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THE EFFECT OF SERVICE CONTACT PERSONNEL ATTRIBUTES ON CUSTOMER SATISFACTION AND PURCHASE INTENTION

This article investigates the main and interactive effects of four service contact personnel attributes (physical attractiveness, displayed emotion, helpfulness or appropriateness of dress of service contact personnel) on customer satisfaction and purchase intention. In study 1, using experimental method the data of 960 students in Tehran universities, Iran was collected by scenario-based questionnaire. In study 2, using the survey method the data of 264 customer of sport store in Tehran, Iran was collected by questionnaire. Finally, it was shown for enhancing customer satisfaction and purchase intention to ensure the success of retention strategies is highly dependent on the effectiveness of frontline employees.

Keywords: service of contact personnel attributes, customer satisfaction, purchase intention, high-contact service, displayed emotion.

Formulation of the problem generally. Many scholars investigated about service research to acknowledge service encounter for overall success of service firm [26]. In many cases, encounter referred to as the "Moment of truth" [21]. In a well-known study, Bitner, Booms, and Tetreault (1990) investigate service encounters between customers and service employees using the critical incident technique. Many researchers investigated about the role of Frontline employee at service encounters [e.g., 17; 36]. It is well-recognized that service quality is intensely affected by service contact personnel and frontline employees play a key role in creating customer satisfaction. The human factor has generally a positive impact on customer satisfaction and service quality [8; 10; 16; 24]. When customer contacts with service contact personnel, this communication is effective.

The present research investigates the effects of service contact personnel attributes on customer satisfaction and purchase intention during "moments of truth". Such service contact personnel's attributes include physical attractiveness, displayed emotion, helpfulness and appropriateness of dress.

The present research seeks to examine the simultaneous and interactional effects of the four service contact personnel attributes (i. e., physical attractiveness, displayed emotions, appropriateness of dress and helpfulness) on customer satisfaction and purchase intention. These four attributes were selected based on four reasons. First, physical attractiveness, appropriateness of dress are as a form of the nonverbal communication. These attributes

represent physical (such as face, body language and construct of appropriate dress) aspects of the employee and displayed emotions and helpfulness are as a form of verbal communication. These attributes represent emotional and motivational aspects of the employee. Second, studying the simultaneous and interactional effects of the four employee attributes is not available in prior research. Third, these attributes are same of five dimensions in the model of service quality (SERVQUAL) [31]. Forth, examining the perception of customer before and after these four attributes with three methods is not available in previous study.

The aim of the article is to examine the main and interactive effects of four service contact personnel attributes (physical attractiveness, displayed emotion, helpfulness or appropriateness of dress of service contact personnel). In this research, we conduct to test the effects of service contact personnel attributes on customer satisfaction and purchase intention in sport store services.

Main material. Theoretical background and hypotheses are presented in Part 1, followed by the parts discussing the research method and result. In part 2, the authors implicated mix method for obtains the resulting. Studies 1, 2 conducted a quantitative method such as experimental and survey field to test these hypotheses. Finally, we discuss the managerial and theoretical implications of the findings.

This part has presented previous study on the four different attributes of Service contact personnel attributes (i. e., physical attractiveness, displayed emotions, appropriateness of dress and helpfulness) that are perceived by customers during moment of truth. Complementary, this part was taken to investigate the differential effects of these attributes on customer satisfaction and purchase intention.

Many researchers believe that individuals make several immediate automatic appraisals when faced with a stimulus. In the marketing literature, service contact personnel physical attractiveness is defined as the extent to which the service personnel is perceived by the customer as possessing an appealing and pleasing physical appearance [1]. In past research indicated if receivers behave according to the physical attractiveness stereotype, they should perceive attractive salespersons more favorably and respond to their sales pitches more readily than they do to unattractive salespersons, purchase intentions were more favorably influenced by attractive salespersons' message [9].

Customers often use physical attractiveness to estimate frontline employees as it helps to form an impression on which further adjudications are made [16]. Building on the preceding discussion, it can be hypothesized that:

H1: Service contact personnel physical attractiveness is positively related to customer satisfaction.

H2: Service contact personnel physical attractiveness is positively related to purchase intention.

Many researchers found that having a friendly service employee who serves with a smile and happy can result in positive customer reactions [e. g., 20; 33]. Smiling service worker produces more satisfaction than a non-smiling service worker [3; 29].

Brown and Sulzer-Azaroff also examined effects of employee displayed positive emotions. They found a linkage between displayed positive emotions and customer satisfaction. Smiling persons were perceived to possess positive traits to a greater degree than non-smiling persons [34]. Displayed emotion is clearly obvious to customers, and thus has direct implications on employee and customer interactions [16]. In past research when service workers display happiness produces high level of customer satisfaction than display unhappiness [28]. Many researchers investigated on displayed positive emotion. They indicate

that positive emotional display in service interactions, such as smiling and conveying friendliness, can lead to purchase intention, willingness to return; higher customer satisfaction and purchase behaviors such as spending levels and amount of time spent in the store [12; 16; 28; 35].

Building on the preceding discussion, it can be hypothesized that:

H3: Service contact personnel displayed positive emotion is positively related to customer satisfaction.

H4: Service contact personnel displayed positive emotion is positively related to purchase intention.

In an advertising context, O'Neal and Lapitsky examined the influence of dress on the credibility of a message source and intent to purchase. They indicated that subjects assigned significantly higher purchase intent ratings when a message source was dressed appropriately than when a message source was dressed inappropriately. Shao et al. also found a mediating influence of expectations on the dress/purchase intent relationship. This result highlights the key role that decision-making.

Several scholars have conceptually recognized the relationship between dress, in general, and customer expectations. The dress is one of the tangibles associated with a company's service, and the tangibles associated with the service have been proposed to directly influence customers' expectations [37]. While service companies intuitively recognize the communication power of employee appearance address, there is a paucity of empirical research that systematically examines the meaning of dress cues in commercial service settings [27]. The critical role that service contact personnel dress plays for consumers as they form their expectations of service quality and make their purchase decisions [25]. Building on the preceding discussion, it can be hypothesized that:

H5: Appropriateness of dress service contact personnel is positively related to customer satisfaction.

H6: Appropriateness of dress service contact personnel is positively related to purchase intention.

Service of contact personnel helpfulness indicates to the point to which frontline employee either provides help to the customer or gives the impression of being interested in the customer, and shows a willingness to help [18]. It reflects the motivational aspect of employee behavior [16]. The importance of helpfulness of a service contact personnel implies that competent service delivery may reverse the effects of service contact personnel physical attractiveness and displayed positive emotions [16]. Helpfulness is one of the four most important attributes that effect and predict customer satisfaction [2] since it positively influences customer satisfaction [32]. Building on the preceding discussion, it can be hypothesized that:

H7: Service contact personnel helpfulness is positively related to customer satisfaction with the employee.

H8: Service contact personnel helpfulness is positively related to purchase intention.

H9: Service contact personnel helpfulness has a stronger effect on customer satisfaction than either appropriateness of dress, employee physical attractiveness or displayed positive emotion.

In reality these attributes are not isolate. Many attributes influence on customer behavior in the customer and employee relation. Study of four attributes and interaction effects are important in it and service contact personnel attributes, namely physical attractiveness, displayed emotion, helpfulness or appropriateness of dress do not exist in isolation. In addition

of the understanding of the main effects of each service contact personnel attributes, it is critical that investigates possible interactions among them.

In past research Indicate that the service worker's display of happiness produces a higher level of customer satisfaction than displaying unhappiness – given the condition of good technical service quality. Under the condition of poor technical service quality, however, a nun happy or a happy display did not result in different customer satisfaction levels [28]. In the interaction between helpfulness and displayed emotion and influence on customer satisfaction, indicated the low helpfulness may offset or waken the effect of displayed emotion [16].

H10: Service contact personnel displayed positive emotion has a stronger effect on customer satisfaction when service contact personnel physical attractiveness is low than when it is high.

H11: Service contact personnel displayed positive emotion has a stronger effect on purchase intention when service contact personnel physical attractiveness is low than when it is high.

H12: Service contact personnel displayed positive emotion has a stronger effect on customer satisfaction when appropriateness of dress service contact personnel is high than when it is low.

H13: Service contact personnel displayed positive emotion has a stronger effect on purchase intention when appropriateness of dress service contact personnel is high than when it is low.

H14: Service contact personnel displayed positive emotion has a stronger effect on customer satisfaction when service contact personnel helpfulness is high than when it is low.

H15: Service contact personnel displayed positive emotion has a stronger effect on purchase intention when service contact personnel helpfulness is high than when it is low.

Materials and methods (Study 1). The purpose of Study 1 is to investigate the main and interaction effects of the four service contact personnel attributes on customer satisfaction and purchase intention. Following previous research [e. g., 15; 16], a scenario-based experiment is used to compare customer reactions to the different service employee attributes. In addition to the four service contact personnel attributes, employee gender and purchase intention was included in the factorial design of Study 1 to control for gender bias.

Experimental Design. Study 1 used 2 (physical attractiveness: attractive vs. unattractive) 2 (displayed positive emotion: high vs. low) 2 (appropriateness of dress: appropriate vs. inappropriate) 2 (helpfulness: helpful vs. unhelpful) 2 (employee gender: male vs. female) 2 (participants' gender: male vs. female). In The sample of study 1 it was conducted at universities of Tehrana major city in Iran with 960 students at summer 2014. Specifically, a scenario in which the participant took the role of a customer shopping for a sport shoes were presented to the participants: *"Imagine that you are at an original sport stores to buy shoes for yourself. You see shoes on the mannequin displayed in the window that fits what you are looking for. So you enter the store and try to find the right sized sport shoes, but are unsuccessful. At this time, you see a salesperson nearby taking stock of other items. You walk over and ask, 'Excuse me, could you help me find that model shoes on that mannequin the window I can not find it and can I try my size of this shoes?"*

Condition of unhelpful. *Yes, it is here, but unfortunately we don't have this model in the store. Please wait a minute. After a few minute... he/she come back from stock with your size shoes.*

Condition of helpful. *Sorry I cannot! I am a new seller in this store and I do not know*

exactly where is this shoes! Please ask another seller. After your conversation with him, he merchandises some shoes in shelf.

Manipulation checks. Measurement scales on service contact personnel physical attractiveness, displayed positive emotion, appropriateness of dress and helpfulness functioned as manipulation checks. Four items adjusted from Ahearne, Gruen, and Jarvis were used as manipulation check for service contact personnel physical attractiveness ($\alpha = 0.93$). One item was adapted from Sutton and Rafaeli and another item adapted from Keh, Ren, Hill and Li to measure service contact personnel displayed emotion ($\alpha = 0.93$). Three items from Dabholkar, Thorpe and Rentz and one self-composed item were used to measure service contact personnel helpfulness ($\alpha = 0.92$). Four items adjusted from Shao, Baker and wagner was used as manipulation check for service contact personnel appropriateness of dress ($\alpha = 0.86$).

Result. Analysis of variance (ANOVA) was first conducted to determine if manipulations of service contact personnel physical attractiveness, displayed positive emotion, appropriateness of dress and helpfulness were successful. As shown in Table 1, to test the hypotheses, ANOVA was conducted on customer satisfaction and purchase intention, while controlling for employee gender as well as participant age and gender did not have significant effects on customer satisfaction and purchase intention participants' age ($F(1, 940) = 0.012$, $p > 0.10$, $\eta^2 = 0.00$) and gender ($F(1, 940) = 0.571$, $p > 0.10$, $\eta^2 = 0.001$) and employee gender ($F(1, 940) = 0.605$, $p > 0.10$, $\eta^2 = 0.001$) did not have significant effects on customer satisfaction; but service contact personnel physical attractiveness ($F(1, 940) = 18.931$, $p < 0.01$, $\eta^2 = 0.020$), service contact personnel displayed positive emotion ($F(1, 940) = 30.164$, $p < 0.01$, $\eta^2 = 0.031$), service contact personnel helpfulness ($F(1, 940) = 657.340$, $p < 0.01$, $\eta^2 = 0.412$) and service contact personnel appropriateness of dress ($F(1, 940) = 0.254$, $p > 0.10$, $\eta^2 = 0.0001$) all had significant effects on customer satisfaction except service contact personnel appropriateness of dress. Service contact personnel physical attractiveness ($F(1, 940) = 41.615$, $p < 0.01$, $\eta^2 = 0.042$), displayed positive emotion ($F(1, 940) = 71.56$, $p < 0.01$, $\eta^2 = 0.071$), appropriateness of dress ($F(1, 940) = 10.917$, $p < 0.001$, $\eta^2 = 0.011$) and helpfulness ($F(1, 940) = 432.085$, $p < 0.001$, $\eta^2 = 0.315$) all had significant effects on purchase intention.

Table 1 – Univariate results for customer satisfaction and purchase intention in study 1

Variables	η^2 F		η^2 F	
	Customer satisfaction		Purchase Intention	
Employee gender	0.001	0.605	0.001	0.815
Participant age	0.001	0.571	0.005	4.869
Participant gender	0.000	0.012	0.001	0.763
Service contact personnel displayed positive emotion	0.031	30.164	0.000	0.136
Service contact personnel physical attractiveness	0.020	18.931	0.071	71.565
Service contact personnel appropriateness of dress	0.000	0.254	0.042	41.615
Service contact personnel helpfulness	0.412	657.340	0.011	10.917
Employee displayed positive emotion	0.023	22.525	0.315	432.085
* Service contact personnel physical attractiveness				
Employee displayed positive emotion	0.005	4.513	0.018	17.463
*Service contact personnel appropriateness of dress				
Employee displayed positive emotion	0.005	4.581	0.011	10.116
* Service contact personnel helpfulness				

Results showed that for physical attractiveness, participants rated the attractive employees ($n = 466$, $M = 6.655$, $SD = 1.607$) significantly higher than the unattractive employees

($n = 494$, $M = 2.734$, $SD = 1.740$), $F(1, 958) = 1310.290$, $p < 0.01$). For service contact personnel displayed positive emotion, participants were able to distinguish between the employees displaying high positive emotion ($n = 482$, $M = 6.702$, $SD = 2.059$) from the ones with low positive emotion ($n = 478$, $M = 2.390$, $SD = 1.540$), $F(1, 958) = 1347.343$, $p < 0.01$. For service contact personnel helpfulness, participants found significant differences between the helpful employees ($n = 481$, $M = 6.521$, $SD = 1.561$) and the unhelpful employees ($n = 479$, $M = 2.476$, $SD = 1.558$), $F(1, 958) = 1613.821$, $p < 0.01$. Similarly, for service contact personnel appropriateness of dress, participants found significant differences between the appropriate of dress employees ($n = 480$, $M = 6.990$, $SD = 1.658$) and the inappropriate of dress employees ($n = 480$, $M = 4.332$, $SD = 1.570$), $F(1, 958) = 650.106$, $p < 0.01$. These results indicated that the manipulations of service contact personnel physical attractiveness, displayed positive emotion, appropriateness of dress and helpfulness were all-successful. Recall that H1–H8 proposed the main positive effects of the four service contact personnel attributes on customer satisfaction and purchase intention expect service contact personnel appropriateness of dress. Therefore, H1–H8 were all supported expect H7. Separately, while H9 suggested the relatively stronger effect of service contact personnel helpfulness than employee physical attractiveness, appropriateness of dress or displayed positive emotion. H10-H11 proposed the interaction between service contact personnel displayed positive emotion and physical attractiveness on customer satisfaction and purchase intention. H12-H13 proposed the interaction between service contact personnel displayed positive emotion and helpfulness, on customer satisfaction and purchase intention. H14-H15 proposed the interaction between service contact personnel displayed positive emotion and appropriateness of dress, on purchase intention and customer satisfaction. However, the interaction between service contact personnel displayed positive emotion and physical attractiveness ($F(1, 940) = 22.525$, $p < 0.01$, $\eta^2 = 0.023$), The interaction between service contact personnel displayed positive emotion and appropriateness of dress ($F(1, 940) = 4.513$, $p < 0.05$, $\eta^2 = 0.005$) did not have significant effects on customer satisfaction (Figure 1).

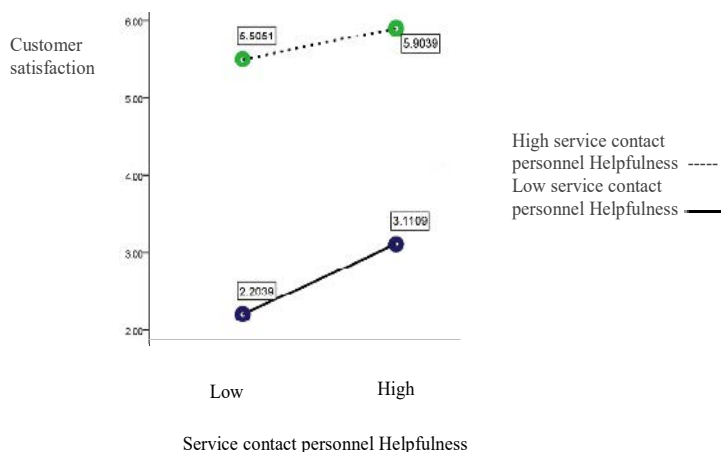


Figure 1 – The interaction between Service contact personnel Helpfulness and Service contact personnel displayed positive emotion on customer satisfaction in Study 1

As shown in figure 1 the interaction between service contact personnel displayed positive emotion and helpfulness ($F(1, 1.940) = 4.581, p < 0.05, \eta^2 = 0.005$) had significant effects on customer satisfaction. Thus, H10 and H12 were supported and H14 was not supported.

However, the interaction between service contact personnel displayed positive emotion and physical attractiveness ($F(1, 940) = 17.463, p < 0.01, \eta^2 = 0.018$), The interaction between service contact personnel displayed positive emotion and appropriateness of dress ($F(1, 940) = 10.116, p < 0.01, \eta^2 = 0.011$) had significant effects on purchase intention. The interaction between service contact personnel displayed positive emotion and helpfulness ($F(1, 1.940) = 4.231, p < 0.05, \eta^2 = 0.004$) had significant effects on purchase intention. Thus, H11, H13 and H15 were supported.

Discussion. Study 1 indicated that service contact personnel physical attractiveness, displayed positive emotion, and helpfulness all positively influenced customer satisfaction consistent with the literature but appropriateness of dress did not positively influence on customer satisfaction. Service contact personnel physical attractiveness, displayed positive emotion, appropriateness of dress and helpfulness all positively influenced on purchase intention.

The importance of helpfulness of service contact personnel implies that competent service delivery may ignore the effects of service contact personnel physical attractiveness and displayed positive emotions. Potentially, Service contact personnel helpfulness has a stronger effect on customer satisfaction and purchase intention rather than service contact personnel physical attractiveness or displayed positive emotion or appropriateness of dress. However, results in study 1 did not find significant interactions between service contact personnel displayed positive emotion and appropriateness of dress. One possible reason could be that a laboratory experiment was used in study 1. In Study 2 used a survey design and directly measured employee attributes.

Materials and methods (Study 2). While Study 1 exposed that all four service contact personnel attributes influenced customer satisfaction and purchase intention and that service contact personnel helpfulness showed the strongest effect. First, the interactions among the four service contact personnel attributes were not supported in Study 1, which may be due to the experimental manipulations. Second, Study 1 relied on a scenario-based experiment conducted on student samples, and the external validity of the findings required substantiation. Study 2 was designed to address these issues.

The sample was conducted at ten sport stores representing in Tehran a major city in Iran at summer 2014. The ten stores were similar in terms of size and product assortments but brands of sport stores representing were different from together. After deleting imperfect responses, the final sample size was 264. Among the respondents, 45,8% was female, and 53,8% aged between 18 and 50. Almost of responses was bachelor or master's degree. They included 39,8% fully employed people, 23,5% part time employed people 19,3% students, and 2,7% retirees and 14,7% were unemployed people. The average shopping duration at the store, 22,3% spent less than 20 minutes and 27,3% spent 20-40 minutes. 18,9% spent 40-60 minutes and 31,4% more than one hour. As for customer-store relationship, 14% began shopping at the target store at least one year ago, and 37% had been customers for two years, 35% had been customers for three years and 11% had been customers for more than three years.

Customers who come out the sport stores representing were accepted. The advantage of having measurements taken immediately after the service experience was that the encounter and associated emotions were still fresh in memory and could be correctly recalled before they had altered or were forgotten [11]. Customers must have encountered with service of contact

personnel in sport store representing and then they could answer the survey. All the items were captured on 10-point scales (0 = strongly disagree, 10 = strongly agree). Finally, the respondents answer some demographic information.

Result. We used four items for measuring of helpfulness ($\alpha = 0.91$): The employee I met gave prompt service to me. The employee I met told me exactly when services will be performed, The employee I met was never too busy to respond to my requests, The employee I met showed a sincere interest in solving it when I had a problem [7; 16]. We used three items for measuring of physical attractiveness ($\alpha = 0.77$): The employee I met is very good looking, the employee I met has an attractive appearance, and the employee I met would generally be thought of as beautiful/handsome [1; 16].

We used five items for measuring of displayed positive emotion ($\alpha = 0.89$): The employee said “Hello,” “how are you today,” or other greetings to me, the employee said “Thank you” to me, the employee made eye contact with me; the employee smiled at me, the employee was pleasant [16; 30]. We used four items for measuring of helpfulness ($\alpha = 0.91$): The employee I met gave prompt service to me, the employee I met told me exactly when services will be performed, the employee I met was never too busy to respond to my requests, the employee I met showed a sincere interest in solving it when I had a problem [8; 16]. We used four items for measuring of Customer satisfaction ($\alpha = 0.71$): I am pleased with the overall service provided by the employee, I feel delighted with the overall service provided by the employee, I am completely satisfied with the experience by the employee, I am happy with the overall service provided by the employee [23]. We used five items for measuring of appropriateness of dress ($\alpha = 0.81$): The employee dresses was wrinkled –pressed, inappropriate– appropriate, dirty – clean, nonprofessional– professional, and sloppy – neat to me [25].

Confirmatory factor analysis (CFA) was first conducted using AMOS 8.0 to test the measurement model (i.e., Service of contact personnel physical attractiveness, Service of contact personnel displayed positive emotion, Service of contact personnel helpfulness, Appropriateness of dress service of contact personnel, customer satisfaction with the service of contact personnel and Purchase intention). As can be seen from Table 2 indicated Confirmatory Factor Analysis of Variables in this research. After presenting the conceptual model, there is the fundamental question, whether the measurement model is appropriate (the validity of the measurement model)? For evaluating the validity of the measurement conceptual model specific items that include $DF = 2.669$, $CFI = 0.92$, a Root.

Table 2 – Confirmatory factor analysis of variables

CMIN/DF	2.821
CFI	0.901
RMSEA	0.08
GFI	0.822
IFI	0.902

Mean Square Error of Approximation (RMSEA)=0.08, Goodness-of-Fit Index (GFI) = 0.84, a Tucker-Lewis Index (TLI) = 0.90 and an Incremental Fit Index (IFI) = 0.92. As shown in Table 1, all the indices – RMR, GFI, AGFI, CFI, TLI, IFI and RMSEA – are at acceptable levels. All the fit indicators were above the common acceptance levels suggested by the literature [5; 19]. Overall, the results showed that our model provides a valid framework for the measurement this model.

An average variance extracted (AVE) (see Table 3) for each construct was greater than the squared correlation coefficients for corresponding inter-constructs, which confirmed

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discriminant validity [13]. In addition, as shown in Table 3, Indicated AVE. This table showed that our model is valid.

Table 3 – Correlations (squared correlations), Reliability, AVE

	SCPDPE	SCPA	SDSCP	SCPH	CS	AVE
SCPDPE ¹⁾	1.00					0.80
SCPA ²⁾	0.69	1.00				0.73
SDSCP ³⁾	0.62	0.64	1.00			0.70
SCPH ⁴⁾	0.81	0.79	0.81	1.00		0.84
CS ⁵⁾	0.77	0.7	0.63	0.7	1.00	0.84
PI ⁶⁾	0.72	0.62	0.62	0.63	0.69	0.78
AVE ⁷⁾	0.65	0.53	0.50	0.72	0.72	-
Reliability	0.89	0.77	0.81	0.91	0.71	

1) SCPDPE: Service contact personnel displayed positive emotion; 2) : Service contact personnel physical attractiveness; 3) SDSCP: Appropriateness of dress service contact personnel; 4) SCPH: Service contact personnel helpfulness; 5) CS: Customer satisfaction with the service contact personnel; 6) PI: Purchase Intention, AVE: Average variance extracted

The results of hierarchical regression, in order to control variables in the process of influencing the independent variables constant, we have three models of hierarchical regression (Model 1, Model 2, Model 3) in Table 4.

Table 4 – Testing the moderating effects of employee displayed emotion using hierarchical linear regression on customer satisfaction

	1Model β	Model 2 β	Model 3 β
Control variables			
Age	0/023	0/008	0/009
Gender	0/048	0/04	0/04
Education	-0/089	-0/006	-0/007
Income	0/012	0/011	0/012
Shopping frequency	0/033	0/041	0/038
Length of shopping	-0/033	-0/007	-0/013
Customer emotion	0/836**	0/436**	0/434**
Independent variables			
Displayed positive emotion		0/117**	0/107**
Physical attractiveness		0/310**	0/227**
Appropriateness of dress		0/025	0/031
Helpfulness		0/431**	0/447**
Interactions			
Displayed positive emotion \times Helpfulness			-0/055
Displayed positive emotion \times Physical attractiveness			0/241**
Displayed positive emotion \times Appropriateness of dress			0/024
R2	0/74	0/83	0/83
F	81/278	98/171	79/885

** – $p < 0.05$, $t > 1.96$

In this Table, β is Path coefficient. This Table shows the results from the hierarchical linear regression analyses on customer satisfaction. We show Model 2, in order to confirm

result of direct hypothesis. In Model 3, with enter the effect of moderating of independent variables on interaction variables showed the effect of moderating of employee physical attractiveness, displayed positive emotion, appropriate of dress, helpfulness on customer satisfaction. Specifically, employee physical attractiveness ($\beta = 0.31, t = 2.37, p < 0.001$) displayed positive emotion ($\beta = 0.117, t = 2.787, p < 0.001$) appropriate of dress ($\beta = 0.25$) and helpfulness ($\beta = 0.431, t = 9.596, p < 0.001$) all had a significant positive effect on customer satisfaction with the employee (Model 2 in Table 3), and provided further support for H3, H5, H7 except physical attractiveness (H1). Further, service contact personnel displayed positive emotion interacted with employee physical attractiveness to influence customer satisfaction ($\beta = 0.30$) Thus, H10 was not supported, employee displayed positive emotion interacted with appropriateness of dress service contact personnel to influence customer satisfaction ($\beta = 0.30, t = 0.783, p < 0.001$) Thus, H12 was supported, service contact personnel displayed positive emotion interacted with service contact personnel helpfulness to influence customer satisfaction ($\beta = 0.30$) Thus, H14 was not supported. Exactly like this test, H2, H15 was not supported.

Discussion. Study 2 indicated that service contact personnel displayed positive emotion, appropriateness of dress and helpfulness all positively influenced customer satisfaction consistent with the literature but physical attractiveness did not positively influence on customer satisfaction. Displayed positive emotion, appropriateness of dress and helpfulness all positively influenced on purchase intention except Service contact personnel physical attractiveness. The importance of helpfulness of service contact personnel implies that competent service delivery may ignore the effects of service contact personnel physical attractiveness and displayed positive emotions. Potentially, Service contact personnel helpfulness has a stronger effect on customer satisfaction and purchase intention Rather than service contact personnel physical attractiveness or displayed positive emotion or appropriateness of dress. Result in study 2 found significant interactions between service contact personnel displayed positive emotion and appropriateness of dress and interactions between service contact personnel displayed positive emotion and physical attractiveness on customer satisfaction. One possible reason could be that non-experiment was used in study 2.

Conclusions and directions of further researches. The present research examines effects of service contact personnel attributes (i.e., physical attractiveness, displayed positive emotion, appropriate of dress and helpfulness) on customer satisfaction and purchase intention. All four service contact personnel attributes are important for arrive to customer satisfaction and purchase intention except of physical attractiveness in real time but in experiment test. Physical attractiveness is important, too. In the well-known study in 1990 by Bitner and Tetreault, investigated service encounters between customers and service employees using the critical incident technique. They focused on unprompted attribute such as helpfulness. But they did not consider another attributes such as displayed positive emotion, appropriate of dress. Another study in 2013 by Keh, Hill, Ren and Li investigated on interacts between three attributes. Their study obtained that the attribute of helpfulness is most important attributes. In this study the attribute of helpfulness is the most important attribute, too. In contrast, Study 1 in the current research is experiment based and study 2 is by a field survey. In general, the findings in study 1 are supplemented and validated by a study 2. But we obtained some different results.

As we explained in this research service contact personnel helpfulness has a stronger effect than physical attractiveness, displayed positive emotion or appropriateness of dress. The results also reveal that the four service contact personnel attributes influence customer satisfaction and purchase intention in study 1. But in study 2 physical attractiveness attributes do not influence customer satisfaction and purchase intention because customers do not

attention to physic except dress when they are in sport store. But in the laboratory test, they pay attention to physical attractiveness because they can see four attributes at the photo better than in real time.

Moreover, the results show interactions among the four service contact personnel attributes. These findings are new to the literature, and make a useful contribution to the employee-customer interaction literature by providing a more complete understanding of how these attributes work together to drive customer satisfaction in the Iranian culture. Specifically, service contact personnel displayed positive emotion had a significant effect on customer satisfaction and purchase intention when the employee was physically less, rather than more, attractive. Furthermore, service contact personnel displayed positive emotion had a significant impact on customer satisfaction and purchase intention when the level of service contact personnel helpfulness was high, but not when it was low. Service contact personnel displayed positive emotion did not have a significant impact on customer satisfaction when the level of service contact personnel appropriate of dress was high, but not when it was low and in survey field, Study 2, Service contact personnel displayed positive emotion did not have a significant impact on customer satisfaction when the level of service contact personnel appropriate of dress was high, but not when it was low. When service contact personnel have a high positive emotion or low positive emotion, customer does not pay attention to the dress of employee. Positive emotion is important than appropriate of dress.

In this paper, service contact personnel displayed positive emotion had a significant impact on customer satisfaction and purchase intention only when the level of employee helpfulness was high, but not when it was low. This suggests that although displayed positive emotion is mostly an asset, it does not reward for unhelpfulness. The results also show that the four service contact personnel attributes interact with each other to jointly influence customer satisfaction and purchase intention. These findings make a useful contribution to the employee-customer interaction. This study provides a more complete thoughtful of how these service contact personnel attributes both individually and collectively drive customer satisfaction and purchase intention.

Enhancing customer satisfaction and purchase intention to ensure the success of retention strategies is highly dependent on the effectiveness of frontline employees. This has great implications for strategic directions for improving customer satisfaction and purchase intention in Iranian sport store and customer relation. Employees are successful when employees have high brand knowledge and they translate to customer. When employees do not have high brand knowledge, customers do not desire to ask a question and so, they do not have purchase intention and customer satisfaction. Directors must to improve positive emotion attribute because when employees have brand knowledge without a good relation with customers, so there will be no customer satisfaction.

This subject can be test on another type of service. Second, it would also be useful to replicate the present study in non-Iranian cultures. Third, it would also be valuable to study on influence on culture in these interacts. Fourth, in this paper variables such as time each customer spent with the employee are not controlled for. Finally, negative emotional displayed is important but in this study tested positive emotional displayed.

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Вплив обслуговуючого персоналу на задоволеність споживачів та їх намір здійснити покупку

У статті досліджуються основні та інтерактивні впливи контактів з обслуговуючим персоналом (фізична привабливість, відображення емоцій, послужливість та доречність) на задоволеність клієнта та його намір здійснити покупку. На основі проведеного дослідження 1, наведено результати опитування 960 студентів Тегеранського університету. За результатами дослідження 2, проведеного методом обстеження, наведено дані, отримані від 264 клієнтів спортивного магазину в Тегерані. Встановлено, що підвищення задоволеності клієнтів і їх намірів здійснення покупки значною мірою залежить від ефективності співробітників.

Ключові слова: обслуговуючий персонал, задоволеність клієнтів, намір здійснити покупку, висококонтактне обслуговування, відображення емоцій.

С.Г. Баши, К.Х. Ханзае, Х. Никоумарам. Вплив обслуговуючого персоналу на задоволеність споживачів та їх намір здійснити покупку

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Влияние обслуживающего персонала на удовлетворенность потребителей и их намерение совершить покупку

В статье исследуются основные и интерактивные влияния контактов с обслуживающим персоналом (физическая привлекательность, отражение эмоций, услужливость и уместность) на удовлетворенность клиента и его намерение осуществить покупку. На основе проведенного исследования 1, приведен результаты опроса 960 студентов Тегеранского университета. За результатами исследования 2, проведенного методом обследования, приведены данные, полученные от 264 клиентов спортивного магазина в Тегеране. Установлено, что повышение удовлетворенности клиентов и их намерений осуществить покупку в значительной степени зависит от эффективности сотрудников.

Ключевые слова: обслуживающий персонал, удовлетворенность клиентов, намерение совершить покупку, высококонтактное обслуживание, отображение эмоций.

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