally, the results of this study provide practical suggestions for hot spring managers for building a service advantage through improved servicescapes and employee behaviors

LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

Research hypotheses

Because the hospitality industry provides a high degree of intangible product levels, such as services, the servicescape is not only an important component of a customer's impression formation but also an important source of evidence in the overall evaluation of the servicescape itself and the service organization (Lin, 2004). Thus, as defined by Miles et al. (2012, p. 778), a servicescape is as "a combination of several dimensions that influence a customer's holistic perceptions of the service." The authors summarized previous studies and concluded that the important dimensions of a servicescape's physical surroundings included facility aesthetics (color, music, and lighting), layout accessibility (spatial layout and ability of furnishing to facilitate customer enjoyment), and cleanliness (broadly, the cleanliness of all aspects of the service facility). Moreover, Kim and Moon (2009) performed a literature review and identified five composite dimensions of the servicescape: facility aesthetics, layout, electric equipment, seating comfort, and ambient conditions.

Accordingly, in terms of linkages among environmental stimuli, emotional states, and approach/avoidance responses (Mehrabian and Russell, 1974), many firms deliberately design decorations, lights, music, and friendly service environments to make customers experience positive during consumption (Chang, 2013). Lin and Liang (2011) summarized previous research and concluded that service environments play important roles in service delivery because they can foster pleasant emotional reactions while strengthening customer perceptions and retention. Thus, customer emotions are positive or negative reactions, or mental stages of readiness, that arise as consequences of specific events or circumstances, which are triggered by something or someone, and can therefore be attributed to a certain entity or attitude object (Svari and Olsen, 2012). In terms of the Stimulus-Organism-Response paradigm, positive customer perception of a firm's physical environment would lead to positive emotions (e.g., happiness and arousal) (Miles et al., 2012) or pleasurable feelings (Kim and Moon, 2009). These emotions in turn positively influence their satisfaction (Han and Back, 2007) and subsequent behavioral intentions (e.g., revisit intention, recommendation to others, willingness to pay higher prices than those charged by competitors) (Chen et al., 2011; Ladhari, 2009).

Although most previous studies consider the servicescape in terms of the physical surroundings of a firm (Bitner, 1992), Dong and Siu (2013) have proposed that customer service experience evaluations are influenced by both the substantive staging of the servicescape (its functional and mechanical clues) and its communicative staging of the servicescape (its human clues). The servicescape composed of substantive and communicative aspects can be better used to capture the dynamics of the environment and the entire service context. The substantive staging of a servicescape refers to the physical aspects of the service environment, while the communicative staging of the servicescape refers to how the service environment is presented and interpreted by employees. In the hot spring resort context, aside from the physical environment that influences customer emotions and behavioral intentions, service encounters with employee are another main service experience for customers. Accordingly, the research hypotheses are as follows:

H1-1. *The customer's perceived substantive staging servicescape has a positive effect on customer emotions in the hot spring resort sector.*

H1-2. *The customer's perceived communicative staging servicescape has a positive effect on customer*

emotions in the hot spring resort sector.

H2. *The customer's emotions have a positive effect on behavioral intentions in the hot spring resort sector.*

Schneider et al. (1980) were the first researchers to use the term “service climate,” which emerged from a generic construct of organizational climate (Cha and Borchgrevink, 2014). The service climate of a firm refers to “employee perceptions of the practices, procedure, and behaviors that get rewarded, supported, and expected with regard to customer service and customer service quality” (Schneider et al., 1998, p. 151). A common theme in the service marketing literature is that organizations must create and maintain a climate that encourages employees to effectively deliver excellent service (He et al., 2011). The service climate is a collective and shared phenomenon that is built in the light of organizational practices focused on customer service (Salanova et al., 2005). The service climate is the extent to which everything an organization does, as perceived by those in contact with the firm, demonstrates its commitment to customers and to service (Solnet and Paulsen, 2006). Thus, service climate is built on foundations of caring for both internal and external customers, and it is the message employees receive about the importance of service in their organization (Ram et al., 2011). Given the importance of employee behavior in service delivery within the tourism and hospitality industry, the service climate has practical significance to organizational outcomes, such as employee turnover intention, customer satisfaction, and financial performance (Manning et al., 2012). Thus, several researchers have observed significant relationships between service climate and positive customer perceptions of service (Carrasco et al., 2011), where a positive climate for service perceptions of employees is positively related to a customer experience (Schneider et al., 2002) that produces customer satisfaction (Schneider et al., 2005) and loyalty (Dawson and Abbott, 2009). In other words, service climate influences the expression of positive emotions among service employees in their relationships with customers (Carrasco et al., 2011); that is, positive employee emotions are positively related to positive customer emotions and satisfaction (Giardini and Frese, 2008), which refers to the affective state that is the emotional reaction to an experience or a sequence of experiences with a seller (Ram et al., 2011). Specifically, when employees note that managers spend a much time, energy, and resources to reward employees who provide customers with high-quality services and enhance their abilities to provide services that meet customer needs and desires, employee service quality has a significant impact on customers (Yang and Wang, 2010). Accordingly, a third hypothesis is proposed.

H3. *Service climate has a positive effect on customer emotions in the hot spring resort sector.*

In addition, employees and customers have frequent contact during the service consumption process. Thus, as suggested by Dietz et al. (2004), personal contact underlies service climate effects, reasoning that a possible mechanism through which service climate affects customer perceptions is the actual interpersonal behavior of employees in their interactions with customers, and frequent contact is associated with more opportunities to experience personal interaction and emotional contagion. Thus, the work unit service climate is a precursor of well-being at work, and employees devote much effort to offering quality services and

pleasing customers. Thus, employees will feel happy if they can obtain specific resources to match job demands from their service climate (Carrasco et al., 2011). Although the customer's perceived servicescape has impact on their emotions during the service consumption process, employee mood will affect their experience with service providers. Accordingly, this study also assumes that service climate has a moderating effect on the relationship between perceived servicescape and customer emotions. Specifically, based on hypotheses 1-1 and 1-2, the more positive a customer's perceived servicescape of a service firm, the more positive the customer's emotional response. Thus, the relationship between customers' perceived servicescape and customer emotions will be strengthened for service staffs working in high-level service climates. However, the relationship between customers' perceived servicescape and customer emotions will be weakened if service staffs work in environments with low-level service climates. Accordingly, a fourth set of hypotheses is proposed as follows.

H4-1. *Service climate has a significant moderating effect on the relationship between perceived substantive staging of the servicescape and customer emotions in the hot spring resort sector.*

H4-2. *Service climate has a significant moderating effect on the relationship between perceived communicative staging of the servicescape and customer emotions in the hot spring resort sector.*

Engagement is a motivational construct (Peng et al., 2014) used to describe “a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption” (Schaufeli et al., 2002, p. 74). As concluded by Bakker and Demerouti (2008), engaged employees have high levels of energy and are enthusiastic about their work. Energy is the outcome of positive employee engagement, and an organization benefits from an energized workforce because employees work well together, relationships are supportive and inspiring, and information is freely shared (Cartwright and Holmes, 2006). Thus, employee engagement is the level of commitment and involvement of an employee toward his/her organization and its values. It is a measurable degree of employees' positive or negative emotional attachment to their jobs, colleagues, and organizations, which profoundly influences their willingness to learn and perform at work (Sadiqe, 2014). Because employee engagement has a considerable impact on customer satisfaction with a firm, the only way to maintain consistently really high levels of customer loyalty is to maintain a workforce that is so enthusiastic, creative, and energetic that the firm outperforms its competitors in service delivery, execution, and product design (Harvard Business Review Report, 2013). To date, although there is no single generally accepted definition of the term employee engagement, Gallup defines it as an involvement with and enthusiasm for work that is closely linked with organizational performance outcomes (Markos and Sridevi, 2010). Specifically, companies with energized, motivated employees exert extra effort to create a superior experience for customers who, in turn, reward the company with intense loyalty and contribute to its profit growth. This process begins with leaders who create a culture that caters to happier, more engaged employees (Bakker and Demerouti, 2008). Therefore, as proposed by Dickson (2008), fostering employee engagement is worthwhile in the hospitality industry, which is known for low-paying, often temporary positions. Ncube and Jerie (2012) have conducted a study in the hospitality industry because of the need to understand how best to address

employee engagement as a human resource initiative and source of competitive advantage. Therefore, engagement is about passion and commitment as well as the willingness to invest in oneself and expand discretionary effort to help the employer succeed (Markos and Sridevi, 2010). In terms of the Engagement-Profit Chain, employees who are engaged create greater customer satisfaction, leading to customer loyalty (Kruse, 2014). Accordingly, a fifth hypothesis is proposed as follows.

***H5.** Employee engagement has a positive effect on customer behavioral intentions in the hot spring resort sector.*

Employee engagement in work is associated with individuals who feel obligated to be more deeply involved in their role performance (Kahn, 1990; Lee and Veasna, 2013). Employees who are more engaged are likely to be in more trusting and high-quality relationships with their employer and will, therefore, be more likely to report more positive attitudes and intentions toward the firm (Saks, 2006). Thus, engaged employees are willing to exert discretionary effort to accomplishing tasks that are important to achieving organizational goal (Swarnalatha and Prasanna, 2013), and the service promises provided by the firm regarding what customer expectations will be delivered more successfully (Zeithaml and Bitner, 2003) through engaged employees. Therefore, based on hypothesis 2, the more positive customer emotions toward a service firm, the more positive customer behavioral intentions occur. Thus, for employees who exhibit a high level of engagement in their work, the relationship between customer emotions and customer behavioral intentions will be strengthened. However, the relationship between customer emotions and customer behavioral intentions will be weakened if service staff members exhibit a high level of engagement in their work. Accordingly, a sixth hypothesis is proposed as follows.

***H6.** The customer's perceived employee engagement has a significant moderating effect on the relationship between customer emotions and behavioral intentions in the hot spring resort sector.*

In summary, a relationship between customer perceived servicescape and customer behavioral intention is proposed, where customer emotions act as mediating variables at the individual level, while employee engagement and service climate, which are assumed to be firm-level factors, perform their moderating roles on the servicescape–customer emotion–behavioral intention links.

RESEARCH METHOD

Measurements

The items for each variable are measured on a 7-point Likert scale, ranging from 1=strongly disagree to 7=strongly agree. The aspect of perceived servicescape was modified from previous research (i.e., Dong and Siu, 2013) and included the substantive staging of servicescape (through twelve items regarding physical environment) and the communicative staging of the servicescape (through four items regarding employee performance for communicating with customers). The aspect of customer emotions, which was measured through four items, was based on previous research (i.e., Lin and Liang, 2011). The aspect of customer

behavioral intentions, which included three items, was modified from previous research (i.e., Kuo et al., 2012). The service climate, which included four items, was also modified from previous research (i.e., Salanova et al., 2005). The aspect of employee engagement in work, which included four items, was modified from previous research (i.e., Britt et al., 2005). The back-translation method proposed by Sinaiko and Brislin (1973) was used to ensure the translation quality of the instrument from English to Chinese. Finally, respondent demographic characteristics (measured on categorical scales) were requested at the end of the questionnaire. Five items, including gender, age, education, and visiting times, were requested from customers; four items, gender, age, education, and work environment, were requested from employees; and four items, gender, age, education, and position, were requested from managerial employees.

Sample

This study attempts to explore customer behavioral intentions as they relate to a set of customer perceived servicescape-based causation relationships in selected hot spring resorts in the hot spring area of Taiwan over a 3-month period at 20 similar-level hot spring resorts to ensure a representative sample.

To avoid common method variance (Huang and Lee, 2012; Lin and Peng, 2006), questionnaires regarding perceived servicescape, customer emotions, and behavioral intention were distributed to customers, regarding employee engagement were distributed to employees, and regarding service climate were distributed to managerial employees.

As suggested by Bickel (2007), if a multi-level study concerns interactions between the individual and group levels, a 20/30 ratio is one method of data collection. That is, this study selected 20 hot spring resorts as the research targets at the firm level, and each hot spring resort selected 30 customers as the respondents at the individual level. Therefore, the questionnaire package included three categories, and each package contained copies of a firm-level managerial employee questionnaire (containing questions on service climate), a firm-level employee questionnaire (containing questions on employee engagement), and an individual-level customer questionnaire (containing questions on perceived servicescape, customer emotions, and behavioral intentions). Overall, 600 questionnaires were distributed to customers, 300 questionnaires were distributed to employees, and 200 questionnaires were distributed to managerial employees.

The analysis uses a cross-level model in which firm-level variables perform moderating roles on the relationships among individual-level variables, namely, a moderating effects model (Lin and Peng, 2006; Kozlowski and Klein, 2000). This study uses HLM, which simultaneously considers variables at different levels, and the cross-level data at the individual and firm levels are examined together (Wen and Chiou, 2009). Thus, first, the effect of individual-level customer ratings on the perceived servicescape, customer emotion, and behavioral intention links was examined. Second, the effects of firm-level variables, that is, of service climate and employee engagement, on the relationships among individual-level links were tested.

DATA ANALYSIS AND RESULTS

Descriptive Analysis

Of the 519 questionnaires from customers, 33.9% were from male respondents and 65.7% were from

females. A substantial majority of respondents was between 25 and 44 years of age (82.3%). The largest number of respondents (73.4%) held a bachelor's degree, and service workers were the most highly represented occupation (38%). Most respondents (75.1%) visit the location 2-4 times per year.

Of the 270 questionnaires from employees, 37% were from male respondents and 63% were from females. A substantial majority of respondents was between 25 and 34 years of age (34.1%). The largest number of respondents (60.4%) held a bachelor's degree and felt that their work environment not bad was the most highly represented occupation (50.4%).

Of the 177 questionnaires from managerial employees, 39% were from male respondents and 61% were from females. A substantial majority of respondents was between 35 and 44 years of age (32.8%). The largest number of respondents (59.9%) held a bachelor's degree, and basic managerial positions were the most common occupations (81.9%).

Hypothesis testing

To assess the hypotheses, a sequence of models is required: null, random-coefficient regression, intercept-as-outcomes, and slopes-as-outcomes models (Wech and Heck, 2004). In addition, as suggested by Qin et al. (2014), it is very difficult for researchers to find significant effects in empirical studies (e.g., Huang and Lee, 2012; McClelland and Judd, 1993) if the group-level sample size is relatively small. Thus, this study used traditional 0.05 significance levels to test the relationships among variables of the same level and 0.1 significance levels to test cross-level interaction effects and main effects.

CONCLUSIONS AND MANAGERIAL IMPLICATIONS

First, the results support previous studies that indicate that perceived servicescape significantly affects customer emotions (Lin, 2004) in which customer's perceived substantive staging of the servicescape ($\gamma_{10}=0.276$, $p<0.01$; H1-1 was supported) positively affects customer emotions in hot spring resorts. Because hot spring resorts are recreational places for physical and mental customer relaxation, especially for enjoying hot springs bathing in comfortable spaces, the perceived physical servicescape becomes more important with the time spent in the facility, that is, the longer the time a customer spends in a facility, the greater the likelihood that the perceived quality of servicescape will play an important role in determining satisfaction with the service (Wakefield and Blodgett, 1994). Lin and Liang (2011) also concluded that the physical environment (e.g., ambient and design factors) is more important for customer emotions and satisfaction with a business (e.g., fashion apparel store). Moreover, for hot spring resort managers, a resort design that can add local culture into the servicescape design to create uniqueness is also an important concern (Dong and Siu, 2013). For example, the Yangmingshan hot spring destination is famous for hot spring bathing influenced by Japanese colonization, and Japanese-style hot spring resorts evoke many old stories and customer images. In addition, as suggested by Lin (2004), the servicescape should be compatible with guest expectations. Hence, service providers must define their target customers prior to determining the overall layout and design of the servicescape. Kaltcheva and Weitz (2006) proposed that service providers could use different elements of the store environment to influence customer arousal levels (e.g., music, color, and layout). Accordingly, hot spring

resort operators should attempt to design a substantive staging of the servicescape to elicit an affective quality of “love at first sight” (Zhang and Li, 2004).

Second, the results showed that service climate at the firm level has a positive effect on customer emotions at the individual level in the hot spring resorts sector when considering substantive staging of the servicescape ($\gamma_{01}=0.741$, $p<0.05$) and communicative staging of the servicescape ($\gamma_{01}=0.552$, $p<0.1$) at the individual level (i.e., H3 was supported). As proposed by Huang and Lee (2012), the individual-level outcome variables are not only affected by the individual-level independent variables but also by the firm-level variables. Thus, perceived servicescape at the individual level and service climate at the firm level are two variables that interactively influence customer emotions. The results showed that the cross-level interaction between service climate and perceived substantive staging of the servicescape ($\gamma_{11}=0.425$, $p<0.05$; H4-1 was supported) has a positive effect on customer emotions. The result of a study by Kralj and Solnet (2010) showed that internal organizational dynamics (i.e., a climate for service) and customer satisfaction, an important business outcome, are highly correlated. Thus, developing a service climate in which management and customer goals are in congruence will provide employees with the resources and support they need to dedicate their attention to fulfilling customer expectations. Furthermore, as suggested by Liao and Chuang (2007), a work unit’s service climate may have cross-level, top-down influences on an individual employee’s service performance. In the service context, a positive service climate may help employees perceive that superior service is expected, desired, and rewarded, thus providing a strong motivational force for employees to deliver better service. Thus, service climate is consistent with the standpoints of the service marketing triangle in which service firms must provide employees with the necessary skill, resources, and rewards to demonstrate the service firm’s commitment to service quality and in turn provide better services to their customers (Bitner, 1995). Wang (2015) also concluded that firm-level service climate positively affects interaction quality and customer loyalty at the individual level. Particularly in the hot spring resorts sector, knowledge and various skills must be provided through employee training to satisfy customer requirements, such as understanding water qualities and curative effects of different types of hot springs, massage skills, facial and nail beauty services, and even regimens and health benefits. Additionally, increasing numbers of foreign tourists to hot spring resorts, require service staff to learn some foreign languages (e.g., English, Japanese, and Korean) to communicate with and serve customers from all over the world.

Furthermore, the perceived communicative staging of the servicescape ($\gamma_{10}=0.273$, $p<0.01$; H1-2 was supported) is another important concern, which implies that the image of front-line staff belongs to the communicative staging servicescape (focus on employee performance) domain and cannot be ignored by hot spring resorts managers. The results also showed that the cross-level interaction between service climate and the communicative staging of the servicescape ($\gamma_{11}=0.709$, $p<0.01$; H4-2 was supported) has positive effects on customer emotions. Customers with experience intensification, such as souvenir and dining purchases, are more likely to be influenced by the service provided by staff (Dong and Siu, 2013). Specifically, some hot spring resorts (such as Radium Kagaya hot spring resort in the Yangmingshan hot spring destination) are even famous for providing *butler* services to customers; thus, perceived communicative staging of the servicescape

is the most important customer perception. Therefore, in terms of firm-level concerns, employees who work in a decent working environment and feel supported by teams spontaneously provide better services to customers. The customers' perceived communicative staging of the servicescape is reflected by the decent service climate; thus, the interaction between service climate and perceived communicative staging of the servicescape improve customer emotions.

Third, the results also support previous studies indicating that customer emotional satisfaction affects their behavioral intentions, such as engaging in positive word-of-mouth ($\gamma_{10}=0.733$, $p<0.01$; H2 was supported) (Yu and Dean, 2001), in the hot spring resort sector. Giardini and Frese (2008) have suggested that positive customer affect is related to the customer's evaluation of the service encounter, which was proposed to be related to customer satisfaction. As concluded by Bagozzi et al. (1999), customer emotions, such as happiness, joy, enjoyment, and gladness, exhibited common variance with customer satisfaction, which has positive impact on post-purchase reactions (e.g., repurchase and word-of-mouth intentions) toward a business. Furthermore, the results also showed that employee engagement at the firm level has positive effects on customer emotions at the individual level ($\gamma_{01}= 0.874$, $p<0.01$; H5 was supported) in hot spring resorts. When engaged, an employee is understood to be physically involved, cognitively alert, and emotionally attached (Rothmann and Baumann, 2014). In other words, engaged employees demonstrate their vigor, absorption, and dedication as a positive and fulfilling work-related state of mind (Saks, 2006; Schaufeli and Bakker, 2004) and bring themselves into the work-role performance (Rothmann and Baumann, 2014). In addition, the results of this study also showed that the cross-level interaction between employee engagement and customer emotions ($\gamma_{11} =0.220$, $p<0.1$; H6 was supported) has positive effects on behavioral intentions and, as suggested by Bakker and Demerouti (2008), is an important reason why engaged workers outperform non-engaged workers. Engaged employees often experience positive emotions, including happiness, joy, and enthusiasm; better health; and job and personal resource creation. They also transfer their engagement to others. Thus, positive employee affect will be positively associated with the display of positive emotion by employees during their interactions with customers, which further engenders positive service quality perceptions (Pugh, 2001). Managers must provide employees with resources and benefits that will oblige them to reciprocate in kind with higher levels of engagement (Sakes, 2006). That is, a positive relationship between display of positive emotion by employees and positive customer affect is consistent with emotional contagion occurring during the service encounter (Pugh, 2001). Thus, hot spring resorts managers, because of their external marketing communication with customers about how they can be served and their knowledge of which employees are engaged, are critical persons to achieve firm goals. In other words, hot spring resorts provide happiness to customers by creating happy employees, and then, positive customer emotions result in more positive behavioral intentions.

Limitations and Directions for Further Research

There are some limitations of this study that should be considered for future research. First, replication studies could be conducted in a different industry (e.g., the restaurant and travel industries) to test the validity

of the findings reported here. Second, although many important variables have been included in our model, it is important to realize that other factors may also play critical roles in the relationship between perceived servicescape, customer emotions, and behavioral intentions. For instance, future research might investigate how other factors, such as work values or professional efficiency (Liang, 2012), affect this relationship. Third, as argued by Kuo et al. (2012), the perceived quality of product and service offerings is highly related to the value that strong brands add to customer purchase evaluations. In particular, strong brands enable “customers to better visualization and understand the intangible side of the products and services” (Kayaman and Arasli, 2007, pp. 93–94). Therefore, the role of firm-related factors such as branding should be considered in future research. Finally, as discussed by Kim et al. (2007), because loyal customers and frequent visitors are significantly different, future researchers should note and distinguish between these groups in their perceptions of the servicescape and post-purchasing behaviors.

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科技部補助專題研究計畫出席國際學術會議心得報告

日期：105 年 8 月 1 日

計畫編號	MOST 104—2410—H—263—007—		
計畫名稱	溫泉旅館服務場景對顧客行為意圖影響之多層次分析：個人層級與商店層級變數之中介與干擾角色檢驗		
出國人員姓名	張國謙	服務機構及職稱	致理科技大學休閒遊憩管理系 副教授
會議時間	2016 年 7 月 23 日 至 2016 年 7 月 24 日	會議地點	印尼峇里島 Sensen Sunsetn Seminyak Hotel
會議名稱	(中文) 第 17 屆企業、經濟、社會科學與人文學科國際研討會 (英文) The 17th International Conference on “Business, Economics, Social Science & Humanities		
發表題目	(中文) 網路消費者評論、調節焦點與產品類型對購買意圖之影響 (英文) Impact of Online Reviews, Regulatory Focus, and Product Type on Purchase Intention		

一、參加會議經過

The 17th International Conference on Business, Economics, Social Science & Humanities 的舉辦地點位於印尼峇里島 Sensen Sunsetn Seminyak Hotel 內之會議場地，本人於 7 月 23 日早上 9：00 抵達會議場地，與會期間除了論文發表外並與參加會議學者交換相關論文意見，本人於 7 月 25 日返抵國門。

二、與會心得

此次所參加之研討會議以企業發展與顧客行為等議題為主，而本人發表之論文內容中是以調節焦點理論之應用為主要核心，是以探討當消費者看到網路消費者評論後，產生調節配適或不配適之情況，進而對其購買意圖之影響，此外，亦探討調節配適或不配適之消費者，其購買意圖是否會因為產品類型的不同而有所差異。科技部研究計畫中所探討的顧客行為是顧客表徵的行為模式，進一步探討顧客行為的內在導引模式亦是不可忽視的，可以說此研討會議論文之發表與本次的科技部計畫有很重要的相關性與延續性。

此次會議中亦巧遇來自台灣的學者，她發表關於員工行為的議題引起本人很大的興趣，我們於會議中對於多層次模型的統計問題、問卷發放所碰到的困難以及未來相關多層次模型的應用等議題交換很多寶貴的意見，這些意見對於本次的科技部計畫之執行與未來研究發展有很大的助益。另外，另一馬來西亞學者是發表關於應用腦波圖等科技資料來探討教師壓力與教學間的關係，這與本次的科技部計畫中關於顧客情緒的議題也是很有關聯性，對於未來結合相關技術探討顧客行為有不同領域之啟發與思考，這些議題皆與本人教學研究有相關，經由交流學習，可謂受益匪淺。整體而言，似乎有愈來愈多的學者結合顧客的特性、內在行為思考模式以及心智態度等議題來探討顧客行為，這也是參與此次會議很重要的省思。

再者，參與國際研討會除能加強學術交流外，參與者如何能掌握重點報告是吸引與會者注意的重要關鍵，且如何於短時間內呈現研究主題重點讓與會者易於瞭解亦是有很大的學習空間，尤其是要掌握回答問題的關鍵是參與國際研討會很重要的練習與收穫。

三、發表論文全文或摘要

According to a survey conducted by the Nielsen Company in 2014, only 23% of global consumers had never considered online shopping. This indicates that when consumers purchase products on the Internet, they often refer to reviews left by former consumers to guide their purchase decisions. Therefore consumer reviews found online have a strong influence on buying behavior. Accordingly, two experiments were conducted for the present study. Experiment 1 explores the effect of regulatory fit (or non-fit) on purchase intention after a consumer is exposed to online reviews. Experiment 2 examines whether product type (e.g. search goods versus experience goods) influences the relationship between regulatory fit (or non-fit). In this study, data from 611 valid questionnaires was analyzed through independent-sample t tests and paired-sample t tests. The findings of experiment 1 indicate that regulatory fit has a more significant influence on purchase intention than the non-fit condition. Whether the effect is positive or negative depends on whether the consumer is promotion-focused or prevention-focused. The results of experiment 2 confirm that regardless of regulatory fit, consumers have a lower purchase intention for search goods than experience goods after exposure to negative online reviews. Thus, managers must be concerned with and effectively manage posts that appear on the Internet, regardless of whether the content is simply sharing experiences or information regarding merchandise. Based on the results of this study, we make the recommendations in reference to management decision-making.

四、建議

與提問者之互動需要多加練習。

五、攜回資料名稱及內容

(1)會議章程；(2)論文集

科技部補助計畫衍生研發成果推廣資料表

日期:2016/08/24

科技部補助計畫	計畫名稱: 溫泉旅館服務場景對顧客行為意圖影響之多層次分析: 個人層級與商店層級變數之中介與干擾角色檢驗
	計畫主持人: 張國謙
	計畫編號: 104-2410-H-263-007- 學門領域: 休閒遊憩
無研發成果推廣資料	

104年度專題研究計畫成果彙整表

計畫主持人：張國謙			計畫編號：104-2410-H-263-007-				
計畫名稱：溫泉旅館服務場景對顧客行為意圖影響之多層次分析：個人層級與商店層級變數之中介與干擾角色檢驗							
成果項目			量化	單位	質化 (說明：各成果項目請附佐證資料或細項說明，如期刊名稱、年份、卷期、起訖頁數、證號...等)		
國內	學術性論文	期刊論文		0	篇		
		研討會論文		0			
		專書		0	本		
		專書論文		0	章		
		技術報告		0	篇		
		其他		0	篇		
	智慧財產權及成果	專利權	發明專利	申請中	0	件	
				已獲得	0		
			新型/設計專利		0		
		商標權		0			
		營業秘密		0			
		積體電路電路布局權		0			
		著作權		0			
		品種權		0			
		其他		0			
	技術移轉	件數		0	件		
		收入		0	千元		
	國外	學術性論文	期刊論文		1	篇	Effect of servicescape on customer behavioral intentions: Moderating roles of service climate and employee engagement, International Journal of Hospitality Management, 53, 116-128.
			研討會論文		1		The 17th International Conference on "Business, Economics, Social Science & Humanities (Impact of Online Reviews, Regulatory Focus, and Product Type on Purchase Intention)
專書			0	本			
專書論文			0	章			
技術報告			0	篇			
其他			0	篇			
智慧財產權		專利權	發明專利	申請中	0	件	

及成果		已獲得	0		
		新型/設計專利	0		
		商標權	0		
		營業秘密	0		
		積體電路電路布局權	0		
		著作權	0		
		品種權	0		
		其他	0		
	技術移轉	件數		0	件
		收入		0	千元
參與計畫人力	本國籍	大專生	3	人次	
		碩士生	1		
		博士生	0		
		博士後研究員	0		
		專任助理	0		
	非本國籍	大專生	0		
		碩士生	0		
		博士生	0		
		博士後研究員	0		
		專任助理	0		
其他成果 (無法以量化表達之成果如辦理學術活動、獲得獎項、重要國際合作、研究成果國際影響力及其他協助產業技術發展之具體效益事項等，請以文字敘述填列。)					

科技部補助專題研究計畫成果自評表

請就研究內容與原計畫相符程度、達成預期目標情況、研究成果之學術或應用價值（簡要敘述成果所代表之意義、價值、影響或進一步發展之可能性）、是否適合在學術期刊發表或申請專利、主要發現（簡要敘述成果是否具有政策應用參考價值及具影響公共利益之重大發現）或其他有關價值等，作一綜合評估。

1. 請就研究內容與原計畫相符程度、達成預期目標情況作一綜合評估

達成目標

未達成目標（請說明，以100字為限）

實驗失敗

因故實驗中斷

其他原因

說明：

2. 研究成果在學術期刊發表或申請專利等情形（請於其他欄註明專利及技轉之證號、合約、申請及洽談等詳細資訊）

論文： 已發表 未發表之文稿 撰寫中 無

專利： 已獲得 申請中 無

技轉： 已技轉 洽談中 無

其他：（以200字為限）

3. 請依學術成就、技術創新、社會影響等方面，評估研究成果之學術或應用價值（簡要敘述成果所代表之意義、價值、影響或進一步發展之可能性，以500字為限）

本專題研究之結果提出以下實務意涵貢獻：其一，溫泉旅館服務場景中的音樂、氣味、顏色、設備與建築等要素是消費者識別服務產業的重要線索，因此，獨特的實體服務場景展現是顧客知覺服務業者所具備的無形服務能力與品質的重要體驗。其二，溫泉館中員工與顧客互動頻繁（包括用餐及各種服務等需求），因此社交展現的服務場景在溫泉旅館中亦扮演很重要的角色。這意味著顧客於溫泉旅館中的體驗是整體性的，除了實體展現的服務場景體驗外，社交展現的服務場景體驗是否能與其搭配亦是溫泉旅館經營者不可忽略的。其三，溫泉旅館的員工如同餐旅產業的工作者一樣，面臨著低薪、工時長與離職的工作挑戰。因此，如何能提升溫泉旅館員工的工作氣氛與工作投入是溫泉旅館經營者必須思考的問題，包括提供教育訓練或是提供各種獎勵等方式。這樣的思考對於溫泉旅館經營者提供一重要的管理意涵，亦即是員工為何能有動機投入工作可說是員工如何能提供好的服務品質給顧客的重要基石，好的服務品質則能進而引發顧客的正面情感與未來行為意圖。此一研究可作為餐旅管理中員工行為與顧客體驗的重要參考資料。

4. 主要發現

本研究具有政策應用參考價值： 否 是，建議提供機關

（勾選「是」者，請列舉建議可提供施政參考之業務主管機關）

本研究具影響公共利益之重大發現：否 是

說明：（以150字為限）

本專題研究以服務行銷金三角之理論架構為研究設計基礎，進而結合及延伸S-O-R（刺激—有機體—反應）模型，藉以瞭解影響個體層次結果變項的因素不僅侷限於個體層次的解釋變項（例如服務場景），個體層次所處的環境特性（公司層級的解釋變項）也是重要的考量。