

Do Female Marketing Personnel (FMP) Do Better in Service Industries? Insight Female Innate Characteristics and Female Marketing Capabilities (FMC)

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ABSTRACT Female marketing personnel (FMP) are the major labor force in service industries. The present paper focused on female superiority and correlation between their innate characteristics and marketing capabilities. After the data collection and factor analysis with the evaluation for marketing personnel from administrative staffs in hotels and travel agencies, the two theoretical hypotheses were tested by t-test, Binomial test, and Chi-square test. It is found that FMP are associated with gentleness, geniality, patience, generosity, agility and endurance, and demonstrate and obtain a model a significantly higher level of these characteristics than their male counterparts, except endurance. Further, the findings from the study included the results of correlating the five innate characteristics of FMP and the 31 female marketing capabilities (FMC). Based on these findings and reviewing the literatures, the paper proposes a two-dimension concept of female marketing for service industries. This study implies that FMP owning superiority female innate characteristics and FMC do better in service industries.

INTRODUCTION

Female Marketing Personnel (FMP) is the dominant labor force in service industries. The characteristics and marketing capabilities of FMP will influence on marketing effect, service quality, customers perception and relationships between sellers and buyers. There has been much research into gender differences in buyer behavior, and in contrast, in sales effects, advantages of gender interaction and characteristics, and marketing capabilities of FMP in humanness perspective have received little attention (Palmer and Bejou 1995). In service industries, female employees have occupied from 50 to 100 percent of the total employees in the front-line of service and marketing staffs. According to Population and Employment Statistics Division (2006) of China, there is the biggest proportion of female employees at the front-line in service industries that female employees occupy 92.5 percent of the total number of guides, above 90 percent of the total number of stewardesses, and 62.5 percent of the total number of waitresses in tourism industry. Additionally, female employees occupy 59.6 percent in health, 54.1 percent in accommodation, 48.8 percent in education, 48.6 percent in finance and other service industries. In fact, today, 49 percent of all professional and managerial level

workers and 51 percent of all purchasing managers and agents are women (Barletta 2003).

Review of Service Marketing

Since the 1950's, there has been much concern of service marketing by the scholars. Entering into the 21st Century, service marketing has become highlighted research topics in marketing and management. Service marketing is different from conventional marketing because of the specific service characteristics with intangibility, inseparability, diversity and no stock (Fisk et al. 1993). At first, theoretical research focused on characteristics and independence of service marketing. Now, the mainly theories research in service marketing includes: service quality and design (Grönroos 1993; Zehrer et al. 2014), new concept, strategy (Nasution et al. 2014), innovation (Love et al. 2011), service operations and management (Johnston 1999; Fitzsimmons and Fitzsimmons 2001; Guo 2003; Tsai 2009; Nobel 2013), service offerings (Henkoff 1994), organization and performance (Lynn et al. 2000; Lytle and Timmerman 2006), satisfaction and loyalty (Heskett et al. 1997), customer and relationships (Palmer and Bejou 1995; Payne 1998; Grönroos 2011), retention and market share (Rust et al. 1996), customer expectations (Schneider and

Bowen 1995) and so on. Kunz's (2011) study informed that it is more concerned with service marketing research as the enterprises and customers. However, the little attention has been paid to theoretical research on the gender of service marketers from the humanness perspective in the service and marketing industries.

Review of Vocational Gender Difference and Humanness Management

Until recently, there are rich literatures about gender differences which focus on medical field (Wijk et al. 1999), psychology (Hattori 1987; Tannen 1990; Wiederman et al. 1992/ 1993a/ 1993b) and adolescent health issues (Oncu et al. 2012). Giora (1996) studied the gender differences in the language and psychology; and the prospective research of Pines (1998) is about the personality and gender differences of romantic attraction.

In the field of social occupation, behavioral sciences and management research, a few literatures focus on gender differences, gender preference and professional expectations in work commitment (Hong and Hwang 2012), gender difference of management behavior, decisions and influence (Day and Stogdill 1972; Bowen 1986; Hofstede 1991; Ritnamkam and Sahachaisaeree 2012), binary gender preference and difference of marketing and consumers (Nieva 1981; Bristol 1993), and gender attitudes (Wolf James 2011).

Humanness management refers to human activities has promoted the all-round development of people to achieve the realization of organizational goals, and integrate system and resources of society. The ultimate goal of humanness management is to focus on people not things (Su 2003). In Western, research on humanness management has been paid more attention to significant human factors from economic man to complex man (Koontz 1990). Quite a few scholars have proposed that "Management is humanness activities". Professor Dongshui Su (2002) regarded as Eastern Management is the combined and multi-principal research of behavioral science, humanities, culture and other subjects both in China and foreign countries from the ancient time to the current time. It will achieve the harmony status for human to balance the relationship between human and nature, society, etc.

However, little information and attention have been devoted to FMP on vocational gender difference and humanness management (Sexton and Bowman-Upton 1990).

Review of Marketing Capabilities

Marketing capabilities are distinctive capabilities, which influence on the development, sustainability and competition for the enterprises. Vorhies (1998: 4) had defined the concept of marketing capabilities as "the integrative processes designed to apply collective knowledge, skills and resources of the firm to market-related needs of the business, enabling the business to add value to its goods and services, adapt to market conditions, take advantage of market opportunities and meet competitive threats". However, the most popular definition had been proposed by Day (1994a) who distinguished between market sensing and customer-linking capabilities: the first referred to the ability of a company to identify customers' needs, the second referred to the ability to build relationship with them (Guenzi and Troilo 2006). After reviewing a vast quantity of literatures, three theoretical typologies of marketing capabilities (Chen 2009) are summarized which are processing marketing capabilities (Hayes et al. 1984; Day GS 1994; Grönroos 1994; Egan 1995; Gummerson 1999; Barrales Molina et al. 2014), resource marketing capabilities (Taylor 1974; Wernerfelt 1984; Tuominen et al. 1997; Dutta et al. 1999; Srivastava 2001; Kaleka 2002; Nalcaci and Yagci 2014), and enterprise marketing capabilities (Moore 1995; Vorhies 1998; Weerawardena 2003; Neill et al. 2007; Lahat and Shoham 2014). Nevertheless, the literatures review reveals limitations of existing studies which are lack of humanness perspective research on marketing capabilities.

Review of Female Marketing and FMC

Female marketing is a new concept and phenomena for marketing theory and practices, which has presented an improvement in the social and political position of women. It is not a recent phenomenon, it was evident before the emergence of modern marketing (Scott 1999). The work of feminist scholars has a tendency to go beyond the description, explanation, or understanding of phenomena (Ozanne and Stern 1993). In spite of its salience, gender research was not properly understood or conceptualized in marketing theory. Many analyses of gender representations in advertising during the 1970s and 1980s did not refer to the growing body of

theory on gender, nor draw from the literature on gender and marketing phenomena developed by feminist scholars working in other disciplines. Even Rena Bartos' (1982) ground breaking work that highlighted marketer' misconceptions about female consumers did not draw from female marketing literature (Catterall 1999).

Concerns of female marketing research are initially integrated into the development agenda in the 1970s. Microcosmic studies drew our attention to the differences in entitlements, perceived capabilities, and social expectations of men and women, boys and girls (Alba 2000). Some scholars' studies are focusing on female marketing phenomena (Bartos 1977), female consumers (Winship 1987; Catterall 1999; Westwood 2000; Barletta 2003 /2007; Kulesza et al. 2014; Ma et al. 2014), female employees (Levitin et al. 1971; Barnett 1992; Maclaran et al. 1998; Davidson 1999), female marketing relationships (Fischer 1993/1994), female marketing primary practice and theories subjects (Nieva 1981; Orth 2004), and brand personality's gender dimensions within services environments (Ugolini 2014). Research from Rowan and Dehlinger (2014) exhibited that females reported higher concerns than their male counterparts in mobile device end user. Yet, there is no concept of female marketing. In this research, the concept of female marketing and FMC represent as followed.

The Concept of Female Marketing

After reviewing a wealth of the related literatures, this study is the first to specifically propose a two-dimension concept of female marketing. In the broad sense, female marketing means the aggregation of marketing phenomena, marketing activities and marketing relationships, which are relevant to female material, service and products. Female marketing presents not only female markets, female customers, female advertisements, female marketers, female marketing strategies, saleswomen and relationships, but also the typologies and theories. In the narrow sense, female marketing refers to a set of marketing and economic activities, in which the female could participate, organize and engage, while emphasizing on the female in the dominant position in marketing activities (Chen 2008). In the future, it is of great value to study the orientation, intention and themes of female marketing.

The Concept of Female Marketing Capabilities (FMC)

Although, FMC played an important role for the female to engage in marketing activities and performance in practice which achieve and influence on the female marketing effect and positions, there has been a little research related to this topic. FMC is widely used including service processing in service industry, such as reception, reservation, advice, guide, health, food and beverage services in tourism industries. However, the conception of FMC is still at the beginning phase in our research focusing on female personnel's marketing capabilities and humanness.

After reviewing and combining a number of literatures, the first definition of FMC referred to not only female marketing or marketing capabilities, but also the integration and combination capabilities of a set of marketing activities and service process through marketing supply chain which the female has participated in, organized and is engaged in. FMC present not only the internal female marketing capabilities, but also external the female vorstellung and related capabilities.

Conclusion and Evaluation on Review Literatures

Reviewing the above theoretical research, it can be obtained:

- (1) In numerous theories of service marketing, gender theory of service marketing is less concerned.
- (2) Due to a limited time (from 1974 - present) of theory research on marketing capabilities, some theories and issues of marketing capabilities ought to be further studied in-depth, demonstrated, extended and expanded like research on humanness and gender perspective.
- (3) Despite of a few existing theoretical studies on vocational gender differences and humanness management, research on female marketing characteristics and marketing capabilities in terms of quantity and scope has been paid little attention to be investigated and explored.

As aforementioned, this study has focused on a new phenomenon that female marketing personnel (FMP) have become the major labor force to provide service for customers in the ser-

vice industries. In present research integrated the theory of service marketing, marketing capability, vocational gender differences and humaneness management through the observation, interview and questionnaires insight the phenomenon of gender differences in services industry. Research for gender superiority of FMP and female marketing capabilities in service industries has been of significant value for service marketing theory, marketing theory and professional theory in order to achieve the practice into recruitment, training and assessment of service labor market.

METHODOLOGY

This study focuses on two sections. First, it tests gender superiority of female innate characteristics in services industry. Second, it analyzes and demonstrates the correlation between characteristic factors and FMC.

Investigations Designed

After reviewing the literatures, proposal, questionnaires, samples and process of investigation are designed. The main objectives of this research are to analyze and test whether the female has gender superiority of characteristic factors of FMP, and whether there is correlation between characteristic factors of FMP and FMC in service industries. Tourism industry is chosen as an example to be demonstrated the hypotheses. Surveys to collect the datum with the questionnaires and in-depth interviews had been conducted in travel agencies and hotels in Fujian, China. The random sampling method is adopted for the selection objects for the evaluation for marketing personnel from administrative staffs with the above ranks of headwaiters or head waitresses in tourism industry.

The Methods of Hypotheses Testing

Characteristic factors of FMP with gentleness, geniality, patience, generosity, agility and endurance are tested by the method of Binomial Test (Su et al. 2000). Binomial Test is suitable for comparing one group of a hypothetical value for goodness with the other. Additionally, Binomial Test is an exact test of the statistical significance of deviations from a theoretically expected distribution of observations into two categories,

such as the female and the male, the value less than or equal to the significance observed numbers, or vice-versa. Binomial Test is the sign test with a paired comparison model which is used for calculating the probability of dichotomous outcomes in two choices of mutually exclusive.

In this study, the assumptions of characteristic factors of marketing personnel are proposed by the evaluation of administrative staffs in the hotels and travel agencies in service industries, so that the sign “+” expresses that the female has higher level of these characteristics than their male counterparts of marketing personnel, the sign “-” expresses the male has higher level of these characteristics than their female counterparts of marketing personnel, and sign “0” is no difference between the female and the male of these characteristics. The sign S_i expresses the evaluation of i^{th} administrative staff for characteristic factors of marketing personnel with gentleness, geniality, patience, generosity, agility and endurance. Then there are (Miao 2002):

$$S_i = \begin{cases} + & \text{the female stronger} \\ - & \text{the male stronger} \\ 0 & \text{no gender difference} \end{cases} \quad i = 1, \dots, n$$

S_m^+ Now 128 validity samples of this survey come from the evaluation of administrative staffs in the hotels and travel agencies to be converted into total n signs as S_1, S_2, \dots, S_n ($n=1, 2, \dots, 128$) of characteristic factors of marketing personnel. If the evaluation of characteristic factors of marketing personnel with gentleness, geniality, patience, generosity, agility and endurance are no differences between the male and the female, or the male has higher level of these characteristics than their female counterparts of marketing personnel in service industries, it indicates that this characteristic factor is not one of the FMP factors. However, if the female has higher level of these characteristics than their male counterparts of marketing personnel, the characteristic factor belongs to the superiority characteristic factors of FMP.

Make m is the number of S_1, S_2, \dots, S_n which is not 0, and S_m^+ is the sign “+” of the number S_1, S_2, \dots, S_n which expresses the female has a higher level of their characteristics than their male counterparts. When H_0 is supported, that means no gender difference or the male has a higher level of characteristic factors of marketing personnel than their female counterparts. The probability

of the female or the male stronger of characteristic factors of the marketing personnel is 1/2, so there is $S_m^+ \sim B(m, 0.5)$ While the number $m > 30$ validity samples are 128), according to Gaussian approximation theory, the statistical magnitude μ_{ij} is similar to obey normal distributions $N(0,1)$ for null hypothesis H_0 . Hence, M_{ij} is followed as:

$$\mu_{ij} = (S^+m_{ij} - m_{ij}/s) / /m_{ij}/4 \quad (i=1,2,\dots,6; j= a,b,\dots,f) \quad (1)$$

Theoretical Foundation of Hypotheses

While research on behavior patterns has been considerable linked to gender differences, little research on gender superiority in humanness management has been undertaken to explore the implications of gender superiority of female marketing characteristics in service industries.

Two theories have been appealed either to an internal “person-centered” or an external “situation-centered” theories. The internal approach focuses on gender differences in personality, traits and behavior (that is, gender role/identity, motivational needs, values) and the external approach is different in structural conditions (that is, social and organizational structures) (Ivarsson 2000). The studies of “Women in Management” focused on the perspective of psychology (Riger 1980), leadership and managers (Avotie 1998), and managerially characteristics (Rosen et al. 1978). Deaux (1987) proposed a model that gender-related behaviors are influenced by the expectations of perceivers, self-systems of the target, and situational cues. For the sales-

person’s job is related selling skills, such as communication and problem solving (Churchill et al. 1985a), evidence from the occupational literature suggested that these skills are more commensurate with the personality traits associated with women than men, reflecting the emphasis in their socialization process on empathy and sensitivity for others (O’Leary 1974; Palmer and Bejou 1995).

Having combined the theories of literatures, the stronger characteristics and marketing capabilities of FMP are explored why FMP do better in service industries. This research tests and analyzes stronger characteristics factors of FMP and the correlation between characteristics and marketing capabilities of FMP in service industries.

Hypotheses

Before proposing the hypotheses, in-depth interviews into some service enterprises are needed. The framework and hypotheses of stronger characteristics and marketing capabilities of FMP are proposed to be demonstrated (See Fig. 1).

Figure 1 manifests that FMP does better in service industry which attributes to Superiority Characteristics of Female Marketing Personnel (SCFMP) and FMC, including six superiority characteristics factors of FMP and 31 factors of FMC. The purpose of this study is to be tested the feasibility of the superiority characteristics factors of FMP and correlation with factors of FMC.

For in-depth interviews in some service enterprises, the stronger innate characteristics of FMP are found and assumed as gentleness,

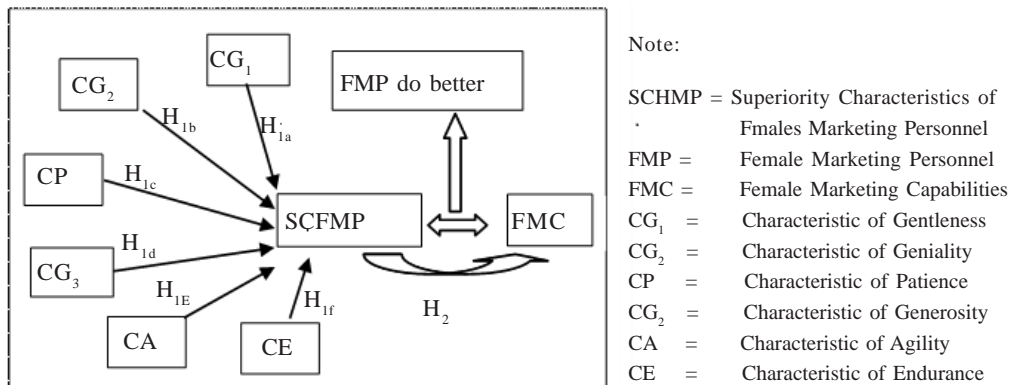


Fig. 1. Frame of female marketing personnel do better in service industries

geniality, patience, generosity, agility and endurance, which they are achieving the better program and work effect in service industries.

Hypothesis 1

Innate characteristic factors of FMP are revealed with gentleness, geniality, patience, generosity, agility and endurance for significant social sense in service industries. Social research on Hofstede (1991) revealed that the female has gentleness as representative characteristic. The female has gentle, tender, perceptual characteristics (Dong 2000). People always think that the female represents the patience, tender and endurance, and the male represents power, explosive force (Hui 1994). In the kin sample, women are only slightly more likely to be consigned to lower status sales, service and manual work. Women also do well in other measures of rewards in nonfarm jobs (Parish et al. 1995). "The female is more sentiments like as gentleness and love", "I have noticed that the female is link to dignity, bearing, and self-confidence" (Williams 1991). The female managers are more responsible, initiative, willing to lead work as well as more coordination, communication capabilities and affinity (Wang 2004). Therefore, the female is very appropriate to work as vocational of secretary, nurse, service staff, sewing, weaving, accounting and so on. Above all, hypotheses are proposed as followed.

Hypothesis 1 is: FMP have significantly stronger characteristic factors with gentleness, geniality, patience, generosity, agility and endurance than the male counterparts in service industries. Hence, FMP do better in service industries for their stronger characteristics in contrast with the male counterparts.

The questions used in the survey include: (1) Do you think that the female has stronger characteristics of marketing personnel with gentleness, geniality, patience, generosity, agility and endurance in contrast with the male counterparts; (2) Do you think that the male has stronger characteristics of marketing personnel with gentleness, geniality, patience, generosity, agility and endurance in contrast with the female counterparts; (3) Do you think that the female and the male have no difference from characteristics of marketing personnel with gentleness, geniality, patience, generosity, agility and endurance. After the interviews in travel agencies and hotels, a set of testable hypotheses was devel-

oped as the following. Under Hypothesis 1, hypotheses 1_a to 1_f of the characteristics factors of FMP with gentleness, geniality, patience, generosity, agility and endurance are proposed for the female in contrast with the male.

Hypothesis 2

Churchill's (1985b:337-338) survey offered 10 characteristics, but they did not provide a definitive answer to the question of what personal characteristics make some individuals better salespeople than others, especially in terms of gender. A more objective way to identify which personal characteristics are strongly related to sales aptitude is to examine a large cross-section of salespeople. Out of this examination, one can determine whether a statistically significant relationship existed between the possession of a particular personal trait and actual sales performance among the members of the sample. Therefore, this paper focuses on the correlation which is assumed between the innate characteristics of FMP and FMC in service industries.

RESULTS

Investigation Results

In the investigation, 166 questionnaires were distributed, and 141 questionnaires were collected in which 128 questionnaires were considered as qualified samples by the administrative staffs of the hotels and travel agencies. After the datum is dealt with by the software SPSS 17.0 and Excel, analysis methods are utilized t-test, binomial test and Pearson Chi-Square Test for analyzing gender superiority and correlations of characteristic factors of FMP in service industries in humanness perspective. The investigation results can be seen from Table 1.

From Table 1, the basic statistical information and results show that the significance of T test is equal to the probability of 0.983, 0.922, 0.944, 0.987, 0.965 and 0.973 of the individual variables of administrative staffs, which are more than 5 percent of variables significance of travel agency or hotel, gender, age, length of service, education and seniority. Thus, representative samples can be revealed that there were no significant differences between the survey samples and the overall samples. The distribution of survey data is valid and reasonable from the managers in service industries. In the same way, the

Table 1: One-sample statistics of the individuals and the factors

<i>Individual Variables</i>	<i>Test value (the administrative staffs) = 3.13, 1.52, 2.77, 3.35, 2.91, 3.17</i>				<i>95% confidence interval of the difference</i>		
	<i>Mean</i>	<i>t</i>	<i>df</i>	<i>Sig. (2-tailed)</i>	<i>Mean difference</i>	<i>Lower</i>	<i>Upper</i>
Travel agencies and hotels	3.13	0.021	127	0.983	0.003	-0.26	0.27
Sex	1.52	-0.099	127	0.922	-0.004	-0.09	0.08
Age	2.77	-0.070	127	0.944	-0.004	-0.13	0.12
Length of service	3.35	0.016	124	0.987	0.002	-0.24	0.25
Education	2.91	-0.044	127	0.965	-0.004	-0.17	0.17
Seniority	3.17	0.034	125	0.973	0.005	-0.27	0.28
<i>Factors Variables</i>							
Gentleness	1.29	-0.016	127	0.987	-0.001	-0.12	0.11
Geniality	1.44	-0.036	124	0.972	-0.003	-0.14	0.14
Patience	1.66	-0.052	127	0.959	-0.004	-0.15	0.14
Generosity	1.92	0.024	127	0.981	0.002	-0.15	0.15
Agility	1.99	0.026	125	0.979	0.002	-0.16	0.17
Endurance	1.77	0.053	127	0.958	0.003	-0.12	0.13

results also reveal that the significance of t-test is equal to the probability of 0.987, 0.972, 0.959, 0.981, 0.979 and 0.958 of female characteristics, which are more than 5 percent of variables significance of gentleness, geniality, patience, generosity, agility and endurance. Hence, representative samples of gentleness, geniality, patience, generosity, agility and endurance are revealed valid.

Data Processing Results

Measurement of Research Variables

With the interview and survey, variables scales of the questionnaires of female characteristics and marketing capabilities are designed as three points, that is: 1= the female stronger, 2 =the male stronger, 0= no difference to compare with gender superiority.

Reliability and Validity of Research Factors Scales

Reliability and validity of research scales are significant of data analysis to achieve the research effect. Testing of research scales is utilized by SPSS software. The results are followed as:

Reliability and Validity of Female Characteristics Scales

Reliability of the individual questionnaires of female characteristics is tested. The result (see

Table 2) reveals that coefficients of Cronbach Alpha coefficients for the six entire factors of female characteristics with gentleness, geniality, patience, generosity, agility and endurance are 0.815 above the 0.70 level, and Cronbach's Alpha based on standardized items is 0.823 also above the 0.70 level. These reliabilities exceed the minimum acceptable cut off of 0.70 for exploratory research (Nunnally 1978). Thus, these six entire indexes tested of reliability and stability of the questionnaires have passed.

Table 2: Reliability of female characteristics factors

<i>Gender factors</i>	<i>Corrected item-Total correlation</i>	<i>Cronbach's alpha if item deleted</i>
Gentleness	0.720	0.763
Geniality	0.538	0.794
Patience	0.527	0.797
Generosity	0.550	0.793
Agility	0.564	0.792
Endurance	0.619	0.777
Total scales	Cronbach's alpha	Cronbach's alpha based on standar- dized items
N=128	0.815	0.823

Validity of questionnaires indexes of female characteristics are tested for the entire dimension indexes and subordinate correlations, which can be assessed on both a content basis and their dimensionality. The coefficient of correla-

tions indexes and dimensions is revealed by Corrected Item-Total Correlation Value, which could show the correlations between of dimension indexes and their subordinate. The result (see Table 2) of validity of female characteristics is: Corrected Item-Total Correlation of the component questionnaires of the factors are all above 0.50, Cronbach's Alpha if item deleted are all above 0.70. Therefore, variables with inter-item correlations of the factors indicated stronger correlations, reliability and stability of the questionnaires.

Reliability and Validity of Marketing Capabilities Scales

By means of reliability and validity test for 31 factors of marketing capabilities scales, the analysis consists of an initial examination of the survey data via reliability analysis and an exploratory factor analysis of scale items using a principle component factor analysis with varimax rotation.

The first stage is reliability test for 31 factors of marketing capabilities which result of data

Table 3: Result of reliability and factor analysis of female marketing capabilities

<i>Factors</i>	<i>Factor rotation loadings</i>	<i>Cronbach's alpha if item deleted</i>	<i>Cronbach's alpha</i>	<i>Cronbach's alpha based on standardized items</i>
Tone charming	0.521	0.703	0.714	0.717
Narrative skills	0.583	0.686		
Using language	0.594	0.651		
Personality	0.634	0.647		
Marketing attitude	0.663	0.660		
Appearance	0.520	0.681		
Image attraction	0.506	0.734		
Perception capability	0.662	0.753	0.795	0.796
Observation capability	0.629	0.774		
Imagination	0.744	0.750		
Writing capability	0.517	0.774		
Serving capability	0.617	0.769		
Listening	0.549	0.764		
Displaying capability	0.476	0.690	0.714	0.715
Complimentary capability	0.524	0.665		
Obeying instructions capability	0.660	0.668		
Incitation capability	0.665	0.684		
Eloquence	0.428	0.691		
Images thinking	0.551	0.653		
Communication capability	0.680	0.763	0.792	0.797
Interactive capability	0.826	0.758		
Selling capability	0.676	0.768		
Negotiating capability	0.527	0.754		
Transaction capability	0.602	0.749		
Operation capability	0.546	0.771		
Cooperation capability	0.721	0.793		
Marketing morality	0.593	0.784	0.817	0.821
Competence	0.477	0.812		
Educational level	0.822	0.756		
Scope of Knowledge	0.791	0.766		
Experience	0.713	0.787		
Reliability of scales	(N=128)		0.909	0.911
KMO and Bartlett Test				
Barlett Test of Sphericity				
Approx 0. Chi-square=1592.740 df=465 Significance=0.000				
Kaiser-Meyer-Olki (KMO) measure of sampling adequacy=0.821				
Extraction Method: Principal Component Analysis 0. Rotation Method: Varimax with Kaiser Normalization 0. Rotating convergence after 10 iterations				

analysis is followed as (see Table 3): Reliability of entire scales (N=128) Cronbach's Alpha is 0.909, and Cronbach's Alpha Based on Standardized Items is 0.911, as well as Cronbach's Alpha and Cronbach's Alpha Based on Standardized Items of groups are all above 0.70. Cronbach's Alpha if item deleted for 31 factors of marketing capabilities is all above 0.50. Accordingly, reliability of marketing capabilities factors has passed for the questionnaires factors.

The second stage of factor analysis utilizes Kaiser-Meyer-Olkin (KMO) Measure of Sampling Adequacy and Bartlett's Test of Sphericity which can be judged the suitable analyzed method. From Table 3, Kaiser-Meyer-Olkin measure of sampling adequacy of marketing capabilities is equal to 0.821 which is more than 0.7; probability p value of Bartlett's Test of Sphericity of marketing capabilities is 0.000. Factors rotation loadings of marketing capabilities are mainly above 0.5 except for factors of Displaying capability, Eloquence, Competence which indicate factor rotation loadings of Displaying capability, Eloquence, Competence are lower than 0.50. However, factor loadings of Displaying capability (0.572), Competence (0.618) are above 0.50, and Eloquence (0.454) is in correlation with female characteristics, thus, these three factors are retained. Thus, the validity of marketing capabilities factors is implied effective for the questionnaires factors.

Data Testing Results and Findings

Hypothesis 1 Test of Female Characteristic Factors

According to Table 1 to Table 4, hypothesis 1 test utilizes Binomial test for characteristic factors of FMP with gentleness, geniality, patience, generosity, agility and endurance. For hypothesis 1, $H_0: u_{ij} \leq u_\alpha$ indicates that there is no gender difference or male marketing personnel has stronger characteristic factor with gentleness, geniality, patience, generosity, agility and endurance than female marketing personnel. The sub-hypotheses tests are supposed and tested as following:

(1) Hypothesis 1_a

$H_{1a}: \mu_{1aj} > \mu_\alpha$ Hypothesis 1_a indicates that FMP have stronger gentleness characteristic than male marketing personnel.

From Table 4, $m_{1a} = 114$, $S_{m_{1a}}^+ = 105$, by checking the distribution list, it shows that $\mu_\alpha = u_{0.05} = 1.660$; according to and formula (1), then:

$$\begin{aligned}\mu_{1a} &= (S_{m_{1a}}^+ - m_{1a}/2) / \sqrt{m_{1a}/4} = (105 - 114/2) / \sqrt{114/4} \\ &= 8.991 > u_\alpha \\ &= 1.660\end{aligned}$$

Further, H_0 is rejected for gentleness characteristic factor of marketing personnel. The test result reveals that FMP has stronger gentleness characteristic than male marketing personnel, which implies that gentleness characteristic is one of the female's superiority characteristic factors of marketing personnel. This result matches with people traditional experience and thinking.

(2) Hypothesis 1_b

$H_{1b}: u_{1b} > u_\alpha$ Hypothesis 1_b indicated that FMP has stronger geniality characteristic than male marketing personnel.

From Table 4, $m_{1b} = 104$, $S_{m_{1b}}^+ = 96$, by checking the distribution list, it showed that $u_\alpha = u_{0.05} = 1.660$; according to formula (1), then:

$$\begin{aligned}\mu_{1b} &= (S_{m_{1b}}^+ - m_{1b}/2) / \sqrt{m_{1b}/4} \\ &= (96 - 104/2) / \sqrt{104/4} \\ &= 8.629 > u_\alpha = 1.660\end{aligned}$$

Thus, H_0 is rejected for geniality characteristic factor of marketing personnel. The test result shows that FMP have stronger geniality characteristic than male marketing personnel. Geniality characteristic is the secondary superiority characteristic factor of FMP. Maternal effect means that most of FMP have stronger degree of geniality than male marketing personnel.

(3) Hypothesis 1_c

$H_{1c}: u_{1c} > u_\alpha$ Hypothesis 1_c indicates that FMP have stronger patience characteristic than male marketing personnel.

From Table 4, $m_{1c} = 100$, $S_{m_{1c}}^+ = 72$, by checking the distribution list, it shows that $u_\alpha = u_{0.05} = 1.660$; according to formula (1), then:

$$\begin{aligned}\mu_{1c} &= (S_{m_{1c}}^+ - m_{1c}/2) / \sqrt{m_{1c}/4} \\ &= (72 - 100/2) / \sqrt{100/4} \\ &= 4.4 > u_\alpha = 1.660\end{aligned}$$

Thus, H_0 is rejected for patience characteristic factor of marketing personnel. The test result reveals that FMP have stronger patience characteristic than male marketing personnel. Patience characteristic is the third superiority characteristic factor of FMP which indicates that the fe-

Table 4: Statistics and test results of the female and the male characteristics factors of marketing personnel

Gender difference	Gentleness	Geniality	Patience	Generosity	Agility	Endurance
m_{ij}	114	104	100	84	72	105
S^+m_{ij}	105	96	72	54	57	52
Stronger of the female u_{ij}	8.991	8.629	4.400	2.619	4.950	-0.098
Stronger of the male μ_{ij}	1.660	1.660	1.660	1.664	1.667	1.660
Comparing with μ_{ij}	$\mu_{ia} > \mu_{\alpha}$	$\mu_{ib} > \mu_{\alpha}$	$\mu_{ic} > \mu_{\alpha}$	$\mu_{id} > \mu_{\alpha}$	$\mu_{ie} > \mu_{\alpha}$	$\mu_{if} > \mu_{\alpha}$
Stronger of test results	The female	The female	The female	The female	The female	No difference

male tend to more patience than the male to listen and do something tolerantly.

(4) Hypothesis 1_d

$H_{1d} : \mu_{1d} > u_{\alpha}$ Hypothesis 1_d indicates that FMP have stronger generosity characteristic than male marketing personnel.

From Table 4, $m_{1d}=84$, $S^+_{m_{1d}}=54$, by checking the distribution list, it shows that $\mu_{\alpha}=\mu_{0.01}=1.664$; according to formula (1), then:

$$\begin{aligned} \mu_{1d} &= (S^+_{m_{ij}} - m_{ij}/2) / \sqrt{m_{ij}/4} = (54-84/2) / \sqrt{84/4} \\ &= 2.619 > u_{\alpha} = 1.664 \end{aligned}$$

Thus, H_0 is rejected for generosity characteristic factor of marketing personnel. The test result reveals that FMP have stronger generosity characteristic than male marketing personnel. Generosity characteristic is the fourth superiority characteristic factor of FMP. In service industry, most of FMP will be more generosity with customers complain and dissatisfaction than male marketing personnel.

(5) Hypothesis 1_e

$H_{1e} : u_{1e} > u_{\alpha}$ Hypothesis 1_e indicated that FMP has stronger agility characteristic than male marketing personnel.

From Table 4, $m_{1e}=72$, $S^+_{m_{1e}}=57$, by checking the distribution list, it showed that $u_{\alpha}=\mu_{0.01}=1.667$; according to formula (1), then:

$$\begin{aligned} \mu_{1e} &= (S^+_{m_{ij}} - m_{ij}/2) / \sqrt{m_{ij}/4} = (57-72/2) / \sqrt{72/4} \\ &= 4.950 > u_{\alpha} = 1.667 \end{aligned}$$

Therefore, H_0 is rejected for agility characteristic factor of marketing personnel. The test result reveals that FMP has stronger agility characteristic than male marketing personnel, and so agility characteristic factor is the fifth superiority characteristic factors of FMP. FMP has been

thought that they are more ingenious with people in service industry.

(6) Hypothesis 1_f

$H_{1f} : \mu_{1f} > u_{\alpha}$ Hypothesis 1_f indicates that FMP have stronger endurance characteristic than male marketing personnel.

From Table 4, $m_{1f}=105$, $S^+_{m_{1f}}=52$, by checking the distribution list, it shows that $u_{\alpha}=\mu_{0.05}=1.660$; according to formula (1), then:

$$\begin{aligned} \mu_{1f} &= (S^+_{m_{ij}} - m_{ij}/2) / \sqrt{m_{ij}/4} \\ &= (52-105/2) / \sqrt{105/4} = -0.098 < u_{\alpha} = 1.660 \end{aligned}$$

Therefore, H_0 is supported for endurance characteristic factor of marketing personnel. The test result reveals that FMP does not have stronger endurance characteristic factor than male marketing personnel, and endurance characteristic factor is not one of superiority characteristic factors of female marketing personnel in service industries. This result may be explained by two possible reasons: first, it might be caused by the misunderstanding of the meaning of endurance characteristic factor of marketing personnel; second, tested samples sizes have been to continually increase because two groups of superiority evaluations don't reveal a significant difference for endurance characteristic factor of marketing personnel between FMP and male marketing personnel. Thus, endurance characteristic factor of marketing personnel is temporarily removed from FMP.

All test results of superiority characteristic factors of marketing personnel can be shown in Table 4. Accordingly, FMP have superiority characteristic factors with gentleness, geniality, patience, generosity and agility.

Hypothesis Correlations Test of Female Characteristic Factors

In service industries, female and male marketing personnel reveals characteristic factors

of gentleness, geniality, patience, generosity, agility and endurance. Independent or homogeneous of samples test is carried out by Chi-square test for the six variables of female characteristic factors, as well as correlations of independent or homogeneous method of the Kendall correlation test.

Correlation test of Kendall method is used to measure the degree of correlation statistics between the sequence variables and rank variables in this research. The test results (see Table 5) has revealed the significant correlations between gentleness and geniality, generosity, agility, endurance, and low linear correlation between gentleness and patience in 99 percent significant interval confidence for the difference (two-tailed tests), as well as comparatively correlations between geniality and patience in 95 percent significant interval confidence for the difference (two-tailed tests).

Hypothesis 2 Correlations Test between Female Characteristics and FMC

Female characteristics are significant elements and parts of FMC. After testing female innate characteristics and FMC^{*}, correlation test is carried out between female innate characteristics and FMC. The method of crosstab analysis is utilized (See Table 6).

From Table 6, the results and findings show as following:

- (1) A total of 31 characteristic factors of marketing capabilities are correlated with five factors of female characteristics. Significant correlations between five factors of female characteristics and marketing capabilities
- (2) With a significant confidence of 0.01, significant correlations between female gentleness characteristic and FMC are Perception, Observation, Imagination, Displaying, Complimentary, Obeying Instructions, Incitation, Eloquence, Images Thinking, Listening and Serving Capabilities. With a significant confidence of 0.05, relative significant correlations between female gentleness characteristic and FMC is Writing, and the other factors of FMC are not related with female gentleness characteristic.
- (3) With a significant confidence of 0.01, significant correlations between female geniality characteristic and FMC are Tone charm-

are Eloquence, Images Thinking and Listening. Significant correlations between four factors of female characteristics and marketing capabilities are Perception, Imagination, Displaying, Obeying Instructions, Writing, Serving and Selling Capability. Significant correlations between three factors of female characteristics and marketing capabilities are Image Attraction, Observation, Incitation and Cooperation Capability. Significant correlations between two factors of female characteristics and marketing capabilities are Tone Charming, Using Language, Marketing Morality, Competence and Communication. Significant correlations between one factor of female characteristics and marketing capabilities are Narrative Skills, Personality, Marketing Attitude, Appearance, Information Linking, Negotiating, Transaction, Operation, Educational Level, Scope of Knowledge and Experience.

Table 5: Correlation test with Kendall's tau_b (N=128)

		<i>Gentleness</i>	<i>Geniality</i>	<i>Patience</i>	<i>Generosity</i>	<i>Agility</i>	<i>Endurance</i>
Gentleness	Correlation Coefficient	1.000					
	Sig. (2-tailed)	0.					
Geniality	Correlation Coefficient	0.469 (**)	1.000				
	Sig. (2-tailed)	0.000	0.				
Patience	Correlation Coefficient	0.310 (**)	0.204 (*)	1.000			
	Sig. (2-tailed)	0.000	0.013	0.			
Generosity	Correlation Coefficient	0.493 (**)	0.362 (**)	0.260 (**)	1.000		
	Sig. (2-tailed)	0.000	0.000	0.001	0.		
Agility	Correlation Coefficient	0.405 (**)	0.430 (**)	0.317 (**)	0.422 (**)	1.000	
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.	
Endurance	Correlation Coefficient	0.567 (**)	0.222 (**)	0.546 (**)	0.372 (**)	0.365 (**)	1.000
	Sig. (2-tailed)	0.000	0.007	0.000	0.000	0.000	0.

Note: (**) Represents p is less than 0.01 on significant for mean marked correlation (two-tailed tests)

(*) Represents p is less than 0.05 on significant for mean relatively correlation (two-tailed tests)

Table 6: Pearson Chi-Square Test crosstab between female characteristics and marketing capabilities

<i>Factors</i>	<i>Gentleness</i>	<i>Geniality</i>	<i>Patience</i>	<i>Generosity</i>	<i>Agility</i>
Tone charming		0.275 (**)		0.264 (**)	
Narrative skills			0.183 (*)		
Using language				0.222 (*)	0.191 (*)
Personality				0.191 (*)	
Marketing attitude				0.263 (**)	
Appearance		0.210 (*)			
Image attraction		0.215 (*)	0.255 (**)		0.243 (**)
Perception capability	0.259 (**)		0.323 (**)	0.199 (*)	0.236 (**)
Observation capability	0.282 (**)	0.236 (**)	0.252 (**)		
Imagination	0.345 (**)	0.255 (**)	0.348 (**)	0.244 (**)	
Displaying capability	0.235 (**)		0.319 (**)	0.211 (*)	0.239 (**)
Complimentary capability	0.239 (**)*		0.378 (**)*	0.233 (**)	0.260 (**)
Obeying instructions Capability	0.234 (**)		0.286 (**)	0.211 (*)	0.257 (**)
Incitation capability	0.232 (**)	0.254 (**)	0.290 (**)*		
Eloquence	0.258 (**)	0.263 (**)	0.249 (**)*	0.277 (**)	0.335 (**)
Images thinking	0.263 (**)*	0.292 (**)	0.284 (**)	0.283 (**)	0.308 (**)
Writing capability	0.209 (**)		0.283 (**)	0.206 (*)	0.218 (**)
Serving capability	0.308 (**)*	0.213 (*)	0.234 (**)	0.272 (**)	
Listening	0.313 (**)	0.205 (*)	0.476 (**)	0.239 (**)	0.207 (**)
Marketing Morality Competence				0.214 (*)	0.223 (**)
Information linking Capability				0.182 (*)	0.196 (*)
Communication capability			0.188 (*)	0.208 (*)	
Selling capability		0.194 (*)	0.245 (**)	0.214 (*)	0.340 (**)
Negotiating capability			0.196 (**)		
Transaction capability			0.252 (**)		
Operation capability					0.284 (**)
Cooperation Capability			0.277 (**)		0.205 (*)
Educational Level				0.232 (**)	
Scope of Knowledge				0.285 (**)	
Experience				0.234 (**)	

Note: (**) Represents the intersection of two factors in confidence between 0.01 on significant correlation
 (*) Represents the intersection of two factors in confidence between 0.05 of the more significant correlation

ing, Observation Capabilities, Imagination, Incitation Capability, Eloquence and Images Thinking. With a significant confidence of 0.05, relative significant correlations between female geniality characteristic and FMC are Appearance, Image Attraction, Serving Capability, Listening and Selling Capability. And the other factors of FMC are not related with female geniality characteristic.

- (4) With a significant confidence of 0.01, significant correlations between female patience characteristic and FMC are Image Attraction, Perception, Observation, Imagination, Displaying, Complimentary, Obeying Instructions, Incitation, Eloquence, Images Thinking, Writing, Serving, Listening,

Selling, Transaction and Cooperation. With a significant confidence of 0.05, relative significant correlations between female patience characteristic and FMC are Narrative Skills, Communication and Negotiating Capability, and the other factors of FMC are not related with female patience characteristic.

- (5) With a significant confidence of 0.01, significant correlations between female generosity characteristic and FMC are Tone Charming, Marketing Attitude, Imagination, Complimentary, Eloquence, Images Thinking, Serving, Listening, Educational Level, Scope of Knowledge and Experience. With a significant confidence of 0.05, relative significant correlations between female generosity characteristic and FMC are Using Lan-

- guage, Personality, Perception, Displaying, Obeying Instructions, Writing, Marketing Morality, Competence and Selling Capability. And the other factors of FMC are not related with female generosity characteristic.
- (6) With a significant confidence of 0.01, significant correlations between female agility characteristic and FMC are Image Attraction, Perception, Displaying, Complimentary, Obeying Instructions, Eloquence, Images Thinking, Information Linking, Selling Capability and Operation Capability. With a significant confidence of 0.05, relative significant correlations between female agility characteristic and FMC are Using Language, Writing, Listening, Marketing Morality, Competence, Communication and Cooperation Capability. And the other factors of FMC are not related with female agility characteristic.
- (2) Female geniality means that the female has a kind of temperament with affability, appetency and mother's love. Female geniality often presents cordial, warmth, ease, tenderness within interpersonal relationship, which means that a female is easier to be close with other people (Pan 2002: 261). The survey result shows that 75 percent of entire 128 administrators attributes to their evaluation of superiority geniality characteristic of FMP in comparison with the male counterpart in service industries. Geniality characteristic confirms that the female has gender superiority to be beneficial to do better than the male of marketing personnel in service industries.
- (3) Female patience means the limitation of female tolerance temperament of bearing and suffering while to face the discordantly kind of environment in the aspects of female physiology and mentality. Blackford (2004)'s research referred to the patience character of men, but it did not analyze female patience. Patience characteristic confirms that the female has gender superiority to be beneficial to do better than the male of marketing personnel in service industries. FMP have stronger patience characteristic to face and communicate with customers, as well as easier to reach the best results in their service transaction program. The female patience trait originates from the female physiology characteristics. Shelford (1913: 302-303) proposed and confirmed the law of toleration, that is: A law stating that the abundance or distribution of an organism can be controlled by certain factors (for example, the climatic, topographic, and biological requirements of plants and animals) where levels of these exceed the maximum or minimum limits of tolerance of that organism. People tend to think that the female represents patience, vulnerability and lingering in contrast to the male representing instantaneous explosive power and forces. While facing the same situation and problems, the female has stronger patient while the men express impatient. Thus, the life span of the women is often longer than men (Hui Min 1994: 31). The survey result indicates that 56.3 percent of entire 128 ad-

DISCUSSION

Female Superiority Characteristics and Obtaining a Model

Female Superiority Characteristics Analysis

This paper provides results demonstrating for superiority characteristics factors of female marketing personnel in terms of gentleness, geniality, patience, generosity and agility in service industry.

- (1) Female gentleness means the female temperament with softness, and submissive among kinds of environment. It is opposite with the male "rigidness." Female gentleness reveals not only the aspects of physical strength, but also character and language, voice, vision, etc. Hofstede (1991) confirmed that the higher female temperament appears more gentleness and softness. The survey results reveals that 82.03 percent of entire 128 administrators attributes to their evaluation of superiority gentleness characteristic of FMP in comparison with the male counterpart in service industries. Gentleness characteristic confirms that the female has gender superiority to be beneficial to do better than the male of marketing personnel in service industries.

ministrators attributes to their evaluation of superiority patience characteristic of FMP in comparison with the male counterpart in service industries.

- (4) Female generosity means the female temperament of permitting and accepting the other person or something, or someone's voice and expression (Pan 2002: 261), because the female with generosity is good at understanding and sympathy for other people's feeling and behavior, they are easier to find the customer needs to achieve the transaction and satisfaction. The survey result reveals that 42.2 percent of 128 administrators attributes to the evaluation of female generosity superiority characteristic in comparison with 23.4 percent opposite of the male in service industries. Thus, generosity characteristic confirms that the female has gender superiority to be beneficial to do better than the male of marketing personnel in service industries.
- (5) Female agility means the female temperament of ingenuity, responding quickly, clever in eloquence and sensitiveness. The female with agility performs better than the male in handicraft, secretary, nurse, service, sewing, weaving and so on. When the female engages in the work in service and marketing, the female can work with the adopting methods, and are easier to find the customer needs, buying desires and feelings, which helps to reach the success of the bargain. The survey result informs that 44.5 percent of administrators gave the evaluation that the female has more agility characteristic than the male of marketing personnel in service industries, but opposite views are

only 11.72 percent. Psychologist of University of Western Ontario, Doreen Kimura (1992) confirmed that "women are faster at certain precision manual tasks, such as placing pegs in designated holes on a board." The female reveals a distinct agility of marketing capability during their work in service industry, such as: flexible working style, more detect the facial of customers, and easier transaction. Therefore, agility characteristic confirms that the female has gender superiority to be beneficial to do better than the male of marketing personnel in service industries.

Model of Female Superiority Characteristics

After aforementioned, correlations of female characteristic factors are tested with gentleness, geniality, patience, generosity and agility of FMP in service industries. The female gender has been confirmed possessing superiority characteristic factors better than the male with gentleness, geniality, patience, generosity and agility of marketing personnel. Endurance characteristic factor of FMP will further be tested in the future. Hence, these observations and tests lead us to obtaining a model of superiority characteristic factors of FMP as the formulation (2):

$$SCFMP = CG_1 + CG_2 + CP + CG_3 + CA$$

The formulation (2) means that superiority characteristic of female marketing personnel (SCFMP) can accumulate value of gentleness, geniality, patience, generosity, agility. The higher SCFMP are, the better FMP can do better in service industries.

How is superiority characteristics of FMP evaluated? The evaluation of superiority characteristics of FMP is shown in Table 7.

Table 7: Valuation the characteristics of female marketing personnel

<i>Gender factors (Valuation score)</i>	<i>Excellent (0.5)</i>	<i>Good (0.3)</i>	<i>Bad (0.2)</i>	<i>Total</i>
Gentleness				
Geniality				
Patience				
Generosity				
Agility				
Total				

Doing Better and Correlation between Female Superiority Characteristics and Marketing Capabilities

The present research has confirmed correlations between five factors of female superiority characteristics and 31 factors of marketing capabilities. Research of Churchill (1985b: 335-338) indicated that many firms are not very adept at recruiting and selecting salespeople with the talent and ability for future selling success, as well as hiring, training and attempting to motivate sales people who lack the basic mental capacity or personality characteristics to be successful.

The female can do better in service industry due to their superiority characteristics and FMC. Spain and Bianchi (1983a/b) presented companies that had traditionally hired women for sales jobs are concentrated in the retailing and real estate industries. Survey research of Doreen Kimura (1992, 1999) revealed that the female work better than men in verbal fluency, perceptual speed, and manual dexterity, as well as verbal memory in recall of the real words but not the nonsense words (Kimura 2003).

CONCLUSION

Unlike surveying customers or service employees, this research examined only 128 validity samples of administrative staffs in tourism industry, which concentrated on only one service industry. Consequently, we did not collect a large quantity of validity samples and data to analyze due to the limitation of time and resources. In this paper, the conclusions and contributions are:

- (1) It is the first proposing a two-dimension concept of female marketing for service industries, which will be beneficial and develop theoretical research on service management, humanness management, and gender management.
- (2) It is confirmed that the female possesses superiority innate characteristic factors with gentleness, geniality, patience, generosity and agility, as well as correlations among them in service industries. One of the reasons has implication that the female can do better than the male, consequently, the female is willing to work and the enterprises prefer to recruit a quantity of FMP in service industries.

- (3) It obtained a model of SCFMP for the enterprises to evaluate FMP in service industries, which can be used not only for the promotion of female marketing theory, but also for enterprises to achieve effective service program.
- (4) Correlations between female innate characteristics and FMC in service industries, which replenish Churchill's question and concern, have explained why FMP do better in service industries. Insight intrinsic quality of FMP, female superiority characteristics and FMC have revealed in humanness perspective.

The conclusion of this research paper implies that FMP have superiority female innate characteristics and FMC so that FMP do better in service industries than male marketing personnel.

RECOMMENDATIONS

Notwithstanding its limitation, the suggestions are still necessary to put forward to the further studies in this research.

- (1) In service industries, cognition of gender difference and gender superiority of female innate characteristics and marketing capabilities is essential to the enterprises and managers. The best gender configuration and allocation of marketing personnel will achieve effective working programs and the customer satisfaction in service industries.
- (2) In contrast with the male as essential labor force, the female has significant gender superiority power, characteristics and marketing capabilities in service industry in humanness perspective. Recruiting more front-line female employees to serve customers is an advisable suggestion and decision-making for the enterprises in service industry.
- (3) This is a primary research about gender management. Influencing factors, related issues, and evaluation of female marketing and FMC are the tasks for the further research in the future.

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NOTES

- * There is another research to demonstrate that FMP possessed a stronger degree than their male of marketing capabilities. This study was accepted and presented in “INFORMS Marketing Science Conference 2012”, Hosted by “INFORMS Society for Marketing Science (ISMS)”, Boston, USA

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