



National Cheng Kung University

Institute of International Management

RA73700 SERVICE MANAGEMENT:

FROM CHINESE PERSPECTIVES

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Ask Chris - this is what you would have in Germany.
In UK / US the custom would be just to use the highest title
Also note the correct (formal) approach is Professor Stanworth (So no first name)
Often in practice you call people with their title then, particularly in the UK they will invite you to use their first name. My approach is to use titles - then follow the other person's lead.

Mid Term Paper

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Kessara - where is your Chinese name!
Fonts!

December 3rd, 2022

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1. INTRODUCTION

Over the last **Since airplanes were invented?** decade of short and long-distance travel has shown a dramatic rise in people's movements across the world. ~~Likewise, with the rising of emerging economies and the accelerating forces of globalization,~~ more people go abroad for traveling, study, occupation, ~~or other personal reasons.~~ When people find themselves away from home for some time, they might find it difficult to accept and adjust to all aspects of the different culture. This means that although they do not anticipate experiencing it, more people are confronted with different cultures. Also, every culture has its tradition which are reflected in the service culture. Thus, customer service concerning service delivery that serve as the reference point for performance is judged, (Zeithaml et al., 2010) with the unfamiliar cultural is likely more profound experiences. Hence, some people may experience service shock and acculturation with culturally dissimilar service providers applied to individuals, acculturation refers to changes that take place as a result of contact with culturally dissimilar people, groups, and social influences (Gibson, 2015). Then, customers' expectations, perceptions, and evaluations of international service encounters are likely to be different from those of intracultural service encounters wherein customers and service providers share a common language, values, and norms. However, customers' expectations and satisfaction might adapt stronger to local cultural circumstances. Therefore, the aim of this paper is to examine, review and critique service shock cases from the group members' first-hand experiences with service employees in Taiwan. Since the concepts of service shock and acculturation can cause unexpected and both positive and negative reactions of customers to service providers' activities. Thus, it is important to investigate the acculturation issues in order to understand the behavior of people from other cultures and service employees' performances.

One idea one sentence

This is one epic paragraph. Break things up a bit. You start with ICSEs Then you come to judging them Zay - get some "old friends" into the literature here. Who has written most on ICSEs? (old-friends)

Ok - I'm liking "the aim of this paper" - this says we are thinking how to focus :D Here, you could (1) identify service shocks (2) explore your reactions (3) try and explain these events in terms of acculturation theory

2. THEORETICAL FOUNDATION

For a short paper
don't divide into
chapters.
Keep these as
headings. Left
align.

2.1 The Concept of Acculturation

Acculturation **refers to,** culture change that results from continuous, first-hand contact between two distinct cultural group" (Redfield, Linton et al. 1936). Furthermore, with the extended definition of mutuality defined as "the dual process of cultural and psychological change that takes place as a result of contact between two or more cultural groups and their individual members." (B **why the weird brackets?** collective viewpoint as a group of social members, acculturation is deeply associated with change of the daily practices in terms of social structures, institutions and cultural. On the individual level, it involves changes in a person's behavioral patterns. Acculturation takes a long time, maybe through years, and generations and even centuries for the cultural and psychological transformation in order to adapt to the new environment with counterparts with different ways of living, customs, philosophy of life, way of doing things and behavior. **styles** citation? Moreover, when two groups of people encounter, or two different individual encounters and they learn to coexist with each other, the process of knowing, understanding and conflicting, accepting each other is a mutual process, which require changes from both sides within the cross-cultural encounter. Tourism, pursuit of education for international degree, commerce or overseas employment could be the reason for contact and change. Activities taking longer term such as colonization, migration and sojourning could have a significant impact on individuals and society on a macro level, in which case the acculturation process becomes a longer-term process. In the latter case, acculturation involves activities, for example, to learn each other's language, to share food preferences, dress forms and social interactions that are characteristic of each group. These mutual adaptations sometimes may occur quite easily through processes of culture shedding and culture learning (Berry, 1968). Accommodation processes can also create culture conflict and acculturation.

Try and be more incisive.
Yes - different reasons for travelling = different durations = different types of acculturation.
Berry is ok - Zay / Kessara did you look in the library?
Try "culture shock" and "psychology" as search words - you might get a happy surprise

Though the concept of acculturation and research mainly were carried out in the immigrant receiving countries such as New Zealand, Canada, United States (Chun et al., 2003), the issues concerning the process of acculturation are becoming more important as the massive population are encounter more frequent for moving and contact in the globalized world (Sam & Berry, 2006). The concept, theories and perspectives from the psychologists and anthropologists which originally studies the immigration and refugees can be borrowed to provide a cultural lens to analyze the international encounters in the globalized world when the “West meets the East”, metaphorically as the study of what is going on through the process of people of distinct different cultural backgrounds meet and what kinds of sparks could occur. In this paper, we are focusing on the perspectives of service provider and service receivers who came from different cultural backgrounds. What are the different expectations they would hold towards each other? Also, how the different expectations could lead to, possibly positive or negative, service experiences and customer perceptions?

2.2 Service quality and stages of acculturation

Culture refers to an accumulation of learned meaning with definition needs a citation there were many research works suggesting that culture may influence consumers' perception of service quality. These learned meanings or values provide guidance for consumer behavior (Imrie et al., 2003). As a result, the results of the cross-national study of Japan and U.S.A by Winsted et al. (2003) showed that cultural differences in service quality perception are related to personal and social factors including conversation, civility, and personality. The study highlighted that the SERVQUAL conceptual model is inadequate at the micro level. L. et al., (2003) titled “The service quality construct on a global stage” (Cadogan et al., 2003) provided a better understanding of how consumers evaluate service quality within a cultural context. The study significantly from the North American context. Research results showed that cultural values influence the hierarchy of service quality dimensions. Suraman, Zeithaml et al. (1985)'s SERVQUAL conceptual model did not cover the breadth of criteria utilized by Taiwanese consumers.

In this section you need to connect up your theoretical concepts. As a Western customer I am socialized to Western notions of service quality. As an ex-patriate in Taiwan I need to acculturate to Chinese socio-cultural norms -- in particular those surrounding Chinese service quality

Interpersonal relations are highlighted as a dimension of service quality that is not adequately addressed by SERVQUAL model. In addition, the research titled “The Developmental Model of Intercultural Sensitivity” describes six developmental stages of intercultural awareness and communication, and progress toward a deeper understanding and appreciation of cultural variance, as well as greater social facility when negotiating cross-cultural dissimilarity. The six steps are as follows:

Denial is the most ethnocentric stage and can often be the result of an individual's lack of experience with different cultures. For example, this might occur in small rural towns where most people share the same cultural background. People in this stage may sometimes be able to distinguish broad areas of difference. Yet, they can't see intercultural nuance. For example, they know that people from Asian backgrounds are different from Westerners, without recognition that Asian cultures are different in any way from one another.

Defense stage, persons become aware of differences in cultures and this defense stage represents a development in intercultural sensitivity beyond denial. There are two forms of defense: one is the denigration of difference, where individuals see their culture as being better than other cultures and the other form, the assumption of cultural superiority, is where individuals admire the other culture and see their own culture as inferior.

At the minimization stage, cultural difference is acknowledged and is not negatively evaluated, either explicitly as in denigration or implicitly as in superiority. What matters most is that we are all human beings and therefore we have similar feelings, hopes, and needs. Rather, cultural difference is trivialized.

The acceptance stage is a move from ethnocentrism to ethnorelativism. Cultural difference is both acknowledged and respected. Difference is perceived as fundamental, necessary, and preferable in human affairs. There are two facets of acceptance. First, is the acceptance of behavioral differences including language, communication style, and nonverbal patterns. Second is acceptance of the underlying cultural value differences which may represent different organizations of reality (Kluckhohn & Strodtbeck, 1961).

Adaptation stage, individuals have gained the competency and experience to effectively deal with the culture differences. They are able to adapt their ways of interacting and communicating, and also to the values that exist in other cultures. People have developed cultural empathy and act according to the rule: treat others as they wish to be treated.

Integration stage, the final, individuals have developed a sense of themselves as members of two or more cultural groups. People fully integrate cultural differences into their sense of self. They do not deny or judge individual difference.



3. SERVICE SHOCK AND ACCULTURATION

Six cases of service shock are subjectively narrated from our group members' experiences by reminisce of our past intercultural encounters while living, studying or traveling in foreign lands. These experiences were analyzed with the major constructs that can influence the customers' expectation and consequentially affect customers' satisfaction positively or negatively defined by Sharma (2012). The main constructs in discussion are **1. Inter-role congruence 2. Adequate and perceived service levels, 3. Perceived cultural distance, 4. Inter-cultural competence**, which will be defined, explained through each individual case and the effect on the customer **satisfaction** from multi-cultural perspective in Thailand and Myanmar.

Ok - direction good here - but see how your objective does not explain this (better here - poor above)

Case 1 Stick to open hours or not to, that is the question

In Taiwan, most of the shops, time for opening hours for the restaurant or services will stick to the open hours they announce, unless it is a in the traditional market or street vendors. If customers wish to have late lunch for the restaurant after the normal serving hours which are normally between 10:30-13:30, once customers miss the lunch hours, some restaurant will refuse to accept more orders. However, in the Southern part of Tainan where people would keep a sense of rén qíng wèi (人情味), the human touch, friendliness or human warmth, mostly the restaurant will keep some flexible time buffer for the frequent customers or people who may come a bit late for the lunch. As Tainan is well-known for the local delicacy, some famous store will not extend the opening hours once their prepared materials running out, one for the concern that they would not sacrifice the taste simply to make more money if the material is not sufficient. Moreover, the old stores (老店: stores with long history of running the business and owns good reputation) believes in long-term relationship that if the customer truly loves the food, they will definitely come back and understand the reason why they will not sell the food. The other reason is that Tainan people believes in life quality matters more than making the most of the profit will extra-long opening hours. The practical

reason could be these prestigious stores need not worry the customer base for breakeven so they would rather stick to their open hours. They would choose to close the shop and enjoy the leisure time after the profits. Such philosophy of running the store may be unbel trend (e.g., weekends) coming from Myanmar, most of the restaurant will still welcome during the normal dining time. Compared with the dining experience in Canada, the dining experience or services stick even more strictly to the announced hours, be the store famous or not, which seems to be the social norm to close punctually for working/open hours. Once I tried to mail the present from Canada back to Taiwan for my family from the post office on campus, I was the next to be in service in the line, but the clock remains 2 minutes to close down the service. The personnel asked me and the rest of the line to stop waiting and wait for tomorrow's service. Coming from Taiwan, such request was considered rude and unprofessional since most of the mailing office in Taiwan will still be flexible and choose to wait a bit longer to serve the remaining people waiting within the office around the closing hours. But in Canada, be it bank or postal office, closing sharply to the open hour is the business norm and no people would consider it as rude or unprofessional since extra opening hours will delay the closing time and increase the wage or operating expense from the company side. From the experience shared by Thailand member, the open hours would be based on the business owners and the type of industry. If it is a self-owned business, customers are expected to have more flexible opening hours while in financial services such as banks or department stores, they tend to strictly stick to open hours without negotiable room for service time. Also the level of internationalized companies will adhere to the open time without much of flexibility, which indicates that Thailand business operating is more similar to Canadian and American style.

Case 2 When in need, find a 7-11: example of Taiwan's all-purpose convenience store

In Taiwan when you need a quick bite for lunch for class or work, the place you will pick is 7-11 or convenience stores like Family mart, which is also well-known within the retailing business. But much beyond customer can imagine, convenience store is more than food and beverages in Taiwan. Convenience store provides a wide variety service for life,

such as package sending/delivery service, copy center, ticket stand for transportation and performances, collect and pay your traffic fine or telephone During Covid-19 pandemic, it can serve as the distribution spots for such as masks and to make reservation for vaccine, an alternative funct bureau. Most of the convenience stores in Taiwan equipped with ATM as the instant banking service available for money withdrawal and dep at cash loan. 7-11 is the modern version which took place the traditional form of local grocery store called- Gān zǐ diàn(柑仔店) and developed the business model beyond the conventional form for daily grocery shopping. Some 7-11 can serve as community safeguard spot when parents would ask the children to stay in afterschool or after daycare or after cram school hours. By adding the services surrounding daily activities for convenience implying quick and immediate services has changed the way Taiwanese people regarding the concept of Easy and quick access to service(便利 biànlì). The convenience level and the variety of services a convenience store can offer surpass the expectation from people in other country where most convenience store serves nothing beyond a quick service for snacks and drinks without its potential functions as banking, healthcare, logistics, ticket booths, payment and collection and even community safety spot.

I would narrate the events - probably clarify what culture is meeting what culture Then (see below) try and use theory to explain what is going on

Case 3 Changing local version to menus (e.g., Thai spicy food in Taiwan)

In Tainan, one time, I went to the Thai restaurant to have Thai spicy food with high willingness and expectation. I ordered a papaya salad. When the order arrived and I ate it, I was surprised the taste of salad because it is not Thai taste at all. The aesthetic flavor and taste of Thai salad is spicy, sweet, salty and sour elements. But current salad is so blend. I even could not have it. I was really disappointed that and decided not to go to that restaurant again later.

In fact, the service shock I have experienced in that restaurant adapted and modified Thai taste to Taiwanese version because of Taiwanese people usually do not eat spicy taste whereas Thai salaot. Thus, the

No! Service shock is service shock and acculturation is acculturation :) What is the service shock? Probably a sentence What caused it? - perhaps some theory What might be acculturation process (See Ward - library)

restaurant acculturated it to be adapted and suitable for local customers who were major customers. This made me unsatisfied about the service and menu quality even if the restaurant was nice, neat, clean and quiet.

Case 4 Use of English and some languages in the bus, train, every public transportation (Indo, Thailand, Vietnam, etc.)

We have been to several countries such as Canada, Thailand, Indonesia, and Malaysia. In the public transportation, we rarely experienced the use of multiple languages in the public transports such as the bus and train. But Taiwan's customer service and care are quite unique and differentiated than others. In Taiwan, we can experience the use of multiple languages in public transports which really helps the not only for local passenger but foreign visitors.

Taiwan transports use three types of language. Mandarin is the national language. Haka is one of the major languages of minority ethnic groups. In fact, this service is the revolution action of current President. In her era, she wants to provide equal service quality for all Taiwanese from urban and rural areas (minority groups areas), and for the elders who only use their ethnic language. And Chinese is for those who are from mainland China because Taiwan and China had a historical connection. Besides, in some places, public services use Indonesian and Vietnamese languages.

Case 5 Taiwan Bus drivers

The experience from using Tainan Bus service surprised me like doing adventure. Frequently, when I get off the bus, there are 3-2 times out of 10 times that the public bus doesn't stop at the bus stop. Even when the bus stopped to board passengers but surprisingly, sometime, the door didn't open for me to get off the bus. So, I asked my Taiwanese friend about Mandarin sentences to request the bus drivers to stop the bus or open the door for me. But when that time came, I was really embarrassed to raise my voice to tell the bus drivers

because it is usually quiet inside the bus. So I try to catch the bus very early in case the bus is not stopped at the bus stop. Then, I'll have enough time to reach my destination.

Also, the bus drivers usually drive very fast and unsafe such as taking off quickly and putting on the brake suddenly. This makes me sway when I get on the bus and walk to my seat or stand up before getting off the bus even if I hold the handle.

Factor: expectation, satisfaction

ah yes - ok,
elaborate
See note above on
structure

Case 6 Toilet matters

When you are in the rush for the toilet, if you ask, most of the restaurant will be more than willing to **not renting - allow you to use it!** even you do not order or make any consumption there.

Normally, restaurant will not charge any extra fee or reject for the use of toilet unless it is a very high-end restaurant. Thus, most of the Taiwanese people will have the expectation that fast food chain such as McDonald, or Kentucky **Fried Chicken** will be willing to lend the toilet. However,

in Europe or Canada, this is far from the norm. If you go traveling, and you are in a hurry for the restroom. Finding a restaurant to borrow the restroom without making any consumption will be considered as abrupt. Sometimes the owner would expect you to order something before you may use any of the facilities or even charge the fee to using the restroom. To some Taiwanese people, such gesture to ask for payment when using restroom is considered as inconsiderate, unfriendly and too money-orientated (現實: Xiànrshí). However, be it in Europe, UK, or Canada, which are under the influence of capitalism, it is considered as fair move since the owner of the restaurant have to pay the cleaning fee to maintain the sanitation, thus, by borrowing to any of the stranger will add the extra trouble and expense for running the business. By comparison, in Taiwan, if a restaurant is willing to lend out the restroom for the passerby, some people will regard it as a gesture of kindness and demonstrate hos **See above - probably ren ching wei** 切 qīn qiè), which may leave positive image for the user and add good reputation

Additionally, the issue of providing tissue can be a matter for cultural experience. In Thailand and Myanmar, people consider using restroom using water is a sign of sanitation while in

Taiwan, if a restroom provides free tissue and cleaning soap are indicators of high level of sanitation.



4. ANALYSIS

Use software
Read out loud
Check and check
and check

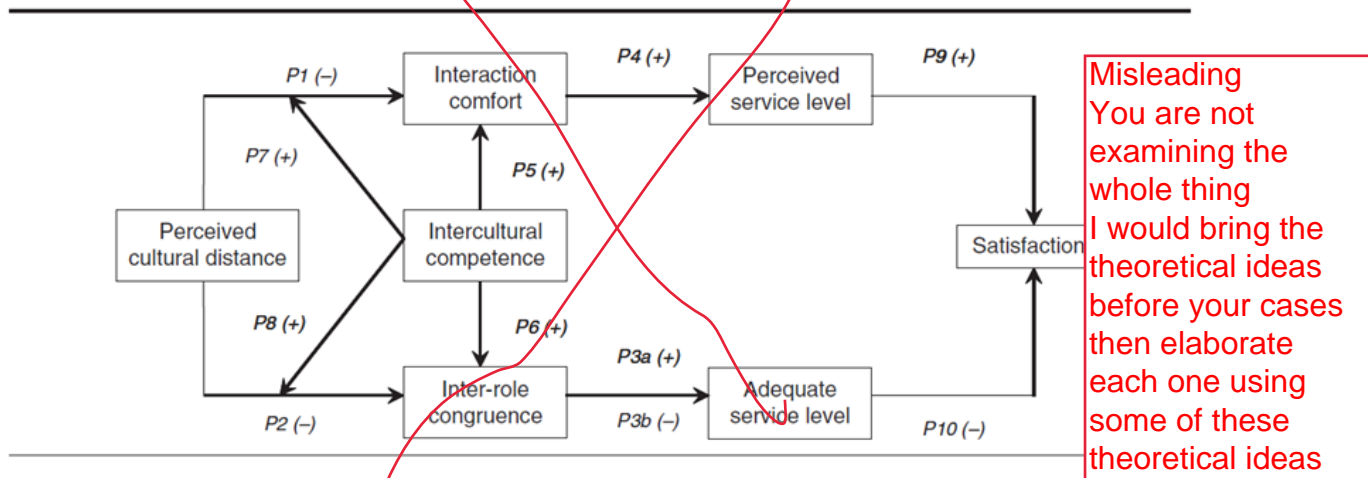


Figure 1 Intercultural Service Encounter (ICSE) Conceptual Framework

Customers' expectations from service encounters are deeply influenced by culture, and culture could play a critical role changes customers' perception of employee performance and evaluation of service experience (Zhang et al., 2008). As the world with growing immigration and international tourists, over billions of people travel and live outside their homeland every year as expats. Thus there is a rapid increase in interaction with customers and service providers with different cultural backgrounds, coined as intercultural service encounter (ICSE) (Stauss & Mang, 1999). Sharma et al. (2009) introduced the ICSE framework to represent the employ and customers' perspectives, as shown with the above char, incorporating seven constructs : **Perceived cultural distance (PCD)**, **interaction comfort (IC)**, **intercultural competence (ICC)**, **Inter-role congruence (IRC)**, **perceived service level (PSL)**, **adequate service (ASL)** and **satisfaction (S)**. Furthermore, Sharma (2012) extends the ICSE framework adding the role theory and information asymmetry to analyze the service encounter in the international setting (Sharma, 2012).

4.1 Perceived Cultural Distance

Our case study shows customer acculturation of the dishes which differ from original flavor and taste. Customers wanted to have original taste which is spicy, sour and salty of Thai. Cultural differences between Taiwan and Thailand, Thai salad taste local version which is mostly likely to be sweet. This kind of acculturation by many researchers. Several research have spoken out that perceived cultural distance is significantly associated with customer satisfaction (Tam et al., 2014). Customers experience inequitable service from the service providers who are culturally distant. Perceived cultural distance is defined as the degree to which two cultures are existing differently from one another due to the consequences of several cultural components such as religion, social belief, language, and perceived value (Triandis, 1994; Sharma, 2012). Our case also indicates the unsatisfactory gap between pre-conception and expectations of the customer. Customer satisfaction is dominated by the degree to which service performance meets expectations. Imrie (2005) expressed that customer will get satisfaction with a service as long as it falls into the Zone of Tolerance bounded by minimum acceptable level and generosity influence. Regarding this, Sharma (2012) stated that providing the diverse cultural training to the employees is the effective way for solving this problem. In our case, employees did not ask to customer even if they knew the customer was a foreigner with different cultural background. The restaurant concluded the customer's expectation as like local customer wants (sweet rather than spicy for Thai salad). In the study of Tam et al. (2014), the result showed that the higher the cultural gap between customer and staff, the more likely the conflicts between them. Some studies proved that in the diverse cultural conditions, customers try to lower their expectations because of high uncertainty of the results. Sharma et al. (2009) also stated that lowering the perceived cultural distance between employee and customer may facilitate their interaction and communication and improve the service quality and outcomes.

How distant cultures are from one another - basically Simplify - what is this? What is the challenge in terms of acculturation?

4.2 Customer Comfort

Our case indicates customer comfort in Taiwanese public transport. This is a good service experience for a person who has not experienced this kind of service before. The case observer even felt that the service was abundant. This is in line with customer comfort dimension. The comfort refers to "feeling at ease". Customer comfort is defined as possessing the three primary elements: physical, physiological and psychological (Spake et al., 2003). This comfort can be an intervening factor between satisfaction and commitment. Physical comfort is defined as the shop or restaurant environment, facility management and etc. (Nguyen & Leblanc, 2002). Another comfort is directly associated with physiological processes within customers' bodies. It is based on the satisfaction of biological wants and desires for example the amount of foods customer wants, and fitness of the cloth on customer's body (Andersson & Mossberg, 2004). From the perspective of service provider, the physical environment and reasonable price are two major elements that ascertain customer satisfaction level, and ultimately increase customer loyalty (Han & Ryu, 2009). The last comfort, psychological comfort, is defined the significant effect on satisfaction, commitment, trust, and active voice with service offered. Psychological elements are the intangible variables in the assessment of customer comfort. In our case, the case observer, who cannot not speak Mandarin, gets excellent experience for travelling around Taiwan without tour guide. The use of automated speaker for multiple languages makes the case observer feel physical, physiological and psychological comforts.

Choose a very select few concepts from Sharma e.g., inter role congruence (See also Stauss)

Here, we see that the last comfort is constructed with trust, commitment and active voice. Trust refers to the confident belief that the service provider can rely on to interact in such a behavior that serves for long-term customer interests (Crosby et al., 1990). Commitment is regarded as the desire to preserve the customer relationship (Moorman et al., 1992). Active voice is defined as the ease with which a consumer complains to a service provider when the problems arise (Morgan & Hunt 1994).

The consequences of customer comfort can include increased transparency, trust, commitment, confidence, self-esteem, reduced perceived risk, satisfaction, and improved

relational exchange. (Spake et al., 2003). Providing three comforts to customers is also the tool for maintaining customer relationship, which is of significantly important in today's competitive market as the strategic business approach (Anshari et al., 2019). It is defined as the process of obtaining, retaining, and relationship with customers to add values to the services. Comfort is a positive emotion (Daniels, 2000; Storm, 1987), defined as feeling "at ease" (Simmons, 2001, p. 199) or "reduced anxiety [associated with] alleviating mental discomfort" (Hill & Garner 1991, p. 495). Our group hold the assumption that higher level of consumer comfort, or if the service provider can reduce the level from customers, they are more likely to win higher level of customer satisfaction, especially in the intercultural encounter service setting where people tend to be more sensitive and anxious than being placed the cultural context, they are familiar with.

We apply the customer comfort construct in analyzing the Case 6. Providing the toilet closer to customers origin culture will win customers' heart. In Thailand and Myanmar where people are used to clean themselves with water, providing wash let or disposable toilet without using tissues is closer to the needs while for Taiwanese people, restroom providing tissues and soaps can achieve higher level of customer satisfaction. Moreover, if business owner can allow free access to use restroom is considered as a gesture of welcoming attitude, which could lead to higher level of customer comfort and satisfaction.

Which?

4.3 Inter-role Congruence

Role theory suggests that interpersonal service encounters engage social interactions with clearly defined roles and scripts for both customers and employees (Solomon et al., 1985). Any deviated behaviors from the pre-assumed scripts may cause disruption and dissatisfaction (Bitner et al., 1997). A successful service experience depends on mutually coordinated actions from both sides involved in the service encounter-customers and employees. Role clarity (RC) is achieved when the extent to which both parties involved in a social exchange understand mutual role expectations. Inter-role congruence (IRC) is the degree of agreement on mutual roles in a social interaction (Solomon, Surprenant et al., 1985).

A lack of understanding and agreement of each other's roles between customers and employees may result in confusion and misunderstandings, and a dissatisfactory service experience. They also propose that compared to role-clarity, in intercultural service encounters, inter-role congruence may be a more important element because it involves not only understanding each other's roles but also agreeing with these role descriptions (Sharma et al., 2009).

Inter-role congruence is the degree to which customers and employees should understand and agree with each other's roles and perform accordingly to avoid confusion and misunderstandings. However, the high perceived cultural distance in intercultural service encounters may trigger stereotypes, and lead to a lack of understanding and agreement about each other's role between customers and employees. Based on this, Sharma et al. (2009). proposes a negative link between PCD and IRC for both customers and employees.

Applying inter-role congruence to the service shock case 1 with the disagreement on store and restaurant service hours. Compared to people from Myanmar which expect high level of flexibility from store managers in terms of service time and catering to customers' needs, Taiwanese people have a stricter sense of operating time, and Taiwanese customers would expect stores and service employees to provide service within the open hours, not too late nor without expanding working hours either, which is a sign of respecting your profession(敬業 Jingyè, someone has a very strong sense of ethic) under the influence of Confucianism. However, Taiwan still allows some level of flexibility in terms of role expectation if the relationship between the employee and customers are close, then service and be more negotiable. In Thailand, the role expectation depends on the ownership and the industry genres, which is more westernized thinking of operating. For independent or self-owned stores, customers would expect more lenient and flexible open hours while in company's with larger scale and banking and department store with higher level internationalization, the business open hour tend to be strictly stick to the announced open hours without catering to individual customers' need. Whereas in Canada, out of higher level of labor's right , work-life-balance concern, opening and working hours are strictly obeyed

and followed. Thus, the level of inter-role congruence lower since the rules are more rigid and regulated by the written messages rather than mutual understanding to achieve high level of customers' satisfaction.

4.4 Adequate service level

Adequate service level (ASL) refers to different levels of customer expectations exist in a service encounter ranging from "Desired" service, which is the highest level of service that the customers expect, to "Adequate" service, the lowest level of service that the customer may be willing to accept (Zeithaml et al., 1993). The "Zone of tolerance" is the area between the desired and adequate service, which represents the extent to which customers recognize and accept variability in the quality of service from one service encounter to another (Zeithaml et al., 1993). Extending Zeithaml, Berry et al. (1993)'s work on the different levels of customer expectations, Sharma et al. (2009) proposed that in dyadic service encounters, the employees may also have desired and adequate service levels, and a zone of tolerance, just like the customers. Specifically, the employees' desired service level may be the highest level of service they would like to deliver, and their adequate service level, the minimum level of service they are willing to provide (Sharma et al., 2009). Sharma et al. (2009) proposed a positive relationship between IRC and ASL for employees and negative for customers, as the customers with higher IRC may accept lower service levels from culturally distant employees and employees with higher IRC may provide higher service levels to culturally distant customers.

In 7-11 all-purpose case, as Taiwanese with low IRC, Taiwanese customers will have higher expectation towards the services provided. Thus, pushing them to develop more functions to meet Taiwanese customers' expectations. While for foreign customers with higher cultural distance who do not expect versatile function from retailing stores, providing varieties of services was higher than expectation, not to mention with higher cultural distance, people tend to adjust and lower the adequate level of service in the intercultural service setting, which enlarge the zone of tolerance in ISE. Compared to

Ok - I see the direction - but then how does this work in relation to Sharma?

Taiwanese customers, the 7-11 and convenience store would receive even higher feedback since the service they provide is way beyond foreign customers' original expectation.

4.5 Interaction Comfort

Interaction comfort refers to “a sense of ease that facilitates calm and worry-free feelings within an environment” (Ainsworth & Foster 2017). It is a driver of positive customer service outcomes, such as customer satisfaction and word-of-mouth (Gaur et al., 2009). Interaction in a service context is the process and behavior for service employees and service users communicate in face-to-face manner. It is through this interaction that service staff can provide quality service and achieve customer's expectations and comfort. Thus, interaction comfort is one of the key factors to build successful relationship management (Sanjaya, 2016). In addition, interaction comfort improves the customer's evaluation of the service quality and the service company (Ariffin et al., 2018). Also, customer interaction comfort has an impact on the development of service operations.

For case 5 Taiwan Bus driver, some drivers cannot provide interaction comfort to foreign passenger for not listening to their request of getting off the bus driving unsafe and not stopping the bus at the right bus stop, etc. Instead, they provide the services that cause interaction discomfort for foreign passengers. Reasons of actions that create interaction discomfort may be lacking of communication with foreign passenger due to language barrier or lacking of service minded attitude. Then, how to improve customer interaction comfort becomes a major concern for service firms.

5. CONCLUSION

Acculturation is a long process of adapting into a new culture while moving for different purposes such as immigration, colonization, commerce or tourism. It creates psychologically stress for individual to adapting to the different ways of thinking, living, eating. Misunderstanding can occur, however, when cultural shock happens, it is the moment

Focus your conclusion around what you have done in the paper (link to the objectives) Highlight anything that is intriguing

customers and service providers) to improve mutual understanding from more, to reflect on the deeper context such as cultures could influence our relationship towards each other. As Berry (2005) wrote in his research, "What seems certain are that cultural acculturation are here to stay in all countries. Finding a way to accommodate each other poses a challenge and an opportunity to social and cross-cultural psychologists everywhere. Diversity is a fact of contemporary life; whether it is the "spice of life" or the main "irritant", is probably the central question that confronts us all, citizens and social scientists alike. Only through the cultural contact and perhaps some shocks can we realize how different are we from people with different culture. To cultivate the awareness and sensitivity to the cultural differences; however, keep a flexible and open-minded attitude to learn to adapt and accommodate, and find a way to embrace the challenges, be it good or bad experiences, can provide an individual living between cultures, to have a wider perspective towards culture, and thus to live more at ease between cultures."

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