

# Effects of Coffee Shop Servicescapes on Relational Benefit and Revisit Intention

Seon-Hee Ko

Professor, Department of Airline Service, Seowon University

## 커피전문점의 서비스스케이프가 관계혜택 및 재방문의도에 미치는 영향

고선희

서원대학교 항공서비스학과 교수

**Abstract** In this study, the study model and hypotheses were established by theoretical review to understand the impacts of servicescapes on relational benefits and revisit intention in the subjects of users in the franchise coffee shops. Based on the previous studies, the servicescape was classified with three elements including facility attractiveness, service attractiveness, and cleanness, and the analysis results are as follows. First, facility attractiveness(H1-1) and service attractiveness(H1-2) among servicescapes of coffee shops showed the significant impact on relational benefits, adopting Hypothesis 1-1 and H 1-2. On the other hand, cleanness among the servicescapes did not show any impact on relational benefits. Second, hypothesis 2 that relational benefits will significantly affect the revisit intention, positively was adopted. This means revisit potential will be enhanced more as the workers generate the comfort with special services and informal conversation more. It implicates that trust on the shops, psychological comfort, and consideration to the customers are important factors to induce their revisit. Finally, facility attractiveness and service attractiveness among servicescapes showed to affect the revisit intention significantly, while cleanness did not show that, partially adopting hypothesis 3.

**Key Words** : Servicescapes, Relational Benefit, Revisit Intention, Coffee Shop, Service Attractiveness

**요약** 본 연구는 프랜차이즈 커피전문점 이용객을 대상으로 서비스스케이프가 관계혜택 및 재방문의도에 미치는 영향을 파악해 보고자 이론적 고찰을 통해 연구모형과 가설을 설정하였다. 서비스 스케이프는 선행연구를 토대로 시설 매력성, 서비스 매력성, 청결성의 3가지 요인으로 구분하였으며, 각 변수간의 관계를 살펴보기 위해 구조방정식 모형을 활용하였다. 실증분석 결과는 아래와 같다. 먼저 커피전문점의 서비스스케이프 중 시설매력성(가설 1-1)과 서비스 매력성(가설 1-2)은 관계혜택에 유의한 정적 영향을 미치는 것으로 나타나 가설 채택되었다. 반면 서비스스케이프 중 청결성은 관계혜택에 유의한 영향을 미치지 않아 기각되었다(가설 1-3). 둘째 관계혜택은 재방문의도에 유의한 정적 영향을 미칠 것이라는 가설 2는 채택되었다. 즉 직원이 편안함을 주고 특별서비스를 제공하며, 격이 없는 대화를 해줄수록 해당 매장을 다시 방문할 가능성이 높아진다는 것을 의미한다. 매장에 대한 믿음, 심리적인 안정감, 고객에 대한 고려와 같은 관계혜택이 고객의 재방문을 유도하는데 중요한 요인임을 알 수 있다. 마지막으로 서비스스케이프 중 시설의 매력성과 서비스매력성은 재방문의도에 유의한 영향을 미치는 것으로 나타났고, 청결성은 유의한 영향을 미치지 않는 것으로 나타나 가설 3은 부분 채택 되었다.

**주제어** : 서비스스케이프, 관계혜택, 재방문의도, 커피전문점, 서비스매력성

\*Corresponding Author : Seon-Hee Ko(sunny\_ko@hanmail.net)

Received September 17, 2021

Accepted December 20, 2021

Revised October 27, 2021

Published December 28, 2021

## 1. Introduction

Domestic food service market has been growing fast ever. Meanwhile, coffee has been positioned as one of the favorite foods that cannot be missed for modern people. The consumption of coffee per person in Korea is 353 cups in a year which is three times as high as the global average, 132 cups [1]. This is why the growing trend of openings of franchise coffee shops has not been dropped amid the concern about the saturated coffee market since 10 years before. Multiple brands have been launched for the past several years focusing on the takeout services, and the number of stores has been increased by more than 10% every year in the franchise food service market by declining the startup cost. Coffee shops can be easily found everywhere since the number of coffee franchise stores is the third largest after Korean food restaurants and chicken franchises [2].

Likewise, the consumption and market size of the coffee market have grown and developed significantly within a short period of time due to the environmental changes of coffee consumption types. Coffee shops were positioned as a cultural trend to meet the preference of young generation that pursued the individuality with unique taste and atmosphere, fast services, and developments of various menus, beyond the simple perception that was a functional space to drink coffee. Therefore, the owners of the coffee shops recognized the needs to establish the differentiated marketing strategies to be able to affect the purchasing decision of the consumers so as to secure the competitive edge. In this respect, the interest level has been continuously increased in the servicescape which is a tangible and physical evidence to meet the customers' needs.

Servicescape, a model developed by Booms & Bitner (1981) to empathize the effects of

physical environment that service processes are occurred, means the physical environment developed artificially that interactions between companies and consumers are generated as a physical evidence to overcome the characteristics of intangibility which service companies have [3]. Hence, it implicates the objective, artificial, and physical elements that companies can control and is the opposite concept to natural or social environment. Physical environment that services are generated is the planned and artificially developed environment that affects consumers' emotion [4].

Kotler (1973)[5], a person to use the concept of the servicescape at the first time, defined its concept as the overall atmosphere including visual, olfactory, auditory, and tactile senses upon recognizing the importance on the physical environment. Bitner (1992)[6] expanded Kotler's theory by defining the servicescape as the environmental conditional dimension, spatial and functional dimension, signs, symbols, and sculptural dimension. Then, many investigators materialized and measured the servicescape to fit in the study subjects depending on the study areas. To evaluate the services, the servicescape provides the important evidence how the physical environment affects customers' service experiences and also plays a crucial role to understand the physical environment [7].

On the other hand, relationship marketing that focuses on the approaches to establish, develop, and sustain the successful relational exchanges has changed the marketing direction from one-time trades into continuation for a long time sustaining close relationship. In the service companies, it is more important to maintain the existing loyal customers by keeping them continuously than to develop new customers [8]. Therefore, the companies should supply the services and goods to meet the

characteristics and needs of customers, empathizing to maintain and develop relationship with customers by providing them with special benefits [9].

Gwinner et al. (1998) conducted an in-depth interview and quantitative research to investigate the benefits of customers from relational exchanges. The results revealed three relational benefits including confidence, social, and special treatment benefits. Confidence benefits mean the psychological state that worries are declined and comfort level is increased because they understand what are expected in the service sites. Social benefits are related with emotion in the relational situation, and they include the individual interest of workers in the customers and friendship between customers and workers. Special treatment benefits include economic and individualized benefits; the former contains price discount, time saving due to rapid services, and so on, and the latter means that preferred customers receive the additional customized services [8].

The definition of revisit intention is the individual determination of visiting the same company to purchase the designated service again, and it can be considered by individual present situation and environment like switching intention [10]. This revisit intention contains the possibility that the customer will visit the store again and his or her willingness of word of mouth that would like to deliver the contents of the related service to the others [11].

Seo GD and Lee JE (2013) claimed that relational benefits were perceived higher as the users of family restaurants felt more attractive on the facilities, demonstrating the facility attractiveness affected social, confirmatory, and confidence benefits, significantly, among sub-domains of the servicescape in the subjects

with the restaurant users [12]. Heo G, et al. (2004) found major sub-domains consisting of the servicescape in the beauty shops and this servicescape affected the customer's values positively inducing their revisits, empathizing the economic benefits among relational benefits to make the general customers into loyal ones [13]. Son JG (2013) commented that the servicescape should be managed with priority in the highly competitive coffee market because everyone can use coffee shops easily as the leisure place, and cleanness and comfort are precedent variables among the servicescapes to determine the post-visit [14]. Based on these studies, the following hypotheses are established since the relational benefits will be higher and ultimately revisit intention will be raised as the customers perceive the servicescape higher.

Hypothesis 1. Servicescapes of coffee shops will have positive affect on relational benefits.

Hypothesis 2. Relational benefits will have positive affect on revisit intention.

Hypothesis 3. Servicescapes of coffee shops will have positive affect on revisit intention.

Because services in the service industry like coffee shops are generally consumed upon their production and they are not tangible, customers experience the overall services from workers within the physical facilities of the service providers. Hence, the servicescape in the coffee shops is very important element to affect the revisit of the customers. It is necessary to conduct the studies on the servicescape for differential marketing since most of the existing studies on the domestic coffee shops were related to selection attributes [15], customer's values [16], service quality [17], loyalty, and so on. Therefore, this study is aimed to find out the elements of servicescapes in the coffee shops

based on Bitner's concept of servicescape (1992)[6] and to investigate the impacts of the servicescape on the relational benefits and revisit intention so as to provide theoretical and practical implications.

## 2. Study Design

### 2.1 Data collection and methods

Data collection was performed by online and offline using survey sheet from February 1<sup>st</sup> to 16<sup>th</sup> 2021 with male and female subjects of adults who had purchasing experiences in the coffee shops. 170 sheets were distributed, and 162 copies were used for the final analysis excluding non-answered and insincere data. Data analysis was performed using SPSS 21.0 Statistical Program. Frequency analysis was performed to confirm the characteristic of the samples, and reliability test and confirmatory factor analysis were performed to analyze the validity and reliability of the variables. Also, structural equation modeling was performed using AMOS 22.0 to verify the relationship among variables.

### 2.2 Measuring variables

In this study, three elements including servicescapes, relational benefits, and revisit intention were prepared and measured among the consumers who had purchasing experiences in the coffee shops. The servicescape was defined as the artificially planned environment that could affect the emotion of the coffee bar consumers. It was measured with 9 questionnaires based on the previous studies including Bitner (1992)[6] and Seo GD & Lee JE (2013)[10] upon their modifications and amendments to meet the characteristics of the coffee shops. The relational benefits were defined as the benefits that coffee shops

provided so as to maintain and develop the relationship with customers. They were measured with 5 questionnaires based on the study by Gwinner et al. (1998)[8] upon its modifications to meet the purposes of this study. To verify the study model and established hypotheses, 5-point Likert scale was used in all the questionnaires of the survey, from "1 point = never" to "5 point = very likely."

## 3. Empirical Analysis

### 3.1 Demographic characteristics

**Table 1. Demographic characteristics**

	Distinction	Frequency	%
Gender	female	121	74.7
	male	41	25.3
Age	29 under	67	41.4
	30-39	42	25.9
	40-49	33	20.4
	50 and above	20	12.3
Education	High school and under	35	21.6
	college graduates	55	34.0
	Undergraduate school	63	38.9
	Graduates	9	5.5
Income	20 million under	51	31.5
	20-40 million	55	34.0
	40-60 million	37	22.8
	60 million and over	19	11.7
	Total	162	100.0

Table 1 shows the demographic analysis data. First on the gender, males were 25.3% and females were 74.7%, demonstrating higher rate of females. With respect to the age, younger than 29 years old was 41.4%, followed by 30s with 25.9%, 40s with 20.4%, and over 50 years old with 12.3%, demonstrating the highest rate in the age younger than 29 years old. In terms of education, 21.6% were graduates of high school or less, 34.0% were college graduates, 38.9% were university graduates, and 5.5% were graduates of graduate schools, demonstrating higher portion with college and university graduates. For average annual income per household, 31.5% were less than 20 million won, 34.0% were between 20 and 40 million won,

22.8% were between 40 and 60 million won, and 11.7% were over 60 million won.

### 3.2 Reliability and Validity of Variables

Unidimensionality of the study unit composing of multiple items was verified using reliability test and confirmatory factor analysis. To measure the reliability of the measured items, Cronbach's  $\alpha$  of all the variables was over 0.8 to meet the general acceptance criteria, considering that reliability of each measurement item was secured [18].

To verify discriminant validity and convergent validity on the overall study units, overall measurement model analysis was performed including confirmatory factor analysis [19]. As seen in Table 2, goodness-of-fit index were  $\chi^2=335.117$ (d.f.=141,  $p=.000$ ), CMIN/DF=2.376, GFI=.900, AGFI=.885, CFI=.921, RMSEA=.088, NFI=.908, and IFI=.921, demonstrating the justification to analyze the structured model. For the convergent validity of the structural equation model representing how the square of standardized factor loading is explained by the factor, all the standardized factor loading were over 0.6 and significant as seen in Table 2, demonstrating the convergent validity [19].

Discriminant validity for each study unit was verified by the followings. Average variance extracted (AVE) should be greater than squared correlation by study unit. Comparing AVEs in Table 2 with squared correlation by study unit in Table 3, AVEs by each study unit showed higher than squared correlation by all the study units.

Discriminant validity for each study unit was verified by the followings. Average variance extracted (AVE) should be greater than squared correlation by study unit. Comparing AVEs in Table 2 with squared correlation by study unit in Table 3, AVEs by each study unit showed higher than squared correlation by all the study units.

**Table 2. Confirmatory Factor Analysis for the measurement model**

Factor	Measurement Category	Std. Factor loading	t Value	SMC
Facility attractiveness	FA 1	.667	---	.769
	FA 2	.804	15.107**	.700
	FA 3	.811	19.298**	.574
	FA 4	.548	17.190**	.668
Service attractiveness	SA 1	.520	17.208**	.579
	SA 2	.712	---	.881
	SA 3	.798	16.799**	.612
	SA 4	.655	16.904**	.607
Cleanness	CN 1	.798	---	.568
	CN 2	.514	12.044**	.677
	CN 3	.788	12.407**	.622
	CN 4	.880	12.344**	.566
Relational benefit	RB 1	.665	---	.578
	RB 2	.678	12.221**	.632
	RB 3	.787	11.903**	.569
	RB 4	.777	13.335**	.612
Revisit intention	RI 1	.844	19.702**	.772
	RI 2	.812	---	.698
	RI 3	.673	19.229**	.511
$\chi^2=335.117$ (d.f.=141, $p=.000$ ), CMIN/DF=2.376, GFI=.900, AGFI=.885, CFI=.921, RMSEA=.088, NFI=.908, and IFI=.921, **:P<.01				
AVE: Facility attractiveness 0.666, Service attractiveness 0.617, Cleanness: 0.743 ,Relational benefit: 0.712, Revisit intention: 0.654				
Construct reliability: Facility attractiveness 0.896, Service attractiveness 0.886, Cleanness: 0.903 ,Relational benefit: 0.867, Revisit intention: 0.801				

Table 3. Correlation Matrix

	Facility attractiveness	Service attractiveness	Cleanness	Relational benefit	Revisit intention
Facility attractiveness	.816				
Service attractiveness	.231	.785			
Cleanness	.400	.401	.861		
Relational benefit	.217	.233	.298	.843	
Revisit intention	.333	.378	.487	.577	.808

all correlations are significant at  $p(0.01(2\text{-tailed}))$ , diagonal value: square root AVE

Table 4. Structure model path analysis

H	Path	Estimate	S.E	C.R	p value
1-1	Facility attractiveness → Relational benefit	.519	0.12	4.286**	.000
1-2	Service attractiveness → Relational benefit	.446	0.11	3.811**	.000
1-3	Cleanness → Relational benefit	.011	0.09	0.122	.329
2	Relational benefit → Revisit intention	.337	0.09	3.744**	.000
3-1	Facility attractiveness → Revisit intention	.231	0.08	2.881**	.000
3-2	Service attractiveness → Revisit intention	.311	0.10	3.311**	.000
3-3	Cleanness → Revisit intention	-.027	0.06	-1.45	.274

\*:t-statistic ( $\geq 1.96$ ) sig. level of  $p(0.05)$

### 3.3 Analyzing Structural Equation Model

The analysis results of structural equation model based on AMOS 22.0 Program to verify overall model in this study revealed the goodness-of-fit index with  $\chi^2=235.807$ , d.f.=88 ( $\chi^2/d.f.=2.679$ ),  $p=.000$ , GFI=.901, AGFI=.871, NFI=.913, IFI=.911, CFI=.944, and RMSEA=.071, which met the criteria to verify the overall model proposed by Hair et al. (2006)[21], considering the proper model to verify the study hypotheses.

The path analysis results are as shown in Table 4. First, Hypothesis 1 (H1) that “Servicescapes of coffee shops will have positive affect on relational benefits” was tested. Among servicescapes of coffee shops, facility attractiveness showed the significant impact on relational benefits with  $\beta=.519$  ( $P=.000$ ), adopting Hypothesis 1-1. Among the servicescapes, service attractiveness showed the significant impact on relational benefits with  $\beta=.446$  ( $P=.000$ ), adopting Hypothesis 1-2. On the other hand, cleanness among the servicescapes did not show the impact on relational benefits

with  $\beta=.011$ , rejecting Hypothesis 1-3. Second, Hypothesis 2 (H2) that “Relational benefits will have positive affect on revisit intention” was adopted since it showed the statistical significance with  $\beta=.337$  and t value=3.744 ( $p<.01$ ). Finally, Hypothesis 3 (H3) that “Servicescapes of coffee shops will have positive affect on revisit intention” was tested. Among servicescapes of coffee shops, facility attractiveness showed the significant impact on revisit intention with  $\beta=.231$  ( $P=.000$ ), adopting Hypothesis 3-1. Among those, service attractiveness showed the significant impact on revisit intention with  $\beta=.311$ , adopting Hypothesis 3-2. Cleanness among the servicescapes did not show the impact on revisit intention with  $\beta=.027$ , rejecting the hypothesis.

## 4. Conclusion

Due to upgraded customer’s needs with diversification, the domestic coffee market grew remarkably to be positioned as an important sector in the food service industry. Rather than

a functional space that provides the simple place, coffee bar is recognized as a cultural trend that shares the daily life with family and friends. In this study, the study model and hypotheses were established by theoretical review to understand the impacts of servicescapes on relational benefits and revisit intention in the subjects of users in the franchise coffee shops. Based on the previous studies, the servicescape was classified with three elements including facility attractiveness, service attractiveness, and cleanness, and the analysis results are as follows.

First, facility attractiveness among servicescapes of coffee shops showed the significant impact on relational benefits, adopting Hypothesis 1-1. It can be considered that relational benefits are more as the customers using the coffee shops feel more differential features from others such as interior, lights, color, atmosphere, table layout, photo place, exterior view, and so on. Also, hypothesis 1-2 that service attractiveness among servicescapes of coffee shops will show the significant impact on relational benefits was adopted. This means that relational benefits are more as the customers using the coffee shops feel various coffee menus, the shops provide desserts beside coffee, and they feel more attractive on the calligraphy and color of the menu book. On the other hand, cleanness among the servicescapes did not show any impact on relational benefits. Hence, high perception on the cleanness of the door, corridor, building exterior, and worker's clothing does not mean any impact on relational benefits.

With respect to the degree of impact of the servicescape on relational benefits, facility attractiveness showed higher than service attractiveness. This is the era that all the

generation including 20s share their daily lives with others in the social media. Among facility attractiveness, photo places, in particular, are considered to be managed strategically in view of marketing, and story-making is proposed with meanings rather than heavy monetary investment.

Second, hypothesis 2 that relational benefits will significantly affect the revisit intention, positively was adopted. This means revisit potential will be enhanced more as the workers generate the comfort with special services and informal conversation more. It implicates that trust on the shops, psychological comfort, and consideration to the customers are important factors to induce their revisit.

Finally, facility attractiveness and service attractiveness among servicescapes showed to affect the revisit intention significantly, while cleanness did not show that, partially adopting hypothesis 3. It can be considered that the customers will recommend the coffee shops to their friends and acquaintances and revisit them as they feel more attractive on the lights, color, atmosphere, table layout, photo place, and so on. Cleanness among servicescapes did not show to affect relational benefits and revisit intention. This does not read as the results that cleanness is not important. Rather, all the shops manage the cleanness well in the exterior, corridor, door, and restroom, so as for customers not to tell the differences, rejecting the hypothesis.

This study has the meaning that was conducted in the situation that few studies had been done on the effects of servicescapes on the relational benefits in the coffee shops. Also, it has the limitations as follows, suggesting further studies. First, generalization of the study results may have some limitation because it was conducted with coffee shops in a certain area.

Second, relational benefits were measured as a single dimension in this study, and further studies are required to investigate the relationship of the relational benefits, classifying them into confidence benefits, social benefits, and special treatment benefits. Third, it will be more meaningful if the comparative study on the servicescape was conducted upon dividing the franchise coffee shops by brands such as Starbucks, Ediya, Twosome Place, and so on.

## REFERENCES

- [1] Korea Rural Economic Institute. (2018).
- [2] <https://www.dailian.co.kr/news/view/1008248/?sc=Naver>
- [3] B. H. Booms & M. J. Bitner. (1981) *Marketing strategies and organization structures for service firms*. In: *Marketing of Services*, American Marketing Association, Chicago. 1981.
- [4] I. Y. Lin. (2004). Evaluating a Servicescape: The Effect of Cognition and Emotion. *International Journal of Hospitality Management*, 23(2), 163-178.  
DOI : 10.1016/j.ijhm.2003.01.001
- [5] P. Kotler. (1973). Atmospherics as a Marketing tool. *Journal of Retailing*, 49, 48-64.  
<https://www.researchgate.net/publication/239435728>
- [6] M. J. Bitner. (1992). Servicescapes: The impact of physical surroundings on customers and employees. *Journal of Marketing*, 56, 57-71.  
DOI : 10.2307/1252042
- [7] T. Fernandes & S. Neves. (2014). The Role of Servicescape as a Driver of Customer Value in Experience-Centric Service Organizations: The Dragon Football Stadium Case. *Journal of Strategic Marketing*, 22(6), 548-560.  
DOI : 10.1080/0965254X.2014.914058
- [8] K. P. Gwinner, D. D. Gremler & M. J. Bitner. (1998). Relational Benefits in Service Industries: The Customer's Perspective. *Journal of the Academy of Marketing Science*, 26(2), 101-114,  
DOI : 10.1177/0092070398262002
- [9] T. Henning-Thurau, K. P. Gwinner & D. D. Gremler. (2002). Understanding relationship marketing outcomes: An integration of relational benefits and relationship quality. *Journal of Service Research*, 4(3), 230-247.  
DOI : 10.1177/1094670502004003006
- [10] P. K. Hellier, G. M. Geursen, R. A. Carr & J. A. Rickard. (2003). Consumer repurchase intention: a general structural equation model. *European Journal of Marketing*, 37, 1762-1800.  
DOI : 10.1108/03090560310495456
- [11] K. Ryu, H. Han & T. H. Kim. (2008). The relationships among overall quick-casual restaurant image, perceived value, customer satisfaction, and behavioral intentions. *International Journal of Hospitality Management*, 27(3), 459-469.  
DOI : 10.1016/j.ijhm.2007.11.001
- [12] K. D. Seo & J. E. Lee. (2013). The Influence of Servicescape, Relational Benefits, Relationship Quality, Consumer behavioral. *Korean Journal of Tourism Research*, 28(4), 373-393.  
<http://www.riss.kr/link?id=A101591276>
- [13] K. Heo, H. S. Oh & Y. H. Suh. (2004). An Effect of Servicescape and Relational Benefits on Customer Value - Focusing on Beauty Salon", *Journal of the Korean Society of Fashion & Beauty*, 2(2), 23-33.  
<http://www.riss.kr/link?id=A75242704>
- [14] J. K. Shon. (2013). The Relationship among Servicescape, Brand Equity, Relationship Quality. *Korean Journal of Tourism Research*, 28(4), 101-115.  
UCI : G704-000941.2013.28.4.003
- [15] H. M. Kim, H. B. Kim & S. B. Cha. (2015). The Effect of Coffee Shop Selection Choice Attributes on Customer Behavioral Intention - Moderating Effect of Preferred Type of Coffee Shop. *Korean Journal of Tourism Research*, 30(2), 115-132,  
UCI : I410-ECN-0102-2015-300-002021218
- [16] M. R. Kang & H. R. Lee. (2020). "The Effect of Servicescape in the Coffee Shop on Customer Citizenship Behavior: The Serial Multiple Mediating Effect of Experiential Value and Brand Commitment. *Korean Journal of Tourism Research*, 35(3), 25-45.  
<http://www.riss.kr/link?id=A106807913>
- [17] N. T. B. Chau, I. G. Hyun & T. W. Roh, (2021). The Effect of Servicescape and Service Quality of Vietnamese Local Coffee Shops on Customer Satisfaction and Loyalty. *Korea Research Academy of Distribution and Management*, 24(2), 19-32.

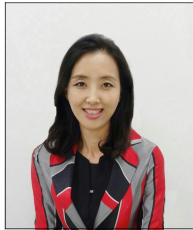


<http://www.riss.kr/link?id=A107402762>

- [18] J. F. Hair, R. E. Anderson, R. L. Tatham & W. C. Black. (1998). *Multivariate Data Analysis*, Prentice-Hall International, New York
- [19] J. C. Anderson & D. W. Gerbing. (1998). "Structural Equation Modeling in Practice: A Review and Recommended Two-step Approach. *Psychological Bulletin*, 103(3), 411-423. DOI : 10.1037/0033-2909.103.3.411
- [20] C. Fornell & D. F. Lacker. (1981). Evaluating Structural Equation Models with Unobservable Variables and Measurement Error. *Journal of Marketing Research*, 18(1), 39-50. DOI : 10.2307/3151312
- [21] J. F. Hair, W. C. Black, B. J. Babin, R. E. Anderson & R. L. Tatham. (2006). *Multivariate Data Analysis*, Englewood Cliffs, NJ: Prentice-Hall.

#### 고 선 희(Seon-Hee Ko)

[정회원]



- 1994년 2월 : 국립경상대학교 독문학과(문학사)
- 2008년 8월 : 경기대학교 서비스경영(경영학석사)
- 2011년 8월 : 경기대학교 관광경영(관광학박사)

- 2013년 3월~현재 : 서원대학교 항공서비스학과 교수
- 관심분야 : 관광경영, 항공서비스, 서비스품질
- E-Mail : sunny\_ko@hanmail.net