

The Relationships Among Employee Personality Traits, Service Attitude, and Service Behavior in the Leisure Farm

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Many studies emphasize the importance of first-line employees, believing that they are a significant determinant of the quality of business service and operational success. The purpose of this study is to investigate the relationships among employee personality traits, service attitude, and service behavior in the leisure farm. The study surveys first-line employees in leisure farms and uses Analysis of Moment Structures (AMOS) software to test the model. The research result indicates that employee personal traits directly affect service attitude, but it does not have a direct effect on service behavior, rather, personality traits influence service behavior through service attitude. Therefore, service attitude plays a mediation role in the relationship between employee personality traits and service behavior in the leisure farm. Because personality traits could predict service attitude and affect service behavior, this research suggests that leisure farm operators could improve service quality through employee personality traits selection.

Keywords: leisure farm, personality traits, service attitude, service behavior

Introduction

In Europe, farm-based tourism has existed for more than a century (Dernoi, 1983). Nearly two decades, because the change of the global environmental and tourism demand has been enhanced, providing farm-based tourism with a brand-new look, the operating patterns become well diversified (Department for Environment, Food, and Rural Affairs, 2004). They supply for agriculture use and increase the accommodation equipment

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and agricultural experience activities. Farm-based tourism is called “leisure farm” in Taiwan. The earliest developments of leisure farm in the regions of Taiwan can be traced back to the tourist farms that started emerging as early as 1980. Because of factors such as government legislation of 5-day work weeks and the population’s dramatically increasing demand for leisure, the number of leisure farms has experienced a rapid growth over a period of 20-odd years. This form of leisure agriculture combines production, lifestyle, and environmentalism, and in actual operation, further integrates agricultural production, processing, and recreational services. In 2000, the Council of Agriculture announced the Law of Leisure Farms Assistance and Management to improve the service quality of the industry. Tourism Bureau provided the development strategy of tourism, which focuses on the ecology and health tour in Taiwan in the 21st century (Duan, 2007). Because of the strategy, 12 million of domestic and foreign tourists were attracted to the leisure farms and 1,379 of work opportunities increased, which created totally NT 6.5 billion leisure farms production (Council of Agriculture, 2011).

Leisure farm is booming, in the ever-growing competitive market, service quality is becoming more important for survival (Rozman, Potočnik, Pažek, Borec, Majkovič, & Bohanec, 2009). The industry should enhance the quality of products and services, in order to satisfy customer needs and expectations (Sharpley & Vass, 2006). Many studies emphasize the importance of first-line employees, believing that they are a significant determinant of the quality of business service and operational success (Snipes, Oswald, LaTour, & Armenakis, 2005; Elmadag, Ellinger, & Franke, 2008), because the relationship between service behavior and service quality is positive (C. F. Chen & F. S. Chen, 2010).

Rozman et al. (2009) believed that service attitude of the employee is one of the evaluation as a service quality criteria for leisure farm which makes the first-line employees more important, and according to the five dimensions of service quality proposed by Parasuraman, Zeithaml, and Berry (1988), there are four dimensions (reliability, responsiveness, assurance, and empathy) related to first-line employees. However, because employees come from different backgrounds and the work environment of leisure farm is usually located in a remote area and also due to low salary structure and long working hours, human resources encounter the difficulty in retaining employees, high turnover, and employee deficiency etc. problems in leisure farm. In view of this, the first-line employee recruitment policy issue needs urgent attention.

Personality can be used to explain people’s attitudes and behavior, and it is often used to predict outcome variable, such as work attitude (Liao, Chuang, & Joshi, 2008), job satisfaction (Heller, Judge, & Watson, 2002), intrinsic task motivation, job involvement, and task performance (Ng, Sorensen, & Eby, 2006), and it also has a significant impact on interaction quality and customer satisfaction (Ekinci & Dawes, 2009). Chang (2006) indicated that a first-line employee’s service attitude is related with overall performance quality, and service attitude is a key factor to improve competitive advantages in the hospitality and tourism industries (S. Kusluvan, Z. Kusluvan, Ilhan, & Buyruk, 2010). Service behavior can be shaped by attitudes (Ryan, Schmit, & Johnson, 1996). It will improve overall service satisfaction and loyalty when customers received good service behavior (J. Gountas & S. Gountas, 2007). Therefore, the service attitude for the leisure farm employees is a very important key factor and psychological mechanism, but research rarely explores what role does service attitude play in personality traits and service behavior.

Therefore, in the complex and unique leisure farm industry, this study will attempt to answer what types of personality traits are supposed to be possessed by employees in order to be abundant in high-quality service attitude and thus exhibit service behavior desired by employers. In human resources management, personality

traits can predict an individual's behavior in a specific environment. We should understand that personality trait, service attitude, and service behavior are very important for the selection of employees who can provide high-quality services so as to raise leisure farm's competitiveness, and that will be an important reference in the recruitment strategies among practices.

Literature Review and Hypotheses

The Relationship Between Personality Traits and Service Attitude

Different scholars have different explanations of the development of the attributes of personality traits to test an individual's behavior in a group. In studying organizational behavior, Mitchell (1979) discovered that internal/external locus of control tendencies is one of the personality traits that management and industrial psychology academics pay the most attention to. Also, between 1967 and 1999, internal/external locus of control personality tendency was also one of the personality traits that were most frequently used by psychology and applied psychology for analysis (Judge & Bono, 2001). Locus of control is the extent to which people believe that they have control over their own fate (Ng et al., 2006). Responsibility for success or failure is attributed to the individual, when an individual perceived that success or failure was caused by internal factors (ability or effort), it is called internal locus of control; but when they perceived success or failure to be due to external factors, it is called external locus of control (Weiner & Kukla, 1970). Past studies show that internal locus of control world is related to job satisfaction, affective organization commitment, task motivation, job involvement, others-rated task performance, job challenge, etc., and negatively related to job stress, emotional exhaustion, and turnover intention (Ng et al., 2006). Therefore, in terms of capacity to work together with others, cooperation, confidence, courtesy, reliability, work endurance, work knowledge, care with equipment, attention to safety, observance of rules, training satisfaction, and need for achievement, those with internal locus of control fare significantly better than those with external locus of control (Tseng, 1970). For this reason, employees' service attitude depends on their personality (Ekinici & Dawes, 2009; Grandey, Fisk, Mattila, Jansen, & Sideman, 2005).

Motivation for achievement is also an important variable in exploring personality. The achievement motivation theory develops as follows: from a micro perspective, using the individual as the unit of analysis to explore the essence of achievement motivation, development, and its relationship with achievement behavior, etc., and from a macro perspective, i.e., a socio-cultural view that observes from above. There are two development periods. The first period, from the 1930s to the 1970s, used what was called a research based on mechanical orientation, which viewed motivation as a hypothetical construct in an individual. It was treated as an intermediary variable, which only results in striving for achievement when external situations provide appropriate stimulations (Atkinson & Birch, 1970). In the second period from 1970 and onwards, research based on cognition orientation is used. Its hypothesis is that a human being is a self-motivated individual possessing analytical capabilities, and they will actively search for, assemble, and explore the meaning of information. The process of an individual's interpretation of success and/or failure during cognition activities is the key factor in influencing individual achievement behavior (Weiner, 1972, 1985; Nicholls, 1984). Spence and Helmreich (1983) believed that achievement motivation can be defined as an individual's psychological tendencies striving towards perfection when performing some kind of work. People with high achievement motivation may consider that they will fail due to their lack of effort, and the success will be attributed to the efforts of individuals' internal factors. People with low achievement motivation usually consider that their own

ability should not account for the failure, and the success will be attributed to external factors such as luck or easy task (Weiner, 1985).

Attitudes are psychological states that cause individuals to have pre-dispositions towards certain opinions, i.e., they are frames of reference that affect individual behavior, opinions, and positions (Moier, 1965). It is believed that attitudes are psychological tendencies developed through learning, and this tendency will result in long-lasting assessments of certain entities (people, events, and objects), and thus affect an individual's speech and behavior (Schiffman & Kanuk, 1994). Service attitude can be defined as "the behavior tendency that service personnel more frequently demonstrates when they interact with customers", and this includes three primary dimensions: realization, emotion, and behavior (Larsen & Bastiansen, 1991). Good service quality must include reliability, responsiveness, assurance, and empathy of first-line employees, and in tourist farm service quality, it also involves service attitude.

Leisure farms usually have many functions which expand the job scope of their employees. The employees in the leisure farm will need to be more enthusiastic to serve customers, and it will be harder for them to perform qualified services. This research indicates that the first-line employees with internal locus of control will devote more time and energy, efforts at work to obtain a wealth and satisfy needs of customers than employees with external locus of control. Employees with internal locus of control will have higher positive service attitude and achievement motivation which will result in positive effects on their service attitude. Thus, this research raises the following hypotheses:

H1: Employees' internal locus of control personality is positively related to service attitude in the leisure farm.

H2: Employees' achievement motivation is positively related to service attitude in the leisure farm.

Relationship Between Service Attitude and Service Behavior

General attitudes can be used to predict general behavior, and specific attitudes can be used to predict specific behavior (Hellriegel, Slocum, & Woodman, 1992). There is consistency between attitude and behavior, i.e., certain specific attitudes will usually result in demonstrations of certain specific behaviors, and thus, attitudes can be used to predict behavior (Schiffman & Kanuk, 1994).

Leisure farms have recreation functions. It is also a part of the service industry, and it has production and consumption is simultaneous. Therefore, employees must have service and work attributes. Service quality refers to the effects that service behavior has on the customer's experience of the completion of service. Work quality refers to the characteristics demonstrated by service behavior for productive activities, such as work efficiency, the effects of work content on employees' psyche, etc. (Chen, 2004). Kelley and Hoffman (1997) discovered that if customers realize that employees' service behavior is guided by the customer, they will have a better opinion of the quality of service, and this can also avoid behaviors that cause customers to be dissatisfied (Dunlap, Michael, & Terry, 1988).

Bettencourt and Brown (1997) defined "customer-oriented service behavior" as services that employees provide to make customers happy, and they categorized such behaviors as "role-prescribed service behavior" (Brief & Motowidlo, 1986; Katz & Kahn, 1978), "extra-role service behavior" (Van Dyne, Graham, & Dienesch, 1994), and "cooperativeness". Brief and Motowidlo (1986) stated that "role-prescribed service behavior" refers to services that customers expect from employees as customers are being serviced. These services may originate from unofficial workplace-based rules or are clearly stated in organizational documents,

such as work manuals or work responsibilities enumerated by role evaluation forms. “Extra-role service behavior”, the theoretical concept from the organizational citizenship behavior (OCB) (N. P. Podsakoff, Whiting, P. M. Podsakoff, & Blume, 2009), refers to self-motivated service behavior that exceeds the demands of the formal role of employees when they serve customers, such as extra care and self-motivated service (Bitner, Boomb, & Tetreaut, 1990). Podsakoff et al.’s (2009) meta-analytic study shows that OCBs are positively related to job performance and customer satisfaction and are negatively related to both turnover intentions and actual turnover. “Cooperation” refers to employee behavior that is beneficial to the work organization and also provides high-quality service to customers through cooperation between employees with high degrees of contact with customers and other employees (Azzolini & Shillaber, 1993). It has been found that in both theory and actual research, cooperation among employees is important, and it will affect the quality of service provided by employees (Hoffman & Kelley, 1994; Parasuraman, Berry, & Zeithaml, 1990; Zeithaml, Berry, & Parasuraman, 1988) and job attitudes positively affect OCB (Bettencourt, Gwinner, & Meuter, 2001).

Past studies have shown that attitudes can predict behavior. This study believes that the employees of the leisure farm have a high service attitude, which leads to better service behavior. Thus, this research establishes the following hypothesis:

H3: Employees’ service attitude is positively related to service behavior in the leisure farm.

Relationship Between Personality Traits and Service Behavior

Internal or external control variables can explain 5%-25% of changes in an individual’s work behavior (Spector, 1982). Butterfield (1964) believed that internally controlled individuals are more active, independent, self-oriented, and better able to focus on things that they feel interesting or important. Personality traits can explain, to a certain extent, causation behind an individual’s behavior, because an individual’s values and preferences are frequently reflected by their nature and characteristics and a person’s personality will also frequently affect their work behavior (Hsu, 2003). J. Hogan, R. Hogan, and Busch (1984) suggested that service-oriented personalities (adaptability, sociability, and comeliness) are directly related to service behavior. Hurley (1998) also believed that personality traits that employees possess will affect their service behavior.

Individuals with strong achievement motivations are not afraid of difficulties associated with work or missions that they deem valuable, and they may be able to overcome these difficulties and strive to complete their objectives, which thereby affects the attitudes and tendencies of whether employees are willing to actively solve problems in organizational or social life (Chiu, 2002). This type of self-expectation, the internal driving force that demands individuals to further perfect their work and attain a higher achievement, will directly affect an individual’s exhibited behavior in work (Duh, 1999). Robbins (2001) also saw achievement motivation as a characteristic attribute that can explain and predict employee behavior. This research suggests the same results with past studies in the leisure farm. Thus, this research proposes the following hypotheses:

H4: Employees’ internal locus of control personality is positively related to service behavior in the leisure farm.

H5: Employees’ achievement motivation is positively related to service behavior in the leisure farm.

The Role That Service Attitude Plays Between Personality Traits and Service Behavior

Empirical research finds that personality traits and service personnel’s performance are directly related (Hogan et al., 1984) and have a noticeable impact on service behavior (Hurley, 1998). The personality of service personnel is an important variable in predicting the quality of service (Bowen & Schneider, 1985) and

has a direct correlation with service effectiveness (Day & Silverman, 1989; Rosse, Miller, & Barnes, 1991). Although the process during which attitude transforms into actual action is affected by many other factors, employee attitude is still regarded as an important key in affecting work behavior and group interaction (Silverman, 1968).

Tseng (1970) discovered, with concrete evidence, that internally controlled individuals fare significantly better than externally controlled individuals in terms of the ability to work with others, cooperation, confidence, courtesy, reliability, work endurance, work knowledge, care of equipment, attention to safety, observance of rules, training satisfaction, and achievement demand. Internally controlled individuals are inclined to quickly grasp concepts, be honest and forthright, cautious and gentle, calm and contented, and are more likely to have positive work attitudes and thus exhibit positive work behavior (Bledsoe & Baber, 1978). Those who hold a high degree of achievement motivation towards work exhibit higher degrees of work passion and diligence in work attitude and performance than those lacking in achievement motivation, and achievement motivation affects an individual's attitude and actions in facing work difficulties, challenges, and pressure, and may even affect the results of the said work (Liao, 2003).

Based on the above literature, the study suggests that employees with internal control personality will be more willing to take the initiative to help customer in the leisure farm. Employees with high achievement motivation encountering difficult challenges will work harder. Thus, this research establishes the following hypothesis:

H6: Employee's service attitude has an intermediary effect between personality traits and service behavior in the leisure farm.

Methodology

The work content of leisure farm service personnel is intended to provide professional service-based work to groups of people, and thus, human resources are the most important assets of leisure farms. Because personality is a factor influencing an individual's behavior on the surface, this study believes that service personnel with different personalities and the orientation of achievement motivation of service personnel will affect their service attitudes and service behaviors. This study wishes to elucidate how, under the uniqueness of the leisure industry, leisure farms should predict which personality traits possessed by individuals will exhibit what types of service attitude and service behavior, and thus recruit appropriate personnel to raise their competitiveness. This study's research framework is pictured in Figure 1.

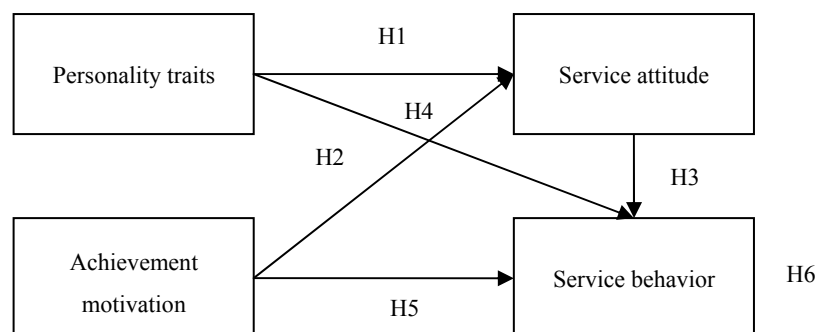


Figure 1. Research framework.

Sample

This research takes its sample from leisure farms in the regions of Taiwan and uses the convenience sampling method to select 46 leisure farms' employees (employees that have first-line contact with customers) as targets of questionnaires. Nine hundred and thirty one questionnaires have been mailed out and 281 have been returned. The questionnaire return rate is 30%. Minus 93 voided questionnaires that have incomplete responses, there are 188 effective questionnaires. The effective return rate is 20%.

Measurement

Personality traits. This study defines personality traits in terms of internal or external control, and it also uses items from the work locus of control scale proposed by Spector (1988) as this study's questionnaire. Dimensional assessment consists of eight questions for internal control and eight questions for external control. Higher scores indicate a greater tendency towards internal control personality traits. Achievement motivation scale devised by Tseng (2004) includes three orientations with different psychological drivers: two questions for challenges against difficulties, three questions for work orientation, and four questions for competition orientation. These can be used to approximate an employee's personal achievement standards and level of diligence.

Service attitude. This research uses the findings of Parasuraman, Zeithaml, and Berry (1994) as the base, with reference to the service attitude scale based on the three major dimensions of realization, emotion, and behavior, as devised by Larsen and Bastiansen (1991), and the Cronin and Taylor's (1992) performance-based measure of service quality (SERVPER) scale edited by Chen (1999), and also made appropriate changes to the original scales in accordance to the characteristics of the leisure farm industry, resulting in a 28-question evaluation scale for leisure farm service personnel's service attitude.

Service behavior. This research uses the "customer orientation service behavior scale" developed by Bettencourt and Brown (1997) to measure leisure farm personnel's service behavior. Expert opinions are also consulted to appropriately adjust the original scales according to the industrial characteristics of leisure farms to ensure that the scales are compatible with the content. Dimensional assessment consists of three questions for role-prescribed service behavior, three questions for extra-role service behavior, and five questions for cooperativeness. Most of the above three portions are responded to by leisure farm employees by selecting responses most compatible with the degree of belief of their own personal opinions regarding the questions. Possible responses include "strongly agree", "agree", "neutral", "disagree", "strongly disagree", and an evaluation expressed in 1-5 points, with lower numbers indicating a low degree of agreeableness with a given question; otherwise, it means that their agreeableness with a given question is high.

Demographic includes sex, age, education level, tourism-related education, marital status, department, job, yearly earnings in the service of leisure farms, work experience in different departments, previous jobs, and monthly wage, for a total of 11 questions.

Reliability and Validity

This study's reliability verification of each dimension uses the Cronbach α coefficient and item to total correlation to evaluate internal uniformity and inspect concentration level among variables. After omitting some items, reliability score for personality traits is 0.70-0.84, 0.70-0.80 for achievement motivation, 0.77-0.94 for service attitude, and 0.80-0.92 for service behavior. These are considered as acceptable reliability scores.

This study employs factor analysis to ensure that scales have construct validity. The authors used the primary

factory analysis and largest variation axis methods to extract the content of the primary factors. The Kaiser-Meyer-Olkin (KMO) value for personality traits is 0.75, 0.70 for achievement motivation, 0.91 for service attitude, and 0.90 for service behavior. After omitting items which have low correlation, have absolute value of their load lower than 0.5, or have two factors greater than 0.5 under the same question, the study has interpolated the following factors whose characteristics values are greater than 1: personality traits—3.97 for external control personality traits and 2.31 for internal control personality traits, explanatory variations are 39.25% and 15.94% respectively, and accumulated explanatory variation is 55.19%; achievement motivation—3.46 for work orientation, 1.57 for challenges against difficulties orientation, and 1.15 for competition orientation, explanatory variations are 38.39%, 17.41%, and 12.81% respectively, and accumulated explanatory variation is 68.61%; service attitude (omitted six questions)—9.03 for caring service, 1.75 for guarantees, 1.43 for reliability, and 1.10 for tangibles, explanatory variations are 41.05%, 7.96%, 6.48%, and 4.98% respectively, and accumulated explanatory variation is 60.47%; and service behavior (omitted one question)—5.93 for cooperativeness, 1.10 for role-prescribed service behavior, and 1.05 for extra-role service behavior, explanatory variations are 53.87%, 10%, and 9.55% respectively, and accumulated explanatory variation is 73.42%.

Results

Analysis of Demographic Data

Participants are primarily female, which occupy 56.4% of the sample population; the largest age group is 20-39, which occupies 37.8%; the most common education level is completion of secondary school, which occupies 44.1%; 87.8% graduated from departments not related to tourism; there tends to be more singles, which occupy 48.4%; in terms of departments, tourist service teams are most common, which occupy 28.7%; base-level employees (base-level service personnel or administrative assistants) are most common, which occupy 61.7%; in terms of total yearly earnings in leisure farm services, those who serve 0.5 month are most common, which occupy 12.2%; second-most common are those who serve 24 months, which occupy 9.6%; in terms of monthly wages, those earning \$20,000-\$29,000 are most common, which occupy 38.8%.

Relationship Among Personality Traits, Achievement Motivation, and Service Attitude

This study used Analysis of Moment Structures (AMOS) 18.0 to test hypotheses and the relationship among personality traits, achievement motivation, service attitude, and service behavior. The model fit of the first model is not good ($\chi^2 = 111.315$; $df = 48$; $p < 0.00$; comparative fit index (CFI) = 0.948; goodness of fit index (GFI) = 0.909; root mean square residual (RMR) = 0.063; and root mean square error of approximation (RMSEA) = 0.084), through five times model adjustment, the fit statistics reveal a better fit between the model and data: $\chi^2 = 0.831$; $p = 0.362$; RMR = 0.22; GFI = 0.998; adjusted goodness of fit index (AGFI) = 0.973; normed fit index (NFI) = 0.861; and CFI = 0.896.

Table 1 provides the results of the model of personality, service attitude, and service behavior. Base on the structural model analysis, the estimate value is larger than 1.96 in absolute value which is significant at the level of 0.05, and the results support H1 and H2, i.e., internal locus of control personality and achievement motivation have a strong positive effect on service attitude, and the results also support H3 that service attitude has a positive effect on service behavior. The study results (see Table 2) do not support H4 and H5, namely, the internal locus of control personality and achievement motivation do not have a significant effect on service behavior. Complete model is shown in Figure 2.

Table 1

Results of Structural Equations Model Analysis

Hypothesis	Estimate	C.R	Significant
H1: Internal locus of control personality → service attitude	0.220	3.414***	Yes
H2: Achievement motivation → service attitude	0.474	7.350***	Yes
H3: Service attitude → service behavior	0.766	13.059***	Yes
H4: Internal locus of control personality → service behavior	-0.064	-1.207	No
H5: Achievement motivation → service behavior	0.070	1.193	No

Note. *** indicates $t > 3.29$ (meaning $p \leq 0.01$).

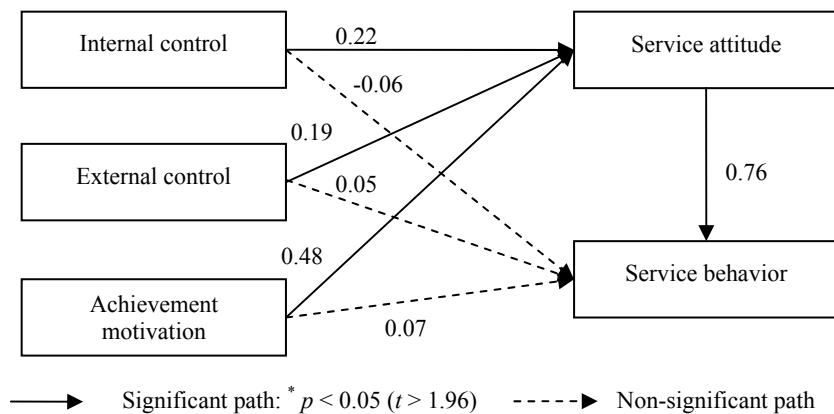


Figure 2. Complete model.

Table 2 shows direct effects, indirect effects, and total effects of those variables. The results discover that the original direct effect of personality traits, achievement motivation, and service behavior is not significant, after adding in service attitude as a mediate variable between internal/external control personality traits and service behavior, the estimate of indirect effects improved significantly. Therefore, service attitude has a mediated effect between personality traits and service behavior. Thus, H6 is supported in this study. From the leisure farm practice management point of view, understanding the personality traits and achievement motivation of employees is not enough, the manager must also have to understand the service attitude of employees so as to be able to further predict the good service behavior of employees in the future.

Table 2

Standardized Direct Effects, Indirect Effects, and Total Effects

Variable relationship	Direct	Indirect	Total
Internal locus of control personality → service attitude	0.221	0	0.221
External locus of control personality → service attitude	0.187	0	0.187
Achievement motivation → service attitude	0.477	0	0.477
Service attitude → service behavior	0.765	0	0.765
Internal locus of control personality → service behavior	-0.065	0	-0.065
External locus of control personality → service behavior	0.054	0	0.054
Achievement motivation → service behavior	0.070	0	0.070
Internal locus of control personality → service attitude → service behavior	-0.065	0.169	0.105
External locus of control personality → service attitude → service behavior	0.054	0.143	0.197
Achievement motivation → service attitude → service behavior	0.070	0.365	0.435

Conclusions

Many studies indicate the effects of internal control personality traits and achievement motivation on personal attitude and behavior. Therefore, two variables are used effectively on research of work attitude and behavior, and most of such researches reveal that individuals with internal control mostly do better than those with external control in terms of mental descriptions, personal characteristics, life adaptation, and work performance, such as job involvement, job satisfaction, organizational commitment, job performance, well-being, etc. (Ng et al., 2006; Judge & Bono, 2001; Kirkcaldy, Shephard, & Furnham, 2002; Bateman & Strasser, 1984). Individuals with higher achievement motivation tend to set higher personal standards, and thus have higher levels of determination and diligent performance compared to individuals with low achievement motivation, and they are more willing to accept challenges, emphasize more on completion of work, and are more competitive (Spence & Helmreich, 1978).

This study obtains the same results as the aforementioned research of proven results and shows that employees with internal control have better service attitude (including tangibles, empathy service, assurance, and reliability dimensions) than those with external control. Employees with high achievement motivation tend to have more positive service attitude and will produce more positive service behavior. According to Hellriegel et al. (1992), specific attitudes can predict specific behavior, and this study also discovers that service attitude can predict service behavior. Personality traits and achievement motivation will further affect service behavior through the intermediary effect of service attitude.

In academic research, it is recommended to add service quality variables to expand existing theories. This study has established correlation models for personality traits, service attitude, and service behavior that should be possessed by service personnel that are appropriate for the characteristics of the leisure farms industry. It is recommended that customer-recognized service quality variables be incorporated to form pair studies, so that this research found out, under the consumer's objective understanding of personality traits conditions, whether service attitudes and service behavior demonstrated by employees exhibit the quality of service that is expected by customers to augment for the shortcomings of academic research.

Many researches (Swan & Bowers, 1988; Winsted, 2000) emphasize the importance of employee service to customer satisfaction. In particular, Hartline and Ferrell (1996), Podsakoff and MacKenzie (1994), and O'Conner and Shewchuk (1995) emphasized more on extra-role service behavior. For employees, service attitude affects customers' feelings towards their service behavior. Leisure farm employers should adjust to these service characteristics so that they can recruit personnel with appropriate service attitude and specifically enhance extra-role service behavior HR training, to produce service behavior needed by customers.

Because of the eclectic and complex qualities of Taiwan's leisure farms, on top of the fact that most leisure farms are run by independent families, service personnel tend to be part-time student workers, and their service attitude and service behavior tend to be more unstable compared to full-time employees. Other than long-term developmental problems, there is more need in improving the quality of service, and the core issue in determining the quality of service is the recruitment strategy of service personnel. The study results show that personality traits and achievement motivation are truly important indicators of service attitude and service behavior. Therefore, if employees' personal characteristics are inclined towards internal control and if they also have higher achievement motivation, they will perform better in terms of service attitude and the resultant

service behavior. The authors recommend that the human resource management of employers should be service-focused, and when recruiting employees, they should recruit more service-oriented individuals (Frei & McDaniel, 1998), putting an emphasis on individuals who are inclined towards internal control and have high achievement motivation. Recruiting this type of appropriate personnel can increase the competitiveness of leisure farms and constitute a human resource management strategy that must be paid attention to by employers.

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