

專題研究計畫題目與中英文摘要

導遊表現、遊客信任度與遊客滿意度對於遊客購物行為之影響：

流暢體驗之干擾角色

摘要：此研究之貢獻在於建立一個瞭解導遊表現對遊客購買行為影響之相關關係模型，模型中並檢驗遊客的知覺可信信任、知覺善意信任與滿意度之中介效果及遊客流暢體驗之干擾效果。本研究之分析結果確認導遊表現會對於遊客的知覺可信信任、知覺善意信任與滿意度產生顯著的正向影響。然而，模型中只有遊客知覺善意信任與遊客滿意度對於導遊表現及遊客購買行為間的關係產生中介之效果。儘管如此，導遊表現經由遊客的知覺可信信任及滿意度對於遊客購買行為所產生的影響比起模型中其它關係路徑來的強烈。再者，模型中流暢體驗只有對遊客的知覺善意信任與遊客購買行為間之關係產生干擾的效果。本研究亦根據研究發現討論相關管理意涵。

關鍵詞：導遊表現、信任、滿意度、流暢體驗、購買行為

The effect of tour guide performance, tourist trust, and tourist satisfaction on tourists' shopping behaviors: the moderating role of flow experience

Abstract: This study contributes to a model describing the effect of tour guide performance on tourist shopping behavior by examining the mediating effects of perceived credibility trust, perceived benevolence trust, and tourist satisfaction as well as the moderating effect of flow experience. Our analysis confirms that tour guide performance has positive effects on perceived credibility trust, perceived benevolence trust, and tourist satisfaction. However, only perceived benevolence trust and tourist satisfaction mediate the relationships between tour guide performance and tourist shopping behavior. Nevertheless, tour guide performance, as evaluated through perceived credibility trust and tourist satisfaction, has the strongest effect on tourist shopping behavior when compared to other routes in the model. In addition, the moderating effect of flow experience is confirmed in the perceived benevolence trust and tourist shopping behavior relationship, but it does not have any effects on other links. In light of our findings, managerial implications are discussed as well.

KEY WORDS: tour guide performance, trust; satisfaction, flow experience, shopping behavior

報告內容

Introduction

Public and local tourism industries at many destinations are increasingly recognizing the important role played by tour guides in the tourism industry (Mak, Wong, & Chang, 2011). Because tour guides are the vital interface between the host destination and its visitors (Ap & Wong, 2001), whether tour guides can demonstrate quality services to tourists is not only beneficial to the business development of their travel agents but also critical to the overall image of the destination they represent (Huang, Hsu, & Chan, 2010). In other words, a tour guide bears great responsibility for achieving tourist satisfaction through the services they provide (Chang, 2006). Accordingly, although previous researchers have proposed an important linkage between tour guide performance and tourist satisfaction (e.g., Chang, 2006; Geva & Goldman, 1991; Huang et al., 2010; Mossberg, 1995; Weiler & Ham, 2002; Zhang & Chow, 2004), research exploring how tour guide performance influences tourists' shopping behavior during their trip is scarce. This issue is particularly relevant to the shopping behavior of inbound tourists during their trip, which is important for increasing tourism and improving the economy in host communities (Lin & Lin, 2006; Oh, Cheng, Lehto, & O'Leary, 2004; Tosun, Temizkan, Timothy, & Fyall, 2007). For many countries, tourism expenditure has become an important source of business activity, income, employment, and foreign exchange (Lee, Var, & Blaine, 1996). In particular, tourists' expenditures on shopping activities account for 30% to 33% of their total travel spending (Litirell, Baizerman, Kean, Gahring, Niemeyer, Reilly, & Stout, 1994). In other words, although shopping behavior is one of several important travel motivations for tourists (Hsu, Cai, & Li, 2010; Swanson & Horridge, 2006), clarifying whether tour guide performance encourages shopping behavior could provide useful information for tour guides in planning their services. Such insights are important for achieving a win-win situation between both tourist satisfaction and overall economic profitability (Weiler & Ham, 2002). Therefore, understanding the relationships between tour guide performance and the related variables affecting tourists' shopping behavior is the main concern of this study. Furthermore, as proposed by Kwek & Lee (2011), while the role of the tour guide has been evaluated in the literature, understanding the tourists' trip experience is also important in the tourism industry. Therefore, this study introduces two constructs—perceived trust and the flow experience—that combine with tour guide performance and tourist satisfaction to exert a joint influence on tourists' shopping behavior. Perceived trust (further divided as perceived credibility trust and perceived

benevolence trust) is proposed as a mediating variable, whereas the flow experience is assumed to be a moderating variable. These variables are explored to verify their roles in the relationships among tour guide performance, tourist satisfaction, and tourists' shopping behavior.

Clarifying a tourist's perceived trust in the tour guide is important because trust can be defined as "the willingness to rely on an exchange partner in whom one has confidence" (Moorman, Deshpandé, & Zaltman, 1993, p. 82), which is an important factor in building customer satisfaction (Lee & Chung, 2009). For example, a tourist who trusts a tour guide has expectations for satisfaction with regard to that tour guide's service performance that are likely to be confirmed. Moreover, previous research has proposed that trust in the online store has been verified as an essential antecedent to online buying and repeat buying behavior (Gefen & Straub 2004; Hsu, Chang, & Chen, 2012; Reichheld & Schefer, 2000). While a high degree of trust can eliminate uncertainty and perceived risks in most online transactions (Chen & Barnes, 2007), the role of trust becomes imperative under conditions perceived as risky and having information asymmetry (Kim, Hong, Min, & Lee, 2011; Zillifro & Morais, 2004), especially for tourists in an unfamiliar host environment during their trip. Therefore, as well as a company's technology competence would affect a customer's perceived trust toward the firm and then influence his/her purchase intention in the online context (Chen & Barnes, 2007), a tour guide performance-tourists' perceived trust-shopping behavior linkage is assumed and explored in the tourism context.

Furthermore, considering flow experience is required because "flow represents the optimal experience" of an individual (Jackson & Eklund, 2004, p. 5). As proposed by Williams & Buswell (2003), although service encounter (e.g., tourists interacts with the tour guide) is one of the main parts responsible for service quality and leads to the level of customer satisfaction, the concept of flow is considered important for understanding the relationship between the participant (e.g., tourists) and the activity (e.g., a tour trip). Because flow has been considered an enjoyable or satisfactory experience (Csikszentmihalyi & Csikszentmihalyi, 1988), tourists' satisfaction with the travel experience will influence their buying behavior, and a highly satisfactory travel experience may trigger tourists' impulse purchase behavior (Meng & Xu, 2010). Therefore, flow experience has been proposed as a factor influencing shopping behavior. Accordingly, along with the investigation of the effects of tourist satisfaction and trust perceptions on tourist shopping behavior, a tourist's flow experience is also considered in the paper to confirm its moderating role among these relationships.

Accordingly, little research has been conducted to explain the relationships among tour guide performance, perceived credibility trust, perceived benevolence trust, tourist satisfaction, flow experience, and tourist shopping behavior in the tourism industry. For example, an issue that has been left unaddressed concerns whether an indirect relationship exists between tour guide performance and perceived credibility/benevolence trust on the one hand and tourist shopping behavior on the other. In other words, tour guides and tourism researchers may be interested to know how perceived credibility trust, perceived benevolence trust, and flow experience play different roles in determining tourist shopping behavior, on which limited research exists. This paper aims to fill these gaps. The contribution of this study to the tourism literature is therefore threefold. First, this study develops a conceptual model, incorporated with the related variables, to explore the correlational relationships between tour guide performance and tourist shopping behavior. Second, this study collects data from mainland Chinese tourists traveling in Taiwan to test hypothesized interrelationships in the model. Third, this study examines the relative effects of perceived credibility trust, perceived benevolence trust, customer satisfaction, and flow experience on tourist shopping behavior; it also offers practical insights for tour guides, explaining how tourists weigh these factors differently.

Theory Background and Hypothesis

Tour Guide Performance and Tourist Satisfaction

A tour guide is defined as “a person who guides groups or individuals on visits around the buildings, sites and landscapes of a city or region and who interprets in the language of the visitor’s choice, the cultural and natural heritage and environment” (Black & Ham, 2005, p. 178). According to Cohen’s (1985) model, the role of tour guide has four principal components in a tour: first, *the instrumental component*, which includes direction, access, and control; second, *the social component*, which includes tension management, integration, morale, and animation; third, *the international component*, which includes representation and organization; and fourth, the *communicative component*, which includes selection, information, interpretation, and fabrication. Therefore, in practice, tour guide performance is based on the tour guide’s fulfilling several functions. Tour guides manage tours and have great knowledge of a particular destination. They also interact with inbound tourists directly and hourly during the entire itinerary and provide tourists with safe, enjoyable, and rewarding experiences (Min, 2012). Numerous researchers have presented outstanding methods for measuring tour

guide performance from tourists' perspectives by hypothesizing about their own dimensions of tour guide performance. For example, Zhang & Chow (2004) proposed twenty service quality attributes to rate tour guide performance in Hong Kong. The six most important service quality attributes affecting mainland Chinese tourists' level of satisfaction were punctuality, the ability to solve problems, having knowledge of the destination, being honest and trustworthy, and being informed of safety regulations. Wang, Hsieh, Chou, & Lin (2007) employed multistage steps to validate a scale for measuring the group package tour (GPT) service in Taiwan. In their study, six items for tour leader attributes (i.e., good presentation ability, a sense of responsibility, friendliness, interpretive ability, professional ability, and an ability to coordinate within group members) and two items for local guide attributes (i.e., professional ability and skillful group leading) were extracted, and these items were found to be important for measuring the performance of the tour leader/local guide. Huang et al. (2010), in a review of relevant literature of tour guide performance attributes, summarized thirty-five items to evaluate the relationships between tour guide performance and tourist satisfaction in Shanghai, China. The study used both a Chinese-speaking sample and an English-speaking sample; the former generated two factors labeled *intrapersonal servability* and *interpersonal servability*, whereas the latter produced four factors labeled *professional competence*, *interpersonal skills and organization*, *empathy*, and *problem-solving ability*. The results show that tour guide service performance largely determines tourist satisfaction with the tour guide services.

The results of the abovementioned studies implies that the intangible service constructs are more important than tangible constructs for tourists to assess tour guide service performance. This finding is consistent with those of Zeithaml, Parasuraman, & Berry (1990) that of the five SERVQUAL dimensions (tangibles, reliability, responsiveness, assurance, and empathy) that customers use as criteria in judging service quality, the mean ratings for tangibles are somewhat lower than other four intangible dimensions and that reliability has generally been assessed as the most critical dimension. Although the SERVQUAL scale has been widely adapted within the tourism and leisure industry, criticism is largely concerned with the design and reliability of the instrument rather than its implementation (Williams & Buswell, 2003) and that the instrument may be too cumbersome for general use (Renganathan, 2011). In other words, SERVQUAL must be further examined with respect to reliability, validity, and its generic factor structure when used in the other research context (Akbaba, 2006; Kuo, Chang, Chen, & Hsu, 2012).

Therefore, in the context of tour guide services, Heung (2008, pp. 306-307) suggested that service quality can be evaluated through the following three main constructs. 1) Core service delivery: the essence of a service; regardless of the actions or behavior of the tour guide, he/she must deliver the fundamental service (i.e., fulfillment of the requirements for the tour, such as accommodation, dining, and transportation arrangements) to tourists. 2) Customer orientation: this construct focuses on what is valuable to customers and refers to the tour guide's fulfilling the tourists' needs to the greatest possible extent. The tour guide's primary responsibility is to lead the tour, solve problems, and assure customer satisfaction during the journey to establish long-term relationships with the tourists instead of focusing on short-term self-interest (e.g., commissions). 3) Communication effectiveness: this construct involves an exchange of information and is an important factor in the relationship marketing between the tour guide and the tourists. For example, a tour guide, throughout each day's itinerary, should communicate well with tourists on the trip, provide pleasant interpretations of the attractions, and handle tourists' inquiries and complaints. As recommended by Mak et al. (2011), Heung's (2008) notion of guiding service performance encompasses the critical service dimensions for understanding and evaluating service quality in tour guiding. These critical service dimensions are used in this study as dimensions to assess tourist satisfaction with tour guide performance.

Because service performance is a concept closely related to service quality (Huang et al., 2010), service quality, as perceived by the customer, is defined as "the extent of discrepancy between customers' expectations or desires and their perceptions" (Zeithaml et al., 1990, p. 19). As proposed by Zeithaml et al. (1990), quality gaps are the results of inconsistencies in the quality management process that may cause unsuccessful service delivery to customers (Renganathan, 2011). Therefore, customers are satisfied when their judgment of the service they have received (perception) equals or exceeds what they expected (Williams & Buswell, 2003). Accordingly, customer satisfaction has always been associated with service quality, both conceptually and methodologically; customer satisfaction has also been considered a result of comparing service performance with expectations (Huang et al., 2010). A large volume of previous research supports the hypothesis that the perceived quality performance of service offerings has a positive influence on customer satisfaction in both offline and online contexts (e.g., Andaleeb & Conway, 2006; Bai, Law, & Wen, 2008; Grabowski & Geng, 2001; Hutchinson, Lai, & Wang, 2009; Ibáñez, Hartmann, & Calvo, 2006; Loureiro & González, 2008; Macintosh, 2002; Wang, Zhang, Gu, & Zhen, 2009; Xu & Chan, 2010).

In the tourism context, if a tour guide performs well during the itinerary, it is assumed that this performance would will greatly improve the tourists' satisfaction with the journey. However, an unsatisfactory tour guide may ruin the tourists' enjoyment of their holiday (Lopez, 1980). Therefore, in terms of customer satisfaction as proposed by Kotler (2003), if the performance of the tour guide meets expectations or exceeds expectations during the journey, the tourists are satisfied or delighted, and when expectations are not met, they are dissatisfied (McDowall, 2010). Based on the aforementioned discussions, the first hypothesis is as follows:

H1. Tour guide performance has a significant and positive effect on tourist satisfaction with the journey.

Tour Guide Performance, Perceived Credibility Trust, and Perceived Benevolence Trust

Tour guides are the first service providers (Grabowski & Geng, 2001) to provide the “moment of truth” for tourists, and they fulfill important roles that can make or break the trip for the tourists (Zhang & Chow, 2004). The quality of the tour guide's performance can be considered to be the overall judgment made by the tourist regarding the degree of excellence of service (Loureiro & González, 2008). Previous researchers have proposed that the quality of service is important for gaining an individual's trust both in real-world contexts (Thom, Hall, & Pawlson, 2004) and in virtual contexts (Ye & Li, 2009). The customer's experience of quality service performance is one of the important factors in building a customer's trust (Ha, 2004). Therefore, in the tourism context, if tourists perceive that the tour guide's performance is of high quality, they are likely to have a high degree of trust in the tour guide. That is, tour guides performing quality services (e.g., providing information, interpreting the cultural and natural heritage, handling problems, and insulating tourists from difficulties, etc.) throughout the journey (Zhang & Chow, 2004) are likely to gain tourists' trust, which can then strengthen their confidence and reduce risk perceptions when traveling to an unfamiliar destination. In summary, trust is “a general belief or trusting intentions that another party could be trusted” (Chen & Barnes, 2007, p. 22) and is an individual's “confidence in the goodwill and competence of others” (Casimir, Waldman, Bartram, & Yang, 2006, p. 68), which is important in a long-lasting and profitable relationship (Flavián, Guinalú, & Gurrea, 2006).

Furthermore, Chang & Chen (2008) discussed trust as an individual's psychological state and as composed of a multi-faceted concept, including cognitive trust and affective trust. Cognitive trust can be defined as “customers' confidence or willingness to rely on

a trustee's competence and reliability (Johnson & Grayson, 2005)", whereas affective trust is "based on the trustee's benevolence (Riegelsberger, Sasse, & McCarthy, 2003)" (cited from Chang & Chen, 2008, p. 823). As proposed by Chen, Huang, & Sternquist (2011), the former could be labeled "credibility trust", and the latter could be labeled "benevolence trust". In other words, credibility, based on cognitive assessment such as contracts and structural assurances, is associated with economic rationale, whereas benevolence, based on emotional assessment of a person's goodwill, is associated with caring intentions (Dimoka, 2010). More specifically, credibility trust refers to "the focal partner's intention and ability to keep promises", whereas benevolence trust refers to "the focal partner's genuine concern for the partner through sacrifices that exceed a purely egocentric profit motive" (Singh & Sirdeshmukh, 2000, p. 154). Accordingly, in the tourism context, for example, a tourist's credibility trust in a tour guide is facilitated by the tour guide's performance in guide-related services (e.g., core service delivery and communication effectiveness as mentioned above). In this type of performance, the tour guide is perceived as having enough knowledge and ability to guide and complete the entire tour. That is, individuals (i.e., tourists) believe that other individuals (i.e., tour guides) are able to meet their needs (Wu & Tsang, 2008). Moreover, as stated by previous researchers (Grönroos, 1978, Heung, 2008; Mak et al., 2011), a tour guide can be perceived as a "salesperson" who sells the next trip. Therefore, the tour guide acts like a salesperson in a store, where, as noted by Tsai, Chin, & Chen (2010), that salesperson's expertise will positively influence the consumer's trust in the store because he/she has sufficient product/service knowledge, skill, and ability (Hill & Neeley, 1988). As shown in the research literature (e.g., Heijden, Verhagen, & Creemers, 2003; McCole, Ramsey, & Williams, 2009), customer trust in the vendor or the Internet as a whole generally has a positive influence on online purchasing behavior. Therefore, if tourists trust the tour guide in terms of his/her credibility, a wide variety of tourism products—including local crafts, antiques, apparel, household goods, memorabilia, gifts, and souvenirs (Litirell et al., 1994)—introduced or recommended by the tour guide will likely be seriously considered for purchase, and this underlying trust belief can subsequently trigger their shopping behavior.

In addition to credibility trust, benevolence trust occurs when tourists feel that the tour guide cares for them or behaves like a friend (e.g., customer orientation, as mentioned above). That is, individuals believe that other individuals voluntarily care about their needs (Wu & Tsang, 2008). Therefore, in the Chinese cultural context, maintaining this type of *guanxi* (關係), which is translated as connections and refers to

the existence of direct particular ties between individuals and others (Farh, Tsui, Xin, & Cheng, 1998; Jones & Mcclary, 2007), requires one to fulfill a *guanxi* obligation through the reciprocation of favors (e.g., shopping for souvenirs or local products recommended by the tour guide) (Chen et al., 2011). If one fails to do so, one will risk “losing face” (Guthrie, 1998; Chen et al., 2011). Therefore, the tourist’s perception of benevolence trust in a tour guide would facilitate the tourist’s shopping behavior during the scheduled tour. In an online context, trust in an individual’s integrity and ability is more likely to facilitate one’s purchase of products and services from others (Harris & Goode, 2010; Lu, Zhao, & Wang, 2010). In the tourism context, if tourists trust the tour guide to be credible and benevolent, both types of trust will influence their shopping behavior. In this regard, a trusting relationship is one in which one party takes the other party’s word as fact and believes that they will be treated honestly, which may result in lower transaction costs for tourists in activities such as shopping (Huang, Huang, Hsu, & Chang, 2009). Based on the above discussions, four hypotheses are established as follows:

H2. Tour guide performance has a significant and positive effect on tourists’ perceived credibility trust.

H3. Tour guide performance has a significant and positive effect on tourists’ perceived benevolence trust.

H4. Tourists’ perceived credibility trust has a significant and positive effect on their shopping behavior.

H5. Tourists’ perceived benevolence trust has a significant and positive effect on their shopping behavior.

Perceived Trust, Tourist Satisfaction, and Shopping Behavior

As concluded by Swanson, Davis, & Zhao (2007), gaining trust is antecedent to achieving customer satisfaction because trust reduces perceived risk and customer uncertainty, and it allows patrons to have confidence in their expectations. Although some studies (e.g., Loureiro & González, 2008) have suggested that customer satisfaction has a positive effect on trust, others have demonstrated that a customer’s positive perceptions of trust lead to customer satisfaction (Lee & Chung, 2009). Nevertheless, the present study assumes that inbound tourists behave in accordance with the trust-satisfaction linkage in the buyer-supplier relationship as described in the research of Razzaque & Boon (2003), as these tourists are likely to be unfamiliar with traveling in countries with different cultures (Xu & Chan, 2010). Therefore, this study

assumes that a higher level of trust held by a tourist in a tour guide implies the tourist's having a higher level of satisfaction with the tour guide services.

Furthermore, customer satisfaction is recognized as playing a vital role in predicting a customer's purchase intention, as demonstrated by many previous studies (e.g., Gounaris, Dimitriadis, & Stathakopoulos, 2005; He & Song, 2009). That is, customer satisfaction is considered one of the important factors that lead to the future behavior of customers (Murray & Howat, 2002). However, Newberry, Klemz, & Boshoff (2003) argued that some customers who have strong purchase intentions do not actually make a purchase in a store. In Newberry et al.'s (2003) study, they suggest that managers should consider acquiring data based on actual shopping behavior to understand customer behavior in a more realistic way. In other words, spending on purchasing items, such as locally made handicrafts and souvenirs designed as tourist products, is an appropriate way to understand the tourist's actual shopping behavior during the trip (Tosun et al., 2007). Therefore, tourists who have more trust in and are more satisfied with the tour guide services are more likely to shop during the tour activities. Accordingly, three hypotheses are made as follows:

H6. Tourist trust in the credibility of a tour guide has a significant and positive effect on tourist satisfaction.

H7. Tourist trust in the benevolence of a tour guide has a significant and positive effect on tourist satisfaction.

H8. Tourist satisfaction has a significant and positive effect on tourist shopping behavior.

The Moderating Role of Flow Experience

The purpose of this study is to understand tourists' shopping behavior during the trip. Previous studies have shown that various factors influence a tourist's decision to shop (Tosun et al., 2007). Factors such as socioeconomic status and lifestyle clearly affect a tourist's propensity to purchase an item (Keown, 1989). Therefore, although a tourist's perceived trust in or satisfaction with the tour guide's performance is presumed to affect his/her shopping behavior, another important factor that should be considered is how the tourist enjoys the itinerary itself. When tourists do not feel that the itinerary is enjoyable, they are disinclined to participate in shopping activities. That is, as stated by Pond (1993, p. 104), "people are here to enjoy themselves". Tourists' satisfaction is much more than service quality; positive flow produces highly satisfactory outcomes for tourists (Mannell & Iso-Ahola, 1987).

Although researchers have identified flow in several ways (Lee & Yoo, 2011), the most widely used description of this phenomenon has as its source Csikszentmihalyi (1975, p. 4), who defined flow as “the holistic sensation that people feel when they act with total involvement”; therefore, flow is a key foundational concept in our understanding of the tourist experience (Ritchie & Hudson, 2009). Flow has been described as an optimal experience that is intrinsically enjoyable and is experienced by people who are deeply involved in some particular activity (Novak, Hoffman, & Yung, 2000). In other words, when in flow, a person may have more voluntary interaction with his or her environment (Moon & Kim, 2001). When customers are in flow, they shift into a common mode of experience and become absorbed in the activity (Nusair & Parsa, 2011). McGinnis, Gentry, & Gao (2008) demonstrated that flow is more important in creating an enduring involvement, which is viewed as long-term enthusiasm for a particular activity. Individuals who experience flow will be likely to continue their activities simply for the pure enjoyment they experience (Csikszentmihalyi, 1975). Skadberg & Kimmel (2004) proposed that flow could be simply described as individuals losing their sense of time when engaged in an activity because of this enjoyable experience. Therefore, while in a state of flow, tourists are more likely to join in more activities, such as shopping. Accordingly, this study argues that tourists who experience a high level of flow combined with tourist satisfaction or trust perceptions will be motivated to more pronounced shopping behavior on the trip. In contrast, tourists who perceive high satisfaction or trust in the tour guide’s performance but experience a low level of flow during the trip will engage in less shopping behavior on the trip. Based on the above discussions, the following three hypotheses are proposed:

H9. Flow experience has a positive influence on the relationship between tourist satisfaction and shopping behavior.

H10. Flow experience has a positive influence on the relationship between tourists’ perceived credibility trust and shopping behavior.

H11. Flow experience has a positive influence on the relationship between tourists’ perceived benevolence trust and shopping behavior.

In summary, this study proposes a research framework that relates tour guide performance to tourist shopping behavior in which the roles of perceived credibility trust, perceived benevolence trust, tourist satisfaction, and flow experience are examined in the model. Figure 1 presents the tour guide performance correlational model.

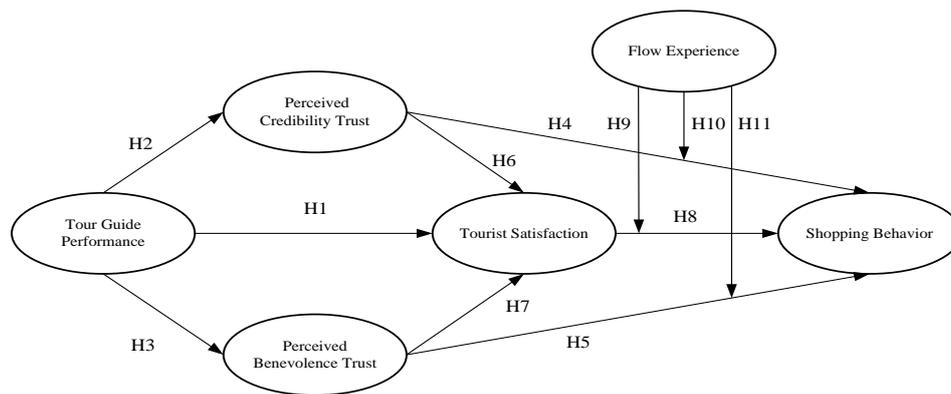


Figure 1 The research framework.

Research Method

Data Collection

According to reports by the World Tourism Organization (UNWTO), international tourism will continue to grow in the period 2010–2030, and the number of international tourist arrivals worldwide will increase annually by 3.3% on average (TREND, 2011). Furthermore, in 2011, the UNWTO announced that among worldwide international tourists, mainland Chinese outbound tourists are the most rapidly growing group. That is, alongside an increase in disposable income among many of its citizens, mainland China has seen demand for outbound travel increase dramatically (Guo, Kim, & Timothy, 2007). Consequently, the UNWTO has predicted that by 2020, mainland China will be the world’s fourth largest outbound tourism market (China Knowledge, 2011). In particular, tourists from mainland China have surpassed Japanese tourists and now comprise the largest number of foreign tourists to Taiwan (over 1.6 million tourists from mainland China in 2010). Therefore, mainland Chinese tourists’ consumption behavior in tourism activities are gradually being noticed by scholars (e.g., Wu, Li, & Song, 2011). Kwek & Lee (2011) noted that because Chinese outbound tourism is a relatively new market, tourism studies on Chinese tourists are also limited. Therefore, this study’s objective was to sample tourists from mainland China. Tourists in package tours were the sampling targets because tourists from mainland China are only permitted to travel in Taiwan on group tours composed of at least five persons before June 22, 2011. A package tour is arranged by a travel agent, who charges an inclusive price for transportation, food, and lodging services (Xu & Chan, 2010).

Sampling Procedure

In Taiwan, tour guides commonly guide inbound tourists or domestic travelers on package tours (Min, 2012). In the case of a package tour for Chinese tourists to Taiwan,

generally, a Taiwanese tour guide is assigned and primarily responsible for introducing and interoperating local places of scenic and historical interests and stories to the tour members. For example, as the visitation of the Taiwan National Palace Museum usually designed as the beginning of the itinerary, one of the important purposes is to provide opportunities for the tour guides to perform their professional ability to introduce and interoperate the precious historical relics for the tour members. This is an important step that, in a small span of time, hopes to win Chinese tourists' trust in the Taiwanese tour guide during the initial contact. In addition, as we know, the tour guide can obtain a 10% commission on the total purchase amount of the tour members from the certain shopping stores (Apple Daily News, 2008). Therefore, in addition to the duty of providing the best services to the tour members, the Taiwanese tour guides clearly find an important financial incentive to perform well, earning tourists' trust, satisfying them, and hopefully stimulating their shopping behavior during the trip.

Accordingly, Taiwanese tour guides who lead tours for tourists from mainland China were invited to distribute the questionnaires. A brief written explanation was given to the tour guides on how to conduct the survey questionnaire (Tosun et al., 2007). The chosen respondents received a small gift (local Taiwanese souvenir) as an incentive to fill out the questionnaire. The back-translation method proposed by Sinaiko & Brislin (1973) was used to ensure the quality of the translation; therefore, the questionnaire was translated from English to Chinese with simple Chinese characters for tourists from mainland China. The tour guides distributed the questionnaires to the tourists on the last night of the tour in the hotel. To prevent response biases from tour members who may think that the tour guide would see their answers, the completed questionnaire could be placed in a prepared sealed envelope and returned to the tour guide anonymously. In addition, the tour guide would inform the tour members that only the researchers would see the returned questionnaires. To make the sample as representative of the target population as possible, all chosen respondents were at least 18 years old. Moreover, to prevent data from being collected repeatedly from the same tour groups, no more than ten respondents were sampled from any single tour group. The sampling period lasted for four months (from October 2011 to February 2012), and a total of 550 questionnaires were distributed to tourists from mainland China. All outcomes, including reliability and validity analysis, are shown and discussed in the Empirical Results section.

Measurement

Each variable was measured on a 7-point Likert scale, ranging from 1=strongly disagree

to 7=strongly agree. The tour guide performance (abbreviated as TGP) construct used was adapted from previous research (Heung, 2008) and included sixteen items measuring the service quality of tour guide performance. The perceived credibility trust (abbreviated as PCT) and perceived benevolence trust (abbreviated as PBT) constructs were modified from past research (Chen et al., 2011) and included eleven items. The tourist's flow experience (abbreviated as FE) construct toward the itinerary was adopted from past research (Skadberg & Kimmel, 2004) and included two items. The tourist satisfaction (abbreviated as TS) construct was designed using past research (Huang et al., 2010) and included three items. A 7-point semantic differential scale (i.e., very satisfied/very dissatisfied, better than expected/worse than expected, and very close to ideal/far below ideal) was used for all the satisfaction measurements. The shopping behavior (abbreviated as SB) construct used a single measurement modified from Tosun et al. (2007) to measure the tourist's spending behavior (i.e., "Approximately, how much would you spend on shopping activities in this itinerary?"). As proposed by Broekemier, Marquardt, & Gentry (2008, p. 63), a single measurement may suffice if "the construct being measured is sufficiently narrow or is unambiguous to the respondents". Finally, the demographic characteristics of respondents (gender, age, education level, occupation, and monthly income) were measured as categorical variables. We finalized the survey instrument based on prudent examination and commenting by two senior tour guides and one scholar in the tourism management department. After some modifications in the wording, the experts accepted the content and wording of the instrument used in the survey. Therefore, a careful review by experts (both academics and practitioners) in the field ensured the validity of the content of the instrument (Sureshchandar, Rajendran, & Anantharaman, 2002). We then conducted a pilot test, sampling 60 mainland Chinese tourists participating in the study. Seven invalid questionnaires were eliminated, and 53 questionnaires were retained for analysis. In terms of scale reliability, the results of the pilot test indicated that the survey instrument was reliable, with Cronbach's α values over 0.7 (Nunnally, 1978). Therefore, the reliability of the survey instrument was deemed adequate to allow us to employ this questionnaire in the further formal investigation.

Data Analysis and Results

Descriptive Analysis

A statistical analysis of the collected questionnaires was computed based on the 486 usable responses from the mainland Chinese tourists. The response rate was 88%. SPSS

10.0 and AMOS 6.0 statistical software programs were used to conduct the following empirical analyses.

Of these 486 questionnaires, 42.4% of the responses were from male respondents, and 57.6% were from females. A substantial majority of the respondents were below 45 years of age but over 24 (62%). The largest number of respondents (61.9%) had at least a high school degree, and service industry jobs were the most highly represented occupation (33.5%). The highest number of respondents had an income of between RMB\$ 5,000 and RMB\$ 8,000 per month (49.8%).

Tour Guide Performance Factors

Principal axis factoring with oblique rotation was used to identify sub-dimensions in the tour guide performance measurement. Based on the collected data (n=486), all items with a factor loading value over 0.4 (Hsu et al., 2010) and factors with eigenvalues equal to or greater than 1.0 were extracted. Following this step, three factors were extracted (KMO=0.931, $p < 0.001$), explaining 73.928% of the variance. Additionally, the scree plot is a means of determining how many factors to extract. The curve begins to tail off after three factors, which could justify retaining three factors extracted from the tour guide performance measurement.

As for the factor analysis results, three factors were extracted. The first and second factors were the same as Heung's (2008) results, recognized as the "presentation and communication ability" dimension and the "professional attitude and ability" dimension, respectively. Although the item representing punctuality (i.e., tgp01) appears to belong to the factor of professional attitude and ability, the tourists appeared to associate it with the item of daily briefing on tours (e.g., tgp03), recognized as the tour guide's presentation and communication ability. Moreover, although the items (i.e., tpg09: neat and tidy; tpg10: polite and courteous) apparently belong to professional attitude and ability, they loaded in the third factor with the items (i.e., tgp 12: knowledgeable; tgp 15: arranged all the services promised; tgp 16: honest and trustworthy), indicating that tourists seem to associate the tour guide's appearance and manners with his/her integrity and knowledge. Therefore, the idiom "what you see is what you get" can be used to explain why tourists associate appearance and manners with integrity and knowledge when considering the tour guide. Accordingly, the third factor was composed of five items and was recognized as the "personal appearance/manners and integrity/knowledge" dimension, and these items are loaded in this factor. Accordingly, these three factors were therefore used as the basis underlying tour guide service quality,

in accordance with our goal of investigating the hypothesized relationships between tour guide performance and tourist shopping behavior for further examination.

Estimation of Measurement Model

Before testing the measurement model and the proposed correlational model, all of the items were evaluated at a univariate level for normality by examining whether their absolute skewness values were less than three and their kurtosis values were less than eight (Tong, 2008). The results show that the absolute values of skew and kurtosis for all the items met the assumption for normality. Furthermore, as suggested by Tu, Wang, & Chang (2012), the value of Mardia statistic is used for multinormality measurement, and a test is constructed based on skewness and kurtosis. Chen & Wang (2010) have reported that if the value of Mardia is smaller than $p(p+2)$, with p indicating the amount of observed variables, all dimensions show multinormality (Bollen, 1989). In this study, the value of Mardia is 427.819, which is smaller than 32 (32+2), indicating acceptable multivariate normality distribution.

Confirmatory factor analysis (CFA) was suggested to assess the overall measurement quality (Gerbing & Anderson, 1998). We used the AMOS 6.0 analysis software to employ the CFA with a five-factor measurement model (the SB variable is excluded because it only comprises one item). In the initial analysis, the results suggest that two items (i.e., pct1 and pct2) were cross-loaded and thus were dropped from further analysis (Bai et al., 2008). The final measurement model showed all factor loadings over 0.5. However, the fit statistics of the chi-square statistic ($\chi^2=1813.402$, $df=392$, $p<0.001$) were too high due to the large sample size (Bagozzi and Yi, 1988). Nevertheless, the statistics, such as the IFI (0.907), CFI (0.906), and CMIN/DF (4.626), match the suggested requirements regarding the model's goodness-of-fit. In addition, Hinkin (1998) posited that the CFI is also appropriate for determining the quality of fit. Accordingly, there was a reasonable overall fit between the model and the observed data.

Subsequently, the Cronbach's alpha values for each measure were calculated (TGP=0.936, PCT=0.856, PBT=0.933, TS=0.913, and FE=0.884) and exceeded 0.7 (Nunnally, 1978), indicating that the measures had high reliability. In addition, the composite reliability estimates exceeded the critical value of 0.7, which was recommended by Hair, Black, Babin, & Anderson (2010), indicating that they were satisfactory.

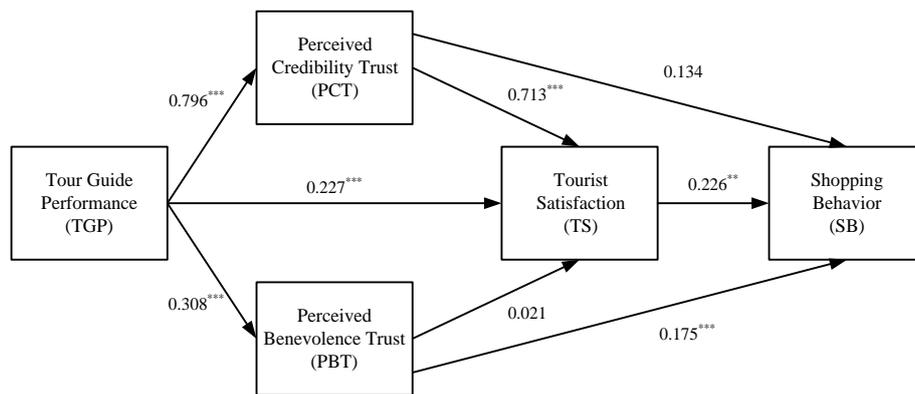
Furthermore, the test demonstrates that both the convergent and discriminant

validities were supported. The values of the average variance extracted (AVE) were greater than 50%, supporting convergent validity (Hair et al., 2010). In addition, the results show that the confidence interval of the correlation do not include the value one (Hatcher, 1994), which means that the constructs present good discriminant validity.

Estimation of Proposal Structural Model

The structural model testing with path analysis using AMOS 6.0 was performed. All the constructs (i.e., TGP, PCT, PBT, TS, and SB) were included in the model, and the results are shown in Figure 2.

Regarding the model fit, the results show that the chi-square statistic is not significant ($\chi^2=0.965$, $df=2$, $p>0.05$) and that the SEM statistics (GFI=0.999>0.9, AGFI=0.994>0.9, NFI=0.999>0.9, RMR=0.008<0.025, RFI=0.997>0.9, and CMIN/DF=0.482<5.0) match the suggested requirements for the model's goodness-of-fit.



Notes: *** ($p<0.001$); ** ($p<0.05$).

Figure 2 Results of path modelling analysis.

Individual Hypothesis Testing

According to the results of the path model (Figure 2), the research model suggests that TGP has direct and positive relationships with TS, PCT, and PBT. The path diagram indicates that TGP is a significant predictor of TS (H1 is supported; $\beta=0.227$, $p<0.001$), PCT (H2 is supported; $\beta=0.796$, $p<0.001$), and PBT (H3 is supported; $\beta=0.308$, $p<0.001$). In addition, the path diagram also indicates that only PBT and TS have direct and positive relationships with SB (H5 is supported; $\beta=0.175$, $p<0.001$, H8 is supported; $\beta=0.226$, $p<0.05$). However, the path diagram indicates that PCT does not have a direct and positive relationship with SB (H4 is not supported; $\beta=0.134$, $p>0.05$). Nevertheless, PCT has a direct and positive relationship with TS (H6 is supported; $\beta=0.713$, $p<0.001$),

but PBT does not possess any direct and positive relationship with TS (H7 is not supported; $\beta=0.021, p>0.05$).

The total effect of TGP on SB can be broken down into three indirect routes through PCT, TS, and PBT. The first indirect route through PCT and TS to SB is 0.354 ($0.796 \times 0.713 \times 0.226 + 0.226 = 0.354$). The second indirect route through TS to SB is 0.277 ($0.227 \times 0.226 + 0.226 = 0.277$). The third indirect route through PBT to SB is 0.229 ($0.308 \times 0.175 + 0.175 = 0.229$). Accordingly, the effect of tour guide performance through perceived credibility trust and tourist satisfaction on tourists' shopping behavior provides a much better explanation than other routes.

Furthermore, the standardized total effect through the calculation by AMOS software is 0.342. Accordingly, the importance of the three mediators (i.e., PCT, TS, and PBT) on the total effect in the model could be estimated. The first route (TGP→PCT→TS→SB) showed that PCT and TS explain 37.5% of the total effect in the model ($0.796 \times 0.713 \times 0.226 / 0.342 = 0.375$). The second route (TGP→TS→SB) demonstrated that the TS explains 15.0% of the total effect in the model ($0.227 \times 0.226 / 0.342 = 0.150$). The third route (TGP→PBT→SB) demonstrated that PBT explains 15.8% of the total effect in the model ($0.308 \times 0.175 / 0.342 = 0.158$). The results indicated that although PCT alone does not have a direct significant effect on SB, the variables of PCT and TS together perform better than other single mediators (i.e., TS and PBT) in the model.

The Moderating Effect of Flow Experience Testing

Finally, because H4 is not supported (i.e., PCT does not have a significant effect on SB), H10 is not supported without further examination. Nevertheless, based on the obtained significant results for H5 and H8, the objective of this section is to examine whether tourist-perceived flow experienced during the itinerary influences the relationships between TS & SB and PBT & SB. Therefore, the moderator hypothesis is supported if the interaction (i.e., predictor \times moderator) is significant. Accordingly, a hierarchical regression analysis was used to test the moderating effect of FE on the aforementioned relationships of H9 and H11.

The results of hierarchical regression analysis indicate that the interaction between TS and FE does not have a positive significant effect on SB ($\beta = 0.276, p > 0.05$) (H9 is not supported). Furthermore, the result revealed that flow experience moderates the relationship between perceived benevolence trust and shopping behavior. That is, H11 is supported in terms of the interaction between PBT and FE, which has a positive

significant effect on SB ($\beta=0.713, p<0.05$).

Furthermore, to test how the different levels of FE influence the relationship between PBT and SB, the data on FE and PBT were divided into high and low groups based on their mean scores ($\bar{x}=5.316$ for FE, $\bar{x}=5.802$ for PBT). These groups then were crossed and four alignments were obtained. The first group displays high flow experience and high perceived benevolence trust (n=198); the second group displays high flow experience but low perceived benevolence trust (n=89); the third group displays low flow experience and high perceived benevolence trust (n=81); and, finally, the fourth group displays low flow experience and low perceived benevolence trust (n=118). According to the results of an ANOVA analysis and Duncan post-hoc test ($F=11.419, p<0.001$), the shopping behavior of the first group is higher than that of the other three groups. In addition, when customer-perceived flow experience is low, high perceived benevolence trust will entail lower shopping behavior than low perceived benevolence trust coupled with a high level of perceived flow experience. Therefore, H11 is supported: a tourist's perceived flow experience has a significant impact on the relationship between perceived benevolence trust and tourist shopping behavior.

Conclusions and Managerial Implications

This study developed a model to shed light on the issue of how tour guide performance would influence tourists' perceived trust and their satisfaction, which would further influence their shopping behavior; additionally, the moderating role of flow experience was considered. Mainland Chinese tourists travelling in Taiwan were used as research subjects to give tour guides important information about the relationships between tour guide services and related variables. This information can be used to encourage tourist shopping behavior in the context of a planned itinerary. The results engender some important implications, which are discussed below.

First, the results of this study support previous research indicating that tour guide performance significantly affects tourist satisfaction (Huang et al., 2010). Nevertheless, although the tour guides' services were generally quite satisfactory, the results suggest that room for improvement remains in at least three areas. According to the average scores of the tour guide services ($\bar{x}=5.282$), some areas of the tour guides' performance, such as punctuality ($\bar{x}=4.899$), friendliness ($\bar{x}=4.870$), and knowledge of the destination ($\bar{x}=4.982$), were lower than other areas, indicating that these services must be improved to meet tourists' expectations. In other words, although some service constructs are simple and basic, they are the cornerstones of performing tour guide

services for the tourists throughout the whole journey. This is not solely the obligation of the tour guides themselves; in addition, the travel agencies are responsible for requiring their tour guides to provide preferable services to tourists. As suggested by Heung (2008, p. 312) to tour guide services, “having a sense of humor, paying attention to details, helpful, being able to solve problems and well-trained” are all essential ingredients for good service quality in which travel agencies can offer programs that help their staff develop a professional attitude.

Second, the results also showed that when tourists are satisfied with a tour guide’s performance, they are more likely to engage in shopping behavior. As demonstrated by the study by Tosun et al. (2007), in the context of tourism shopping, tour guide performance is one of the important factors stimulating purchase intentions (e.g., tourists are satisfied with tour guides providing sufficient shopping information). Therefore, in their study, the results showed that over half of the respondents (51.6%) stated that they considered the tour guide’s advice regarding shopping, whereas less than a quarter (20.6%) did not. In addition, the findings of the present study further imply that tourists increase their shopping activity not only when satisfied with their tour guide’s performance but also in response to their perceived trust in their tour guides. Nevertheless, this finding leads to another important discussion that although tourist trust is an important mediating variable between tour guide performance and tourist satisfaction, only credibility trust has a significant effect on the relationship between tour guide performance and tourist satisfaction, which further affects tourist shopping behavior. The level of trust in the benevolence of the tour guide did not show a significant effect on the relationship between tour guide performance and tourist satisfaction. Therefore, compared with the other routes in the model, tour guide performance directed through credibility trust and tourist satisfaction has the strongest effect on tourist shopping behavior (total effect=0.354). Accordingly, the study demonstrates that fostering the feeling of credibility toward the tour guide in mainland Chinese tourists encourages a more favorable opinion of tour guide performance, which subsequently results in their satisfaction and influences shopping behavior. However, it should be noted that for mainland Chinese tourists, although tour guide performance mediated through perceived benevolence trust did not show a significant effect on tourist satisfaction, tourist trust in the tour guide’s benevolence does directly influence their shopping behavior. The direct effect of perceived benevolence trust on tourist shopping behavior is more significant than the effect of perceived credibility trust. This also discloses that the development of “friendship guanxi” between tour guide and tourist

might also be effective in enhancing tourist shopping behavior.

Accordingly, in terms of the route TGP→PCT→TS→SB, the direct effect of PCT on SB is found to be insignificant in this study, which is consistent with the trust-consequences relationships model proposed by Swan, Browers, & Richardson (1999). Through a meta-analysis survey, the authors have suggested the following model to explain the linkage on the trust-consequences linkage, that is, trust → satisfaction → attitudes → intentions → purchase behavior. In other words, tourist perceived credibility trust is cognitive in nature, particularly during the first encounter with the tour guide, which arises from an accumulated knowledge from the observation of the tour guide behavior that allows the tourist to make predictions, with some level of confidence, regarding the likelihood that a tour guide will live up to his/her obligations (Johnson & Grayson, 2005). Therefore, the route in this study reflects the trust-consequences relationships model to which tourists' perceived credibility trust toward the tour guide strengthens their satisfaction level and thus encourages their shopping behavior.

However, in terms of the route TGP→PBT→SB, tourists' perceived benevolence trust is found to be insignificant in influencing their satisfaction but has a direct effect on their shopping behavior. Perceived benevolence trust is affective in nature based on the feelings generated by the level of care and concern that the partner displays (Johnson & Grayson, 2005). However, evidence of affective trust may be demonstrated if both parties feel that an emotional bond has developed that enables a sense of security to be facilitated (Zur, Terawatanavong, & Webster, 2009). In other words, the nature of cognitive trust is more objective based on a rational process, whereas the nature of affective trust is more subjective based on the moods, feelings, or emotions of the other (Hansen, Morrow, & Batista, 2002). Because the essence of affective trust is reliance on a partner based on emotions, for example, customers would be more willing to listen to the service/product providers and respond to their attempts at persuasion if they perceive affective trust toward the service/product providers, which may directly affect sales effectiveness (Johnson & Grayson, 2005). Therefore, even if the service provider's services might be less than perfect (Ganesan, 1994), customers might feel that the service provider is concerned with their personal welfare and aims to seek shared gains (Prasarnphanich, 2007). In this respect, the PBT-SB linkage in this study also demonstrates a similar phenomenon that tourists remain willing to perform their shopping behavior even if their satisfaction with the tour guide performance ($\bar{x} = 5.195$) is to some extent lower than their perceived benevolence trust toward the tour guide ($\bar{x} = 5.802$).

Moreover, this result is similar to the findings of the buyer-supplier relationships presented in the study of Chen et al. (2011). Their study discussed the relationship between Chinese sellers and buyers, in which the seller's performance at the initiation stage encourages both the buyer's credibility trust and benevolence trust of the seller; the seller's performance has a greater effect on the former compared to the latter. However, the seller's performance affects only the buyer's trust in the seller's credibility at the maintenance stage. Accordingly, the findings yield managerial insights for travel agencies and tour guides: although perceived credibility trust and benevolence trust are both important outcomes of tour guide performance, it is important for tour guides to understand that tourists perceive tour guide performance differently at the different stages of the relationship. Therefore, even though professional service throughout the trip remains the best means of enhancing the perception of credibility trust, enhancing the perception of benevolence trust during the initial encounter also encourages tourists' shopping behavior.

Finally, the findings of the current paper complement the extant literature by demonstrating that flow experiences have a significant moderating effect on the relationship between tourist-perceived benevolence trust and shopping behavior. Therefore, perceived benevolence trust may bring about a "friendship guanxi"-like relationship between the tour guide and tourists during the trip, which could in turn cause the tourists to experience more flow and increase the enjoyment of their itinerary, thereby stimulating their shopping behavior. In addition, flow experiences can be encouraged by a number of sources, including tour operator services, government policy, or the friendly attitude of local residents in travel environments (Kitnuntaviwat & Tang, 2008). The increased incidence of flow experiences would then produce an increased inclination to shop. In other words, when tourists experience a high amount of flow, they are more likely to shop because they feel more engaged in a variety of activities during the trip and perceive the tour guide to have a higher level of benevolence trustworthiness. Therefore, it is critical for the tourism industry, both in private and public sectors, to actively manage and supervise the quality of their service offerings and the service delivery process to make tourists feel as much enjoyment as possible and to become less self-conscious (Jackson & Marsh, 1996), thereby facilitating tourist shopping behavior. However, the interaction of flow experiences with tourist satisfaction does not have a significant effect on tourist shopping behavior ($p > 0.05$). That is, the shopping behavior of a tourist is not affected by the level of perceived flow experiences, which means that flow experiences do not significantly influence the effect

of tourist satisfaction on tourist shopping decisions. Tourist satisfaction ($\beta= 0.408$, $p<0.05$) has a stronger effect than flow experience ($\beta= 0.242$, $p<0.05$), which reflects the finding that when tourists are engaged in shopping activities, flow experiences do not engender any moderating effect on the relationship between tourist satisfaction and shopping behavior. This finding might be explained by the fact that tourist satisfaction is one of the results of a tourist experiencing flow (Chen, Huang, & Chou, 2008) and that the limited effect of a flow experience on satisfaction and shopping behavior leads to increased shopping behavior.

Limitations and Directions for Further Research

This study's limitations provide directions for future study. First, this study focused on Chinese package tourists. Therefore, future studies should investigate different types of tourists (e.g., free and independent travel) to compare and validate the results of this research. Since 2011, the Taiwan government has permitted mainland Chinese tourists to travel to Taiwan as independent tourists. In the near future, more independent tourists from mainland China will visit Taiwan, and they may have different expectations of tour guide services. For example, South Korea offers tour guide services for independent travelers. If this type of service is offered in Taiwan, further investigations may be conducted on how variables such as perceived credibility trust, perceived benevolence trust, and tourist satisfaction in the proposed model would interact in this new setting. Second, Matzler, Renzl, & Rothenberger (2008) found nationality to be an important mediator in the relationship between perceived service quality and related behavior. Therefore, tourists with different cultural backgrounds (such as visitors from Asia versus Western Europe) may have different views on the performance of the tour guide, which would also influence their subsequent behavior on the trip. Third, although many important variables have been included in our model, it is important to realize that other factors may also play a critical role in the relationship between tour guide performance and shopping behavior. For instance, future research might investigate how other factors, such as word-of-mouth (Heung, 2008), affect this relationship. Finally, in addition to the socio-demographic characteristics, Tosun et al. (2007) suggest that the tangible quality of shops (accessibility), intangible attributes (e.g., attitude), and product reliability influence tourist satisfaction. Therefore, future studies could include tangible and intangible attributes of destinations to explore the shopping behavior of tourists to improve both tourist satisfaction as well as overall economic profitability (Chen, Lee, Chen & Huang, 2011).

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