

國立交通大學

管理學院（國際經貿學程）碩士班

碩士論文

服務品質、知覺價值與性別差異對口碑活動的影響

The Effects of Service Quality, Perceived Value and the Role of

Gender on Word-of-mouth Activity



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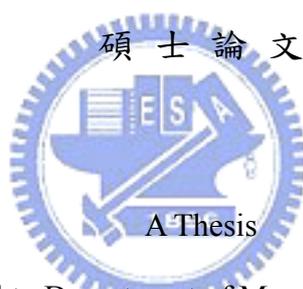
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中文摘要

本論文旨在研究服務品質、性別對知覺價值和口碑活動的影響關係。同時，本研究將服務品質分為三個因素：服務人員的服務品質、核心服務品質及消費環境因素。本研究結果顯示服務品質與知覺價值及口碑活動間存在有正向的關係，結果並證明知覺價值在此關係中為中介的角色。除此之外，部份的服務品質對知覺價值的影響也會隨著性別不同而有差異。本文中的模型以服務流程主導與高涉入的服務活動為主要探討的對象，由於目前服務產業發展迅速，經理人可藉由本文的研究更了解口碑活動的發展。

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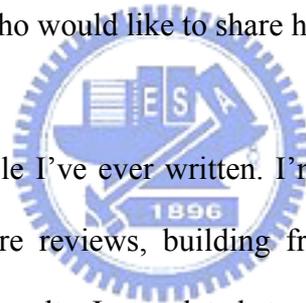
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ABSTRACT

This study investigates the effects of service quality and the role of gender on perceived value and outcome behaviors through word-of-mouth activity. Meanwhile, this research broke service quality into three parts: employee service performance, main service quality and store information. The results showed that perceived value mediated the service quality and the word-of-mouth activity. Service quality, perceived value, and word-of-mouth activity reflected differently based on the gender difference. Specifically, this model investigated the process-oriented and high involvement service activities, which may draw the attention from the service business manager concerned about word-of-mouth marketing.

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It's my pleasure to work in the team who were supervised by Dr. Chang Chia-Chi. We worked independently on our own theses; meanwhile we joined the regular meeting to groupthink all the solutions to the problems during our studies. To the end of this semester each of us successfully accomplished this main task in our master program. I'm very grateful to all the members in this team for sharing opinions and of course, my gratitude to Dr. Chang for supervising me in such a cautious and strict way was beyond description. "To help" was the most impressive thing Dr. Chang taught me. She said that to help was one of the ways to enlarge the power to influence others. She is not only a professor who supervised us academically but is a mentor who would like to share her experiences with us.



This is the first academic article I've ever written. I'm happy that I attained this aim. From reading and gathering literature reviews, building framework, creating a survey, learning methodology to analyzing the results, I completed step by step. This is a good training for me to start my research plan.

I would like to show my gratitude to those who supported me during my studies. I would thank Mr. Chow HawJeng, Chiayi and A- Tai who helped me about the methodology; Mrs. Wong who helped me about the questionnaires; Mr. Charlie Warth who helped me correct my academic writing; Chunhui who always encouraged me to continue my studies; Roger who stood by me when I was discouraged and those whom I didn't mention. Now I have courage and knowledge, I'm ready to move into my next research stage.

2006/6/9 in Hsin Chou

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Chapter 1 - Introduction

1.1 Research Motivation and Background

At the time when there were few choices offered in the market and people were also short of resources, consumers used expectation and memory to evaluate their choices and make a decision. The experienced utility, expected utility and remembered utility, were used to run and fulfill consumers' decision-making process. Now, we are facing hundreds of choices. Processing our own assessment system is not enough to support us to end up with a beneficial choice. Consumers start to make an effort to collect information such as searching through magazines and newspapers, consulting their friends or family, or surfing the internet and talking in the chat rooms, which accelerate word of mouth activities. Due to the impact of technology, consumers are not only one-way receivers, instead, they also respond to the media.

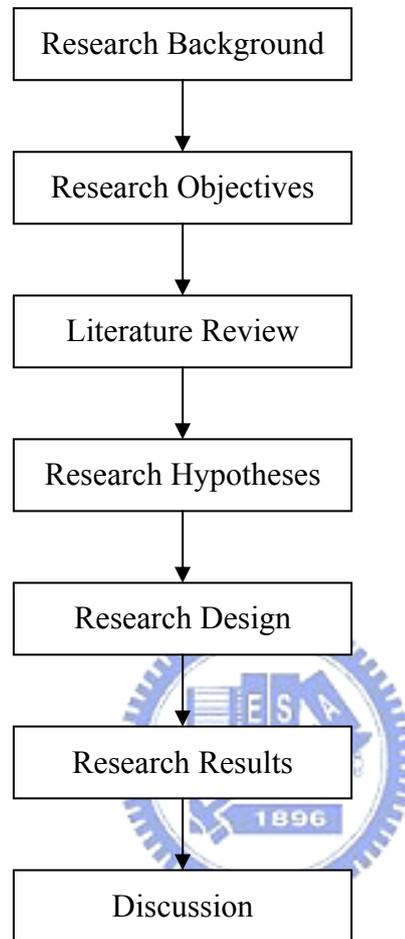


The power of word of mouth is enormous and impossible to ignore, especially in the service-dominated market. Service process has a high customer-involvement. Customers do not evaluate service quality solely on the outcome of a service; they also consider the process of service delivery. The only criteria that count in evaluating service quality are defined by the customer (Zeithaml et al., 1990). So, customer perceptions during the service process will influence their values. Furthermore, customers will build their word of mouth networks based on the service they had. In addition, gender differentiates male and female perceptions, which cause different outcome behaviors. Thus, this study regards service quality, gender, and consumer perceived value as independent variables and word of mouth as dependent variables to investigate the customer behaviors in the service market in Taiwan.

1.2 Research Objectives

Word-of-mouth (WOM) marketing is becoming an increasingly important factor in the buying process and companies should know how to take advantage of it. Before, companies spent enormous amounts of money on advertising. This included newspapers, magazines, TV, radio, Yellow Pages, direct mail, and the internet. However, it was ineffectual because consumers are becoming increasingly negative toward advertising. A 2004 study of the American Association of Advertising Agencies showed that the effectiveness of agency-produced campaigns is deteriorating because consumers' negative perceptions about advertising have substantially increased (James O. Mitchell 2005). With traditional advertising lacking credibility, people turn to friends, family and colleagues for recommendations and referrals when they are looking for products and services. They could tell a wide audience about their experience on the internet. This consumer-generated advertising competes with or enhances the company's own advertising. Marketers should know how to use this important medium in a positive way. In the previous literatures, there was little research talking about the effect of word-of-mouth in the service market in Taiwan. Therefore, the purpose of this article is to show the effects of the relationships among service quality, perceived and word-of-mouth run by a questionnaire survey and provide the existing companies or marketers succeed the word-of-mouth marketing strategy in the service market. The following section reviews the relevant literatures from customer behavior, service marketing and psychology. Next, we illustrate the research design. Then, we discuss the study results and outline the managerial implications, limitations and directions for the future research.

1.3 Research Process



Chapter 2 - Literature Review

2.1 Service Quality

Consumers have become more value conscious. These circumstances have created a retail environment in which the retailer must seek ways to maximize the value they provide their current consumers. Marketers need to provide value to ensure future business with current customers and/or generate positive word-of-mouth to attract new customers (Gillian Naylor and Kimberly E. Frank 2000; Berry, 1996; Reichheld, 1996). Several conceptual models have been developed to help define the service quality construct and the factors that enter into consumers' perceptions of service quality. Perceived quality is defined as the customer's overall assessment of the standard of the service delivery process (Philip K. Hellier, Gus M. Geursen, Rodney A. Carr, and John A. Richard 2003). Perceived service quality is defined as the customer's assessment of the overall excellence or superiority of the service (Zeithaml 1988; Ruth N. Bolton, James H. Drew 1991). According to "*customer-perceived quality model*" (Grönroos, 1990; W. Glynn Mangold, Emin Babakus 1991), before customers consume, they will form their expectation from corporate image, word of mouth, market communication and their own needs. After experiencing, they will form their own perceptions, which are two useful service concepts: technical quality and functional quality, which are described in a model of customers' assessments of service quality. Technical quality is result-related and dependent on what the customer receives. Functional quality is process-related and dependent on how the customer receives the service. Both technical quality and functional quality are filtered through the customer's image of the company. If the perceived quality corresponds to the expected quality, the customer is satisfied. In contrast, if customer expectations exceed the perceived quality, the quality will not be satisfactory. (Figure 1) Similarly, Lehtinen, U and Lehtinen, J. (1985) use the terms physical quality, interactive quality and corporative quality. Physical quality includes both physical products and physical support in the total service delivery. Interactive quality arises in the interaction

between the customer and the staff (or machines) of the service company. Corporate quality is the quality of the service company's image and profile. Compared with "*customer-perceived quality model*", this study focuses on the relationship between how customers perceive the service process and form their perceived value and whether customers' values, after evaluation, directly affects the positive or negative word of mouth activities, which might influence customers' expectations toward this company based on the customer-perceived quality model. Dawn Iacobucci and Amy Ostrom (1993) reported that services consist of two components: the core service (e.g., the dinner served at a nice restaurant) and the relationship between the service provider and the client (e.g., the friendliness of the waiter). This study adds another environment factor. For investigating the strategy of service operations and the challenges that lie ahead for managers, some characteristics of high-contact services are proposed. The service product is multidimensional (time, place, atmosphere) and hence its quality is in the eye of the beholder; the direct worker is part of the service product; a service system malfunction will have an immediate, direct effect on the customer and the location of the service system modifies its value to the customer. Shostack (1985) defines the service encounter somewhat more broadly as "a period of time during which a consumer directly interacts with a service." Her definition encompasses all aspects of the service firm with which the consumer may interact, including its personnel, its physical facilities, and other visible elements (Mary Jo Bitner, Bernard H. Booms and Mary Stanfield Tetreault 1990). Michael K. Brady and J. Joseph Cronin, Jr (2001) divided service quality into three dimensions: employee service performance, physical goods quality and servicescape quality. Therefore, this study also breaks service quality into three dimensions: employee service performance, physical product quality and store information quality.

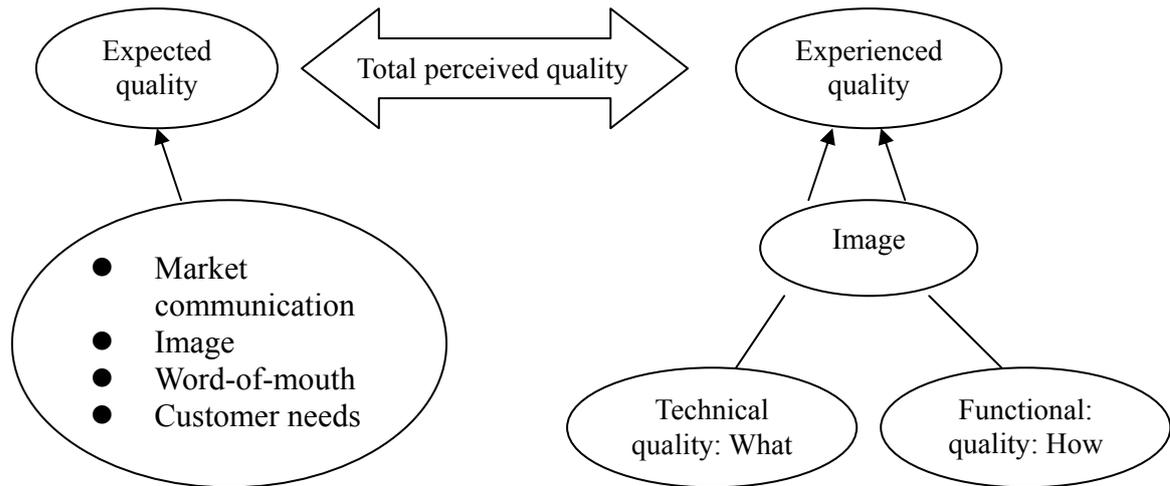


Figure 1. Customer-perceived Quality, Grönroos, 1990

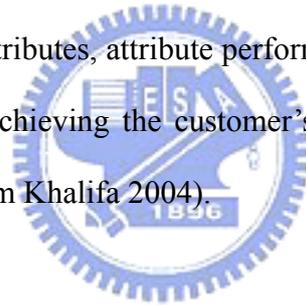
Customers are the sole judge of service quality. Customers assess service by comparing the service they receive with the service they desire. A company can achieve a strong reputation for quality service only when it consistently meets customer service expectations. Contact personnel understand their customers' service priorities by virtue of regular customer contact so that customers would be well served. If employees are unsure of how to deliver excellent service, if they think they know how but are wrong, or if they believe management does not really care about service, they are unlikely to deliver excellent service. The quality of salesperson contact has been found to impact consumers' outcome perceptions. The satisfaction customers have with contact employees influences the customers' perceptions of quality, value and word-of-mouth intentions (Gillian Naylor and Kimberly E. Frank 2000; Hartline and Jones 1996). Dawn Iacobucci and Amy Ostrom (1993) suggested that services consist of two components: the core service (e.g. the dinner served at a nice restaurant) and the relationship between the service provider and the client (e.g. the friendliness of the waiter). Additional evidence suggests that rude, uncaring or unknowledgeable employees lead to unsatisfied customers who are likely to switch to other service providers (Gillian Naylor and Kimberly E. Frank 2000; Keaveney, 1995). Unprompted or unsolicited employee actions (e.g.

special attention, unrequested service, polite but not pushy) are predominant characteristics of memorable satisfactory service encounters. A product is anything a consumer acquires or might acquire to meet a perceived need. Product is used in terms of physical products and primary services. In this study, the service quality in hair or beauty salons/ barber shops will be examined, so the main service quality is regarded as the outcome of the hairstyle such as the hair design and the skill of the hairdresser. Many efforts have been devoted to identifying the affective responses on person-environment interactions. The effect of atmospherics, or physical design and décor elements, on consumers and workers is recognized by managers and mentioned in virtually all marketing, retailing, and organizational behavior fields. The ability of the physical environment to influence behaviors and to create an image is particularly apparent for service businesses such as hotels, restaurants, professional offices, banks, retail stores, and hospitals (Mary Jo Bitner 1992). The place where the service is produced cannot be hidden and may in fact have a strong impact on customers' perceptions of the service experience. Services typically require direct human contact, customers and employees interact with each other within the service organization's physical facility. Store information in this case refers to the customers' affective responses by the surroundings and physical settings in the store.

2.2 Perceived Value

A value is a belief that some condition is preferable to its opposite. Consumers purchase many products and services because they believe these products will help to attain a value-related goal. Philip K. Hellier, Gus M. Geursen, Rodney A. Carr, John A. Richard (2003) defined perceived value that the customer's overall appraisal of the net worth of the service, based on the customer's assessment of what is received (benefits provided by the service), and what is given (cost or sacrifice in acquiring and utilizing the service). If perceived service value is analogous to the concept of perceived product value, then Zeithaml's work suggests that

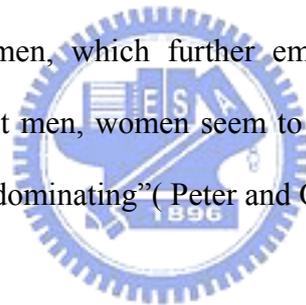
service value can be considered to involve a trade off between a customer's evaluation of the benefits of using a service and its cost (Zeithaml 1998; Ruth N. Bolton, James H. Drew 1991). In a "benefits/costs ratio" model, value is defined in relation to pricing as the difference between customers' perceptions of benefits received and sacrifices incurred. The relevant costs of a purchase considered by consumers include the following: monetary costs, time costs, search cost, learning costs, emotional costs, and cognitive and physical effort coupled with financial, social, and psychological risks (Azaddin Salem Khalifa 2004). In the Means-ends models of Huber et al. (2001), the linkages between product attributes, consequences produced through consumption, and personal values of consumers underlie their decision-making processes (Gutman, 1991; Azaddin Salem Khalifa 2004). In a more diverse definition, customer value is referred as a customer's perceived preference for and evaluation of those products attributes, attribute performances, and consequences arising from use that facilitate (or block) achieving the customer's goals and purposes in use situations (Woodruff 1997; Azaddin Salem Khalifa 2004).



2.3 Gender Difference

The nature of sex and sex-role differences in biological, psychological and social theoretical explanations have been explored and demonstrated specifically. Marketing researchers consistently and continually posited certain differences between men and woman. Much discussion has focused on social role theory. In today's marketplace gender is still frequently used to implement segmentation strategies because it is one of a small number of variables that meets the requirements for successful implementation: (1) gender is easily identifiable, (2) gender segments are accessible, and (3) gender segments are large enough to be profitable. (Meyers-Levy and Sternthal 1991; William K. Darley and Robert E. Smith 1995). Gender may be a key variable in moderating consumer's evaluative judgments (Holbrook 1986; William K. Darley and Robert E. Smith 1995). Indeed, a variety of research reported that

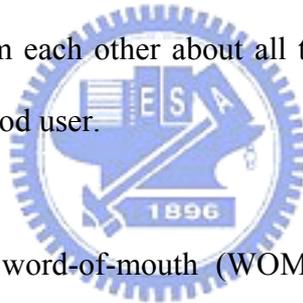
males and females may use significantly different processing strategies and/or prefer to process different types of advertisement claims. In the previous marketing literatures, it is well documented that male and female consumers have different preferences and behaviors and process information differently (Janet R. McColl-Kennedy, Catherine S. Daus and Beverley A. Sparks 2003). Interestingly, men are thought to be assertive and instrumental and women are nurturing and yielding (Archer 1996; Iacobucci and Ostrom 1993; Myers-Levy 1989). Iacobucci and Ostrom (1993) found that men and women perceived services and significant gender differences in terms of the importance placed on core and peripheral service. A communal approach is oriented more toward social relationships and is more often associated with women; in contrast, men are more goal-oriented, which can be interpreted that man is more attentive to the core component of the service. Women tend to process information differently than men, which further emphasizes women's stronger empathic tendencies; "Compared to most men, women seem to value caring to controlling, sharing to selfishness and cooperating to dominating"(Peter and Olson 1999).



2.4 Word-of-mouth

Word-of-mouth (WOM) is product information transmitted by individuals to individuals. Because we get the information from people we know, WOM tends to be more reliable and trustworthy than recommendations we get through more formal marketing channels. Unlike advertising, WOM often is backed up by social pressure to conform to these recommendations. Ironically, despite all of the money pumped into creating lavish advertisements, WOM is far more powerful: it's estimated to influence two-thirds of all consumer-good sales. If you think carefully about the content of our own conversations in the course of a normal day, you will probably agree that much of what you discuss with friends, family members, or co-workers is product-related. Marketers have been aware of the power of WOM for many years, but recently they've been more aggressive about trying to promote and

control it instead of sitting back and hoping people will like their products enough to talk about them. It is now generally accepted that advertising is more effective at reinforcing existing product preferences than at creating new ones. Word-of-mouth is relied upon in the later stages of evaluation and adoption. The more positive information consumers get about a product from peers, the more likely they will be to adopt the product. Word-of-mouth is especially powerful when the consumer is relatively unfamiliar with the product category. Such a situation would be expected in the case of new products and of those that are technologically complex. Talking gives the consumer an opportunity to generate more supportive arguments for the purchase and to garner support for this decision from others. Word-of-mouth is neither a dedicated advertisement nor a bright exposition. It's a transparent human-information network, which is about what happened between people and products. In this network, consumers inform each other about all the news of those products. Generally, word-of-mouth starts from a good user.



Previous studies proved that word-of-mouth (WOM) play an important role in shaping consumers' attitudes and behaviors, which obviously draws the attentions of service marketers. Katz and Lazarsfeld found that word-of-mouth is seven times more effective than newspaper and magazine advertising, four times more effective than personal selling, and twice as effective as radio advertising in influencing consumers to switch brands. Furthermore, word-of-mouth was nine times as effective as advertising at converting unfavorable or neutral predispositions into positive attitudes (Day 1997). Actually, several studies suggest that favorable word-of-mouth is the ultimate product success factor (Katz and Lazarsfeld 1995; L. Jean Harrison-Walker 2001). File, Judd, and Prince (1992) defined WOM as "recommending the firm and the service to others as well as communications with the firm" (L. Jean Harrison-Walker 2001). We also can define WOM as an infected activity. Regardless of a person, place or an object, a story is discussed between individuals with inspiration;

word-of-mouth is collecting every transmitted message about a specific product, service or company between people or groups. On the other hand, WOM refers to interpersonal communication or simply an exchange of information between individuals. Interpersonal communication contributes to an individual's information inventory and helps influence most decisions (King, Charles W. and John O. Summers 1970; L. Jean Harrison-Walker 2001).

Word-of-mouth may be defined as informal, person-to-person communication between a perceived noncommercial communicator and a receiver regarding a brand, a product, an organization, or a service (Arndt 1968; E. Anderson 1998; Buttle 1998; L. Jean Harrison-Walker 2001). In a literature review, word-of-mouth includes several aspects. One aspect is enthusiasm, which includes frequency (how often the individual engages in word-of-mouth) and the number of contacts (E. Anderson 1998; Brown and Reingen 1987; Reingen and Kernan 1986; L. Jean Harrison-Walker 2001). Another is detail or how much is said. The other is praise or the favorableness of the word-of-mouth communication (Arndt 1986; Burzynski and Bayer 1997; Herr, Kardes, and Kim 1991; Singh 1990; Swan and Oliver 1989; L. Jean Harrison-Walker 2001). "Enthusiasm", "Number of contacts" and "detail" are taken as word-of-mouth activity.

2.5 Research Framework

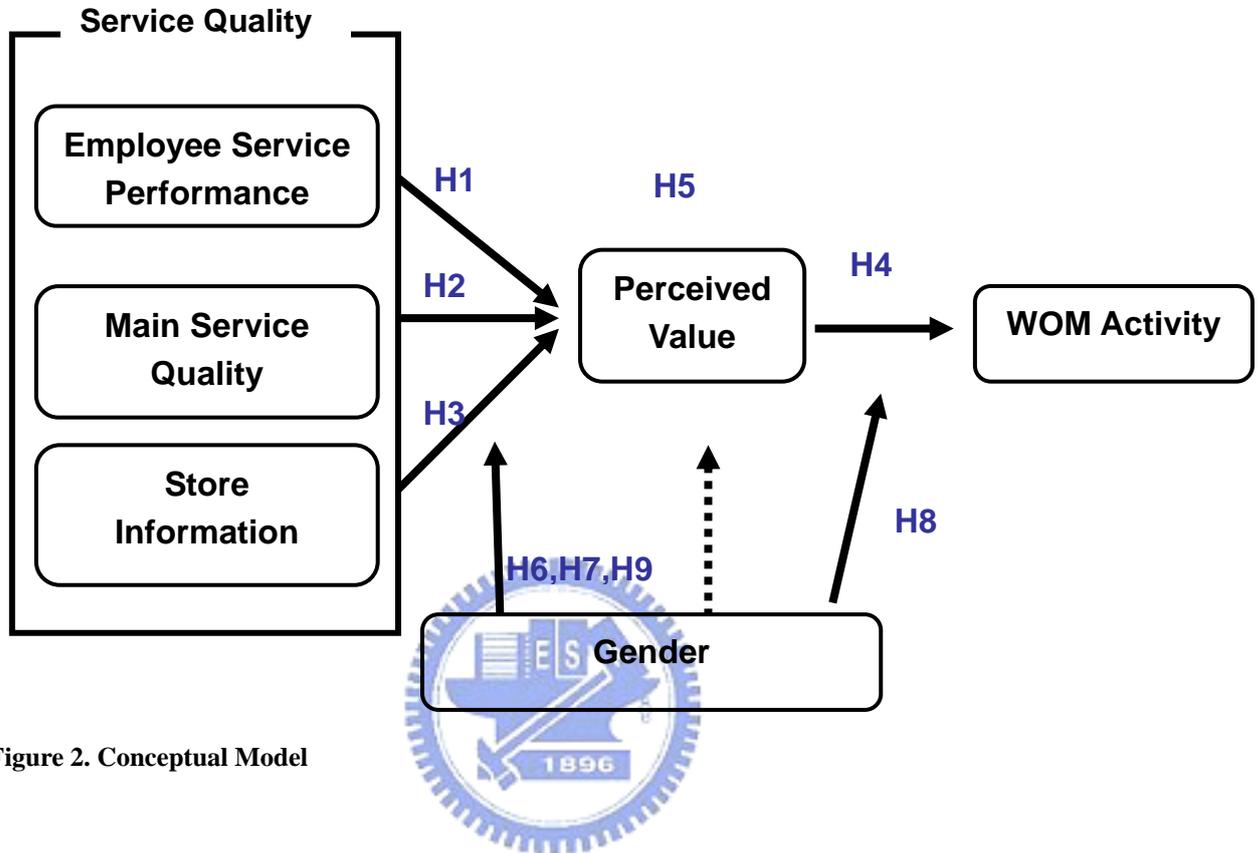


Figure 2. Conceptual Model

Note the dotted line in this frame work. Gender would interact with perceived value. That means males and females might have different perceived values depending on different factors. However, it's not the goal of this study to discuss these.

2.6 Hypothesis

Service quality and perceived value

Customer perceived value can be positively influenced by perceived quality and negatively influenced by perceived price (Chang and Wildt, 1994; Dodds et al., 1991; Philip K. Hellier, Gus M. Geursen, Rodney A. Carr, and John A. Richard, 2003). Bolton and Drew (1991) indicated that the most important determinant of perceive service value is quality. Many studies have found that the relationship between buyers' perceptions of quality and their

perceptions of value is positive (Dodds, Monroe and Grewal 1991; Bolton and Drew 1991; Ostrom and Iacobucci, 1995; Sweeney et al, 1999). In additions, service quality is divided into three dimensions in this study. Thus, assuming other factors are constant, an increase (or decrease) in perceived quality can lead an increase (or decrease) in perceived value:

H1: Employee service performance is positively related to perceived value.

H2: Main service quality is positively related to perceived value.

H3: Store information is positively related to perceived value.

Perceived value and word-of-mouth activity

According to value disconfirmation experience (Hellier, Geursen, Carr, and Rickard 2003), that the perceived value is altered depending on whether or not what customers receive exceed their expectations. Customers become less or more satisfied, which influences subsequent customer value expectations, purchase behavior and overall customer satisfaction. So, customer perceived value positively impacts on customer service satisfaction. Swan and Oliver (1989) unveiled that as satisfaction and fairness increased, the content of WOM became more positive. Michael K. Brady and J. Joseph Cronin, Jr. (2001) observed that overall perceptions of the quality of an organization's service transactions have both a direct and indirect impact on behavioral outcomes. From the perspective of customers, being customer oriented enhances the perceptions of the quality of an organization's overall market strategies, which increases customer loyalty, repurchase, and the willingness to offer positive word-of-mouth recommendations. Based on the above, it is hypothesized that:

H4: Perceived value is positively related to WOM activity.

H5: Perceived value mediates the relationship between service quality and WOM activity

Gender Moderation

Many researchers have found significant differences between men and women in terms of the experience and expression of emotion and information processing, with men, who are thought of as analytic and women tend to be more subjective (Allinson and Hayes 1996). In the study of Darley and Smith (1995) about the effects of gender on message processing showed that women were comprehensive information processors and men were selective information processors. Previous researches often describe males as more analytical and logical in their processing orientation while females are characterized as more subjective and intuitive (Broverman et al. 1968; Darley and Smith 1995). Rosenthal and DePaulo (1979) found that women are more accurate than men in decoding nonverbal cues. Holbrook (1986) reported that, compared to males, females were more visually oriented, more intrinsically motivated, and more romantic. Some studies suggested that females are more easily influenced and more likely to conform than males (Aronson, 1972; Sistrunk and McDavid 1971; Darley and Smith 1995). According to the selectivity model (Meyers-Levy 1989; Meyers-Levy and Maheswaran 1991; Meyers-Levy and Sternthal 1991; Darley and Smith 1995), males often do not engage in comprehensive processing of all available information as a basis for judgment but instead are selective. In contrast, females tend to use a comprehensive strategy and attempt to assimilate all available cues. Females comprehensively processed information gives relatively equal treatment to information relevant to self and to the external world of others. In addition, Lenny, Gold and Browning (1983) observed that females are more sensitive to situational cues related to self-evaluations. Several studies suggest females are more sensitive to subtle stimulus or task factors; instead, males tend to miss subtle stimulus. Moreover, studies have shown that women tend to express their emotions more publicly than men (Kelly and Hutson-Comeaux 2000; LaFrance and Banaji 1992; Janet R. McColl-Kennedy, Catherine S. Daus and Beverley A. Sparks 2003). Thus, we make the following predictions:

H6: Employee service performance has stronger effects on perceived value of female customers than that of male customers.

H7: Store information has stronger effects on perceived value of female customers than that of male customers.

H8: Perceived value has stronger effects on word-of-mouth activity of female customers than that of male customers.

Additionally, male customers given the male stereotype of being task oriented are expected to be particularly focused on what they will actually receive that is, outcome. Women appear to put more emphasis on process than men, whereas men tend to be more instrumental or task focused and thus emphasize the outcome (Helgesen 1990; Iacobucci and Ostrom 1993)

Therefore :



H9: Main service quality has stronger effects on perceived value of male customers than that of female customers

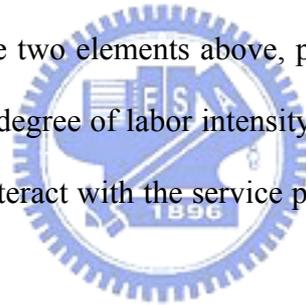
Chapter 3 Research Methodology

3.1 Industry Selection

L. Jean Harrison Walker (2001) found that service quality plays a significant role in stimulating word-of-mouth communication in the veterinary industry, but not in the hair salon industry. He concluded that this was because hair salon services are high in experience qualities. When services are high in experience qualities, consumers are able to evaluate the service quality, either after or during service consumption. Most consumers will be able to evaluate the quality of a haircut or a change of hair color once the service is completed. Thus, the service quality evaluation is made based on the outcome of the service, rather than on the process of delivery. However, this study argues that the hair salon industry is supposed to be process oriented and have high involvement. Chase and Chase Aquilano (1977) proposed that common service systems could be grouped according to decreasing contact under three broad headings: pure services, mixed services, and quasi-manufacturing. Pure services include those organizations whose major production is carried on in the presence of the customers (medical care, restaurants, transportation, and personal services); mixed services which commonly involve a mix of face to face contact (primarily branch offices); and quasi-manufacturing that entails virtually no face to face contact (home offices and distribution centers). To summarize, pure services main business entails heavy customer involvement, which emphasizes that customers are able to evaluate each part of the service process. It shows that personal services (e.g. beauty/ barber shops) are service process oriented businesses instead of outcome oriented.

Roger W. Schmenner (1986) reported that there are two elements that can be used to classify different kinds of service businesses. The first key element is the labor intensity of the service business process. Labor intensity is defined as the ratio of the labor cost incurred in relation to the value of the plant and equipment. A high labor intensive business involves relatively little

plant and equipment and considerable worker time, effort, and cost. For example, professional services are typically a high labor intensive business such as insurance agents and service, business services (e.g. advertising, credit reporting), retail trade and personal services (e.g. beauty/barber shops, funeral services and laundries). The other key element of a service business is somewhat more confusing because it combines two similar but distinct concepts: 1) the degree to which the consumer interacts with the service process; and 2) the degree to which the service is customized for the consumer. A service with a high level of interaction is one where the consumer can actively intervene in the service process, often to demand additional services of a particular kind or to request that some aspects of the service be deleted. A service with high service customization will work to satisfy an individual's particular and perhaps full range of preferences. According to the service process matrix, which is characterized by these two elements above, personal services such as beauty/barber shops certainly involve a high degree of labor intensity and are close to professional services, which means that customers interact with the service process. Thus, the beauty salon industry is used as the research industry.



3.2 Pretest

Two pretests were done to test the validity and reliability of the questions which measure each variable of this model. The sample size of the first pretest was thirty. Thirty questionnaires were obtained. Due to the responses of participants toward the items testing expectation of the employee performance quality and perception of store information, the questionnaires were modified and tested a second time. The sample size of the second pretest was also thirty. Twenty-seven questionnaires were obtained. (APPENDIX 3.)

3.3 Sample and Descriptive Analysis

The data reported were obtained from a random sample of residents from two cities: Taipei and Hsin Chou. The survey was distributed to the participants who felt comfortable and available evaluating the quality of services provided by his or her hairstylist or salon maker. Participants were asked to complete the survey based on their hair salon service experience. 500 questionnaires were placed, 462 completed surveys for the purpose of this study were obtained - a 92.4 response rate. Additionally, there were 66.2% respondents who consumed in the hair-salon shop within 3 months. The demographic characteristics of the respondents were simply presented as follows:

1. Gender: Of 462 respondents, 40.7% were male and 59.3 were female.
2. Age: Participants were centralized in the range of 21-30.
3. Education: 67.5% of the participants were college-educated and 27.7% of the participants graduated with a Master's Degree.
4. Job: 48.3% of 462 participants were students and 44.8% participants worked in the high-tech field or commerce or industry.
5. Monthly Disposable Income: For respondents who work, they filled in their monthly salary. Over half of the respondents had a monthly disposable income between NTD10, 000 and 50,000. 41.3% of the respondents had less than NTD 10,000.

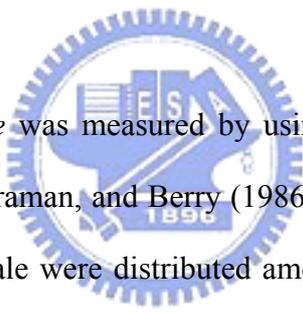
Table 3-1 Demographic Data

Item	Frequency	Percentage (%)	
Gender	Male	188	40.7
	Female	274	59.3
	Total	462	100.0
Age	Under 20	63	13.6
	21-25	156	33.8
	26-30	122	26.4
	31-35	84	18.2
	36-40	27	5.8
	41-45	9	1.9
	46-50	0	0
	51 and above	1	0.2
	Total	462	100.0
Education Background	High school	19	4.1
	Bachelor	312	67.5
	Master	128	27.7
	Doctor	3	0.6
	Total	462	100.0
Occupation	Student	223	48.3
	Industry and commerce	99	21.4
	High-tech industry	108	23.4
	Public official	12	2.6
	Housewife/house husband	0	0
	Retired	0	0
	Others	20	4.3
	Total	462	100.0
Monthly Disposable Income (Salary)	Below 10,000	191	41.3
	10,001-20,000	47	10.2
	20,001-30,000	40	8.7
	30,001-40,000	87	18.8
	40,001-50,000	64	13.9
	50,001-60,000	18	3.9
	60-001-70,000	5	1.1
	Above 70,001	4	0.9
	Missing value	6	1.3
Total	462	100.0	

There were 6 participants who weren't willing to fill their salaries.

3.4 Measurement

Established scales were used and purified during the pretests to measure each of the investigated constructs. Subjects evaluated service quality (e.g. employee performance, main service quality, store information, perceived value, and word of mouth activity) on multi-item 7-point semantic differential ratings scales. Subjects were asked to evaluate the items: “1=strongly disagree, 2=disagree, 3=somewhat disagree, 4=neither disagree nor agree, 5=somewhat agree, 6=agree, 7=strongly agree”. In order to reflect the industry and the specific service providers the survey questions were slightly adapted. The reliability of all scales of this study ranged from 0.797 to 0.914, which were reported in Table 3-7 and well exceed the criteria figure 0.7. The items presented below were filtered and adjusted. (The original scales are in Appendix1)



Employee Service Performance was measured by using the SERVQUAL scale, which was developed by Zeithaml, Parasuraman, and Berry (1986, 1988), to measure the service quality construct. The items of this scale were distributed among the five dimensions of tangibility, reliability, responsiveness, assurance, and empathy. Originally, SERVQUAL consists of a series of expectation and perception statements, which were administered to consumers after the service delivery. However, the items of this study were framed specifically to focus on the perception of the service quality, instead of assessment between expectation and perception, in hair salon industry and reserved to measure employee performance quality only. According to the responses of the subjects from the first pretest and to maintain the consistency between the measurements of each variable; additionally, reference to Ruth N. Bolton and James H. Drew (1991), unlike SERVQUAL, this survey did not measure expectations concerning service quality dimensions. After purification, there were 9 items whose Cronbach’s alpha was 0.797 in employee performance quality construct.

Table 3-2 . The Correlation of 7 Items of Employee Service Performance

	1	2	3	4	5	6	7
● You do not receive prompt service from the employees in this store	1						
● Employees of this store are not always willing to help customers	0.630*	1					
● Employees of this store are too busy to respond to customer requests promptly	0.525*	0.503*	1				
● You can trust the employees of this store	0.179*	0.351*	0.181*	1			
● Employees of this store are polite	0.208*	0.306*	0.188*	0.666*	1		
● You feel safe in your transactions with the employees in this store	0.227*	0.392*	0.312*	0.559*	0.580*	1	
● Employees get adequate support from this store to do their jobs well	0.204*	0.294*	0.226*	0.457*	0.425*	0.556*	1

*. Correlation is significant at the 0.01 level.

Reference: the original scale (Appendix1)

Main Service Quality was measured by using the scale developed by Petrosenius and Monroe (1987). The scale was developed based on the relationship between the price structure of a product line and consumer assessments of a product model within the line. A positive association was found between price and perceived quality. Furthermore, the price influenced perceptions of product quality. Though the scale was adapted, its main idea matched the hypotheses of this study that the perception of the main service will create a perceived value that influences the outcome behavior. After purification, the value of Cronbach's alpha was .0887.

Table 3-3 The Correlation of 3 Items of Main Service Quality

	1	2	3
● The workmanship of this hairstyle appears to be (very high - very low)	1		
● This hairstyle appears to be (very good quality – very poor quality)	.0866*	1	
● This hairstyle would seem to be durable (strongly disagree – strongly agree)	.0667*	0.672*	1

*. Correlation is significant at the 0.01 level.

Reference: the original scale (Appendix1)

Store Information Quality was measured by using the scale of affective quality attributed to places developed by James A. Russell and Geraldine Pratt (1980). This scale can encompass

the diverse affective concepts applied to a molar physical environment. Though in practice this scale suggested using pleasant-unpleasant and arousing-sleepy scales to assess the affective quality attributed by an individual to a place, this study only used pleasant-unpleasant scales mainly because of the results of the first pretest. In the first pretest, those items from arousing-sleepy scale that were translated into Chinese were perceived and judged with bias. Moreover, in order to frame the scale especially in terms of the hair salon industry, this study chose a pleasant-unpleasant scale and modified it. After purification, the value of Cronbach's alpha was 0.877.

Table 3-4. The Correlation of 6 Items of Store Information Quality

	1	2	3	4	5	6
● I'm dissatisfied with this store	1					
● I'm displeased in this store	0.617*	1				
● This store pleases me	0.462*	0.457*	1			
● This store is repulsive	0.402*	0.533*	0.506*	1		
● This store makes me uncomfortable	0.525*	0.573*	0.483*	0.675*	1	
● I feel unpleasant about this store	0.534*	0.608*	0.484*	0.636*	0.783*	1

*. Correlation is significant at the 0.01 level.
Reference: the original scale (Appendix1)

The Perceived Value, modified from previously reported studies of Petroschius and Monroe (1987) was used to assess perceived value after perceiving the service quality. There were five items to reflect the conceptualization of value as composed of “get” (service) and “give” (price). After purification, the value of Cronbach's alpha was 0.914.

Table 3-5. The Correlation of 4 Items of Perceived Value

	1	2	3	4
● This hairstyle is : (very good value for the money to very poor value for the money)	1			
● At the price shown the hairstyle is: (very economical to very uneconomical)	0.777*	1		
● The hairstyle is considered to be a good buy (strongly agree to strongly disagree)	0.769*	0.656*	1	
● The price shown for this hairstyle is: (very acceptable to very unacceptable)	0.743*	0.741*	0.683*	1

*Correlation is significant at the 0.01 level.

Reference: the original scale (Appendix1)

Word of Mouth Activity was measured by using previous research from L. Jean Harrison-Walker (2001) who divided word of mouth into two aspects: word of mouth praise (favorableness) and word of mouth activity (enthusiasm and detail). Based on the hypothesis of this study, we didn't measure word of mouth praise. After purification, the value of Cronbach's alpha was 0.824.

Table 3-6. The Correlation of 4 Items of Word-of-Mouth

	1	2	3	4
● I mention this service organization to others quite frequently	1			
● I've told more people about this service organization than I've told about most other service organizations.	0.805*	1		
● I seldom miss an opportunity to tell others about this service organization.	0.440*	0.457*	1	
● When I tell others about this service organization, I tend to talk about the organization in great detail.	0.509*	0.503*	0.500*	1

* Correlation is significant at the 0.01 level.

Reference: the original scale (Appendix1)

Table 3-7. Reliability Test

Factors	Number of Items	Cronbach's α
Employee Service Performance	7	0.797
Main Service Quality	3	0.887
Store Information	6	0.877
Perceived Value	4	0.914
WOM Activity	4	0.824

3.5 Factor Analysis

According to Table 3-8 the results of confirmatory factor analysis (CFA) presented factor loadings of four different components which were identified among the research variables: employee service performance, main service quality, store information, perceived value and word of mouth activity. The employee service performance construct contains two components: responsiveness (R) and assurance (A). The loadings of all items were over 0.6.

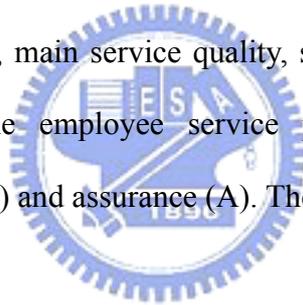


Table 3-8. Factor Analysis

Item	Component					
	1	2	3	4	5	6
Employee Service Performance						
● You do not receive prompt service from the employees in this store (R)	0.63					
● Employees of this store are not always willing to help customers (R)	0.69					
● Employees of this store are too busy to respond to customers' requests promptly (R)	0.63					
● You can trust the employees of this store (A)		0.91				
● Employees of this store are polite(A)		0.73				
● You feel safe in your transactions with the employees in this store(A)		0.81				
● Employees get adequate support from this store to do their jobs well(A)		0.73				
Main Service Quality						
● The workmanship of this hairstyle appears to be (very high - very low)			1.11			
● This hairstyle appears to be (very good quality – very poor quality)			1.09			
● This hairstyle would seem to be durable (strongly disagree – strongly agree)			0.99			
Store Information						
● I'm dissatisfied with this store				0.92		
● I'm displeased in this store				0.92		
● This store pleases me				0.82		
● This store is repulsive				0.81		
● This store makes me uncomfortable				0.96		
● I feel unpleasant about this store				1.00		
Perceived Value						
● This hairstyle is : (very good value for the money to very poor value for the money)					1.22	
● At the price shown the hairstyle is: (very economical to very uneconomical)					1.13	
● The hairstyle is considered to be a good buy (strongly agree to strongly disagree)					1.04	
● The price shown for this hairstyle is: (very acceptable to very unacceptable)					1.00	
WOM Activity						
● I mention this service organization to others quite frequently						1.41
● I've told more people about this service organization than I've told about most other service organizations.						1.35
● I seldom miss an opportunity to tell others about this service organization.						0.74
● When I tell others about this service organization, I tend to talk about the organization in great detail.						0.85



Chapter 4 Research Results and Data Analysis

4.1 Evaluating the Structural Model by SEM

Table 4-1 shows means, standard deviations, correlations, and covariance for all the research variables. The correlations provide an initial test of the relationships of all the variables. All 9 of the hypothesized relationships are supported at the $p < 0.01$ level. For a much stronger test of the hypotheses, we use structural equation modeling (SEM) to test the propose model. Structural Equation Modeling allows all paths to be evaluated simultaneously. LISREL 8.54 was used to test the conceptual model.

Table 4-1. Correlation/Covariance Matrix

	Mean	S.D.	ESP	MSQ	SI	PV	WOM
Employee Service Performance(ESP)	5.1275	0.7925	1.00	0.66	0.79	0.59	0.36
Main Service Quality(MSQ)	5.0755	0.9313	0.47	1.00	0.67	0.61	0.37
Store Information(SI)	4.9608	1.1048	0.72	0.71	1.00	0.59	0.36
Perceived Value(PV)	4.6706	1.0022	0.44	0.77	0.70	1.51	0.61
WOM Activity(WOM)	4.2712	1.2081	0.53	0.92	0.84	1.81	4.06

Correlations are above the diagonal, variances on the diagonal, and covariances below the diagonal.

With reference to Table 4-2, the chi-square value is significant ($\chi^2=1338.4$, $df = 245$, $p < .00$), the ratio of chi-square to degree of freedom is 5.46. As suggested by previous researchers, a ratio between 1~5 means that this model is acceptable and a ratio of less than 2 indicates an excellent model fit. However, the ratio of chi-square to degree of freedom is influenced by the sample size. Therefore, it's critical to judge the model fitness only depending on the chi-square value. The Comparative Fit Index (CFI) 0.95 met the recommended cutoff of 0.95 (Bentler 1988). The non-normed fit index (NNFI) was 0.95, which falls in the range from 0 to

1 (Bentler and Bonett 1980). The root mean square error of approximation (RMSEA) of 0.098 exceeded criteria of 0.05 (Browne and Cudeck 1993). Goodness-of-fit index (GFI) was 0.81. Durande-Moreau and Usunier (1999) suggested that a criterion of 0.8 is appropriate. Estimated results for this model were presented in Figure 3.

Table 4-2. Goodness of Fit Index

Model	Chi-square	DF	RMSEA	NNFI	CFI	GFI
Whole	1338.4	245	0.098	0.95	0.95	0.81

4.2 Hypothesis Testing

H1 to H5 were tested by examining the corresponding path estimates and t-values (Figure 3.). Hypothesis 1, 2 and 3 predicted that employee service performance, main service quality and store information would be positively related to perceived value respectively. Hypotheses 1, 2 and 3 were supported in the hair salon industry; Hypothesis 4 predicted that perceived value would be positively related to WOM activity; hypothesis 5 predicted that perceived value would mediate the relationship between service quality and WOM activity. Hypotheses 4 and 5 were supported by the results.

1. Multi-sample equality testing

Hypotheses 6 to 9 predicted the discrepancy between male and female groups. Before testing H6 to H9, it was necessary to test multi-sample equality. (Chow HawJeng 2006). In Table 4-3 there two levels of confirmation analysis. Level 1 was to separately analyze three different groups: the entire group, male group and female group. The results of level 1 analysis presented that the three models had the same degree of freedom, which meant these models had the same concept and factor structure. In level 1, RMSEA, NNFI, CFI and GFI were not

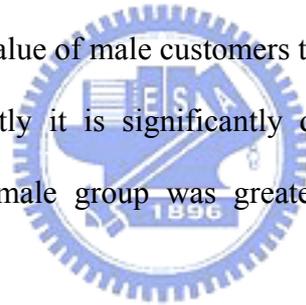
significantly different in the three models. This showed that the goodness of fit among these three models was identical, which allowed level 2 analysis to be done. In level 2, in order to test the equality of male and female groups Model 1 was set all of factor correlations, factor loadings and error variances free; Model 2 was set factor loadings invariant; factor correlations and error variances free. Model 3 was set for factor loadings and error variances invariant; factor correlations free. Model 4 was additionally set factor correlations invariant. The difference in chi-square between Model 1 and Model 2 is 35.71 with 19 degrees of freedom. Compared to $\chi^2_{0.05}(19)=30.1435$, we can assumed the equality of factor loadings in male and female groups. The difference in chi-square between Model 2 and Model 3 is 119.56 with 24 degree of freedom. Moreover, the difference between Model 3 and Model 4 is 28.49 with 4 degree of freedom. We can conclude that the error variances and factor correlations were significantly different between male and female groups.

Table 4-3. Multi-sample CFA analysis and Model fitness

	Model	Chi-square	DF	RMSEA	NNFI	CFI	GFI
Level 1	Whole	1338.4	245	0.098	0.95	0.95	0.81
	Male	686.54	245	0.098	0.91	0.92	0.77
	Female	935.78	245	0.102	0.96	0.96	0.78
Level 2	Model1	1636.82	498	0.100	0.94	0.95	0.78
	Model2	1672.53	517	0.099	0.94	0.95	0.78
	Model3	1792.09	541	0.100	0.94	0.95	0.77
	Model4	1820.58	545	0.101	0.94	0.94	0.77
Model 1-2 :		$\Delta\chi^2=35.71$	$\Delta DF=19$	$\chi^2_{0.05}(19)=30.1435$			
Model 2-3 :		$\Delta\chi^2=119.56$	$\Delta DF=24$	$\chi^2_{0.05}(24)=36.4151$			
Model 3-4 :		$\Delta\chi^2=28.49$	$\Delta DF=4$	$\chi^2_{0.05}(4)=9.4877$			

2. Regression models with latent variables

We've proved the equality of the factor loadings between male and female groups. H6 to H9 were tested by examining regression models and confidence intervals. Hypothesis 6 predicted that Employee service performance has stronger effects on perceived value of female customers than that of male customers. In Table 4-4, the confidence intervals (C.I.) of the relationship between employee service performance (ESP) and perceived value (PV) were overlapped, which showed that there's no difference between ESP and PV in male and female groups. H6 was not supported. Hypothesis 7 predicted that store information has stronger effects on perceived value of female customers than that of male customers. The confidence intervals were not overlapped and the confidence interval from the female group was greater than the male group. H7 was supported. Hypothesis 9 predicted that main service quality has stronger effects on perceived value of male customers than that of female customers. From the results of Table 4-4, apparently it is significantly different between MSQ and PV. The confidence interval of the female group was greater than the male group. H9 was not supported.



	ESP		SI		MSQ	
PV	Male (.5884, 1.4116)	Female (.8572, 1.5628)	Male (.2744, .7056)	Female (.7832, 1.0968)	Male (.3432, .6568)	Female (.6624, .8976)
	Overlap		SI has stronger effects to female customers		MSQ has stronger effects to female customers	
95% confidence intervals for the slopes						

Hypothesis 8 predicted perceived value had stronger effects on word-of-mouth activity of female customers than that of male customers. In Table 4-5, the confidence intervals were not overlapped. There is no difference in the relationships between PV and WOM in the male and

female groups. H8 was not supported.

Table 4-5. Regression Models with PV and WOM		
	P V	
WOM	Male	Female
	(.4136, .7664)	(.5724, .8076)
	Overlap	
95% confidence intervals for the slopes		



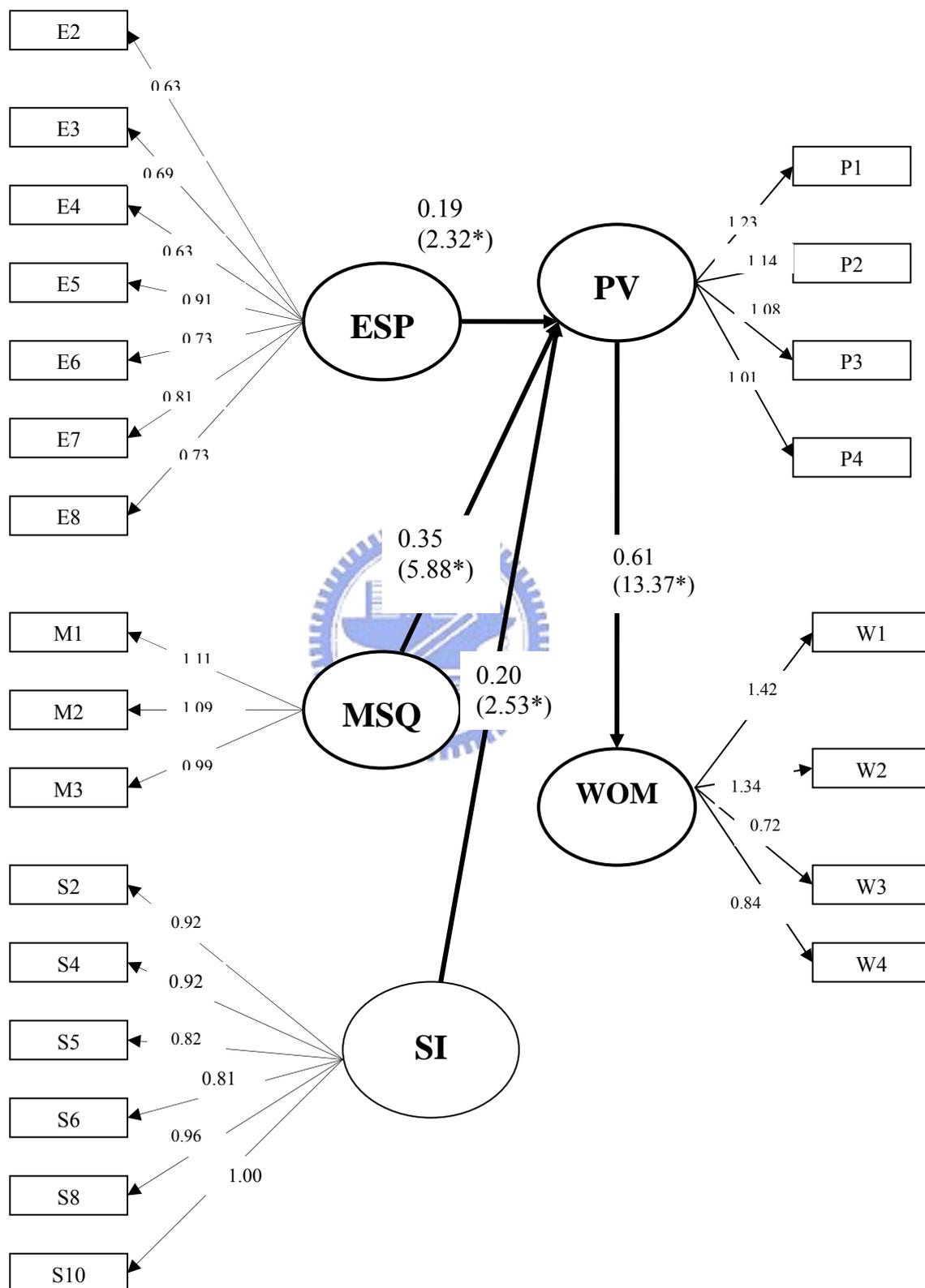


Figure 3. Path Estimates, Standardized Solution and t-value of the Model

Chapter 5 Discussion and Future Research

5.1 Discussion of Results

The results indicated that customers who experienced higher service quality would have higher perceived value; an increase in positive response of perceived value increased the word-of-mouth activity in the hair-salon industry. Attempting to create high levels of perceived value can be anticipated to favorably influence the customer's future word-of-mouth actions as well as those with whom the customer has word-of-mouth contact. L. Jean Harrison-Walker (2001) stated that the service quality had directly influence on word-of-mouth activity. The findings of this study highlight the practical fact that in the customers' assessment system, perceived value plays the mediator role between service quality and outcome behavior – word-of-mouth activity. Furthermore the service quality can be divided into three dimensions: employee service performance, main service quality, and store information because we believe in the process-dominated service industries such as the hair-salon industry, service delivery and service process were high involvement. The results of the analysis revealed that the three dimensions were positively related to perceived value. L. Jean Harrison-Walker (2001) said that in this social context, the greater number of recipients, the frequency of the communication, and the quantity of information provided are all important aspects from a marketing management perspective. For the managers who run such a high involvement service industry, employee performance, the store environment and the main service provided were all important factors which lead customers having good perceived value.

Much of the existing researches to date have focused on word-of-mouth from the recipient's perspective. Unlike those previous researches, this study focused on senders' points of view. How much and how frequently a customer does word-of-mouth activity? Marketers have

viewed word-of-mouth as a promotional tool to attract customers to a product or outlet. Their customers may be their next media to attract more and more customers who have word-of-mouth contacts. It is definitely a favorable circle. The findings indicated that effective management of the service encounter involves understanding the complex behaviors of employees, sense perceptions of the store environment and the main service offered will motivate customers' word-of-mouth activity through the value they perceived during the service.

The results of this analysis showed some expected and some unexpected findings. First, the multi-sample comparison that employee service performance has stronger effects on perceived value of female customers than that of male customers was not supported. We can conclude that employee service performance has the same level of importance to both of male and female customers. Although Dawn Iacobucci and Amy Ostrom (1993) revealed that men are goal oriented and women are socially oriented, human beings interactions may influence both male and female customers in the same way especially, in the service market. Second, the analysis found that store information has stronger effects on perceived value of female customers than that of male customers, which proved female customers were more sensitive to nonverbal cues. Third, as mentioned in the previous literature; men are goal/outcome oriented. We hypothesized that main service quality has stronger effects on perceived value of male customers than that of female customers. Interestingly, the results revealed that main service quality has stronger effects on perceived value of female customers than male customers. Although men are outcome oriented, the outcome of hair-salon main service is the nature of beauty, which draws attention from emotional women not rational men. Pursuing beauty is the female nature. It was found that while men competed with other men by exaggerating superiority, promiscuity, intensity, and popularity, women competed with other women by alterations to their appearance, such as makeup, nail polish, fake tans, and tight

clothing (Buss, 1988a, 1988b; Anne Campbell 2004). Cashdan (1998) found that while men competed with other men in the arena of sports, women competed with one another in terms of their appearance (Anne Campbell 2004). Hair style belongs to one of the appearance factor. Consequently, it was explained that woman perceives main service quality stronger than men. Fourth, though women seem to express themselves more in public, female customers don't seem to do word-of-mouth activity more than male customers. We can conclude that a word-of-mouth marketing strategy from a sender's point of views doesn't work only for women. If customers perceived good value, either male or female customers will do the word-of-mouth activity. We suggest considering individual difference such as customers' moods or emotions at the moment they were shopping or experiencing a service.

5.2 Implications

Today service firm managers increasingly remark the importance of perceived quality; however, many of them continue to define and measure it from the company's perspective. In order to shorten the gap between objective and perceived quality, it's necessary to take consumers' views into account. This study acknowledged the importance of the relations between service quality and perceived value from consumers' perspectives and discovered that perceived value mediated the effects of service quality on word-of-mouth activity. That meant managers could intensively enhance customers' perceived values by developing delicate service quality; take the instance of the interactions between customers and employees, cultivating an adequate and entire system for service providers not only train and support the employees in need, but maximize the value they provide their current customers. Customers are value conscious. The nonverbal environment also induces customers' positive emotions and perceived value. For example, store information contains music, light, inner designed and aroma...etc, which emotionally and consequentially arouse customers' perceptions of value. Customers enjoy consuming in a relatively comfortable environment.

Additionally, in the salon industries the main service regardless of hairstyling or beauty treatment is the main reason which attracts customers to step into the door. If managers could provide value mentioned above, it assures that customers will generate word-of-mouth activity to allure new customers.

This study also analyzed the model with two different groups: men and women. Male customers commence to become potential customers in the hair salon industry nowadays. This study found that employee service performance dimension didn't have stronger effects on perceived value of either male or female customers. When employees provide services, personal interaction occurs, especially in the hair salon industry. Therefore, regardless of male or female customers certainly evaluate the personal interaction cautiously. Managers are supposed to develop an adequate employee training system. Furthermore, this study found that store information and main service quality had stronger effects on perceived value of female customers than those of male customers. For some hair salon company whose target market is female customers, managers ought to build an appropriate environment according to women's characteristics and also have good beauty treatment or hair design. Managers should apply their shops to the fashionable and modern style. For instance, holding regular beauty fashion shows; investing modern decoration in the shops with lights, music, furniture and equipments. To increase customers' word-of-mouth activities acquires high perceived values. With the current emphasis on maintaining a long-term relationship with the customer, creating values for customers and impacting customers' perceptions are important for today's managers.

5.3 Limitations

We have explained that this model mainly investigated the process-oriented and high involvement service activities. This research used a convenient sampling procedure. Students

accounted for half of respondents. The results might not exactly fit the whole society. All the references of the measurement scales were from western researchers, in order to make the local participants understand better, the questionnaires needed to be translated in Chinese language. We have used back translations and all the questions were examined by more than two language experts. By using survey to collect the data, it is likely to cause common method bias. To avert this, the items on the questionnaire were mixed to induce the participants to answer each item independently.

5.4 Future Research

This study focused on the effects of the relationships among service quality, perceived value and word-of-mouth activity. Hishamudi Ismail and Ali Khatibi (2004) suggested that the value concept appears quite frequently, but any clear definition cannot be found until we turn to the literature on pricing. Monroe (1991) defines customer-perceived value as the ratio between perceived benefits and perceived sacrifice. We recommend that to add another factor –price/pricing to this model will create another different angle to analyze the relationship between the service quality, price, perceived value and word-of-mouth activity. Because women are the major customers in hair-salon industry, future researchers could choose another service industry which is also process oriented and high involvement such as restaurants or hotels. Moreover, due to the responses of participants, the relationship between customers and beauty shops will influence customers' perceived value and word-of-mouth activities. Future researchers could define another model inclusive of relationship between customers and beauty shops.

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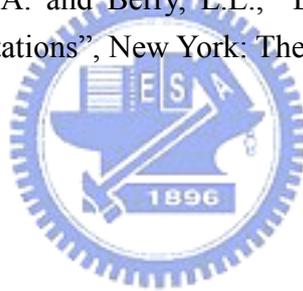
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APPENDIX 1. Questionnaire (English)

This is a research questionnaire for studying the consumer behavior. Your responses are used for academic research only. We will not disclose your personal information. Please take your time to answer the following questions completely. Thank you very much for your cooperation!

Best regards,
National Chiao Tung University
Management Science Department
Student: Lai Jau Shyuam
Advisor: Dr. Chang Chia-Chi

Please fill the following questions according to your latest consuming experience in the hair-salon or barber shop. To what degree do you agree in the following situations? (1= strongly disagree, 7=strongly agree)

I. According to the employees 'performance, you think:

- | | | | | | | | |
|--|---|---|---|---|---|---|---|
| 1. The employees in this store are well dressed and appear neat. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 2. You do not receive prompt service from the employees in this store. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 3. Employees of this store are not always willing to help customers. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 4. Employees of this store are too busy to respond to customer request promptly. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 5. You can trust the employees of this store. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 6. Employees of this store are polite. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 7. You feel safe in your transactions with the employees in this store. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 8. Employees get adequate support from this store to do their jobs well. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 9. Employees of this store do not give you personal attention. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 10. Employees of this store do not know what your needs are. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

II. What do you think about the inner environment in this store?

- | | | | | | | | |
|---|---|---|---|---|---|---|---|
| 1. I feel pleasant in this store. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 2. I'm dissatisfied with this store. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 3. I think this store is nice. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 4. I'm displeased in this store. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 5. This store pleases me. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 6. This store is repulsive. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 7. This store is beautiful. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 8. This store makes me uncomfortable | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 9. I think this store is pretty | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 10. I feel unpleasant about this store. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

III. What do you think about the hairstyle provided in this store?

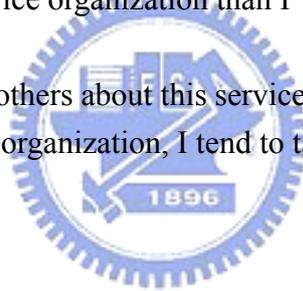
- 1. The workmanship of this hairstyle appears to be (very high - very low) 1 2 3 4 5 6 7
- 2. This hairstyle appears to be (very good quality – very poor quality) 1 2 3 4 5 6 7
- 3. This hairstyle would seem to be durable (strongly disagree – strongly agree) 1 2 3 4 5 6 7

VI. What do you think about the service provided in this store?

- 1. This hairstyle is a : (very good value for the money to very poor value for the money) 1 2 3 4 5 6 7
- 2. At the price shown the hairstyle is: (very economical to very uneconomical) 1 2 3 4 5 6 7
- 3. The hairstyle is considered to be a good buy (strongly agree to strongly disagree) 1 2 3 4 5 6 7
- 4. The price shown for this hairstyle is: (very acceptable to very unacceptable) 1 2 3 4 5 6 7
- 5. This hairstyle appears to be a bargain (strongly agree to strongly disagree) 1 2 3 4 5 6 7

VII. According to this consuming experience, will you

- 1. I mention this service organization to others quite frequently. 1 2 3 4 5 6 7
- 2. I've told more people about this service organization than I've told about most other service organizations. 1 2 3 4 5 6 7
- 3. I seldom miss an opportunity to tell others about this service organization. 1 2 3 4 5 6 7
- 4. When I tell others about this service organization, I tend to talk about the organization in great detail. 1 2 3 4 5 6 7



APPENDIX 2. Questionnaire (Chinese)

您好！非常感謝您抽空填寫本問卷，這是一份研究消費行為的學術性問卷。問卷中的題目並無標準答案，請您根據下列的提示依您個人的感覺填答您認為最適合的描述。本問卷僅供學術研究使用，對於您所提供的資料我們將絕對保密且不向外披露。您的寶貴意見將對本研究有極大的貢獻。衷心感謝您的合作與支持！

敬祝 萬事如意

國立交通大學管理科學研究所
指導教授：張家齊 博士
研究生：賴昭璇 敬上

請試著回想您最近一次前往理容美髮或美髮沙龍修剪、染、燙髮或做造型的消費經驗，並依您的個人消費經驗回答下列問題：

一、請問您對於這家店的員工，您認為：（以下問題請依非常不同意至非常同意 1-7 個不同程度，選出您認為最適的答案）

1. 這家店的服務人員穿著整齊且很體面。	1	2	3	4	5	6	7
2. 我在消費時，這家店服務人員沒有立即提供服務。	1	2	3	4	5	6	7
3. 這家店的服務人員常常沒有幫助顧客的意願。	1	2	3	4	5	6	7
4. 這家店的服務人員太忙無法立即回應顧客的要求。	1	2	3	4	5	6	7
5. 我可以信任這家店的服務人員。	1	2	3	4	5	6	7
6. 與這家店的店員交易很安全。	1	2	3	4	5	6	7
7. 這家店的服務人員很有禮貌。	1	2	3	4	5	6	7
8. 這家店提供它們的服務人員適當的協助，使他們將工作做的更完善。	1	2	3	4	5	6	7
9. 這家店的服務人員沒有給我個別的關注。	1	2	3	4	5	6	7
10. 這家店的服務人員不知道我的需求。	1	2	3	4	5	6	7

二、您對於這家店內的環境，您認為：

1. 我認為這家店給我的感覺是愉快的	1	2	3	4	5	6	7
2. 這家店給我的感覺不是我期望中的好	1	2	3	4	5	6	7
3. 我認為這家店的感覺很不錯	1	2	3	4	5	6	7
4. 這家店讓我有不好的感受	1	2	3	4	5	6	7
5. 這家店可以使我有好的心情	1	2	3	4	5	6	7
6. 我認為這家店是骯髒、噁心的	1	2	3	4	5	6	7
7. 我認為這家店的內部環境美侖美奐	1	2	3	4	5	6	7
8. 這家店給我的感覺是不舒服的	1	2	3	4	5	6	7
9. 我認為這家店的內部環境很好看	1	2	3	4	5	6	7
10. 這家店給我的感覺是不愉快的	1	2	3	4	5	6	7

三、您對於這家店提供給您的髮型或造型，您認為：(以下問題請依提示，自 1-7【低-高】不同程度，選出您認為最適的答案)

1. 這個造型的設計與技術是 (非常低—非常高)	1	2	3	4	5	6	7
2. 我認為這個造型/髮型技術的品質 (非常低—非常高)	1	2	3	4	5	6	7
3. 我認為這個造型/髮型是可以持續一段時間的 (非常不同意—非常同意)	1	2	3	4	5	6	7

四、您認為這家店所提供的服務是：(以下問題請依提示，自 1-7【低-高】不同程度，選出您認為最適的答案)

1. 這家店所提供的服務與相較我所支付的價錢是 (非常不值得—非常值得)	1	2	3	4	5	6	7
2. 這家店所提供的服務的價格是 (非常不經濟實惠—非常經濟實惠)	1	2	3	4	5	6	7
3. 這家店所提供的服務可視為一個好的消費選擇 (非常不同意—非常同意)	1	2	3	4	5	6	7
4. 這家店的價格是 (非常不可以接受 — 非常可以接受)	1	2	3	4	5	6	7
5. 這家店的價格是可以議價/給予折扣的 (非常不同意—非常同意)	1	2	3	4	5	6	7

五、根據您的消費經驗，您對於這家店的服務，您會：

1. 我時常向其他人提及這家店	1	2	3	4	5	6	7
2. 與其它店相較之下，我跟比較多的人提及這家店	1	2	3	4	5	6	7
3. 我很少遺漏任何機會去告訴其他人有關這家店的事	1	2	3	4	5	6	7
4. 當我向其他人提及有關這家店的事時，我傾向非常詳細地把內容告訴他們	1	2	3	4	5	6	7

六、基本資料：

1. 性別：男 女

2. 目前居住城市 台北縣市 新竹縣市

3. 年齡：20歲以下 21-25歲 26-30歲 31-35歲 36-40歲 41-45歲
46-50歲 51歲以上

4. 學歷：高中職 大學/專科 研究所 博士

5. 職業：全職學生 工商業 高科技業 軍公教 家管 退休
其他_____

6. 月薪 (若您是學生請選擇每月可支配所得)：

10,000元以下 10,001-20,000元 20,001-30,000元 30,001-40,000元
40,001-50,000元 50,001-60,000元 60,001-70,000元 70,000元以上

7. 請問您最近一次前往理容院或美髮沙龍修剪、染、燙髮或做造型是在：

3 個月內 3 個月—6 個月 6 個月—1 年 1 年以上

8. 請問您的電子郵件信箱 (E-mail): _____

【本問卷僅供學術研究使用，對於您所提供的資料我們將絕對保密且絕不向外披露，請受試者放心填寫】

本問卷到此結束，非常感謝您的合作！



APPENDIX3. PRETEST 1

Reliability Test – PREST1		
Factors	Number of Items	Cronbach's α
Employee Service Performance	10	0.814
Main Service Quality	3	0.574
Store Information	20	0.877
Perceived Value	5	0.733
WOM Activity	4	0.921

The Correlation of 10 Items of Employee Service Performance										
	1	2	3	4	5	6	7	8	9	10
● The employees in this store are well dressed and appear neat	1									
● You do not receive prompt service from the employees in this store	.191	1								
● Employees of this store are not always willing to help customers	.243	.401**	1							
● Employees of this store are too busy to respond to customer request promptly	.334*	.626**	.357**	1						
● You can trust the employees of this store	.192	.084	.352**	.130	1					
● Employees of this store are polite	.344*	.244	.366**	.229	.647**	1				
● You feel safe in your transactions with the employees in this store	.399**	.257	.440**	.380**	.237	.482**	1			
● Employees get adequate support from this store to do their jobs well	.287*	.180	.312*	.126	.110	.200	.340*	1		
● Employees of this store do not give you personal attention.	.278*	.295*	.265	.308*	.335*	.284*	.418*	.195	1	
● Employees of this store do not know what your needs are.	.117	.306*	.511**	.328*	.468**	.310*	.375**	.324*	.579**	1

* Correlation is significant at the 0.05 level
 **. Correlation is significant at the 0.01 level.

The Correlation of 20 Items of Store Information

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
1	1																			
2	.029	1																		
3	-.160	-.615*	1																	
4	.278	.385*	-.290	1																
5	-.095	.345	-.128	.159	1															
6	.055	.690*	-.717*	.634*	.263	1														
7	-.133	-.259	.457*	-.284	-.111	-.515*	1													
8	.047	.329	-.400*	.542*	-.036	.587*	-.405*	1												
9	.471*	.456*	-.436*	.412*	.296	.398*	-.069	.028	1											
10	.006	.489*	-.278	.441*	.599*	.352	-.016	.107	.528*	1										
11	-.545*	-.202	.249	-.115	-.101	-.351	.176	-.369*	-.417*	-.022	1									
12	-.061	.502*	-.464*	.551*	.182	.610*	-.264	.659*	.188	.375*	-.210	1								
13	.213	.470*	-.250	.386*	.438*	.336	-.050	.136	.468*	.504*	-.091	.411*	1							
14	-.060	.433*	-.582*	.375*	.071	.538*	-.343	.526*	.131	.235	-.194	.835*	.364*	1						
15	-.023	.609*	-.549*	.172	.375*	.516*	-.493*	.333	.356	.469*	-.206	.364*	.430*	.367*	1					
16	.310	.460*	-.363*	.229	.165	.381*	-.359	.024	.675*	.310	-.331	.151	.280	.154	.578*	1				
17	-.079	-.405*	.662*	-.312	-.144	-.518*	.183	-.518*	-.306	-.284	.249	-.635*	-.289	-.544*	-.437*	-.183	1			
18	.179	.584*	-.373*	-.006	.007	.264	-.104	.179	.387*	.101	-.322	.271	.165	.140	.363*	.385*	-.410*	1		
19	-.460*	-.293	.441*	-.346	-.212	.464*	.417*	-.193	-.617*	-.171	.582*	-.183	-.055	-.213	-.316	-.550*	.232	-.395*	1	
20	.008	.509*	-.619*	.459*	.106	.580*	-.259	.615*	.362	.482*	-.143	.602*	.253	.676*	.448*	.114	-.468*	.060	-.184	1

* Correlation is significant at the 0.05 level (2-tailed).

1. I felt intense in this store
2. I feel pleasant in this store
3. I felt inactive about this store
4. I was dissatisfied with this store
5. I was arousing in this store
6. I think this store is nice
7. This store made me drowsy
8. I was displeased in this store
9. I felt this store is active
10. This store pleases me

11. I felt idle in this store
12. This store is repulsive
13. This store was beautiful
14. I felt uncomfortable in this store
15. I thought this store was pretty
16. I felt alive in this store
17. I felt lazy in this store
18. I felt forceful in this store
19. This store made me feel slow
20. I felt unpleasant about this store

The Correlation of 3 Items of Main Service Quality

	1	2	3
● The workmanship of this hairstyle appears to be (very high - very low)	1		
● This hairstyle appears to be (very good quality – very poor quality)	.820**	1	
● This hairstyle would seem to be durable (strongly disagree – strongly agree)	.731**	.826**	1

*. Correlation is significant at the 0.01 level.

The Correlation of 5 Items of Perceived Value

	1	2	3	4	5
● This hairstyle is a : (very good value for the money to very poor value for the money)	1				
● At the price shown the hairstyle is: (very economical to very uneconomical)	.722**	1			
● The hairstyle is considered to be a good buy (strongly agree to strongly disagree)	.848**	.709**	1		
● The price shown for this hairstyle is: (very acceptable to very unacceptable)	.675**	.693**	.655**	1	
● This hairstyle appears to be a bargain (strongly agree to strongly disagree)	.150	.037	.162	-.073	1

*Correlation is significant at the 0.01 level.



The Correlation of 4 Items of Word-of-Mouth

	1	2	3	4
● I mention this service organization to others quite frequently	1			
● I've told more people about this service organization than I've told about most other service organizations.	.939**	1		
● I seldom miss an opportunity to tell others about this service organization.	.726**	.689**	1	
● When I tell others about this service organization, I tend to talk about the organization in great detail.	.755**	.696**	.784**	1

* Correlation is significant at the 0.01 level.

APPENDIX 4. PRETEST 2

Reliability Test – PREST2		
Factors	Number of Items	Cronbach's α
Employee Service Performance	10	0.771
Main Service Quality	3	0.814
Store Information	10	0.817
Perceived Value	4	0.826
WOM Activity	4	0.811

The Correlation of 10 Items of Employee Service Performance										
	1	2	3	4	5	6	7	8	9	10
● The employees in this store are well dressed and appear neat	1									
● You do not receive prompt service from the employees in this store	.277	1								
● Employees of this store are not always willing to help customers	.383	.174	1							
● Employees of this store are too busy to respond to customer request promptly	.315	.503*	.322	1						
● You can trust the employees of this store	.064	.039	.190	.158	1					
● Employees of this store are polite	.065	.361	.362	.302	.597**	1				
● You feel safe in your transactions with the employees in this store	.435*	.144	.432*	.245	.197	.390	1			
● Employees get adequate support from this store to do their jobs well	.181	.344	.324	.255	.029	.205	.314	1		
● Employees of this store do not give you personal attention.	.271	.428*	.171	.332	.327	.216	.497*	.373	1	
● Employees of this store do not know what your needs are.	.233	.440*	.505*	.233	.516*	.487*	.487*	.530**	.630**	1

* Correlation is significant at the 0.05 level

** Correlation is significant at the 0.01 level.

The Correlation of 10 Items of Store Information Quality										
	1	2	3	4	5	6	7	8	9	10
● I feel pleasant in this store	1									
● I was dissatisfying with this store	.602**	1								
● I think this store is nice	.520**	.347	1							
● I was displeasing in this store	.205	.321	.090	1						
● This store made r pleasing	.378	.188	.165	.610**	1					
● This store is repulsive	.202	.174	.088	.803**	.600**	1				
● This store was beautiful	.060	-.119	-.058	.608**	.721**	.581**	1			
● I felt uncomfortable in this store	.482*	.542**	.245	.480*	.132	.597**	.189	1		
● I thought this store was pretty	.376	.275	.121	-.246	.023	-.169	.017	.194	1	
● I felt unpleasant about this store	.616**	.602**	.345	.463*	.141	.546**	.152	.913**	.163	1

** Correlation is significant at the 0.01 level.

The Correlation of 3 Items of Main Service Quality			
	1	2	3
● The workmanship of this hairstyle appears to be (very high - very low)	1		
● This hairstyle appears to be (very good quality – very poor quality)	.794**	1	
● This hairstyle would seem to be durable (strongly disagree – strongly agree)	.551**	.634**	1

** Correlation is significant at the 0.01 level.

The Correlation of 4 Items of Perceived Value				
	1	2	3	4
● This hairstyle is a : (very good value for the money to very poor value for the money)	1			
● At the price shown the hairstyle is: (very economical to very uneconomical)	.657**	1		
● The hairstyle is considered to be a good buy (strongly agree to strongly disagree)	.577**	.583**	1	
● The price shown for this hairstyle is: (very acceptable to very unacceptable)	.475*	.662**	.307	1

**Correlation is significant at the 0.01 level.

The Correlation of 4 Items of Word-of-Mouth

	1	2	3	4
● I mention this service organization to others quite frequently	1			
● I've told more people about this service organization than I've told about most other service organizations.	.699**	1		
● I seldom miss an opportunity to tell others about this service organization.	.489*	.232	1	
● When I tell others about this service organization, I tend to talk about the organization in great detail.	.583**	.654**	.430*	1

** Correlation is significant at the 0.01 level.

