

The Value of Aesthetics in the Process of Hiring New Employees in the Service Industry and its Impact on Service Quality

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ABSTRACT

Empirical evidence drawn from the research of Warhust and Nickson (2009) suggest that visual appearance and aesthetics are important factors to assert employees, although being under-researched in the scientific literature. This research aims to evaluate the existence and legitimacy of hiring employees based on visual appearance, its impact on perceived service quality and to define under what conditions the use of such employee selection is economically sound. Previous literature review identified four factors, influencing perceived service quality, created by service performer (professional service performance, emotional intelligence, social skills, and visual appearance and aesthetics), while our research identified additional two factors (personality and match between the consumer and service performer). A synthesized model of hiring employees based on appearance and aesthetics was proposed.

INTRODUCTION

The appearance of a service performer is in marketing most commonly discussed as an element of physical environment of a service organization that emits signals, which influence future buying decisions, and provides evidence, used as an indirect evaluation of service quality by the consumer (Lovelock and Wirtz, 2007, Mattila and Wirtz, 2006). Just recently some authors, including Warhurst and Nickson (2009), began to evaluate also the direct influence of the appearance of a service performer on consumer's perceived service quality as one of the possible foundations for positioning and establishing firm's competitive advantages (Warhurst, 2000a, Warhurst, 2000b). Proposed theoretical framework of this paper is conceptually very much connected with a problem of a discrimination based on physical appearance (Barro, 1998), which is present at different levels and in various forms in business processes of a service organization (Strahan, 2008, Streitmatter, 2004). As official job description is becoming more and more intertwined with aesthetic component and stressed component of sexual attraction, when preventing their influence we shall not draw a strict line between both phenomena (Sebeok, 1987). Although, we cannot say that both concepts are the same and expect that they will appear hand in hand (Hill, 2005).

The implementation of all above stated concepts appear at staffing based on physical appearance, otherwise existing in the society, but in most cases hidden to the regular observer (Siu and Cheung, 2001). Although some authors (e.g. Bloch and Richins, 1992, Mobius and Rosenblat, 2006) morally disapprove the usage of this concept and oppose to it, a high number of authors (e.g. Toerien and Kitzinger, 2007, Cameron and Reeb, 2008) agree with the use of this concept and its positive impact on organizational goal achievement. This paper, based on previous empirical and theoretical findings, aims to evaluate the importance of physical appearance of service performer in a group of factors, which have an influence on consumer's perception of service quality. Furthermore, the study intends to evaluate the level of discrimination based on aesthetics in Slovenian service industry and define the importance of sexual attraction of a service performer. Finally, the objective of this paper is to evaluate the presence and legitimacy of hiring employees based on aesthetics, and to define under what conditions the use of such employee selection technique is economically justified. In sum, the value added of the present paper is the unification of two important research streams (i.e. consumer's service quality perception and human resource practices), where the concept of aesthetics in the above stated relationships, is at least to our knowledge, under-researched and needs our further attention.

SERVICE QUALITY: ITS FACTORS, ASSESSMENT AND PERCEPTION

Service quality has various definitions in the literature, primarily because of different explanations of services. Lovelock and Wirtz (2007) define a service as an act, performance or achievement, which can in its nature, be intangible, although in its process of formation the use of material ingredients might be needed. Service is a process that gives consumer benefits in a way that causes desired changes on consumer, products that he/she owns, and on intangible assets; while service is not connected with the transfer of ownership from service performer to receiver (Gilmore, 2003). Therefore, we define services for this paper purposes as a change of input in the service

process, which can be a living being or an object; while the value of the change is intangible and user is prepared to pay for it, as it satisfies his/hers physical, material, spiritual, sensual, social, psychic and other needs and wants.

Service marketing is generally more complex than marketing products, as services include more perception elements, theoretically named as marketing mix (Ruskin and Clarke, 2000). Services represent a challenge for marketers and an opportunity, as attaining higher added value at lower costs is quite frequently happening due to intangible ingredients of an offer. As more as those ingredients are present in the offer, the higher is the complexity of marketing and perceived risk for consumer, who will have more difficulties to assess the quality of a service (Sherry, 1998). The service purchasing process consists of three stages: pre-purchasing stage, stage of confrontation with a service and after-sales stage (Lovelock and Wirtz, 2007). Evaluation or reflection on quality and true service assessment are present on all three stages (Bowden, 2009), although some authors (Ruskin and Clarke, 2000, Gilmore, 2003, Chen and Hsieh, 2008) claim that the most important result assessment of a service happens not earlier than at after-sales stage, when consumer reflectively assesses the whole service process.

Objective assessment of a result and clear rationality of consumers at the stage of service evaluation are two theoretical concepts, which are not very much present in the service sector, when talking about experience marketing (Gil, Berenguer and Cervera, 2008). However, experiences have a high weight at the evaluation of service result. According to the survey of Chang, Wang and Yang (2009) even so good service result cannot outweigh unpleasant service process for most of the consumers, who were exposed to it, or negative sensual signs, that they experience in the service environment. Also Hu, Kandampully and Juwaheer (2009) have based on an empirical research came to the conclusion that there is no excuse for a bad service performance and firms should focus on offering superior services. If there are some deviations in the service quality, consumer will rather forget smaller deviations in the quality, when the service process is pleasant and without difficulties. This does not hold, if the deviation in quality in the eyes of a consumer is so critical that even the most pleasant service process cannot outweigh the negative effects. Therefore, Gil, Berenguer and Cervera (2008) suggest managers of service organizations to implement tools of quality management at all stages of service process, not only at the assessment of final result, which sadly most of the companies do.

Quality assessment is often in literature related to the evaluation of service process results, customer satisfaction and even customers' loyalty (Meng and Elliott, 2009). There are only a few cases, when consumer can evaluate service based on objective criteria. Difficulties of such assessment amplify with an increased stake of intangibles within the structure of offered service (Chang, Wang and Yang, 2009). Gil, Berenguer and Cervera (2008) explain that the most important factors, which influence the consumer's assessment of a service result, are the following: service process and customer's experience with it, perceived value, satisfaction of customers and employees in service organization with their work. Since the 80s, the concept of satisfaction is defined in literature as congruity or surplus of consumers' service assessment compared to their expectations, which they had before purchasing services (Anderson, Baggett and Widener, 2009). Service organizations need to be alert at marketing signs that they send in their environment, as the signs co-create consumers' expectations and have an effect on service quality assessment and the service result itself (Consuegra, Molina and Esteban, 2007). Stimulation of realistic consumers' expectations that organization can achieve or even exceed positively affects organizational business operations and increases the level of consumer satisfaction with a service (Noone and Mattila, 2009). Furthermore, Consuegra, Molina and Esteban (2007) argued the influence of "soft" factors, when assessing the quality and determining the level of consumer satisfaction. As an example of soft factors the authors most commonly state responsiveness, kindness, honesty and politeness of staff in service organization, as well as the ability to adapt service to desires of a customer (flexibility of an organization). Hu, Kandampully and Juwaheer (2009) suggest managers of service organizations to focus on managing consumer's perceptions of service quality and increase perceived service value in the eyes of consumers. In sum, when selling services we must be aware that the only final judge of the quality is the consumer, therefore quality measurement should be mostly directed on his/her perceptions of service quality (Walker and Baker, 2000).

Service performer as service quality co-creator

Employees in the service organization, with whom customer interacts, represent the important contribution to consumer's perception of quality (Yee, Yeung and Cheng, 2008), especially so called boundary spanners, employees with whom the customer is in direct contact and therefore represent a key source of impressions about service organization (Ekinci and Dawes, 2009). The link between service quality and customer satisfaction has been proven (Booz, 1999), where the quality does not relate only to the service result, that is functional benefits, but also to social, psychological and other benefits that consumer perceives as part of service quality (Lewis and Palmer,

2008). Yee, Yeung and Cheng (2008) argued also that the satisfaction of employees with their work is prerequisite for quality service to perform and for consumers to be satisfied and even intend to continue with their purchase at the very same organization. We should not neglect the fact that employees with direct contact with their customers represent a valuable source of information about customer satisfaction and their perceived service quality, which might be used as a base for service improvement (Watkins, 1988).

Bebko and Sciulli (2009) have warned that the appearance of employees, their obligingness and politeness at first consumer's encounter with the organization co-create consumer's expectations with regards to the service. Employees as boundary spanners have the ability to directly create the value for a consumer, from performing the service which the customer has paid for, to indirect transfer of benefits, which are not in financial form, but represent an added value for a consumer and contribute to perceived service quality. The examples of such elements are smile, politeness and knowing the name of the customer (Ekinici and Dawes, 2009). Furthermore, Sharma (2008) argues that especially in the field of marketing complex services of high value, where the consumers make their decisions rationally, selling function and trust building, done by employees, is of high importance. Gerrard, Macintosh and Stevens (2008) have based on their empirical study proposed to managers of service organizations that long-term competitive advantage and high number of loyal and profitable customers can be attained only by hiring new employees by selecting people for particular service according to their professional and "soft" expertise and knowledge.

The element of quality co-creation by the employees is not the same in all organizations, having the largest importance in service sphere, where consumer is an active participant and services are directed into changing his/her body, knowledge, or social and psychological state (Gerrard, Macintosh and Stevens, 2008). The influence of employees in service organizations on quality creation in the eyes of consumer is strong also at services, where prevail the characteristics, which customer only hopes that exist, as he/she cannot objectively assess them before the purchase and even not after the purchase (Mikulic and Prebezac, 2008). In those cases it is important that customer trusts service performer (Söderlund and Rosengren, 2008) and thereby lowers the perceived risk connected with the service. In sum, creating such relationship has positive and economically measurable effects for service organization (Yoo and Park, 2007).

Factors, influencing the perceived quality of a service performer

When a consumer evaluates the quality of service as a whole, a part of the assessment relates also to the quality of a service performer. As consumer evaluates the service quality primary uses subjective assessment criteria, which are even more crucial, when consumer evaluates the quality, brought by the service performer (Gerrard, Macintosh and Stevens, 2008). Pollack (2008) went even further and discussed the existence of attraction or spontaneous mutual harmony between the service performer and the consumer. Although none of the researches, at least to our knowledge, has not disproven the existence of this type of affection, other authors (Crosno, 2009, Hsu, Wang and Tzeng, 2007, Zoch, 1993) attribute higher importance than to factor of attraction to the factors of agreement between performer and consumer that are able to be controlled and influenced upon. Thus, the management of the organization can influence the perceived quality of a service performer by assuring material proof that suggests their capability of satisfactory service performance, like for example certificates, smart elegant style of uniforms, protocol of behavior towards the consumers and stimulation to obligingness with reward systems (Sweeney, 2007). Part of personal characteristics is inborn, meaning that certain staff shows personal traits that are more pleasing to consumers, while some characteristics are learnt. Therefore, managers of service organizations need to define the most suitable business practice of employee encounter with the consumer and give recommendations, how to bring it forward to all employees, where some of those recommendations become standards or guarantees (Zoch, 1993). The transfer of knowledge is highly obstructed or even disabled, when the organization culture is not favorable to transfer of information and sharing best practices among employees. Therefore, the role of management of service organization is to develop such organizational culture that fosters collaboration and sharing the information (Hsu, Wang and Tzeng, 2007). In sum, it is crucial to define factors influencing the perceived quality of a service performer and transform service process based on the findings of those factors that have an effect on consumer's perceived quality (Yagil, 2006). Based on the reviewed literature we propose a framework of four most commonly researched factors, associated with a perceived service quality, explained in the following paragraphs.

Professional service performance. Hiring new employees rationally according to structural and professional needs of service organization, looking at knowledge, skills and expertise of employees as a key source of competitive advantage (Gould, 1987) and investing into continuous training and education have proven itself as

the best ways of creating long-term business excellence (Helms and Mayo, 2008). In spite of greater automation of service processes, human element is becoming the most indispensable in the area of professional services like banking, health care, insurance services, stockbroker services and other services that demand complex processes of decision making and individual devotion to the client (Olorunniwo and Hsu, 2007). Professional integrity of a service performer is crucial, as it increases the level of trust perceived by the consumers, which consequently decreases their perceived purchasing risk. The service quality in a sense of professional service performance and irreproachable result is among the most important service quality assessment factors. "Soft" factors, discussed in the following paragraphs, let alone cannot substitute professional service performance, although being at the highest possible level (Tierno, 1989).

Emotional intelligence. It is desired and often even required that service performer shows socially desired emotions in the process of a service transaction (Lovelock and Wirtz, 2007). The work of employees at the front line in the service organization is emotional labor not only at the physical contact with the consumer, but also when the employee talks to the client over the phone or exchanges electronic mail (Kinman, 2009). Kembach and Schutte (2005) demonstrated direct link between emotional intelligence of service performer and customer satisfaction with a service and probability of a repeated purchase in the service organization. This is reflected also in the definition of emotional intelligence, where it was defined as a capability to anticipate, understand and react to customer's acts, words and nonverbal communication adequately, congruently with the goals of organization and pleasing for a consumer (Hume, 2008).

Social skills. Bonds that consumers perceive as positive, beneficial and pleasing can serve as a source of lasting competitive advantages and favorably affect the creation of the database of loyal customers that are most profitable for the organization (Sweeney, 2007). It is strategically important to keep employees with exceptionally good social skills (Söderlund and Rosengren, 2008), which helped them to create many good relationships with consumers, in the organization and at their job positions, where they stay in contact with their client. Employees develop social skills in the process of socialization, which occurs also in the service organization. Thus, trainings of social skills and education are very much recommended. Most of the managers according to our and previous research still does not contribute enough importance to social skills of their employees, although the modern management science stresses the importance of "soft" skills. Therefore, it is expected that the importance of employee social skills will become at the forefront of the research and management consideration in the near future (Suh, Janda and Seo, 2006).

The appearance and aesthetics. The physical environment of a service organization, including the physical appearance of employees, represents an opportunity for a competitive distinction and many times directly affects consumer's expectations about the service process (Lovelock and Wirtz, 2007). The management can improve the physical environment of an organization by removing as many unpleasant sensual signs as possible that might disturb the consumer and leave him/her the negative impression (Foxall and Greenley, 1999). Many claim that removing employees from service environment, whose appearance might be disturbing for a consumer, is ethically questionable (Arthur, 2000). The managers of service organizations have found a solution in the practice, where they do not even hire employees who visually do not suit the creation of impression, which the organization wants to emit (Sherry, 1998). Thus, when the observer assesses the appearance of an employee, he/she starts to react according to very known Mehrabian and Russell model, which is known in literature of consumer behavior already since the year 1974: he/she will avoid the signs that seems to be unpleasant, while be attracted to the signs, which he/she perceives as pleasant (Foxall and Greenley, 1999). However, evaluating the appearance of an employee only as a signal from a service environment is unjustified from many reasons. Consumer can sympathize with someone, who does not suit to his/her aesthetic criteria; tries to get in the skin go an employee, or does not want to judge others according to their visual appearance as this is not in congruence with his/her personal beliefs (Nickson and Korczynski, 2009). Despite what was said, there is a relatively strong correlation between the appearance of employees and consumer's perceived quality, especially in the case of services, which are directed towards changing consumer's body (Warhurst, 2000a). Whilst some unpleasant signs in service environment might be relatively easy to remove (when talking about appearance of employees this would include unsettled dress, haircut or nails) (Shao, Baker and Wagner, 2004), some signs cannot be removed without drastically changes or even employee exchange (Mattila and Wirtz, 2006). In sum, this is also a reason why hiring employees that could bring some unpleasant and disturbing signs into service environment, represents a complex problem of multidisciplinary extensiveness (Malos, 2007).

HIRING EMPLOYEES BASED ON APPEARANCE AND AESTHETICS

Preferring the candidates that step out according to their pleasant appearance and aesthetics, seems to many very questionable, while hiring new employees based on intelligence seems to be completely legitimate, although both, intelligence and visual appearance, have an effect on the relationship between the employee and coworkers, superiors and clients. Thus, it would be unwise to claim that employing based on appearance is discriminatory, while employing based on intelligence not (Barro, 1998). Siu and Cheung (2001) have argued that especially physical environment, which includes also the employee appearance, is an important factor that determines consumer's perception of service quality, co-creates his/her buying experience and probability of repeated purchasing. Only few employers dare to publicly admit that they hire employees primarily based on their visual look. They often find other less socially delicate reasons (e.g. good physical shape or aesthetics), which can justify the rejection of the candidate, whose appearance does not correspond to physical environment or criteria of a "pleasant look" (Barro, 2003). There are no legal limitations that employer could not reject the candidate, whose appearance does not create a good impression on the consumer, if only does not include a member of a social group that is extra protected (e.g. disabled workers, members of national minority, etc.). However, as already mentioned, the candidate rejection with unsuitable look can be legitimized by exposing some other imperfection that the candidate possesses (King, Winchester and Sherwyn, 2006). When legal mechanisms fail, employers' moral comes to the surface, meaning how much is he/she prepared to adapt this commonly accepted social norm of not assessing people according to their look to his own benefits. Thus, there is evidence that individuals, who are more satisfied with their body, do their job many times better, as they are more self-confident, have better self-esteem, which helps them at social interactions, while customers often feel good in their company; therefore they are more successful at establishing business transactions (Brunner, Stöcklin and Opwis, 2008). Many researchers, including Tao (2008) and Harper (2008) have demonstrated the existence of a premium for a pleasant look, meaning that people, who are satisfied with their appearance and their environment perceive them as "beautiful", earn on average 5% more than comparable employees, which distinguish from them only after pleasant look perceived by their superiors. This influence is highly present by women, while with men it is statistically negligible, unless in cases of extremely attractive individuals (French, 2002).

Finally, we are on the verge of the most delicate and ethically disputable question, which we might pose in relation to the researched subject: "Will there still be jobs in the front line for people with less pleasing appearance to employer and consumers in service industry?" We can hardly expect this will happen, as not all the service organizations are building their positioning on visual appearance or physical environment in the service organization. Furthermore, "beautiful" people are not always enjoying a privileged position in the society. It is ironical that although women often get higher income for their beauty compared to less pretty women (Biddle and Hamermesh, 1998), they are the ones, who are a target of stereotypes based on good look, especially that "beauty and knowledge do not go hand in hand", as well as preconception that pretty people might be frivolous, light-minded and egoistic (Andreoni and Petrie, 2008). Those problems arrive to the surface more often in the mono-sex collectives, where pretty people become often target of enviousness and discrimination by less pretty co-workers (Bjerk, 2009).

Hiring employees based on visual appearance is not a delicate matter, if employer chooses among comparably skilled and educated candidates, who have all necessary characteristics to successfully complete the work. In that particular case, the visual appearance is only a bonus, which will enable a candidate probably a more successful career, while the employer is obliged to recognize this bonus, if he/she wants to do business economically (Vilela, 2007). The staffing procedure becomes questionable, when particular person has no necessary predispositions for a successful work tasks performance at certain job position, and is employed only because he/she suited better to employer's beauty measure or was perceived as more attractive than other candidates. In this case the employer primarily discredits oneself, as this person will be no match for job tasks, while the consumer besides pleasant atmosphere in the service organization, to which contribute also pretty and elegant employees, primarily expects the service result which he/she paid for (Toerien & Kitzinger, 2007). Furthermore, consumer's perception of beauty does not necessary match with employer's perception. It is important that selected personnel is pleasing to consumers and not the employer, if we consider the logical and economical way of hiring employees based on their look. This is especially hard to adjust in service organizations, which operate globally, as there are no universal beauty standards, but culturally dependent beauty perceptions, which distinguish very much among themselves (Jones, 2008).

Bloch and Richins (1992) and Mobius and Rosenblat (2006) are only a few among a group of authors, which have proven, how "pretty" look of a service performer indirectly influences his/her success at work. As they argue, "pretty people" are often more confident and have better developed communication and other social skills, therefore the employers perceive them more or less justifiable as more qualified. Furthermore, people with better look have according to previous studies higher self-respect and better opinion about themselves, which increases their locus of control and makes them more attractive. Despite those empirical findings it is not possible to prove that pretty people are also more successful. On the other hand, the employers who look so narrow, may loose candidates that might be the foundation for creation of competitive advantages, only because they did not like their look; which no organization should be able to afford (Cameron and Reeb, 2008).

RESEARCH FRAMEWORK AND ANALYSIS

Authors that globally contributed the most to professional acknowledgement of appearance and aesthetics as factors to assert employees, Warhurst and Nickson (2009) in their studies constantly warn us that the research area, which they dedicated most of their scientific work, is generally empirically and theoretically very under researched by other authors, while we can certainly claim this is very first study done in Slovenia, as one of Central and Eastern European markets. The goal of the study is to evaluate the existence and legitimacy of hiring employees based on visual appearance, and to define under what conditions the use of such employee selection is economically sound. Thus, all later scientific efforts in relation to the appearance of a service performer in different service sectors were driven around the question, how it is possible to attain economically measurable results by managing certain elements of service performer appearance (Nickson and Korczynski, 2009). The survey is limited to Slovenian environment, which gives it an element of locality, while at the same time because of global perception of beauty and its importance (Jones, 2008) we presume that the results may be generalized for culturally similar countries.

As we already at the beginning of a research, based on the analysis of secondary resources, discovered that we are dealing with a socially delicate matter, which might bring many into embarrassment, stress or doubt regarding its own believes (Rosenblat, 2008), we first carried out a survey on a sample of 100 regular service consumers, which served us not to attain research goal, but to enlighten social spirit in spheres directed to appearance and lookism, as well as the attitude of individuals towards general understanding of aesthetics, appearance and cultivation of a body on the labor market (Etcoff, 1999). The applicability of results, collected with this method, is questionable, as consumers only rarely realize factors that impacted their perceived quality of service performer, or are not prepared to sincerely answer the questions, although most of the research on service quality has been done that way (Morgan, Elbe and Curiel, 2009). Therefore, based on the survey results we built a questionnaire for a semi-structured interview. Only the results, gathered with a qualitative method (these results will be presented in the present paper) enabled us a full view on two-sided attitude of the society towards the concept of beauty and sexual attraction on labor market, which often pushes individual into internal split between equality of workers no matter what their look is, and deeper subjective criteria and beliefs of decision makers. The questions for semi-structured interviews were based on a model of Warhurst and Nickson (2009), who have already before proven that some of the evaluated four factors of perceived quality of service performer are interconnected and influence the researched phenomenon. We followed the instructions of Walford (2009), who suggests that a researcher should upgrade a measurement tool, used by other distinguished authors with its own questions, which is also a methodological contribution and added value of this research.

We used a purpose based sampling, and finally interviewed 12 individuals, from which 10 people are the owners of service organizations and 2 work in the human resource department of a service company. The interview lasted between 40 and 60 minutes and was carried out between 1st of July and 21st of July in 2009. As the place of interview is according to Malhotra and Birks (2003) crucial in order for interviewees to be relaxed, we carried out the interviews in non-formal environment, outside their working place. Interviews were taped, and afterwards transcripts were made and upgraded with nonverbal communication observation regarding body language, tone of their voice and other nonverbal signs that at certain occasions express much more than the words of interviewee (Birn, 2002). As the analysis is according to many the most demanding and most important step at interview execution (Aaker and Day, 1986), we used a cross-referencing method of analysis that is based on comparison of uniform answers of different interviewees (Patton, 2002). The results of analysis need to be checked by the survey participants (Hague, 2002); therefore we went through the transcripts of interviews with each individual and verify the answers.

RESEARCH LIMITATIONS, FUTURE RESEARCH AND MANAGERIAL IMPLICATIONS

The research has several limitations. As the main deficiency we may stress a relatively small sample, while Nickson and Warhust (2007, 2009) in its studies in this field had four times as large sample. Also the use of purpose based sampling technique limits the applicability of research results to the wider population, because of its insufficient representativeness (Brassington and Pettitt, 2007), while the qualitative part of the research is not able to generalize at all, however serves us as an important description of a researched phenomena. Several authors warn about culturally affected perception and symbolism of beauty, its importance in the society and career, as well as importance of sexual attraction (Scranton, 2001, Frosh, 2003, Black, 2004). Finally, there is also undesired influence of the interviewer present in the semi-structured interviews (Malhotra and Birks, 2003).

The whole concept of aesthetics and appearance of service performer creates a marketing base for competitive differentiation based on organizational image and economically measurable value for the consumer, as the perception of service performer appearance influences consumer's perceived service quality (Malos, 2007). At the beginning it is prudent to evaluate, whether the type of organization is even suitable for positioning based on its image, or would not be better to look for competitive advantages elsewhere. It is a strategic decision, which must be accepted by the highest management in the company; while later establish a strategy of implementing this change. Implementing the component of sexual attraction of service performer because of marketing reasons is questionable if the service organization wants to present itself at the same time as respectable or socially responsible. Because of negative attitude of the society to discrimination based on visual appearance, company risks to worsen the perceived reputation or even legal sanctions, only because planning hiring employees based on their appearance. It is important to implement such system of hiring employees gradually and cautiously, while by no means it should be the only base for deciding upon the candidate. Furthermore, the employees need to be notified what kind of changes are awaiting them and explain them why. Internal marketing within the company should enhance the benefits of achieving aimed image and employee rewards. As most of the employees will be against discrimination based on appearance, it is important to stress its symbolic meaning and benefits that a pleasant appearance of individual has for the organization.

The added value of this paper is the synthesis of other authors' research and a construction of a base model of elements that affects consumer's perceived quality generated by the service performer, and its upgrade on the basis of research results. We hope that this paper represents a shift in social science from mass evaluation of staffing upon appearance connected with discrimination, to reestablishment of perception that the appearance of service performer can be critical element of existence or even winning in the service industry, consequently becoming such type of hiring new employees more legitimate, at least as perceived by the managers of service organizations. Researchers, who would like to upgrade this research, we suggest to carry it out on the larger and more representative sample. It is suggested also to upgrade the measurement instrument with additional elements that were stressed in the research results chapter. One of the proposals is also to empirically investigate the potential effects of service performance personality on all other elements of consumer's perceived quality, generated by the service performer, which was in its basic version proposed already by Hurley (1988). The results of comparative studies (e.g. comparison with other countries, the repetition of research after some years on the same sample, etc.) would help identify other external and organizational factors that have an influence on the researched phenomenon.

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