

THE EFFECT OF FRONT DESK EMPLOYEES' CHARACTERISTICS ON THE
FIRST IMPRESSION OF CUSTOMERS AND CUSTOMERS' SATISFACTION

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ABSTRACT

Front desk employees are the face as well as one of the most important departments of a hotel, and their performance is central to customers' first impressions of the hotel. Moreover, customers' first impressions will influence their satisfaction with the check-in experience and, furthermore, with the entire stay at the hotel. Therefore, this study aimed to identify the service providers' characteristics that affect customers' first impressions. Further, this study examines how front desk employees' first impressions influence customer satisfaction with the check-in experience. This study used a survey that included general demographic characteristics, after which factor analysis and linear regression were conducted for the analysis. The results of this study show that competence has a significant effect on negative first impression, that friendliness & service attitude has a significant effect on positive first impression, and that both positive and negative first impression have a significant effect on customer satisfaction with the check-in experience. The findings from this study are expected to contribute to the development of management training for new hotel employees in the future.

1 INTRODUCTION

1.1 Background of the Study

The first impression is defined as a part of human-to-human interaction (Bergmann, Eyssel, & Kopp, 2012). In the psychology, the first impression is an interaction when people first encounter each other and form a mental images of people (Lindgaard, Fernandes, Dudek, & Brown, 2006). The first impression is important in any industry, but it is especially important in the hospitality industry because the industry is considered as a service dominated industry (Sundaram & Webster, 2000). Hospitality employees constantly interact with different customers every day so they are the way that new customers are forming first impression every day (Agarwal, 2016).

When two strangers meet for the first time, they form initial feelings about each other (Bergmann, Eyssel, & Kopp, 2012). Much of this is based on what they see, including facial expression, dress, and actual appearance. The first thing that the two individuals see is typically facial expression. These first visual cues can affect people's satisfaction or dissatisfaction because of the interaction. For example, a smile will make people feel warm and comfortable with a good mood. For front desk employees, they are the initial strategic marketing point for hotels because they affect customers' first impression (Girard, 2013).

Hotel services begin at the front desk when the customers come in to check in with the front desk personnel. Therefore, front desk employees are the face of the hotel, and they have to offer customers professional and positive service in order to

ensure customer satisfaction (Agarwal, 2016). Front desk employees can contribute to the repeated business if they are friendly and provide exceptional care. In addition, a good first impression on customers has an impact on hotel branding and profits (Girard, 2013). Front desk employees' high-quality service can affect hotels' financial performance (Sundaram & Webster, 2000), if they demonstrate good behaviors and create strong first impressions which can help the hotel have a more positive reputation and more repeated customers.

Four specific customer service characteristics have the greatest impact on repeat business and customer satisfaction in the hospitality industry: competence, friendliness, knowledge, and service attitude. Here, competence refers to the hotel front desk employees' problem solving and working performance (Meijerink, Bondarouk, & Lepak, 2016). Friendliness refers to their professionalism and dedication. Knowledge refers to the hotel-specific knowledge, skills, and other information that the employee holds about their industry and their specific job. Service attitude includes service providers' enthusiasm, grace, politeness, and kindness (Kuo, 2007), as well as their patience, conscientiousness, and empathy (Kuo, 2007). In addition, service attitude is one of the most important aspects in service industry.

Front desk employees are the department from which customers will see these characteristics. Service attitude depends on what the customers expect from the service and the way in which the service has been provided (Seijts, Billou, Crossan, Billou, & Crossan, 2010). Because of this, as well as front desk employees' duty as the

primary provider of customer needs, they are the most important department in the whole hotel (DePaulo, 1992). It is therefore important that they meet expectations in these ways.

This study is significant for several reasons. First, there are no any studies related to the influencing factors for customers' first impression in the hotel industry. First impression has long been acknowledged as important in the field of psychology; however, it is also a significant but understudied factor in the hotel industry for hotel management and customer satisfaction. This study will address that gap in the literature.

Second, it is important to clarify which these four factors influence first impression and how either a positive or negative first impression forms. In the hospitality industry, it is helpful to manage first impressions, and this study will provide better information for how hotel managers can direct their employees to do this effectively.

Third, there is no verifying research on whether customers' first impressions affect customer satisfaction in this particular context, that is, with the hotel check-in experience. It is therefore necessary to verify that relationship. Further, there are no studies showing whether satisfaction with the check-in experience affects overall satisfaction with the hotel.

1.2 Research Questions

Which elements of service providers' characteristics (i.e., competency, friendliness, knowledge, and service attitude) affect customers' first impression towards employees and customer satisfaction with check-in experience?

1.3 Purpose of the Study

This study aims to examine the service providers' characteristics that affect customers' first impressions of hotel front desk employees. Further, this study examines how front desk employees' first impressions influence customers' satisfaction with check-in experience about the hotel.

1.4 Research Model and Hypotheses

H1: Front desk employees' characteristics have a positive effect on customers' first impressions of employees.

H1-1: Front desk employees' competency has a positive effect on customers' first impression.

H1-2: Front desk employees' friendliness has a positive effect on customers' first impression.

H1-3: Front desk employees' knowledge has a positive effect on the first impression of customers.

H1-4: Front desk employees' attitude has a positive effect on the first impression of customers.

H2: First impression of customers have a positive effect on customer satisfaction with check-in experience.

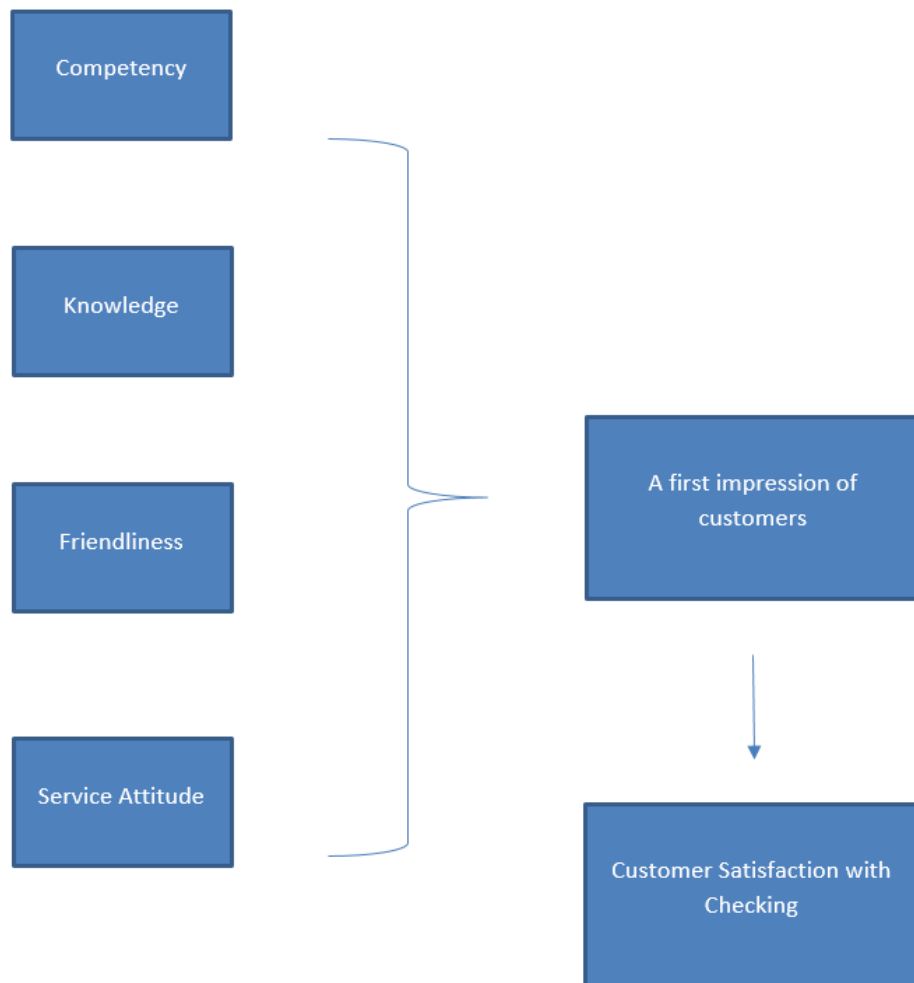


Table 1. The Proposed Model of This Study

1.5 Significance of the Study

Even though there is some research on first impressions in psychology field, there is not studies about the influence of specific service provider characteristics on customers' first impressions in hospitality industry and research field such as (Tornow, & Wiley, 1991; Pandit, & Parks, 2006; Olorunniwo, Hsu, & Udo, 2006). However, first impression is a significant factor to determine hotel management and customer satisfaction. Therefore, there is a gap of first impression research in hospitality field. In addition, whether first impression of customers impacts on customer satisfaction with check-in experience needs to be verified. The relationship between first impression of customers and customer satisfaction with check-in experience is important to hotel managers manage hotel new and current employees. Furthermore, it is important to clarify what factors influence first impression, and how either a positive first impression or a negative first impression forms. Once hotel managers are aware of the factors which influence first impression, they will pay more attention on training hotel employees to make customer satisfaction. This study contributes to the body of knowledge on service providers' characteristics especially in regard to front desk agents affect on customers' first impression. Based on the findings, this study suggests that customer satisfaction through front desk employees' characteristics can be used as a tool in human resource management and marketing management. Although recent research efforts have focused on hotel employees' behavior, most of the previous literature has focused on how hotel employees' performance influences the hotel and employee relationship (Olorunniwo, Hsu, &

Udo, 2006; Liu, & Liu, 2008). In this study, we mainly focus on whether hotel front desk employees' characteristics (their competencies, knowledge, friendliness and service attitude) will influence customers' first impression towards the employees and whether first impression will influence customer satisfaction with check-in experience.

1.6 Outline of Subsequent Chapters

The following chapters include the Literature Review, Methodology, Results, and Discussion. The Literature Review, Chapter 2, summarizes the previous studies and literature on first impressions, service providers' characteristics (i.e., competence, friendliness, knowledge, and attitude). The methodology used in this study will be discussed in detail in Chapter 3. The study's results and data analysis are presented and explained in Chapter 4. Chapter 5 summarizes the study and its results, with the suggestions and implications for further research.

2 LITERATURE REVIEW

2.1 Introduction

This chapter reviews the extant literature on service providers' characteristics (i.e., competence, friendliness, knowledge, and attitude). Additionally, this chapter reviews how people form first impression based on the previous studies, the customer satisfaction with check-in experience, as well as the effect of first impression on customer satisfaction with check-in experience. The hypotheses were developed in the previous section based on the review of this literature.

This chapter is divided into the following four sections:

- 1) The characteristics of service providers (i.e., their competence, friendliness, knowledge, and attitude)
- 2) The formation of first impressions (How do people form a first impression?)
- 3) Customer satisfaction with check-in experience
- 4) The Effect of First Impression on Customer Satisfaction with Check-in Experience

2.2 How Is the First Impression Formed?

DePaulo (1992) observed that a first impression is formed by self-presentation, which helps to create an image from person A's characteristics or performance to person B's mind (Baumeister, 1982). That is, person A's self-presentation shows

him/herself to person B so that a first impression can be delivered to person B (Schlenker & Weigold, 1989). Self-presentation is a method of controlling one's own behaviors in order to create a particular impression to another person with whom one communicates (Jones & Pittman, 1982). In addition, emotion is a vital element to help to form a first impression (Mast, 2007). Buck (1984), Ekman (1972, 1977), Izard (1977), and Tomkins (1962) all agree that emotional expressions and nonverbal behaviors like pleasing facial expressions and friendly mannerisms can also trigger emotional responses in a viewer/listener, which then affects their first impression of a person. When a person communicates to another person, they can take advantage of those triggerings to form a positive impression, that is, of someone who is competent, knowledgeable, and friendly and who has a positive service attitude.

However, first impressions are tricky because they involve things over which the service provider does not always have control. Moreover, although interactions do sometimes provide feedback during conversation in the form of hints and responsive behaviors that let a person know how their expressive behaviors appear to others (Buck 1988; DePaulo, 1992; Ekman & Friesen, 1969), the effect of one's behaviors and the impressions they form are less accessible for the provider than for those observing the behaviors (DePaulo, 1992), making negative interactions difficult to recognize and correct. Complicating this further is the fact that, as DePaulo (1992) claimed, first impressions are formed by both nonverbal and verbal behavior in Psychology field. In the context of customer service, verbal behavior shapes first impressions through words of greeting and the tonality and speed of speech, as well as

harder-to-control factors like pitch (Jarick, Laidlaw, Nasiopoulos, & Kingstone, 2016). Further, the verbal component of a first impression is created largely by non-intentional language, which happens subconsciously (Agarwal, 2016). The same goes for nonverbal behaviors, which are often irrepressible and can affect first impressions without even involving active conversation (DePaulo, 1992). Verbal and nonverbal behavior strategies can be taken advantage together to form a positive first impression, of course, but because of their often-subconscious nature, they can be hard to document and improve.

Moreover, the whole process of forming a first impression happens very quickly and has lasting effects. The old saying is that there is never a second chance to make a first impression. Some scholars argue that it takes a maximum of 60 seconds to make one (Wargo, 2006). For example, Psychologists Todorov and Willis argued that it takes about 10 seconds for two parties to form a generalized opinion about one another (Wargo, 2006). They confirmed that longer exposure time has a neutral effect and that it is thus essential to make the most of the initial point of interaction (DePaulo, 1992). However, they did find that longer exposure durations played a part in boosting confidence about the prior judgment (Seijts et al., 2010). The service performance of a company therefore can be partly determined by this small duration because a first impression can be almost unforgettable once it has been made (Wargo, 2006). Thus, when a company entrusts a front desk employee to execute this role, the company is not willing to accept a service failure (Agarwal, 2016; DePaulo, 1992). If the company's employee executes this role successfully, it proves that

management chose their front line employees well and the company will reap the benefits (DePaulo, 1992).

The hospitality industry thus tries to control what they can. Most obviously, it has cultivated a culture of employing individuals who have likable mannerisms since they have a central role in determining the outcomes of initial interactions (Seijts et al., 2010). Nonverbal behaviors account for almost 70 percent of all communication, so it is easy to see why they would have a major effect on first impressions and why employers would want to hire people who perform them well (DePaulo, 1992; Barnum & Wolniansky, 1989; Sundaram & Webster, 2000). Here, nonverbal behavior refers to the parts of an interaction like gazing, nodding, and speaking duration (Mast, 2007). It also includes handshakes, patting someone's back, or hugging (DePaulo, 1992; Seijts, Billou, & Crossan, 2010). Moreover, research shows that for either spontaneous or posed facial expressions, positive emotions are easier to understand from people's faces than negative ones (Buck, 1984; Wagner, MacDonald, & Manstead, 1986; Gallois, & Callan, 1986). Because positive facial expressions are better understood, they facilitate better communication and increase the likelihood of a positive first impression.

Employers also manage first impression through policies like neat dress codes since they make the guests feel welcome and help to create a professional image, which will often result in the guests better appreciating their choice for the place to host them during their stay (Seijts et al., 2010; Wargo, 2006). As is the case generally, hotel employee's physical appearance strongly determines first impressions and the

final outcomes of those impressions. For example, many places have a requirement that male employees trim their hair style to appear neat as well as to fulfill hygiene requirements (DePaulo, 1992). Meeting this requirement increases the probability of a good impression being formed, as it makes the employee appear both more attractive and more competent. Physical attractiveness is important in the determination of the final outcomes because it has been found to have implications in making a pleasant first impression as well (DePaulo, 1992). Attractive people are looked at as more friendly and they are assumed to be better communicators compared to less attractive persons. Because people assume attractive people are more social, it also makes them feel more comfortable around the attractive person, which encourages a better first impression (DePaulo, 1992).

Along with physical appearance, actions that help form positive first impressions also increase the customer's enjoyment of an interaction and the credibility of the employee (Pourhosein Gilakjani, 2011). Attributes such as confidence level, as well as the employee's comfort in the business, can be read easily from the body language that he or she displays (DePaulo, 1992). Behaviors such as an upright posture, for example, project comfort, health, and confidence in the individuals are located at the front desk (DePaulo, 1992). In turn, these can affect customers' perceptions of employee competence.

Similarly, enthusiasm and courtesy—which together contribute to customer perceptions of friendliness and service attitude—can be used to positively affect customers and thereby form a positive first impression (Pourhosein Gilakjani, 2011).

Some of this comes from the emotions customers feel in response to positive behaviors (DePaulo, 1992; Zajonc, 1980). When a behavior makes customers feel good, they are likely to show a positive first impression to the service provider (Sundaram & Webster, 2000). Along the same lines, making a customer feel bad by an unpleasant behavior, either verbal or nonverbal, will cause them to show a negative reaction to the service provider (Sundaram & Webster, 2000).

Moreover, how a customer's affective situation will be influenced and how they form their first impression depend largely on the employee's natural behavior. As DePaulo (1992) claimed, the most important behaviors are spontaneous. For a communication behavior to be spontaneous means it happens unconsciously; the behavior is automatically and habitually performed and regulated (Soloman et al., 1985; DePaulo, 1992). Gestures, body language, and facial expressions will all influence customers' first impressions, and these are all shaped in large part by the employee's spontaneous tendencies (Buck, Baron, Goodman, & Shapiro, 1980). If these elements are properly articulated by hotel employees, they will likely have a positive impact on the first impression formed (Strömwall & Anders Granhag, 2002).

The payoff of a good first impression is that it provides the customer with the perception the the hotel's operations are strong and well-run, and it gives off a professional outlook, which furthers the hotel reputation (Gilakjani, 2011). Focusing on making a good first impression also helps the hotel's operations because the behaviors that create a good first impression are also generally the things that keep the hotel running smoothly. Further, if hotel front desk employees have positive

communication behaviors, their affect on customers will then have a positive impact on the operation of front desk as well (Seijts, Billou, & Crossan, 2010).

Service providers' behaviors in communication also affect relationships with customers, which work best when there is friendliness and cooperation. Establishing these enhances the quality of service interaction between customers and service providers (Elizur, 1987). These behaviors should thus be exhibited at all times without hesitation for the hotel to be effective as well as operating profitably in the long run (DePaulo, 1992). Sundaram and Webster (2000) provide an example of this with Marriott Hotel Corp, a leading hospitality organization. Marriott spends considerable effort in training employees how to have positive interactions and make good impressions to customers and in identifying employee behaviors that form satisfied responses from customers. The interactions between service providers and customers and the impressions they form are a significant part of the process of service delivery, therefore they greatly impact customers' evaluations after service has been provided (Soloman, 1985).

As mentioned previously, in order to determine a positive and negative first impression in the field of personality and social psychology, Watson, Clark, & Tellegen, (1988) used different descriptors such as enthusiastic, interested, excited, upset, scared, and nervous to measure positive and negative affect.

2.3 Service Providers' Characteristics

2.3.1 Introduction of Service Providers' Characteristics

The four characteristics that this study examines are competence, knowledge, friendliness and service attitude. Competence, hotel front desk employees' problem solving and working performance, was shown in the study of Webster, (2006) and the study of Sundaram & Webster, 2000 as important. Friendliness, hotel front desk employees' professionalism and dedication, was shown in the study of Seijts et al., (2010) as important. Knowledge refers to the hotel specific knowledge, skills, and other information that one holds about their field and their specific job (Shaw Brown, & Sulzer-Azaroff, 1994). Service attitude includes service providers' enthusiasm, grace, politeness, and kindness (Kuo, 2007), as well as their patience, conscientiousness, and empathy (Kuo, 2007). In addition, service attitude is one of the most important aspects in service industry (Kuo, Chen, & Lu, 2012). The specific details of four characteristics are shown in the next four sections.

2.3.2 Competency

According to Webster's dictionary, it defines competence as the ability to carry out an assigned task efficiently and without failure or compromise. Competence effectively satisfy companies' and employees' service value (Meijerink, Bondarouk, & Lepak, 2016). In the workplace, this means one is adept and has the required degree of prowess in the articulation of the required work. Further, it signifies that the worker understands the area of expertise of the assigned work and is prepared to handle any

problems that may come in the line of work (Sundaram & Webster, 2000). A competent hotel employee comprehends their tasks and is able to use the learned skills for both hotel improvements and the specific tasks with which they are entrusted (Sundaram & Webster, 2000).

Hotel employees' competency is one of the most important factors that determine whether customers intend to revisit or not (Ajzen, 2005). The front desk employees in hotels play a more important role than the front line employees in other enterprises such as venture captail, retail companies etc because they manage so much of the customer experience. Where the front desk employees in other enterprises have slightly easier tasks such as receiving packages or showing clients to a meeting room, hotel front desks greet customers, ensure proper services, and make sure rooms are prepared (Sundaram & Webster, 2000). Because the front desk is the face of the hotel, their competency will help determine how long customers are willing to stay with the hotel next time (Seijts et al., 2010). In addition, if customers already had a good experience with the hotel, they are more likely to prmote the hotel their acquaintances, friends, and families to revisit the hotel (Seijts et al., 2010). Hence, the competence is an important factor to satisfy customers satisfaction as well (Meijerink, Bondarouk, & Lepak, 2016).

If customers need help, the front desk should both provide basic service and attend to extra concerns based on problem solving and working performance (Mast, 2007). Front desk employees must be attentive and pay close attention to the customers' mood and emotion and satisfaction, so that they can tell what kind of

customers they will be and thereby accommodate them (Meijerink, Bondarouk, & Lepak, 2016). This also shows that the hotel is trying to offer their best appearance and emotional care towards customers (Sundaram & Webster, 2000; Liu, & Liu, 2008). The customers will thus associate the good impressions of the particular employee with the hotel in the long run and are more likely to come back to the same hotel they stayed at because of that great service and treatment (Paul Ekman Group, 2016). Therefore, employees' competency earns trust from customers and creates a hospitable environment in the hotel. Their ability of problem solving and working performance determine the extent of customers' trust. In addition, if customers trust hotel employees, it is equal that they will trust the entire hotel as well (Sundaram & Webster, 2000). If the hotel employees provide their genuine and high quality services, there is no doubt that it will benefit their hotel marketing, sales, and reputation in the hospitality industry (DePaulo, 1992). Thus, the following hypothesis is proposed.

H1-1: Front desk employees' competency has a positive effect on customers' first impression.

2.3.3 Friendliness

In the context of service industries, friendliness refers to a characteristic of behaving as a friend, that is, being kind, welcoming, outgoing, and pleasant in customer interactions (Shaw Brown, & Sulzer-Azaroff, 1994). Having a friendly employee is the best way to impress the guest and show them professionalism and dedication (Seijts et al., 2010). In addition, friendliness is not only important to the

hotel industry, but also important to any service industries (Sundaram & Webster, 2000). A good front desk employee will create a comfortable welcoming environment for the guest, and their friendliness should be visible to the customers even before the employees can say a word to them (Paul Ekman Group, 2016). Moreover, the front desk employee is the first person that a guest will meet every day since it is the doorway to other parts of and other rooms in the hotel (Seijts et al., 2010). Thus, they must always be friendly and professional, as they are the only point of contact between the hotel and the guest before accessing other places within the hotel (Sundaram & Webster, 2000). They must also stay calm under pressure as a gesture of kindness, even when they are dealing with personal emotional issues (DePaulo, 1992). By doing this, front desk employees illustrate that the hotel will offer the best services in a gentle manner before the customers spend their time and money there (Seijts et al., 2010). Front desk employees could also make the customers stay longer or even come back to the same hotel in the future by being friendly. Additionally, those customers may be more willing to bring their friends or families, which will increase the profit levels of the hotel (Barnum & Wolniansky, 1989).

When people are friendly, others will be well-intentioned and open to reciprocity. Hence, they will learn pleasant and friendliness from each other. It is no doubt to create a perfect environment of conversation (DePaulo, 1992). Furthermore, friendliness maximizes the relationships of each other. In the hospitality industry, offering to help customers in need, engaging in conversation with customers in line

next to you and smiling at customers or even a stranger are all examples of being friendliness (Sundaram & Webster, 2000). Thus, the following hypothesis is proposed:

H1-2: Front desk employees' friendliness has a positive effect on customers' first impression.

2.3.4 Knowledge

For employees, knowledge refers to the facts, skills, and other information that one holds about their field and their specific job (Webster, 2006). In terms of hospitality industry, hotel knowledge determines service quality as well (Olorunniwo, Hsu, & Udo's, 2006). It is acquired from theoretical studies, but it is used for practical understanding of the subject matter. In the hotel setting, familiarity with the hotel, as well as its tools and operations, indicate to customers how knowledgeable about the hospitality industry the employee likely is (DePaulo, 1992). Customers can also tell if a front desk employee is knowledgeable about the business by how well they handle incoming calls and emails, which will make the customer feel like they too will get a similar type of treatment. (Sastry & Ramsingh, 2011). Additionally, by showing confidence when helping customers, a front desk employee can also make them trust that the employees at the hotel are knowledgeable in their fields (Seijts et al., 2010). This builds the customers' confidence in the employee and therefore the hotel, which can help build customer loyalty.

Based on the statistics from International Student Guide, almost 90% of hotel MIT (Management in Training) program employees owe a degree of hotel management from college or university (Marcel, 2014). If hotel front desk employees graduated from hotel management program, they must be familiar with hotel-specific knowledge. It is important for them to use specific knowledge to hospitality industry (Olorunniwo, Hsu, & Udo's, 2006). For example, front desk employees need to know all the adequate information about hotel activities and facilities, and front desk employees need to know how to handle check-in system. Some knowledge of hotel is learned from the hotel working experience (Olorunniwo, Hsu, & Udo's, 2006). However, how to be knowledgeable as a hotel employee is learned from school (Olorunniwo, Hsu, & Udo's, 2006). Hotel companies such as Marriott, Hyatt and Hilton would likely to hire new employees from university or college because they all think hotel specific knowledge are important to learn in order to help hotel management (Marcel, 2014). Thus, the following hypothesis is proposed:

H1-3: Front desk employees' knowledge has a positive effect on the first impression of customers.

2.3.5 Service Attitude

Service attitude includes a service provider's feelings and behaviors towards customers (Liu and Liu, 2008). More specifically, it encompasses a number of components of how an employee presents themselves to customers, including their enthusiasm, grace, politeness, and kindness (Kuo, 2007), as well as their patience,

conscientiousness, and empathy (Kuo, 2009). Additionally, customers can read hotel employees' body language to feel whether they are showing a positive service attitude or not (Seijts et al., 2010). This matters because service attitude is central to the customer's perception of the influence, ability, knowledge, and behavior of the front line employees (Larsen, & Bastiansen, 1991). Further, service attitude can influence customers' mental states and physical needs (Kuo, Chen, & Lu, 2012). It is thus a cornerstone in determining the customers' perceptions of the interaction quality and service quality (Kuo, Chen, & Lu, 2012). Customers may change their impressions of the employees and the hotel—which in turn affects repurchasing decisions—if the receptionists show a positive service attitude during their communication (Girard, 2013). Consequently, as Chase and Bowen (1987) assert, service attitude is a core of the service industry, especially the hospitality industry.

A positive service attitude must include the attempt to understand and the willingness to accommodate customers' cultural differences. Different cultures may have different expectations regarding individualism-collectivism, uncertainty avoidance, the social hierarchy, and masculinity-femininity (Hofstede & Bond, 1984). Understanding these cultural differences will help hotel employees in operating and serving international customers (Kuo, 2007). It is therefore an important element in the successful operation and management (Huang et al., 1997; Norma, 2002; Sauders & Renaghan, 1992).

Tornow and Wiley (1991) showed that service attitude and customer satisfaction have a significant relationship. Further, Kuo (2009) claimed that

employee service attitude is the most important factor for customer satisfaction because it is a major differentiator in the reputation of the hotel within the hospitality industry. Additionally, it not only determines the positive perceptions that affect customer satisfaction, but also influences their intentions and behavior (Kuo, Chen, & Lu, 2012). For example, front desk employees' service attitudes may influence customers' decisions to patronize the hotel again. That is, if front desk employees provide more services than the customers expected, their perceptions of the hotel's service attitude might influence their satisfaction and therefore their intention of revisiting the hotel (Ajzen, 2005; Ekinici, 2001; Ekinici, Dawes, & Massey, 2008; Kuo, 2007; Liu & Liu, 2008; Tornow & Wiley, 1991). Thus, service attitude is an important grading criteria for evaluating employees. Failure to have a positive service attitude will no doubt negatively impact company performance (Liu and Liu, 2008).

H1-4: Front desk employees' service attitude has a positive effect on the first impression of customers.

2.4 Customer satisfaction with the check-in experience

In marketing, customer satisfaction measures how products and services provided by a company or people meet or overcome customers' expectation (Barsky, 1992). In addition to employees of using words, people may communicate via gestures, facial expressions and maintaining eye contact to make customers satisfied when customers checked in at front desk (Ajzen, 2005).

The front desk is such an important point for the marketing of the hotel because the employees play a strong role in determining customer satisfaction with the check-in experience, which in turn determines customers' overall experience (Seijts et al., 2010). For example, employee speaking volume and clarity, as well as a kind tone of voice, can influence customer satisfaction with the front desk and check-in (Homburg, Koschate, & Hoyer, 2005). Some hotels have online platforms whereby customers can offer their reviews on the specific hotel where they are housed (Pourhosein Gilakjani, 2011). Consistently good ratings from guests will result in a higher net rating than when ratings vary widely from customer to customer, consistently good ratings depend on consistently positive front desk interactions (Ajzen, 2005).

Moreover, if the front desk employees are performance- and learning-oriented, they are more likely to enhance the customer satisfaction because they will work to improve the front desk and check-in experiences (Ajzen, 2005). These improvements, then, increase the extent of customer satisfaction as well. In addition, the hotel front desk employees who are performance- and learning-oriented are also more likely to adjust their attitude as well as competency to ensure that the hotel is rated well, thus creating a desirable first impression on customers. In the course of this, the hotel will also achieve high customer satisfaction (Khurana, 2010).

Generally, customer satisfaction was concluded to be a powerful tool in giving the companies a competitive advantage (Burgoon, Birk, and Pfau, 1990). It reduces

the likelihood of company's failure and increases their probability of success, as well as perform a positive image in the industry (Seijts et al., 2010). If the front desk employees offer a welcoming eye contact, the guests will feel their requests are recognized and appreciated (Khurana, 2010). Therefore, it is important to understand the effects of front desk employees' performance on customers' satisfaction when customers checked in at the front desk (Seijts et al., 2010).

2.5 The effect of first impression on customer satisfaction with check-in experience

Customers walk to the front desk to check in at the first moment when they come to the hotel. As mentioned in the previous paragraph in 2.4, there is never a second chance to make a first impression because the first impression is difficult to change. And some scholars argue that it takes a maximum of 60 seconds to make one (Wargo, 2006). For example, Psychologists Todorov and Willis argued that it takes about 10 seconds for two parties to form a generalized opinion about one another (Wargo, 2006). While during the check-in process, customer already would have a first impression to front desk employee who served that customer (Seijts et al., 2010). Furthermore, Seijts et al (2010) mentioned that the front desk is such a significant factor for the marketing of the hotel because the employees play a strong role in determining customer satisfaction with the check-in experience, which in turn determines customers' overall experience. In addition, during the check-in process,

the front desk employee already showed his/her competence, knowledge, friendliness and service attitude to the customer (Meijerink, Bondarouk, and Lepak, 2016). For example, If the front desk employees offer a welcoming eye contact and language, the guests will feel their requests are recognized and appreciated (Khurana, 2010). Meanwhile, a positive first impression formed helps an overall good first impression of hotel employees and even hotel. Otherwise, once customer had a negative first impression to that front desk employee, it would affect that customer had a negative first impression to the rest of employees even the entire hotel (Meijerink, Bondarouk, and Lepak's, 2016). Those first impressions of customers are established during the moment of check-in process. Hence, how first impression influences customer satisfaction with check-in experience is important to hotels' and hotel employees' reputation. Thus, the following hypothesis is proposed:

H2: First impressions (Positive & Negative) have a positive effect on customer satisfaction with check-in experience.

3 METHODOLOGY

3.1 Introduction

This chapter discusses the methodology used in this study, beginning with a review of the purposes of the study in the next section. The third section presents the research design, and section four discusses the instrumentation, questionnaires, and measurement. In the fifth section, the review process required by the Campus Institutional Review Board (IRB) is presented. In the sixth section, this study discusses the pilot test – item sorting procedure. In the seventh section, this study discuss the result of pilot test – item sorting procedure. In the eighth section, this study discusses the data collection. Finally, the chapter concludes in the sixth section with the statistical procedures adopted for data analysis.

3.2 Purpose of the Study

The purposes of this study were as follows:

- 1) To examine the effects of front desk employees' (one of the service providers) characteristics on first impressions of customers.
- 2) To examine the effects of first impressions of customers towards front desk employees on customer satisfaction with check-in experience.

3.3 Research Design

In this study, a cross-sectional survey was used to examine the effects of front desk employees' characteristics on customers' first impressions of the employees and the effect of first impression of customers on customers' satisfaction with the checking experience. The survey was issued by front desk employees when customers had just finished the check-in process. For data collection, we found questionnaires for each of the four characteristics (competency, friendliness, knowledge, and service attitude) and for customer satisfaction with and impression of the checking experience, so each of the variables was expected to have significant variance. In this research design, each of the variables was expected to change because the perceptions of the customers were different.

3.4 Instrumentation

3.4.1 Questionnaires

Through the literature review, we found preliminary questions relevant to the purposes of this study. Because the content of questionnaires we found during the review of literature was different, we had to make some adaptations to the them.

In addition to measuring independent variables (competency, friendliness, knowledge and service attitude) and dependent variables (customer impression towards employees and customer satisfaction with check-in experience), the survey

also collected information on the gender, type of travelling (i.e., business or leisure), and age of the customers who completed it.

3.4.2 Measurement

Competency

Competency was measured with three questions adapted from Meijerink, Bondarouk, and Lepak's (2016) study. Respondents were asked to rate each question on a 5-point Likert scale from 1 (strongly disagree) to 5 (strongly agree). The questions were

1. Front desk employees are always able to clearly answer customers' questions to a front desk professional.
2. Front desk employees are able to solve customers' problem.
3. I think this front desk employee is very competent in performing his/her job
(Janine & Alexander, 2005)

Knowledge

Knowledge was measured with three questions adapted from Olorunniwo, Hsu, & Udo's (2006) study. Respondents were asked to rate each question on a 5-point Likert scale from 1 (strongly disagree) to 5 (strongly agree). The questions were

1. Front desk employees' knowledge of hotel procedures makes me feel comfortable.
2. Front desk employees provide adequate information about hotel activities/facilities.

3. Front desk employees are knowledgeable about hotel equipment (e.g. computer system or exercise facilities).
4. Front desk employees are aware of group rates/special rates.

Friendliness

Friendliness was measured with three questions adapted from Kuo's (2009) study. Respondents were asked to rate each question on a 5-point Likert scale from 1 (strongly disagree) to 5 (strongly agree). The questions were

1. The front desk employees always smile.
2. The front desk employees greet you courteously.
3. The front desk employees act very friendly.
4. The front desk employees treat customer nicely regardless of customer's attire.

Service Attitude

Service Attitude was measured with three questions adapted from Kuo's (2009) study. Respondents were asked to rate each question on a 5-point Likert scale from 1 (strongly disagree) to 5 (strongly agree). The questions were

1. The front desk employees show enthusiastic service to customers.
2. The front desk employees are always concerned about your needs.
3. The front desk employees pay attention to customer's demands as much as possible.

Customer satisfaction with checking experience:

Customer satisfaction with checking experience was measured with three questions adapted from Olorunniwo, Hsu, & Udo's (2006) study. Respondents were asked to

rate each question on a 5-point Likert scale from 1 (strongly disagree) to 5 (strongly agree). The questions were

1. I am satisfied with my decision to visit this hotel.
2. My expectation choice to stay at this hotel was a wise one.
3. I feel that my checking experience with this hotel has been enjoyable.

First Impression to employees:

First impression to employees was measured with eight questions adapted from Watson, Clark, & Tellegen's (1988) study. Respondents were asked to rate each question on a 5-point Likert scale from 1 (strongly disagree) to 5 (strongly agree). The questions were

1. This employee seems interested.
2. This employee seems Alert.
3. This employee seems Proud.
4. This employee seems Attentive.
5. This employee seems Upset.
6. This employee seems Distressed.
7. This employee seems Nervous.
8. This employee seems Irritable.

3.5 Institutional Review Board

For any study that involves human subjects, the University of Missouri and federal regulations require an application to and approval by the Institutional Review Board (IRB). Researchers must obtain approval before study can begin in order to protect subjects from any potential risk related to the study. For this study, the application was reviewed and accepted by the IRB of the University of Missouri. The risks involved for survey participants are no greater than those encountered in participants' everyday lives.

3.6 Pilot Test (Item Sorting Procedure)

An item-sorting procedure (Achrol & Etzel, 2003; Anderson & Gerbing, 1991) was conducted to evaluate the content validity for the measures used in this study. An item-sorting procedure tests the degree of construct validity, that is, the degree to which the questionnaire or survey can be used to measure the being studied. The item sorting procedure produced two indices, P_{as} and C_{sv} , to measure the content validity of the measurements of this study, where P_{as} means the percentage of respondents who put the questions in its intended construct. The n_c means how many respondents select that questionnaire. Hence, the function is :

$$P_{as} = \frac{n_c}{N} ,$$

C_{sv} is the content validity coefficient, which measures the degree to which respondents assigned a measure to its posited construct more than others (Anderson & Gerbing, 1991). Hence, the function is:

$$C_{sv} = \frac{n_c - n_o}{N}$$

The N means the total number of respondents. The n_c and N are defined same as P_{as} , and n_o represents the highest number of assignments of items to other unintended constructs by respondents. These two indices explained the proportion of content agreement and a content validity coefficient of measurements. The evaluation of each item-sorting procedure has to be above at least 0.7 to have a satisfactory level, and each of this study's question was acceptable.

3.7 Pilot Test – Item Sorting Procedure Results

A pilot test – Item Sorting Procedure is a small-scale trial where people knowledgeable in the field take the test before the actual participants and give feedback on its clarity and effectiveness. They also point out any problems or make suggestions if the test has any errors or mistakes (Wong, & Pang, 2003). Ultimately, the goal of the pilot test is to test the validity of the content. In this section, we added a pilot test for the study's questionnaire in order to measure whether participants would understand it and how long it would take to complete. And based on the feedback, we planned to adjust the questions if any responses were different than what was expected from previous questionnaires. However, because the questions were

found from previous studies in journals and articles, the measurements proved to be reliable.

In this study, we ask the students in the hotel financial management course at the University of Missouri to fill out the pilot test for the questionnaire of this study. This pilot test is designed by item sorting procedures. It is used to determine if each survey item measures the variable we expect it to. For example, in terms of the independent variable of competence, we gave respondents the definition of competence and randomly assigned numbers to items from the questions. What the respondents need to do, then, is to sort those questions into the correct item columns (see the table 2).

Table 2: Results of Content Validity Analysis (n = 41)

Construct	Items	P _{as}	Csv
Competence	Average	.89	.81
	C1	.95	0.83
	C2	0.83	0.77
	C3	0.90	0.83
Friendliness	Average	.93	.90
	F1	0.88	0.83
	F2	0.93	0.88
	F3	0.96	0.95
	F4	0.95	0.93
Knowledge	Average	.88	.72
	K1	.83	0.69
	K2	0.90	0.81
	K3	0.95	0.9
	K4	0.83	0.47
Service Attitude	Average	.72 (.86)	.45 (.7)
	SA1	0.90	0.86
	SA2	0.81	0.50
	SA3	0.46	0
Customer Satisfaction	Average	.89	.80
	CS1	0.95	0.93
	CS2	0.88	0.78
	CS3	0.83	0.68
First Impression	Average	.89	0.83
	FI1	0.93	0.85
	FI2	0.88	0.78
	FI3	0.90	0.83
	FI4	0.88	0.81
	FI5	0.88	0.81
	FI6	0.93	0.85
	FI7	0.90	0.86
	FI8	0.85	0.83

For the pilot test, the total participants for the content analysis was 41. For the construct of competence, the average of P_{as} (the proportion of respondents who assigned an item to its intended construct) was 0.89 (Anderson & Gerbing, 1991), and the average of C_{sv} (the extent to which participants assigned a measure to its posited construct more than to any other construct) is 0.81 (Anderson & Gerbing, 1991). Both results for competence were above 0.70, which is satisfactory. For the construct of friendliness, the average of P_{as} was 0.93, and the average of C_{sv} was 0.90. Both results for friendliness were above 0.70, which is also satisfactory. For the construct of knowledge, the average of P_{as} was 0.88, and the average of C_{sv} is 0.72. Both results for knowledge were above 0.70, which is satisfactory. For the construct of service attitude, because the P_{as} and C_{sv} of the third question related to service attitude were low, at 0.46 and 0, the total average of P_{as} and C_{sv} for service attitude were 0.72 and 0.45. Because the average of C_{sv} was lower than 0.70, we decided to delete that third question. After the adjustment, the new average of P_{as} and C_{sv} became 0.86 and 0.7. For the construct of customer satisfaction, the average of P_{as} was 0.89, and the average of C_{sv} was 0.80. Both results were above 0.70, which satisfies the needs of the survey. For the construct of first impression, the average of P_{as} was 0.89, and the average of C_{sv} was 0.83. Both results for first impression were higher than 0.70, which is satisfactory. Overall, after pilot test, there was only one question—the third question regarding service attitude (The front desk employees pay attention to customer's demands as much as possible (Kuo, 2009)—that needed to be deleted. Otherwise, all

parts of the questionnaire was understandable and have satisfactory level of validity.

The modified questionnaire was used for the final data collection.

3.8 Data Collection

Copies of the survey were distributed in two different Marriott franchise hotels in Shanghai, China: the Shanghai Marriott Hotel Pudong East and the JW Marriott Hotel & Resort Zhejiang Anji. We thought the best way to collect data was a survey handed to customers by the front desk employees because the front desk where the entire check-in process happens and it is a place all guests must visit. In each of the two hotels, there were at least eight front desk employees, which meant there were multiple employees working each of the three shifts per day. During each shift, there were at least four front desk employees and one front desk manager or supervisor. Consequently, the customers' impressions of the front desk employees and with the check-in experience were expected to vary. Customer satisfaction with employees was expected to vary as well. Additionally, there was no specific time period for collecting the survey; front desk employees issued the survey anytime when customers had just finished the checking-in process. Because the survey was collected in Shanghai, China, the survey had two different versions, one in English and one in Chinese. The majority of respondents were Chinese. We expected that 200 – 300 customers would complete the survey.

The recent growth in the Chinese hotel industry, together with the important role personnel play in that industry, are the main justifications for conducting this study's survey in Shanghai, China. The hotel market in China is huge, with the number of hotels growing all the time. In 1991, 1994, and 2003, the annual average increase in the number of hotel properties were 36.34%, 31.2% and 57.99%, and the rate of growth reached its peak during 2010 (Gu, Ryan, & Yu, 2012). Moreover, China has greatly increased its internationalization of the hotel industry over past 30 years (Gu, Ryan, & Yu, 2012). What this means, then, is a good competitive environment for different hotel brands and hotel developers (Ajzen, 2005). Further, in the Chinese hotel industry, employees on the front line take an important role in building up a hotel's reputation and image (Hai-yan, & Baum, 2006). Woods's (2003) study emphasized the importance of training front desk employees because it will help to build a good relationship between customer and the company. Therefore, ensuring customer satisfaction must be any front desk employee's mission if the hotel is going to create a good reputation compared with other competitors (Gu, Ryan, & Yu, 2012). When the general managers of the hotels in which this survey was issued were approached for this study, they showed a very strong interest in the relationship between customers and their entry-level employees.

3.9 Data Analysis

Principal components analysis was used for factor analysis in this study. The target of a factor analysis is to transform a set of interrelated variables into a set of unrelated linear combination of these variables (Reynaud, Churchill Jr, Guzman, Amin, & Zeringue, 1999). Varimax rotation of a factor solution was attempted to facilitate the isolation and identification of the factors underlining a set of observed variables (Reynaud, Churchill Jr, Guzman, Amin, & Zeringue, 1999).

After factor analysis, single linear regression was used in this study. For the regression, we tested whether independent variables had a significant effect on dependent variables based on the hypotheses proposed in the literature review section.

4 RESULTS

4.1 Factor Analysis

Because of the difference between independent variables (Competence, Knowledge, Friendliness, Service attitude) and dependent variables (Customer Satisfaction, First impression), two different factor analysis were attempted. One analysis was conducted with 13 questions and the other with 11 questions. The number of factors was determined by the eigenvalue which is greater than 1 (see Table 2).

Three factors, which are independent variables explaining 72.889% of variance, emerged from the first factor analysis of 13 questions. Each factor was labeled based on the characteristics of the questionnaires in the each factor (Table 3).

The first factor was “Friendliness & Service Attitude” and included 6 questions which are smile, courteously, friendly, nicely treating, enthusiastic and concern. This factor explained 54.094% of total variance and 7.032 of eigenvalue. Each question explained 0.819 (smile), 0.828 (courteously), 0.726 (friendly), 0.708 (nicely treating), 0.701 (enthusiastic) and 0.683 (concern) of loading. Employee has the right attitude to help the customer and is friendly on top of it. Service is personalized because those are two important qualities toward developing. In addition, employee is more invested in customer and actually makes customer feel like they are valued because it is more than just standard check-in or check-out, so we define the new factor is personalized service.

The second factor was “Competence” and included 3 questions, which are clearly answering questions, problem solving, and performance competence. This factor explained 8.699% of total variance and 1.131 of eignvalue. Each questionnaires explained 0.758 (clearly answering questions), 0.820 (problem solving), and 0.798 (performance competent) of loading.

The third factor was “Knowledge” and included 4 questions—hotel knowledge, facilities information, hotel equipment knowledge, and rating awareness. This factor explained 10.096% of total variance and 1.413 of eignvalue. Each question explained 0.739 (hotel knowledge), 0.737 (facilities information0), 0.748 (hotel equipment knowledge), and 0.665 (rating awareness) of loading.

Three factors which are dependent variables explaining 77.381% of variance emerged from the second factor analysis of 11 questions. Each factor was labeled based on the characteristics of the questions in each factor (Table 4).

The first factor was named “Negative First Impression” and included 4 questions which are upset, distressed, nervous, and irritable. This factor explained 45.372% of total variance and 4.991 of eignvalue. Each question explained 0.848 (upset), 0.927 (distressed), 0.934 (nervous), and 0.935 (irritable) of loading.

The second factor was named “Customer Satisfaction” and included 3 questions which are decision satisfaction, wise chocie, and enjoyable staying. This factor explained 21.230% of total variance and 2.335 of eignvalue. Each question explained

0.893 (decision satisfaction), 0.918 (wise choice), and 0.896 (enjoyable staying) of loading.

The third factor was named "Positive First Impression" and included 4 questions which are interested, alert, proud, and attentive. This factor explained 10.779% of total variance and 1.186 of eigenvalue. Each question explained 0.696 (interested), 0.622 (alert), 0.692 (proud) and 0.739 (attentive).

Table 3 Factor Analysis of Factor Items of Front Desk Employees' Performance on Customer Satisfaction with Checking in Experience and First Impression

Independent Variable

Factors	Loading	Eigenvalue	Percent of Variance Explained
<i>Personalized Service (Friendliness & Service Attitude)</i>		7.032	54.094%
Smile	0.819		
Courteously	0.828		
Friendly	0.726		
Nicely Treating	0.708		
Enthusiastic	0.701		
Concern	0.683		
<i>Competence</i>		1.131	8.699
Clearly Answer Questions	0.758		
Problem Solving	0.820		
Performance competency	0.798		
<i>Knowledge</i>		1.413	10.096
Hotel Knowledge	0.739		
Facilities Information	0.737		
Hotel Equipment Knowledge	0.748		
Rating Awareness	0.665		
<i>Total Variance explained</i>			72.889%

Table 4: Dependent Variable

Factors	Loading	Eigenvalue	Percent of Variance Explained
<i>Negative First Impression</i>		4.991	45.372%
Upset	0.848		
Distressed	0.927		
Nervous	0.934		
Irritable	0.935		
<i>Customer Satisfaction</i>		2.335	21.230
Decision Satisfaction	0.893		
Wise Choice	0.918		
Enjoyable Staying	0.896		
<i>Positive First Impression</i>		1.186	10.779
Interested	0.696		
Alert	0.622		
Proud	0.692		
Attentive	0.739		
<i>Total Variance Explained</i>			77.381%

4.2 Reliability, Mean, and Standard Deviation

Before beginning the EFA of factor analysis, Cronbach's alpha was used in this study to assess the scale reliability. When the value of Cronbach's alpha for each individual construct exceeded .7 (presented in Table 5), it indicates that each construct represented by the scale has acceptable reliability (Nunnally, 1978).

The Cronbach's alpha of competence is .863 ($>.7$), and the mean and standard deviation of competence are 4.27 and 0.62. The Cronbach's alpha of knowledge is .807 ($>.7$), with a mean and standard deviation of 4.24 and 0.59. The Cronbach's alpha of friendliness & service attitude is .911 ($>.7$), with a mean and standard deviation of 4.29 and 0.63. The Cronbach's alpha of customer satisfaction is .931 ($>.7$), with a mean and standard deviation of 4.31 and 0.65. The Cronbach's alpha of positive first impression is .735 ($>.7$), and the mean and standard deviation are 4.01 and 0.91. The Cronbach's alpha of negative first impression is .945 ($>.7$), with a mean and standard deviation of 1.61 and 0.72.

Table 5: Reliability of the variables

Items	Cronbach's Alpha	Mean	Std. Deviation
Competence	0.863	4.27	0.62
Knowledge	0.807	4.24	0.59
Friendliness & Service Attitude	0.911	4.29	0.63
Customer Satisfaction	0.931	4.31	0.65
Positive First Impression	0.735	4.01	0.91
Negative First Impression	0.945	1.61	0.72

Table 6 presents the correlation matrix between each variable. A correlation matrix is a statistics method to test the relationship between each different variable and to show whether and how strongly pairs of variables are related (Kline, 2014). As shown in Table 5, the correlation of competence and knowledge is .58, competence and friendliness & service attitude is .64, competence and customer satisfaction is .44, competence and positive first impression is .42, competence and negative first impression is -.43. The correlation of knowledge and friendliness & service attitude is .66, knowledge and customer satisfaction is .63, knowledge and positive first impression is .45, knowledge and negative first impression is -.28. The correlation of friendliness & service attitude and customer satisfaction is .65, friendliness & service attitude and positive first impression is .54, friendliness & service attitude and negative first impression is -.29. The correlation of customer satisfaction and positive first impression is .36, customer satisfaction and negative first impression is -.29. The correlation of positive first impression and negative first impression is -.28.

Table 6: Correlation Matrix

Items	1	2	3	4	5	6
1. Competence	1					
2. Knowledge	0.58	1				
3. Friendliness & Service Attitude	0.64	0.66	1			
4. Customer Satisfaction	0.44	0.63	0.65	1		
5. Positive First Impression	0.42	0.45	0.54	0.36	1	
6. Negative First Impression	-0.43	-0.28	-0.35	-0.29	-0.28	1

4.3 Demographic Characteristics of Respondents

A descriptive analysis explains the demographic characteristics of respondents, with particular variables on gender, age, and travelling type as shown in Table 7. A total of 261 questionnaires were completed, and 241 valid questionnaires were received. Respondents who did not finish the questionnaire or finished carelessly, a total of 20, were excluded in the data screening process.

Looking at the respondents' gender, 51.9% (n=125) of them were female, and 48.1% (n=116) were male. In terms of their age, 7.1% (n=17) of the respondents were from 17-24 years old, 51% (n=123) of respondents were 25-34, 27.8% (n=67) of respondents were 35-44, 8.7% (n=21) were 45-55, and 2.9% (n=7) were 55-64 years old. Only 2.5% (n=6) of the respondents were more than 65 years old. For their type of traveling, 32.4% (n=78) of respondents were business traveling, while 67.6% (n=163) of respondents were traveling for leisure (see Table 7).

In terms of participants' education levels, 7.9% (n=19) of the respondents had only high school diplomas, and 21.2% (n=51) of the respondents had some college experience but no degree. 2.1% (n=5) of the respondents were currently pursuing an associate degree, and 52.7% (n=127) of the respondents had completed an associate's degree. 4.1% (n=10) of the respondents had bachelor's degrees. 10.4% (n=25) of the respondents had graduate degrees, and another 1.7% (n=4) of the respondents were currently pursuing master's degrees or above. In terms of the employment, 7.5% (n=18) of the respondents were civil servants, 13.7% (n=33) were service workers,

and 5.4% (n=13) were self-employed. 21.6% (n=52) of the respondents were students. 1.2% (n=3) of the respondents were skilled worker. 6.2% (n=15) of the respondents were retired, while 42.7% (n=103) of the respondents had other jobs (see Table 8).

Table 7: Demographic Characteristics of Respondents

Characteristics	N	%
Gender		
Female	125	51.9
Male	116	48.1
Total	241	100
Age		
17-24	17	7.1
25-34	123	51
35-44	67	27.8
45-54	21	8.7
55-64	7	2.9
More than 65	6	2.5
Total	241	100
Travel Type		
Business	78	32.4
Leisure	163	67.6
Total	241	100

Table 8: Demographic Characteristics of Respondents

Characteristics	N	%
Education level		
High school	19	7.9
Some college experienced	51	21.2
Associate's degree	127	52.7
Associate's degree/currently pursuing	5	2.1
Bachelor's degree	10	4.1
Bachelor's degree/currently pursuing	0	0
Master's degree or above	25	10.4
Master's degree or above/currently pursuing	4	1.7
Total	241	100
Job		
Civil servant	18	7.5
Service worker	33	13.7
Self-employed	13	5.4
Student	52	21.6
Skilled worker	3	1.2
Retired	15	6.2
Others	103	42.7
Total	241	100

4.4 Regression Model and Hypotheses Testing

The first report can be seen in Table 9. This study regressed the dependent variables to independent variables. From Table 8, it shows the regression result of Competence, Knowledge, and Friendliness & Service Attitude on Positive First Impression. The F of the whole model is 35.700, degree freedom is 3, and the significance level is .000^b (<0.05). Hence, this model is significant. Next, this study examined the impacts of each individual variable. The significance level of competence is larger than .05 (.226), hence competence does not have a significant effect on positive first impression. Although the significance level of knowledge is larger than .05 (.052), we treat that knowledge as not having a significant effect on positive first impression. The significance level of Friendliness & Service Attitude is lower than .05 (.000), so Friendliness & Service Attitude has a significant effect on positive first impression.

Finally, based on the hypotheses made in the literature review chapter,

H1-1: Front desk employees' competency has a positive effect on customers' positive first impression. (Not supported)

H1-2: Front desk employees' friendliness has a positive effect on customers' first impression. (Supported)

H1-3: Front desk employees' knowledge has a positive effect on the first impression of customers. (Not supported)

H1-4: Front desk employees' attitude has a positive effect on the first impression of customers. (Supported)

Table 9: Regression Results for Competence, Knowledge and Friendliness & Service Attitude on Positive First Impression

Dependent Variable: Positive First Impression

<i>Independent Variable</i>	<i>B</i>	<i>β</i>	<i>t-value</i>	<i>Sig.</i>
(Constant)	.123		.308	
Competence	.130	.088	1.215	.226
Knowledge	.225	.146	1.952	.052
Personalized service (Friendliness & Service Attitude)	.554	.386	4.863	.000***

Model F = 35.700; df = 3; Sig. = .000^b; R² = .311; R²_{adj} = .303; ***p ≤ 0.05

Note: Sig. =Significance; β=Standardized coefficients; B=Unstandardized B; df=Degree Freedom.

The second report can be seen in Table 10. This study regressed the dependent variables to independent variables. Table 9 shows the regression results of Competence, Knowledge, and Friendliness & Service Attitude on Negative First Impression. The F of the whole model is 19.440, degree freedom is 3, and the significance level is .000^b (<0.05). Hence, this model is significant. Next, this study examined the impacts of each individual variable. The significance level of competence is lower than .05 (.000), hence competence has a significant effect on negative first impression. The significance level of knowledge is larger than .05 (.832), so knowledge does not have a significant effect on negative first impression. The significance level of Friendliness & Service Attitude is larger than .05 (.124), so Friendliness & Service Attitude does not have a significant level on positive first impression.

Finally, based on the hypotheses made in the literature review chapter,

H1-1: Front desk employees' competency has a positive effect on customers' negative first impression. (Supported)

H1-2: Front desk employees' friendliness has a positive effect on customers' first impression. (Not supported)

H1-3: Front desk employees' knowledge has a positive effect on the first impression of customers. (Not supported)

H1-4: Front desk employees' attitude has a positive effect on the first impression of customers. (Not supported)

Table 10: Regression Results of Competence, Knowledge, and Friendliness & Service Attitude on Negative First Impression

Dependent Variable: Negative First Impression

<i>Independent Variable</i>	<i>B</i>	<i>β</i>	<i>t-value</i>	<i>Sig.</i>
(Constant)	3.951		11.591	
Competence	-.419	-.359	-4.576	.000***
Knowledge	.021	.017	.212	.832
Personalized service (Friendliness & Service Attitude)	-.150	-.132	-1.544	.124

Model F = 19.440; df = 3; Sig. = .000^b; R² = .197; R²_{adj} = .187; ***p ≤ 0.05

Note: Sig. =Significance; β=Standardized coefficients; B=Unstandardized B; df=Degree Freedom.

The third report can be seen in Table 11. This study regressed the dependent variables to independent variables. Table 11 shows the regression result of First Impression (positive & negative) on Customer Satisfaction with Check-in Experience. The F of the whole model is 23.305, degree freedom is 2, and the significance level is .000^b (<0.05). Hence, this model is significant. Next, this study examined the impacts of each individual variable. The significance level of positive first impression is lower than .05 (.000), hence positive first impression has a significant effect on customer satisfaction with check-in experience. The significance level of negative first impression is lower than .05 (.001), so negative first impression has a significant effect on customer satisfaction with check-in experience.

Finally, based on the hypotheses made in the literature review chapter,

H2: First impressions (Positive & Negative) have a positive effect on customer satisfaction with checking experience. (Supported)

Table 11: Regression result of Positive First Impression and Negative First Impression on Customer Satisfaction with Check-in Experience

Dependent Variable: Customer Satisfaction with Check-in Experience

<i>Independent Variable</i>	B	β	t-value	Sig.
(Constant)	3.752		16.823	
Positive First Impression	.212	.297	4.807	.000***
Negative First Impression	-.183	-.203	-3.286	.001***

Model F = 23.305; df = 2; Sig. = .000^b; R² = .164; R²_{adj} = .157; ***p ≤ 0.05

Note: Sig. =Significance; β =Standardized coefficients; B=Unstandardized B; df=Degree Freedom.

5 CONCLUSION

5.1 Introduction

This chapter consists of a discussion of the results, the study's contributions and further implications, and the limitations of the study. The main findings are divided into friendliness & service attitude, competence, and hotel new and current employees training according to hotel front desk employees' characteristics.

5.2 Discussion

In general, this study aimed to examine the characteristics of service providers that affect customers' first impressions of a hotel. Those characteristics include competence, knowledge, friendliness, and service attitude. Further, this study examined how front desk employees' first impressions influence customers' satisfaction with the check-in experience at the hotel. Overall, this study's results support the hypotheses presented in the literature review chapter. Moreover, the findings are perhaps even richer than was expected at the beginning.

First, this study shows that first impression must be separated into two dimensions: positive first impression and negative first impression. That is, the factor analysis supports separating first impression into two factors. This means that some elements of a first-impression experience can create a negative first impression, even while other elements of it are creating a positive first impression.

Moreover, the results show that a positive first impression has a significant impact on customer satisfaction with the check-in experience. This means that when customers have a high positive first impression of the hotel's front desk employees' service, they will have high customer satisfaction with the check-in experience. Furthermore, a negative first impression has a significant impact on customer satisfaction with the check-in experience as well. Thus, when a customer has a lower negative first impression, they will have greater customer satisfaction with the check-in experience. Hence, the influence of a customers' positive or negative first impression on their customer satisfaction with the check-in experience has been proven in this study.

Another finding for this study is that two drivers—friendliness and service attitude—act as one factor, as demonstrated in the factor analysis. Moreover, this study found that friendliness and service attitude, as one factor, has a significant effect on positive first impression. This means that when hotel front desk employees have a higher friendliness & service attitude performance, customers will have a positive first impression. From the perspective of customers, hotel employees' friendliness and service attitude are both exterior performances, thus if hotel front desk employees smile more, treat customers more courteously, exhibit friendliness, show their concern, and are enthusiastic to customers, then customers will have a good impression of the employees based on their performance. Conversely, if hotel front desk employees

perform poorly, such as creating longer check-in times, hesitating, or giving equivocal responses, customers will likely have a negative first impression.

Additionally, the study shows that competence has a significant effect on negative first impression. When hotel front desk employees have a lower competence performance, as demonstrated by weak problem-solving skills or by answering questions poorly, customers will have a higher negative first impression. Furthermore, negative first impression is especially affected when customers have a specific question or request. In addition, employees' knowledge and competence are interior performance, so in this study, there are three factors (competence, knowledge, friendliness & service attitude) that affect customers' first impression.

Finally, in the theoretical aspect of this study, other than the combination of friendliness & service attitude and the separation of positive and negative first impression, the findings here show that both positive first impression and negative first impression affect customer satisfaction with the check-in experience. Furthermore, all three factors (competence, knowledge, friendliness & service attitude) affect customer satisfaction with check-in experience through either positive first impression or negative first impression.

Table 12: Summary of Hypotheses Tested

Hypothesis	Supported
Front desk employees' competency does not have a positive effect on customers' positive first impression.	No
Front desk employees' friendliness has a positive effect on customers' first impression.	Yes
Front desk employees' knowledge has a positive effect on the first impression of customers.	No
Front desk employees' service attitude has a positive effect on the first impression of customers.	Yes
Front desk employees' competency has a positive effect on customers' negative first impression.	Yes
Front desk employees' friendliness has a positive effect on customers' first impression.	No
Front desk employees' knowledge has a positive effect on the first impression of customers.	No
Front desk employees' service attitude has a positive effect on the first impression of customers.	No
H2: First impressions (positive) have a positive effect on customer satisfaction with the check-in experience.	Yes
H2: First impressions (negative) have a positive effect on customer satisfaction with the check-in experience.	Yes

Table 12 shows that when front desk employees perceive friendliness such as smiling, greeting, and positive attitude, customers will be likely to form a good first impression towards those front desk employees. On the other hand, when front desk employees have a lower working competence and problem solving, as demonstrated by, for instance, using the check-in system slowly and letting customers wait too long time, customers will form a negative first impression. Therefore, a positive first impression towards front desk employees will cause customers be satisfied with their check-in experience. A negative first impression towards front desk employees will cause customers have a negative satisfaction with their check-in experience.

5.3 Contributions and Implications

This study has important implications for the hotel industry and management, especially in the management of hotel employees and daily operations. Because of the two dimensions of first impression, this study suggests that hotel managers need not only to decrease the impacts of negative first impression, but also need to increase the impacts of positive first impression so that they can maximize their customer satisfaction. Furthermore, they can do this by paying more attention to competence and friendliness & service attitude during the training of new hotel employees. Competence is about problem skills and working performance. Those are the most important skills employees can possess. Typically managers are tasked with this, but in the hotel industry, front desk employees need to be able to do this too. First of all, a

good way to develop problem-solving skills for employees is by direct observation. Let front desk employees observe others in action, followed by a detailed explanation of the thought process involved during customer interactions. Ideally, if employees are exposed to a variety of situations, their problem solving skills and work performance will improve. Secondly, team-building exercises may be of some help. Taking staff and placing them in simulated situations will develop a foundation upon which to build problem solving skills for the employee. Lastly, throwing them into the job with proper training and allowing them to make decisions on the fly, albeit with supervision, will help as well. There is no better way to improve problem-solving skills and work performance than to be placed in a real, live situation where the employee has to act and think on their feet. It is very much a trial and error process, and this can allow employees to develop their problem-solving skills and work performance.

Together, friendliness and service attitude are best embodied in personalized service. Personalized service is imperative when wanting to differentiate a hotel from its competitors. Front desk employees are the most important part of this, as they are the first contact with the guest upon arrival at the hotel and help establish a solid foundation for the guest to employee relationship. If a customer gets the impression that the staff cares about them in that interaction, it will impact their perception of the hotel they are staying with, as well as the brand in general. This involves multiple little things, such as a greeting and warm smile, asking the guest a couple of questions

outside of routine check-in questions, asking if any extra accommodations are needed, or asking if the customer is familiar with the area and giving suggestions of local food establishments or other places to visit. Paying attention to external performances is also particularly important. For example, if hotel managers are able to pay more attention to hotel front desk employees' appearance, they can increase customers' positive first impression. All of these steps forge an impression in the customers' mind that this specific hotel, as well as the brand of hotels, is well run, and has employees that care about the wants and needs of their guests. This impression will especially help if the guest has problems down the road, as they will feel like they can approach the front desk employees to resolve any issues that come up during their current or future stays.

The central theoretical implication of this study is that, from the perspective of customers, hotel employees' friendliness and service attitude are together a single exterior performance in the hotel industry. Therefore, there is no need for these factors to be separated in future studies.

5.4 Limitations

This study has several limitations. First, since the total sample of this study is only 241, the sample population is not large enough to prove all the hypotheses of this study. If the sample in future studies is larger, respondents may have different perspectives and opinions to evaluate front desk employees' performance. For this

reason, future research may require a larger sample so that the results have more reliability.

Additionally, only four independent variables (competence, knowledge, friendliness, service attitude) are analyzed in this study. However, other variables still need to be analyzed, such as hotel employees' education, visual appearance, and gender. Since hotel customers and their evaluations can be influenced by a number of different factors, it is necessary that future research include these variables.

Finally, the survey was distributed in two different five-star, luxury-level hotels, both of which are Marriott franchise hotels in Shanghai, China: the Shanghai Marriott Hotel Pudong East and the JW Marriott Hotel & Resort Zhejiang Anji. Thus, the hotel scale and star rates are limited in this study. Future research could advance knowledge by examining midscale or economy hotels, since the demands of customers in different scale hotels are different.

APPENDIX I

Item Sorting Procedure Questionnaire

Variables:	Definition	Items
Competence	Webster (2006) defines competence as the ability to carry out an assigned task efficiently and without failure or compromise.	
Friendliness	Friendliness refers to the characteristic of behaving as a friend that is, being kind, welcoming, outgoing, and pleasant in customer interactions.	
Knowledge	Knowledge refers to the facts, skills, and other information that one holds about their field and their specific job.	
Service Attitude	Service attitude includes a service provider's feelings and behaviors towards customers.	
Customer Satisfaction	Customer satisfaction is a marketing method that measures how products and services provided by company or people meet or overcome customers' expectation.	
First Impression	A first impression is formed by self-presentation, which helps to create an image from person A's behavior to person B's mind.	

1. Front desk employees are always able to clearly answer customers' questions to a front desk professional.
2. Front desk employees are able to solve customers' problem.
3. I think this front desk employee is very competent in performing his/her job.
4. Front desk employees' knowledge of hotel procedures makes me feel comfortable.
5. Front desk employees provide adequate information about hotel activities/facilities.
6. Front desk employees are knowledgeable about hotel equipment.
7. Front desk employees are aware of group rates/special rates.
8. The front desk employees always smile.
9. The front desk employees greet you courteously.
10. The front desk employees act very friendly.
11. The front desk employees treat customer nicely regardless of customer's attire.
12. The front desk employees show enthusiastic service to customers.
13. The front desk employees are always concerned about your needs.
14. The front desk employees pay attention to customer's demands as much as possible.
15. I am satisfied with my decision to visit this hotel.
16. My expectation choice to stay at this hotel was a wise one.
17. I feel that my checking experience with this hotel has been enjoyable.
18. This employee seems interested.
19. This employee seems Alert.
20. This employee seems Proud.
21. This employee seems Attentive.
22. This employee seems Upset.
23. This employee seems Distressed.
24. This employee seems Nervous.
25. This employee seems Irritable.

APPENDIX II

English Questionnaire

Cover Letter

Researchers

- Yuchao Shao, MS, Student, Hospitality Management, University of Missouri-Columbia
- Seonghee Cho, Ph.D. Associate Professor, Hospitality Management, University of Missouri-Columbia

Project Title: The Effect of Front Desk Employees' Performance on the First Impression of Customers and Customers' Satisfaction

Purpose of the study

This study aims to identify the service providers' characteristics that affect customers' first impressions of a hotel. Further, this study examines how front desk employees' first impressions influence customers' satisfaction about the hotel.

Procedure of the research

The survey is consisted of seven sections containing questions about Hotel front desk employees' competences, knowledge, friendliness, service attitude, customer satisfaction with checking in experience, first impression to employees, and general demographic information. It is estimated to take 5-10 minutes to fill out the questionnaire. Please put the completed surveys in the enclosed envelop and place it in an envelope located in your hotel.

Anonymity

Your participation is completely **voluntary** and you may discontinue at any time without any penalty. Individual responses will not be identifiable. The information provided is **anonymous**. Your employment will not be affected if you choose whether or not to participate. No reference will be made in written or oral materials that could link you to this study. Results of this study may be summarized in an executive report and shared with your company. However, your company cannot trace individual employees' identity.

Benefits and risks or discomforts

Your feedback will be used to promote front desk employees' performance. There are no major risks or discomforts we foresee by participating in this study, except time commitment.

More Questions about the study

Please contact Yuchao Shao at 573-823-1331 (USA), +8615000278415 (China) or email him at ysmqc@mail.missouri.edu; or Dr. Seonghee Cho at 573-882-0563 or email her at choseo@missouri.edu

Questions about your rights as a participant

If you have any questions regarding your rights as a participant in this research and/or concerns about the study, or if you feel under any pressure to enroll or to continue to participate in this study, you may contact the University of Missouri Campus Institutional Review Board (which is a group of people who review the research studies to protect participants' rights) at (573) 882-9585 or umcresearchcirb@missouri.edu.

A copy of this Informed Consent form will be given to you before you participate in the research.

After checked in with front desk employees

Section I: Competences

Please rate the extent of your agreement on the following items on a 5-point scale. (Please circle your answer)

5	4	3	2	1
▼	▼	▼	▼	▼
Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree
1. Front desk employees are always able to clearly answer customers' questions to a front desk professional. 5 4 3 2 1				
2. Front desk employees are able to solve customers' problem. 5 4 3 2 1				
3. I think this front desk employee is very competent in performing his/her job. 5 4 3 2 1				

Section II: Knowledge

Please rate the extent of your agreement on the following items on a 5-point scale. (Please circle your answer)

5	4	3	2	1
▼	▼	▼	▼	▼
Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree
1. Front desk employees' knowledge of hotel procedures makes me feel comfortable. 5 4 3 2 1				
2. Front desk employees provide adequate information about hotel activities/facilities. 5 4 3 2 1				
3. Front desk employees are knowledgeable about hotel equipment. 5 4 3 2 1				
4. Front desk employees are aware of group rates/special rates. 5 4 3 2 1				

Section III: Friendliness

Please rate the extent of your agreement on the following items on a 5-point scale. (Please circle your answer)

5	4	3	2	1
▼	▼	▼	▼	▼
Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree
1. The front desk employees always smile. 5 4 3 2 1				
2. The front desk employees greet you courteously. 5 4 3 2 1				
3. The front desk employees act very friendly. 5 4 3 2 1				

4. The front desk employees treat customer nicely regardless of customer's attire. 5 4 3 2 1

Section IV: Service Attitude

Please rate the extent of your agreement on the following items on a 5-point scale. (Please circle your answer)

5	4	3	2	1
▼	▼	▼	▼	▼
Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

1. The front desk employees show enthusiastic service to customers. 5 4 3 2 1

2. The front desk employees are always concerned about your needs. 5 4 3 2 1

3. The front desk employees pay attention to customer's demands as much as possible. 5 4 3 2 1

Section V: Customer satisfaction with checking experience

Please rate the extent of your **agreement** with the following statements.

5	4	3	2	1
▼	▼	▼	▼	▼
Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

1. I am satisfied with my decision to visit this hotel. 5 4 3 2 1

2. My expectation choice to stay at this hotel was a wise one. 5 4 3 2 1

3. I feel that my checking experience with this hotel has been enjoyable. 5 4 3 2 1

Section VI: First impression to employees

Please rate the extent of your **agreement** with the following statements.

5	4	3	2	1
▼	▼	▼	▼	▼
Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

1. This employee seems interested. 5 4 3 2 1

2. This employee seems Alert. 5 4 3 2 1

3. This employee seems Proud. 5 4 3 2 1

4. This employee seems Attentive. 5 4 3 2 1

5. This employee seems Upset. 5 4 3 2 1

6. This employee seems Distressed.	5	4	3	2	1
7. This employee seems Nervous.	5	4	3	2	1
8. This employee seems Irritable.	5	4	3	2	1

Section VII: General Information

1. Please indicate your gender: Female Male

2. How old are you? _____ Years old

3. Travelling Type: Business Leisure

4. What is your education level? High school
 - Some college experience
 - Associate's degree - Currently pursuing
 - Bachelor's degree - Currently pursuing
 - Master's degree or above - Currently pursuing

5. What is your occupation? Civil servant
 - Service worker
 - Self-employed
 - Student
 - Skilled worker
 - Housework
 - Retired
 - Others

THANK YOU VERY MUCH

APPENDIX III

Chinese Questionnaire

尊敬的女士/先生:

您好! 非常感谢您参加此次问卷调查。此问卷调查是美国密苏里大学酒店管理系研究生邵煜超的毕业论文研究项目。此项目旨在研究酒店前台员工的表现对于顾客满意度以及顾客的第一印象的影响。填答整份问卷大概需要花费 5-10 分钟左右的时间。您的问卷填答完全匿名, 您的填答内容不会被研究人员以外的任何人看到, 您的生活和工作不会因为填答此问卷受到任何影响, 您可以中途随时停止填答问卷, 请您尽量回答问卷中的所有问题。请您在完成填答后将问卷放入指定信封中密封。万分感谢!

祝您工作顺利, 身体健康, 万事如意!

如果您有任何问题, 可以给我发邮件联系: ysmqc@mail.missouri.edu 或者 [QQ: 534585635](https://www.qq.com/) 或者电话: 1 -573-529-7166; 15000278415。

如果您有问题, 还可以和联系美国密苏里大学调查评审委员会, 电话: 1 -573-882-9585 或者邮件 umcresearchcibr@missouri.edu.

邵煜超

美国密苏里大学酒店管理系

请根据您酒店登记入住的情况, 对下列问题选择您的同意程度。(请圈出您的答案)

I. 酒店前台员工的能力

5	4	3	2	1
▼	▼	▼	▼	▼
非常同意	同意	无所谓 (不确定)	不同意	非常不同意

1. 酒店前台员工能够专业地清楚地回答我的问题。	5	4	3	2	1
2. 酒店前台员工能够解决我的需求。	5	4	3	2	1
3. 我认为这个酒店员工具备很强的能力去完成他的工作。	5	4	3	2	1

II. 酒店前台员工的知识

1. 酒店前台员工对于此酒店的了解让我感到很舒服。	5	4	3	2	1
2. 酒店前台员工提供了酒店环境以及周边充分的信息。	5	4	3	2	1
3. 酒店前台员工对于酒店设施非常的了解。	5	4	3	2	1
4. 酒店前台员工非常注意酒店的评级。	5	4	3	2	1

III. 酒店前台员工的友好程度

1. 酒店前台员工一直保持微笑。	5	4	3	2	1
2. 酒店前台员工对您非常有礼貌。	5	4	3	2	1
3. 酒店前台员工表现的非常友好。	5	4	3	2	1
4. 酒店前台员工很好的对待顾客，不管顾客的穿着。	5	4	3	2	1

IV. 酒店前台员工的工作态度

1. 酒店前台员工非常热情的服务了我。	5	4	3	2	1
2. 酒店前台员工时刻关心着我的需求。	5	4	3	2	1
3. 酒店前台员工尽可能的满足了我的需求。	5	4	3	2	1

V. 顾客对于酒店登记入住的满意程度

5	4	3	2	1	
▼	▼	▼	▼	▼	
非常同意	同意	无所谓 (不确定)	不同意	非常不同意	
1. 我非常满意我选择这个酒店的决定。	5	4	3	2	1
2. 我选择这个酒店的决定是非常明智的。	5	4	3	2	1
3. 我很享受此次酒店登记入住的过程。	5	4	3	2	1

VI. 对于酒店前台员工的第一印象	5	4	3	2	1
1. 这位酒店前台员工感觉非常有趣。	5	4	3	2	1
2. 这位酒店前台员工感觉非常细心。	5	4	3	2	1
3. 这位酒店前台员工感觉非常自信。	5	4	3	2	1
4. 这位酒店前台员工感觉非常专心。	5	4	3	2	1
5. 这位酒店前台员工的工作感觉非常混乱。	5	4	3	2	1
6. 这位酒店前台员工感觉非常忧虑。	5	4	3	2	1
7. 这位酒店前台员工感觉非常紧张。	5	4	3	2	1
8. 这位酒店前台员工感觉非常急躁。	5	4	3	2	1

VII. 基本信息

6. 您的性别: 女士 男士

7. 您的年龄: _____岁

8. 入住性质: 商务 (Business) 休闲旅游 (Leisure)

9. 您的学历:

高中 大专 本科- 在读 学士- 在读 研究生以上- 在读

10. 您的职业:

公务员 服务行业人员 个体经营 学生 技术人员
 家庭办公 退休 其他

非常感谢!!!

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