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Sky Glamour: Customers' Expected Aesthetic Characteristics Considering Cabin Crew and Passenger Perspectives

Cheng-Hua YANG¹

Abstract

This study conducted in-depth and group interviews of cabin crews and passengers of full service (FSC) and low cost (LCC) air carriers using multi-dimensional scaling and a questionnaire survey. Furthermore, the cabin crews and passengers' normalised weights regarding 'customers' expected aesthetic characteristics' was calculated and evaluated using Ridit analysis. The results indicated that FSC passengers expected cabin crews to be physically attractive and have nice tone and manner for the 'interactive aesthetic perception' factor; while FSC cabin crews emphasized 'emotional aesthetic perception' for passengers' inner awareness; LCC passengers expected cabin crews to maintain a good cabin atmosphere, while LCC cabin crews emphasized an outgoing personality and an aesthetic marketing perception. Both FSC and LCC passengers emphasized 'rational aesthetic perception'. These findings could enhance airlines' understanding of cabin crews' aesthetic functions and assist in crew selection and training.

Keywords: aesthetic characteristics, full service carriers, low cost carriers, cabin crew; multidimensional scaling

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Introduction

Aesthetic labour refers to an individual's aesthetic skills and attributes in the workplace, such as physical features, voice and manner, and is derived from emotional labour (Tsauro & Tang, 2013; Tsauro, Luoh & Syue, 2015; Warhurst, Nickson, Witz & Marie Cullen, 2000). According to Butler (2014), aesthetic labour seemed to be largely confined to the good looking. However, aesthetic labour also comprises sounding right and excellent communication skills. Riggio, Widaman, Tucker and Salinas (1991) suggested that physical attractiveness included two components: static, including one's physical appearance, dress sense and facial and physical attractiveness, and dynamic, including one's communication skills, response profiles, social experience, wisdom and skills. Along with a positive attitude and the ability to control emotions, front-line employees are expected to possess aesthetic skills or self-presentation features, such as good looks, sympathetic body language, dress sense/style, voice/accent and manner (Nickson, Warhurst & Dutton, 2004; 2005). Hakim (2010) considered beauty, sexual attractiveness, social skills, liveliness, social presentation and sexuality to be erotic capital.

Enterprises often adopt an aesthetic appearance to stimulate customer emotions and influence their deductions, judgments and behaviours (Barlow & Maul, 2000). In high-contact service industries, aesthetic labour has become a catalyst for lookism (Warhurst, van den Broek, Hall & Nickson, 2009). For this reason, enterprises recruit attractive, decent, cultivable employees who meet the employers' stereotypical expectations and create unique corporate aesthetic norms (Warhurst & Nickson, 2007). Nickson *et al.* (2005) determined that corporate aesthetic norms encompassed cleanliness, dress sense, accessories, personal appearance, hairstyles and hair length. Moreover, such employees are expected to spend time, energy and money on self-maintenance to ensure appropriate self-presentation during working hours (Entwistle & Wissinger, 2006). As mentioned above, customers expect these aesthetic features and they reveal social and economic values regarding the labour force in general (French, Robins, Homer & Tapsell, 2009; Hakim, 2010).

Airline carriers often promote passenger-oriented core values, as demonstrated in the following corporate slogans, such as 'we bloom everyday' (China Airlines), 'enjoy the gentle touch' (Mandarin Airlines) and 'smooth as silk' (Thai Airways). These slogans indicate airlines' regard of passengers as aesthetic subjects; airlines offer passengers special comforts when travelling and also attempt to create an aesthetic atmosphere to meet their spiritual needs. In recent years, Asia has witnessed rapid and continuous growth in low cost carriers (LCCs). To save operating costs, most LCC tickets are booked using self-service technologies while most airport work is outsourced. In this case, the only real interaction between the passengers and LCC employees occurs in the aircraft cabin. Similar

to full service carriers (FSCs), LCCs often use corporate logos, aircraft signage, and the cabin crew's uniforms and personal characteristics to create an aesthetic experience. In a cross-comparison of numerous LCCs' recruitment advertisements, this study found that cabin crew selection involved certain emotional attributes such as 'active', 'outgoing', 'sincere', 'having an agreeable smile' and 'interactive' (Tigerair Taiwan), and 'enthusiastic', 'passionate', 'showing affinity' (Spring Airlines). In short, most FSC and LCC cabin crews are expected to possess aesthetic characteristics and apply these flexibly at work.

According to Featherstone (2000), consumer goods carried symbolic signs; while evaluating a product or service, modern people focused on its practical functions and the additional aesthetic experience and pleasure derived from it. However, experiencing an aesthetic service encounter involves an interaction between the supplier and the demander, along with perception, evaluation and judgment. Bitner, Booms and Mohr (1994) found that many service encounters were considered service scripts based on the suppliers' and demanders' countless repeated enhancements, standardizations and adequate rehearsals. Both parties attempted to share mutual views and presented appropriate roles and behaviours to avoid any perceived differences or conflicts.

By focusing on perceived aesthetic perceptions and the pleasant experiences provided by cabin crews and passengers in service encounters, this study conducted a cross-comparison of the perceived differences in importance evaluations among 'customers' expected aesthetic characteristics' to provide enterprises with a reference for employee selection and training, and the adjustment of service resources and content.

Literature Review

Physical Attractiveness

Patzer (1983) defined physical attractiveness as the degree to which an individual's appearance positively affected other people. Smith (1985) found that face was the most important aspect in physical attractiveness, and Schacht, Werheid and Sommer (2008) argued that facial attractiveness conveyed important social information and was an essential social signal. According to DeLamater and Myers (2007), the prioritising of attractive people in human mating rituals could be analysed from a purely aesthetic perspective. Most people are attracted to beauty and psychologically expect rewards when communicating with attractive people, as they believe that physically attractive people also possess desirable personal traits, such as intelligence and benevolence (Shinada & Yamagishi, 2014).

As evidenced by many studies, attractive people were more socially and economically successful than people with average or unattractive looks (Bobadilla, Metze & Taylor, 2013; Kuipers, 2015). This drove early researchers to propose that ‘beauty is good’ (Dion, Berscheid & Walster, 1972). It is not surprising, therefore, that people spend a great deal of their energy and resources in enhancing their attractiveness (Furnham & Swami, 2012). Hamermesh (2011) asserted that jobs emphasising physical attractiveness included, but were not limited to, cabin crews, cosmetics salespeople, escorts, prostitutes, politicians and spokespersons, and that even physically attractive fraudsters outdid more common-looking people in winning their victims’ trust. Civre *et al.* (2013) found that appearance significantly influenced interactions between hospitality employees and customers as both parties tended to relate mutual appearance with a perceived classification. For instance, employees stereotypically linked a guest’s facial attractiveness with three commonly perceived characteristics of the guests’ prosperity, predisposition to being demanding and ‘kindness’. Shahani, Dipboye and Gehrlein (1993) argued that the good-looking female students were scored relatively higher in the interview for college admission, although the evaluation did not determine final admission. Previous studies on recommendation interviews, in which judges did not select a potential employee without first meeting the applicants (Marlowe, Schneider & Nelson, 1996), suggested that some factors irrelevant to position duties, such as the applicants’ physical attractiveness and gender might have affected the judges’ evaluations (Jawahar & Mattsson, 2005). For this reason, human resource scholars sought to use the interview’s structural design to reduce the cognitive complexity of the judges’ evaluations by filtering such interference (Campion, Palmer & Campion, 1997). However, Bower and Landreth (2001) found that physical attractiveness was not as influential as expected.

Aesthetic Labour

The experience-based economy, prevailing since the early 21st century, emphasizes lifestyle and aesthetic experience, rather than price or speed (Austin, 2008). Many enterprises have gradually incorporated aesthetic science into their economic activities, hoping to develop a use- or exchange-based value into a sign- and experience-based value (Kotler, Kartajaya & Setiawan, 2010).

Warhurst *et al.* (2009) found that enterprises were influencing their employees’ overall image to acquire additional benefits. In the aesthetic economy, front-line employees are perceived as performance labour and their services as a performance triggering customer emotions and acceptance (Bryman, 2004). Tsaour *et al.* (2015) argued that employees’ aesthetic characteristics could enhance positive customer emotions and intentions; therefore, employees’ physical appearances and organizations’ aesthetic norms were important in service encounters and served as an essential element of the organizational atmosphere and their pursuit of differentiation (Warhurst *et al.*, 2000).

Aesthetic science is no longer merely of researchers' interest but is being used for creating product or service value in business models. It has become an essential part of the special knowledge domains used by different industries for the selection and recruitment of talents (Tsaur & Tang, 2013; Warhurst *et al.*, 2000).

Erotic Capital

Sala, Terraneo, Lucchini and Knies (2012) stated that previous social hierarchy and mobility studies on socio-economic inequalities had concentrated primarily on the effects of economic, cultural and social capital. However, other resources, such as heredity and erotic capital, might also be significant in the perceptions of social inequality.

Hakim (2010) stated that erotic capital had six elements: (1) beauty, (2) sexual attractiveness, (3) social skills, (4) liveliness, (5) social presentation and (6) sexuality (only applicable in intimate relationships). Along with physical attractiveness, erotic capital encompasses overall personal assets such as personality, dress sense, social skills and a relaxing image. Attractive people of both genders tend to be more popular and receive more attention, benefits, cooperation and assistance (Hakim, 2010). Accordingly, erotic capital can be regarded as a fourth personal asset, alongside economic, social and human capital. Hakim (2015) observed that erotic capital delivered social benefits throughout life, illustrated by 15% extra votes for attractive candidates in elections; furthermore, it had economic value, delivering earning mark-ups between 10% and 20% on average (17% for men and 12% for women).

In modern societies, the value of erotic capital has become increasingly diverse and noticeable (Hamermesh, 2011). According to Sala *et al.* (2012), being 'smart' and 'attractive' could be important for self-achievement. Consequently, the negative connotations attributed to these aspects by conventional legalities are irrelevant as people with these assets should not be required to forego their personal advantages, even if this topic is considered taboo.

Methodology

The system prototype involved the process from the passengers' boarding and the cabin door closing to its opening before passengers deplaned. For both FSCs and LCCs, cabin crew regulations, operating manuals and uniform handbooks were collected as the basic information about the cabin service procedures. In-depth interviews and focus group interviews (FGIs) were then conducted.

In-Depth Interview

Passenger representatives (regular LCC and FSC economy-class passengers who had taken six or more flights in the previous year) were invited for semi-structured in-depth interviews and asked to follow a sequence of scenarios from boarding to deplaning and describe and review the aesthetic characteristics they perceived in their interactions with the cabin crews. Some Taiwan-based FSC and LCC cabin crews were also invited for semi-structured in-depth interviews and asked to describe and review the aesthetic characteristics outlined in the operation manuals or carrier training programs and describe what they felt about customer expectations from boarding to deplaning. Since qualitative studies do not require a certain number of sample size, the number of interviewees is determined by information saturation; that is, if no new information is forthcoming, the information is considered saturated and the interviews are terminated (Patton, 2002).

Focus Group Interviews

In this study, the directors (carrier representatives) of the cabin crews who participated in the in-depth interviews and the passengers familiar with FSC and LCC service procedures were invited for the FGIs. Two FGIs were held in Taoyuan and Kaohsiung. Six participants (two FSC employees, two LCC employees and two passenger representatives) took part in each FGI, facilitated by a researcher specialized in cabin service. The interview was divided into two stages. (1) The researcher controlled the discussion based on a previously established outline and ensured that participants understood the definition and meaning of 'aesthetic characteristics'. (2) The carrier representatives described the cabin crew's responsibilities and duties, along with the corresponding aesthetic norms and their strategic thoughts on service marketing; and then, the passenger representatives provided comments and feedback. The recording of the meeting was then transcribed, examined, highlighted and divided into specific concepts/themes, which were further categorized according to similarities and differences. The aesthetic characteristics identified by FSC and LCC passengers were then consolidated into 20 main items, as shown in *Table 1*.

Table 1. Content of Measurement Instrument

Item no.	Item title	Item description
1	Emergency response	Present calm psychological quality and agile response ability to any emergencies in the cabin
2	Response to unavailable service	Give euphemistical explanations to passengers for unavailable services
3	Exception processing	Flexibly deal with service exceptions to avoid conflict
4	Discrimination avoidance	Uniform resource distribution and level of hospitality at the same class of cabin
5	Experienced attitude	Rich life experience and good attitudes
6	Sales aesthetics	Good at selling products with politeness and without disturbing resting passengers
7	Eye contact	Keep eye contact with the view not higher than passengers when interacting with passengers
8	Clothing & appearance conformity	Keep the integrity and conformity of make-up, uniform, and accessories
9	Physical attraction	Nice appearance and figure with elegant quality and charming body languages
10	Tone & manner	Proper and clear pronunciation, volume, and speed of speech and good at communication
11	Extroversion & cheerfulness	Good at social, passion, self-confident, and aggressive to flexibly conform to environment changes
12	Emotion control	Hide personal emotions and keep charming expression and attitudes
13	Imprint & code of brand value	Skillfully deliver the imprints and codes of brand value
14	Hospitality skill	Solid professional knowledge of hospitality, operation skills, and good foreign language communication ability
15	Instrumentality of explicit behaviour	Master the variety and intensity of explicit behaviours of language, movement, and emotion to maintain the order and atmosphere in the cabin
16	Creation & inspiration	Occasional dress and service of cabin crew on festivals or flights with special topics
17	Moving treatment	Moving treatment, e.g. additional supplies with necessity, assisting in comforting crying kids, timely sending blessing (e.g. birthday, proposing marriage)
18	Body odor elimination	Avoid body odors, such as sweat, bad breath, or strong perfume
19	Graceful image of uniform	Graceful image of uniform and accessories
20	Practice and function of uniform	Stress on the specialty, practice, and function of uniform and accessories

Research Methods

Multidimensional Scaling (MDS)

Similar to faith, attitude and cognition, customers' expected aesthetic characteristics are subjective and unrecognizable latent attributes. In this case, attribute-based approaches, including principal component analysis, are inapplicable to situations in which the latent attribute influencing the results remains unknown (Green, Carmone & Smith, 1989). An ordinal rating scale was used for gathering information about the latent attributes and Multidimensional Scaling (MDS) (Kruskal, 1964) was used for developing a two-dimensional figure to assist in categorizing the conceptual factors in the early stage.

To evaluate the importance of the 20 items, this study invited the participants who had taken part in the FGIs to use snowball sampling and recommend 45 respondents who had not participated in the interview or the expert reviews (including 15 FSC cabin crew members, 15 LCC cabin crew members and 15 passenger representatives). On retrieving the questionnaires, IBM SPSS Statistics Version 21 was used for the calculations. The results showed that Kruskal's Stress coefficient Stress (q) was 0.036 and the squared correlation RSQ was 0.996. According to Kruskal's (1964) suggestion on judging an MDS solution's goodness of fit, the two-dimensional representation was considered to be good.

The axes of the two-dimensional Cartesian system comprised Dimensions 1 and 2: two mutually vertical number lines were converted into a 0 point coincidence of the Euclidean distance, which subsequently divided the plane into four quadrants. Quadrant I included six items of 1, 5, 8, 15, 19, and 20; Quadrant II included two items of 4 and 12; Quadrant III included four items of 2, 3, 16, and 17; and, Quadrant IV included eight items of 6, 7, 9, 10, 11, 13, 14, and 18.

These two axes in the spatial perceptual map derived from the MDS had no special meaning (Kruskal, 1964); therefore, the 20 items could be grouped according to the quadrants in which they were located, as shown in the 2-Dimensional Spatial Perceptual Map. The groups' common features endowed the two axes with meaning that enhanced the results' applicability. In this case, this study titled Dimension 1 as 'noticeable perception of beauty—unnoticeable perception of beauty' and Dimension 2 as 'high technical level—low technical level'. Quadrant I was titled 'professional aesthetic perception' (noticeable perception of beauty—high technical level), Quadrant II, 'rational aesthetic perception' (unnoticeable perception of beauty—high technical level), Quadrant III, 'emotional aesthetic perception' (unnoticeable perception of beauty—low technical level) and Quadrant IV, 'interactive aesthetic perception' (noticeable perception of beauty—low technical level). *Figure 1* shows the conceptual framework after the construction of 2-dimensional spatial perceptual map.

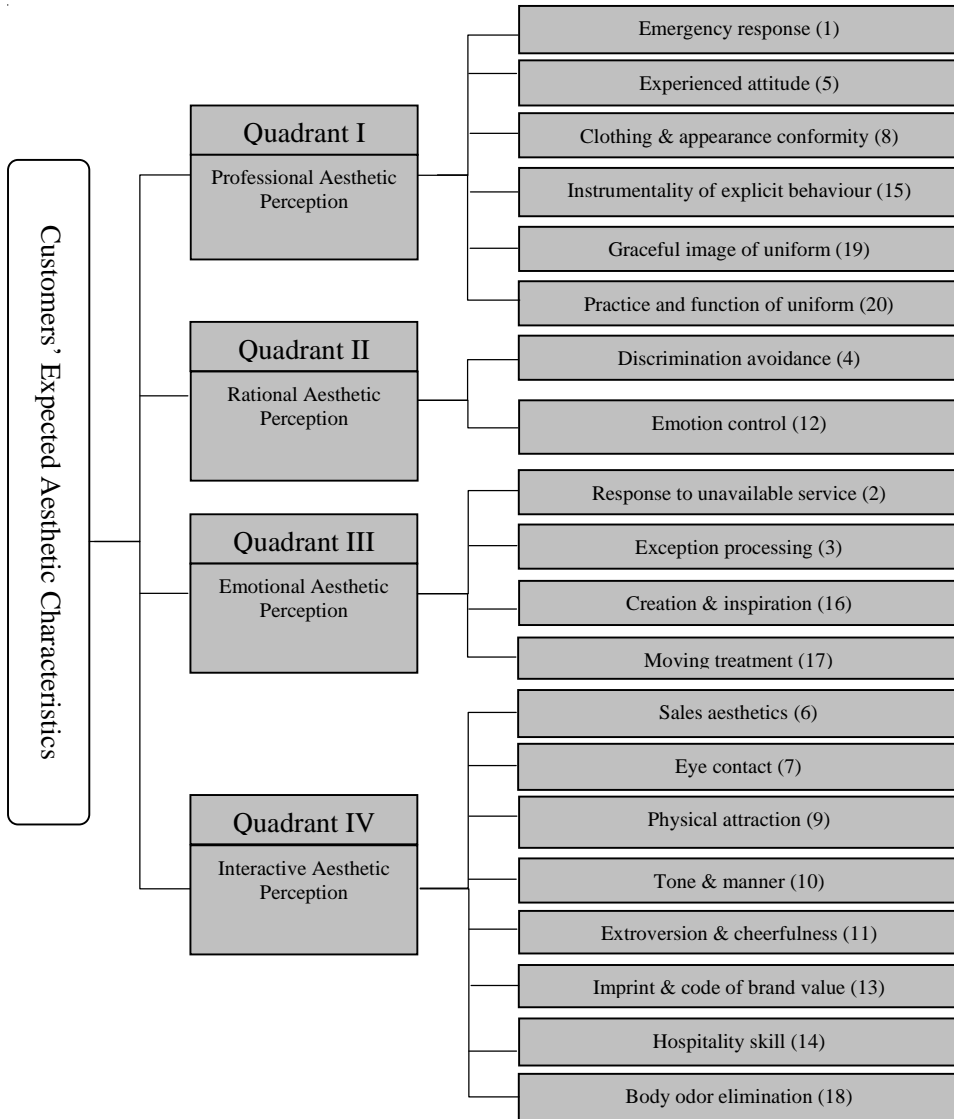


Figure 1. Conceptual Framework

Data Collection

Interviews were conducted with cabin crews and passengers from the three major FSCs in Taiwan (China Airlines, EVA Air and TransAsia Airways) as well as some LCCs with the agency service provided by aforementioned three FSCs (Taiwan Tigerair entrusted by China Airlines; AirAsia and HongKong Airlines

entrusted by EVA Air; and, V Air entrusted by TransAsia Airways). To reduce the possible effects of service complexity and cabin comfort on the interviewees' measurement of the aesthetic evaluative differences between LCC and FSC economy classes, the cross-strait direct flights, Northeast Asia and Southeast Asia, having one-way flight segments of four hours were chosen. Taoyuan International Airport was the site for passenger data collection, and the intercept interviews took place from 10 February 2016 to 9 March 2016.

For information regarding the cabin crew, using snowball sampling, the carrier representatives who had previously assisted in the interviews were invited to recommend participants using other channels such as Facebook/Line and cabin crew exchange associations. The cabin crews and passengers were asked to evaluate the importance of the four quadrants shown in Figure 1 by rating them on a 5-point scale. An evaluation of the importance of the relevant items in the four quadrants using the same 5-point scale was also required. FSC passengers completed 495 questionnaire copies, LCC passengers completed 396, FSC cabin crews completed 270 and LCC cabin crews completed 165.

Results

This study used Ridit analysis (Bross, 1958) to evaluate the opinions of the cabin crews and passengers in the four quadrants shown in Figure 1. The items in each quadrant were then evaluated and a comprehensive analysis was made after the normalization. The Ridit analysis is based on non-parametric statistics and is an effective data analysis tool for ordinal-scaled variables that fail to meet refined measurement system standards. Moreover, Ridit values can be calculated with interval scores between 0 and 1 and are derived from the ordinal probabilities converted from the weights of the ordinal categories that replace the percentages in random orders (Hu, Horng, Teng & Yen, 2013).

The Ridit analysis was carried out by the calculation function of Microsoft Office in two stages. First, the Ridit values for the i^{th} quadrant R_i of the four quadrants were calculated. However, their sum was not 1, thus making them unsuitable weight scores for an objective comparison. As shown in *Table 2*, these values were therefore converted into normalised weights, namely, 'hierarchy 2 weight' aggregating to 1. Similarly, the Ridit values for the j^{th} item of the 20 items underlying the specific quadrant were calculated and converted into the normalised weights, namely, 'hierarchy 3 weight', which aggregated to 1. The 'hierarchy 2 weight' of the quadrants was multiplied with the 'hierarchy 3 weight' of the items underlying the quadrants to generate the 'overall weight' for the entire instrument measurement.

Table 2. Overall Weight of Customers' Expected Aesthetic Characteristics

Quadrant no.	Hierarchy 2 weight			Hierarchy 2 rank			Item description	Item no.	Hierarchy 3 weight			Hierarchy 3 rank			Overall weight			Overall rank				
	FSCs		LCCs	FSCs		LCCs			FSCs		LCCs	FSCs		LCCs	FSCs		LCCs	FSCs		LCCs		
	Cabin crew	Passenger	Cabin crew	Passenger	Cabin crew	Passenger			Cabin crew	Passenger	Cabin crew	Passenger	Cabin crew	Passenger	Cabin crew	Passenger	Cabin crew	Passenger	Cabin crew	Passenger		
(I) Professional aesthetic perception							1		.106	.146	.158	.122	6	5	5	6	.041	.046	.037	18	14	16
							5		.145	.168	.173	.171	4	3	2	4	.047	.050	.052	13	7	7
							8		.239	.229	.171	.204	1	1	3	1	.064	.050	.062	4	3	3
		.264	.280	.290	.305	3	2	15	.125	.150	.128	.176	5	4	6	3	.042	.037	.054	16	10	14
							19	.222	.178	.171	.144	.144	2	2	4	5	.059	.050	.044	6	5	9
							20	.163	.128	.199	.182	.182	3	6	1	2	.043	.058	.056	12	17	3
							4	.373	.486	.451	.486	.486	2	2	2	2	.053	.106	.124	7	2	2
		.141	.252	.236	.255	4	3	12	.627	.514	.549	.514	1	1	1	1	.088	.130	.131	3	1	1
(II) Rational aesthetic perception																						

(III) Emotional aesthetic perception	2	Response to unavailable service	.073	.170	.205	.212	.121	.130	.237	3	4	2	2	.063	.034	.039	.041	4	18	15	13
	3	Exception processing				.208		.310		4	2	4	1	.052	.033	.054		8	10	17	5
	16	Creation & inspiration				.359		.227		1	3	1	3	.098	.056	.039		1	10	4	14
	17	Moving treatment				.214		.225		2	1	3	4	.094	.034	.039		2	8	15	14
	6	Sales aesthetics				.169		.160		6	6	2	3	.032	.053	.043		17	16	6	10
	7	Eye contact				.078		.091		1	3	7	6	.046	.025	.024		9	9	18	18
	9	Physical attraction				.157		.170		2	1	4	1	.044	.050	.046		10	4	8	8
	10	Tone & manner				.164		.162		3	2	3	2	.044	.052	.043		10	5	7	10
	11	Extroversion & cheerfulness				.174		.159		7	8	1	4	.026	.055	.043		19	20	5	10
	13	Imprint & code of brand value				.056		.059		5	5	8	8	.036	.018	.016		15	14	20	20
14	Hospitality skill				.080		.068		4	4	6	7	.038	.025	.018		13	10	18	19	
18	Body odor elimination				.079		.130		8	7	5	5	.021	.024	.035		20	19	13	17	
(IV) Interactive aesthetic perception	1				.163		.317		.157												
	2				.305		.268		.173												
	1				.308		.287														
	2																				
	1																				
	1																				
	1																				
	2																				
	1																				
	2																				

Quadrant I: (1) LCC cabin crews focused more on item 1 (Emergency response) than FSC cabin crews, but FSC passengers attached more importance to item 1 than LCC passengers. (2) LCC cabin crews and passengers similarly prioritised item 5 (Experienced attitude), but FSC passengers focused more on item 5 than FSC cabin crews. (3) FSC cabin crews and passengers and LCC passengers similarly prioritised item 8 (Clothing & appearance conformity), but LCC cabin crews focused less on this variable. (4) FSC and LCC passengers emphasised item 15 (Instrumentality of explicit behaviour) more than FSC and LCC cabin crews and, especially, LCC passengers. (5) FSC cabin crews considered item 19 (Graceful image of uniform) significant. (6) LCC cabin crews and passengers placed similar emphasis on item 20 (Practice and function of uniform) and also surpassed FSC cabin crews and passengers regarding this aspect.

Quadrant II: (1) FSC and LCC passengers similarly prioritised item 4 (Discrimination avoidance), but LCC cabin crews surpassed FSC cabin crews in meeting passenger expectations. (2) FSC passengers and LCC cabin crews and passengers gave the greatest priority to item 12 (Emotion control), but FSC cabin crews emphasised this item less.

Quadrant III: (1) FSC cabin crews, compared with LCC cabin crews, considered item 2 (Response to unavailable service) and item 3 (Exception processing) highly significant. (2) FSC cabin crews emphasised item 16 (Creation & inspiration) more than LCC cabin crews, but FSC passengers focused on the item slightly more than LCC passengers. (3) FSC cabin crews emphasised item 17 (Moving treatment) more than FSC passengers, but LCC passengers demonstrated slightly more focus on the item than LCC cabin crews.

Quadrant IV: (1) The emphasis on item 6 (Sales aesthetics) in descending order was as follows: LCC cabin crews, LCC passengers, FSC passengers and FSC cabin crews. (2) FSC and LCC cabin crews and passengers indicated no differences in item 7 (Eye contact); however, FSCs attached higher importance to it than the LCCs. (3) FSC passengers prioritised item 9 (Physical attraction) more than the FSC cabin crews, but LCC crews emphasised the item more than LCC passengers. (4) LCC cabin crews demonstrated more concern about item 10 (Tone & manner) for their passengers, as opposed to FSCs. (5) LCC cabin crews and passengers attached greater importance to item 11 (Extroversion & cheerfulness) than FSC cabin crews and passengers. (6) FSC and LCC cabin crews and passengers assessed item 13 (Imprint & code of brand value) similarly. (7) FSC cabin crews and passengers emphasised item 14 (Hospitality skill) more than LCC cabin crews and passengers. (8) LCC cabin crews and passengers gave significantly greater priority to item 18 (Body odor elimination) than FSC cabin crews and passengers.

Discussions

FSC cabin crews vs. FSC passengers: (1) The following items, in descending order, attracted FSC cabin crews: Quadrant III (items 16, 17, and 2), Quadrant I (items 8 and 19) and Quadrant II (item 12). (2) The FSC passengers focused on Quadrant II (items 12 and 4), Quadrant I (items 8 and 19) and Quadrant IV (items 9 and 10). (3) FSC cabin crews demonstrated more concern about non-reference awareness and idealism-oriented 'emotional aesthetic perception', or their aesthetic evaluation was attached to passengers' abstract inner awareness. The items that attracted FSC passengers were, unfortunately, not included in Quadrant III (emotional aesthetic perception). Instead, FSC passengers prioritised Quadrant II (rational aesthetic perception), which had reference awareness and was consistent with rational judgment (Note: the rankings for items 4 and 12 were No. 2 and No. 1, respectively). They subsequently emphasised Quadrant I (professional aesthetic perception) for 'Graceful image of uniform' (item 19) and 'Clothing & appearance conformity' (item 8). They also focused on the cabin crews' physical attraction (item 9) and 'Tone & manner' (item 10) with recognizable cues in Quadrant IV (interactive aesthetic perception).

LCC cabin crews vs. LCC passengers: (1) The items that LCC cabin crews focused on were ranked as follows: Quadrant II (items 12 and 4), Quadrant I (item 20), Quadrant III (item 16) and Quadrant IV (items 11 and 6). (2) LCC passengers emphasised Quadrant II (items 12 and 4), Quadrant I (items 8, 20, and 15) and Quadrant III (item 3). (3) The items that LCC cabin crews and passengers were mostly focused on were in Quadrant II (rational aesthetic perception and the rankings and order of items 12 and 4). FSC passengers attached the greatest importance to Quadrant II. Hence, the results suggested that cabin crews should maintain a calm mind, show an agreeable attitude and avoid partial service when on duty. In terms of Quadrant I, for cost control reasons, LCC cabin crews had heavier workloads, longer flying hours and less rest time than their FSC colleagues (for example, LCC cabin crews are responsible for the cabin's cleanliness) (Akamavi, Mohamed, Pellmann & Xu, 2015; Dobruszkes, 2006); therefore, a uniform design focused on functionality and convenience at work and displaying a vital leisure style made item 20 attractive to LCC cabin crews and passengers.

FSC cabin crews vs. LCC cabin crews: (1) For FSC cabin crews, three items (items 16, 17, and 2) in Quadrant III ranked among the top 30% of the 20 items. Compared with LCC cabin crews who only nominated item 16 in Quadrant III, FSC cabin crews indicated more concern about this aspect. (2) In terms of Quadrant II, LCC cabin crews focused more on items 12 and 4. (3) For Quadrant I, FSC cabin crews focused on the 'Graceful image of uniform' (item 19) from an aesthetic brand perspective, while LCC cabin crews were more concerned with the practice and function of uniform (item 20). (4) In terms of Quadrant IV, as LCC passengers were only served food if they had booked it in advance or on-

site, the cabin crews had more time to interact with passengers, which could promote further product sales (Note: LCCs make limited transportation profits, but selling additional products is another important revenue channel). As a result, 'Extroversion & cheerfulness' (item 11) and 'Sales aesthetics' (item 6) were highlighted in motivating passengers to purchase products.

FSC passengers vs. LCC passengers: (1) FSC and LCC passengers demonstrated the greatest concern about Quadrant II, with items 12 and 4 being equally important. (2) For Quadrant I, passengers of both flight models believed that cabin crews should maintain completion and consistency in their 'Clothing & appearance conformity' (item 8). (3) For Quadrant III, LCC passengers underlined cabin crew measures for exception processing (item 3). (4) For Quadrant IV, FSC passengers emphasised cabin crews' physical attraction (item 9) and 'Tone & manner' (item 10).

Conclusions

Strategic application of human resource practices: Rational aesthetic perception is a combination of passengers' rational evaluation of cabin service and their visual pleasure. Even if high-value customers are well served, appropriate strategies could enhance low-value customers' contribution to corporate profits or at least encourage them to remain with the service providers. Cabin crews should be trained to offer impartial service to passengers. According to the Federal Aviation Regulation/Part 91.533, each cabin crew needs to serve approximately 50 passengers; however, this can be stressful, with numerous physical and psychological challenges such as jet lag, flight dysrhythmia, emotional exhaustion and mental weariness (Yen, Hsu, Yang & Ho, 2009). Flight crews need to manage their emotions and emotional expressions to fulfil organizational display rules. However, Lee and Hwang (2016) highlighted service employees' actions and manner of speaking with customers as critical to enhance service quality in the hospitality industry. Besides requiring cabin crews to participate in both superficially and in deeper service encounters and displaying appropriate emotions (Hochschild, 1983), carriers should adopt human resource practices to alleviate cabin crews' emotional dissonance, burnout and reduced personal accomplishment, all of which may negatively influence them. Carriers can assist the employees in developing behaviours that meet the organization's expectations and also coincide with their personal understanding.

Ingenuous services consistent with brand characteristics: In marketing, limitations exist in differentiating the functional differences in transportation. For this reason, carriers should be aware of their customer value framework and the evaluative dimensions in their market orientation. They should also introduce

creativity and ingenuity in their services and develop service procedures and evaluation criteria consistent with their brand characteristics.

Uniform as an important social evaluation cue: Crew uniforms can significantly affect organizational behaviour and influence the presentation of the professional image (Rafaeli, Dutton, Harquail & Mackie-Lewis, 1997). In this case, the uniform needs to be endowed with spiritual and cultural values. Furthermore, it should be clean, pressed and fresh, as passengers tend to judge the airline's quality by each employee's appearance (Tungtakanpoung & Wyatt, 2013).

FSC job-adaptive selection and systematic body shaping courses: FSC passengers expect cabin crews to be physically attractive and have mellow comforting voices, while FSC cabin crews wish passengers to be sincere when receiving service. According to Mehrabian (1971), three elements affected our impression of people: words (7%), tone of voice (38%) and body language (55%). Words could be regulated according to a company's internal standard operating procedures, but tone of voice and body language depended on long-term training. It is suggested that FSC practitioners conduct an adaptive evaluation of applicants' personality characteristics and physical appearance during recruitment and then offer systematic physical training courses to in-service cabin crews so that they remain fit and exude professionalism, good mental health, overall self-cultivation and aesthetics.

Requirements for LCC cabin crews: LCC passengers expect cabin crews to flexibly handle emergencies in service, whereas LCC cabin crews emphasise extroversion and aesthetic marketing perceptions. Jung (1923) advocated that the characteristics of extroverted people included an interest in joining world activities, being energetic and lively, outgoing, confident, ambitious and enjoying being a part of groups, communities and probable places where they got an opportunity to interact. Hence, extroverted cabin crews would be more positive communication platforms for developing customer relationships and product marketing in LCCs.

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