



ELEMENTS OF SERVICESCAPE IMPACT ON BUSINESS PERFORMANCE: FACILITIES MANAGEMENT CONTEXT

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History:

Received: 5 July 2018

Received in revised form: 1 September 2018

Accepted: 18 September 2018

Available Online: 31 October 2018

Keywords:

Facilities Management, Servicescape, Physical Environment, Business Performance

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ABSTRACT

Facilities management (FM) is a vital function in order to create an environment that strongly supports the core business of the organization. To keep the business interesting, the servicescape in an environment should be well suited to the consumers. Servicescape needs by building or organization in order to deliver the services. Most of the studies that are related to servicescape have mostly from the marketing area. There are lacks study in FM area and limited research on the servicescape in FM context. More studies are needed to examine servicescape and in this paper, the researcher has focused on the FM context. Servicescape and FM are interrelated. Servicescape refers to the physical environment that is manmade environment while FM is responsible to create a pleasant environment that encompasses servicescape elements. Thus, the aim of this paper is conducted to understand the servicescape in facilities management (FM). This research adopts a comprehensive literature review from numerous published sources. All related references were discovered through an electronic database, journals, and books. The literature review is utilized to identify the definition of servicescape, elements of servicescape, and impact of servicescape on business performance. The elements of servicescape have been classified into four dimensions which are ambient condition, spatial layout and functionality, sign, symbol and artifacts, and cleanliness. Servicescape as efficient elements used to impact business performance. The elements of servicescape will impact on customers' action, which leads them to approach or avoid after experience in that environment. Hence, this paper provides new information and added value to the facility management context.

1.0 INTRODUCTION

The world of facilities management (FM) is one of the fastest growing professions and constantly evolving. Indeed, from a rather modest beginning, the job of facilities manager now encompasses a wide range of complex and challenging roles, often across entire estate.

Various definitions have been used for FM. In a definition issued by the International Facilities Management Association (IFMA) is a profession that encompasses multiple disciplines to ensure functionality of the built environment by integrating people, place, process, and technology. FM is an integrated approach to operating, maintaining, improving, and adapting the building and infrastructure of an organization in order to create an environment that strongly

supports the primary objectives of that organization (Then, 1999; Price, 2000; and Nutt, 2004). No matter what definition is adopted, FM as creating an environment to shape the successful business.

A facility management department is responsible for creating an environment to support the organization in conducting its core business whatever is possible, by providing a safe and effective environment for business operation. To consider the business is useful, surrounding physical environment should be well suited to the consumers. The physical environment is also known as servicescape. Servicescape refers to the physical environment where services are offered by firms and interact with customers (Bitner, 1992; Zeithmal and Bitner, 1996). Accordingly, Bitner (1992) emphasized the importance of a physical environment in an environment with a detailed framework for studying the effects of the physical environment on the behavior of both customers and employees (refer figure 1). Servicescape in the environment, which designed to produce the subject matter influence. Therefore, servicescape needs by building or organization firm in order to deliver their services.

Most of the researcher regarding the servicescape has started in the marketing area.

Table 1 shows a brief of previous studies that are related to servicescape were discussed in retailing, hospitality management, healthcare, and marketing journals. There are lacks studies in facilities management area and limited research on the servicescape in facilities management context. Most of the studies that are related to servicescape have mostly from marketing area. More studies are needed to examine servicescape and in this paper, the researcher has focused on the facilities management context.

Servicescape and facilities management (FM) are interrelated. Servicescape refers to the physical environment while FM is responsible to create a pleasant environment that encompasses servicescape elements. Thus, the aim of this paper is conducted to understand the servicescape in facilities management (FM).

This research adopts a comprehensive literature review from numerous published sources. All related references were discovered through electronic database, journals, and books. This paper review and present the elements of servicescape that have a significant influence on a human internal response for example satisfaction, which leads them to approach (a desire to stay in or reuse) or avoidance behavior (to get out of the environment).

Table 1 Previous Studies of Servicescape

Title of Research	Field of Journal
• Atmospheric as a marketing tool (Kotler, 1973)	• Journal of Retailing
• Marketing service by managing the environment (Booms and Bitner, 1982)	• Journal of Marketing
• Role of the environment in marketing services (Baker, 1987)	• Journal of Marketing
• Servicescape: The impact of physical surrounding on customers and employees (Bitner, 1992)	• Journal of Marketing
• The impact of servicescape on quality perception (Reimer and Kuehn, 2005)	• Journal of Marketing
• Exploring the role of social servicescape in expanding seniors' reduced social networks (Meshram and Dean, 2008)	• Journal of Marketing
• An exploration of the effects of the servicescape on customer and employee responses in a grocery retail context (Kearney, Coughlan, and Kennedy, 2012)	• Journal of Management
• The role of servicescape and image perceptions of customers on behavioral intentions in the hotel industry (Durna, Dedeoglu, and Balikcioglu, 2015)	• Journal of Hospitality Management
• Servicescape attributes and consumers well-being (Sheng, Siguaw, and Simpson, 2016)	• Journal of Marketing

<ul style="list-style-type: none"> • Effects of servicescape on customers behavioral intentions: Moderating roles of service climate and employees engagement (Chang, 2016) • An exploration of the effect of servicescape on student institution choice in UK universities (Winter and Chapleo, 2017) • The factor of servicescape ambient influence towards visitor to shopping mall (Sulaiman, 2017) • The shopping mall servicescape affects customer satisfaction (Juhari, Ali, and Khair, 2012) • A systematic underpinning and framing of the servicescape: Reflections on Future Challenges in Healthcare Services (Han, Kang, and Kwon, 2017) 	<ul style="list-style-type: none"> • Journal of Hospitality Management • Journal of Marketing • Journal Technology (Department of Geoinformation and Real Estate) • Department of Geoinformation and Real Estate • Journal of Environmental Research and Public Health
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2.0 Servicescape

It was Booms and Bitner (1981) who first put forward the term of servicescape to refer to the physical environment in which the service was delivered. Servicescape comes from marketing term. In marketing literature, the physical environment is called servicescape (Baker, 1987). This range of ideas is matched by the diversity of view on what servicescape is.

While Kotler (1973) defines servicescape as an atmosphere. It as an environment consciously designed to induce emotional affects which will influence the customer’s purchase behavior. Seven definitions that vary from the other researchers’ perceptions are briefly described in Table 2. The definitions of servicescape can be explained in different ways.

Table 2 Sample of Servicescape Definitions

Authors	Definition of Servicescape
<ul style="list-style-type: none"> • Kotler (1973) • Baker (1987) • Bitner (1992) • Arnold, Handelman and Tigert (1996) • Turley and Milliam (2000) • Roy and Tai (2003) • Juhari, Mohd Ali and Khair (2012) 	<ul style="list-style-type: none"> • Servicescape as atmospheric • Servicescape was referred to the physical environment • Servicescape refers to the built environment (man-made, physical surrounding that opposed to the natural or social environment) affecting consumers and employees in service organization • Economic environment • Market environment • Store environment • Servicescape is described as the physical environment of an organization that encompasses several different elements such as design and decoration (This paper refer for shopping mall layout)

2.1 Elements of Servicescape

Servicescape as efficient elements used to impact business performance. Table 3 below shows the elements of servicescape from numerous researchers. They adopted the elements of

servicescape and tried to explain their studies by developing their own environmental factors for different types of service settings.

For instance, Han *et al.* (2017) examine the servicescape on healthcare service settings and identified six elements of servicescape: external

variables, interior variables, ambient variables, functional variables, product/furniture/displays, and social variables. In another study on leisure service, Wakefield and

Blodgett (1996) identified five elements of servicescape: layout accessibility, facility aesthetics, seating comfort, electronic equipment, and facility cleanliness. Lee and Kim (2014) conducted a study on public service facilities located in Seoul, Korea and finalized the four main elements of public servicescape:

attractiveness, cleanliness, layout, and comfort. Similarly in the context of fitness or sports, Ong and Yap (2017) constructed framework consists of four major dimensions of servicescape, namely physical, social, socially symbolic and natural dimension. Turley and Milliman (2000) study of the retail environment and discussed five categories of atmospheric variable: human variables, external variables, general interior variables, layout and design variables, and point-of-purchase and decoration variables.

Table 3 Elements of Servicescape

Elements of Servicescape	Items/Attributes	Authors
<ol style="list-style-type: none"> 1) Ambience 2) Space layout and function 3) Signage, symbol and artifacts 	<ol style="list-style-type: none"> 1) The weather, temperature, air quality, noise, music, scent, color and light 2) The manner in which equipment and furniture are managed and the ability of the items for the convenience of the customers preferences 3) The sign or direction and decor used to communicate 	Booms and Bitner (1981)
<ol style="list-style-type: none"> 1) Visual – seeing/sight 2) Aural – sense of hearing 3) Tactile – sense of touch 4) Olfactory – sense of smell 	<ol style="list-style-type: none"> 1) Color, space and function, lighting 2) Music, non-musical sound 	Kotler (1973)
<ol style="list-style-type: none"> 1) Layout accessibility 2) Facility aesthetics 3) Seating comfort 4) Electronic equipment/displays 5) Facility cleanliness 	<ol style="list-style-type: none"> 1) Furnishing and equipment, service area, passageways are arranged, layout easy for entry and exit 2) Function of architectural design, interior design and décor, the attractiveness of the exterior of the facility, facility architectural design, color of the facility (walls, facades, floor coverings and seats) 3) Space, design or condition, comfortable seat, seat accessibility 4) Sign, symbol or artifacts, audio and video equipment 5) Whether or not floor and carpets are clean, restrooms are polished and disinfected, whether garbage cans are overflowing or emptied. 	Wakefield and Blodgett (1996)
<ol style="list-style-type: none"> 1) Ambient 2) Design 3) Cleanliness 4) Internal decoration 5) Comfort 	<ol style="list-style-type: none"> 1) Temperature or sounds, air quality, music, lighting 2) Spatial layout, signs, floor layout 3) Floor, employees perceived cleanliness 4) Lighting, attractiveness, wall and floor treatments, color 5) Seating comfort, space between chairs in a room 	Lucas (2003)
<ol style="list-style-type: none"> 1) Ambient condition 2) Spatial patterns and signs 3) Symbols and signboards 		Medabesh and Upadhyaya (2012)
<ol style="list-style-type: none"> 1) Attractiveness 2) Cleanliness 3) Layout 4) Comfort 	<ol style="list-style-type: none"> 1) Interior finishes and colors, interior environment, architecture, interesting sporting equipment and facilities, uplifting sporting devices and equipment 2) Clean facilities, entrance and corridors, restrooms 3) Ease of locating designated place, access to participate in programs, easy access to restrooms (easy access to designated places 	Lee and Kim (2014)

	4) Comfortable indoor air, temperature and brightness	
<ul style="list-style-type: none"> 1) Human variable 2) External variable 3) General interior variable 4) Layout and design variable 5) Point of purchase and decoration variable 	<ul style="list-style-type: none"> 1) Employee characteristic, Employee uniforms, Crowding, Customer characteristics, Privacy 2) Exterior signs, entrances, exterior display windows, height of building, size of building, color of building, surrounding stores, lawns and gardens, address and location, architectural style, surrounding area, parking availability, congestion and traffic, exterior walls 3) Flooring and carpeting, color schemes, lighting, music, scents, Tobacco smoke, width of aisles, wall composition, paint and wallpaper, ceiling composition, merchandise, temperature, cleanliness 4) Space design and allocation, placement of merchandise, grouping of merchandise, workstation placement, placement of equipment, placement of cash registers, waiting areas, waiting rooms, department locations, traffic low, racks and cases, waiting ques, furniture, dead areas 5) Point-of-purchase displays, signs and cards, wall decoration, degrees and certificates, pictures, artwork, product displays, usage instructions, price displays 	Turley and Milliman (2000)
<ul style="list-style-type: none"> 1) Physical dimension 2) Social dimension 3) Socially symbolic dimension 4) Natural dimension 	<ul style="list-style-type: none"> 1) Ambient condition, spatial layout and functionality, and signs, symbols and artifacts 2) Employees, customers, social density, displayed emotion of others 3) Ethnic signs or symbols, ethnic objects or artifacts 4) Being away, fascination, compatibility 	Rosenbaum and Massiah (2011)
<ul style="list-style-type: none"> 1) Social dimension 2) Internal display facilities 3) General interior 4) Exterior facilities 	<ul style="list-style-type: none"> 1) Employee (dressed, helpful, friendly, number), customer appearance 2) Decoration 3) Flooring/carpeting, lighting, scent, sounds, temperature, cleanliness, fixtures, wall coverings, cash register placement 4) Decoration 	Siddiqui and Tripathi (2011)
<ul style="list-style-type: none"> 1) Cleanliness 2) Layout (accessibility) 3) Facility aesthetics 4) Ambient 	<ul style="list-style-type: none"> 1) Guestroom, guest bathroom, public space, entrance 2) Accessibility of public space, bathroom, entrance (exit), signage, parking accessibility, layout of guestroom, layout of guest bathroom, layout of furniture, layout of public space, convenience of passage 3) Exterior design style, interior design style color, finishing material decoration, furniture and lighting 4) Quality of air, temperature, lighting 	Lee and Lee (2015)
<ul style="list-style-type: none"> 1) External variables 2) Interior variables 3) Ambient variables 4) Functional variables 5) Product/furniture/displays 6) Social variables 	<ul style="list-style-type: none"> 1) Entrance, parking, building architecture, building design, exterior design, surrounding area, location 2) Color, flooring, wall covering, finishing, material, style, attractiveness 3) Temperature/humidity, circulation/ventilation, noise, music/acoustic, lighting, aroma/scent, cleanliness, comfort 4) Scale/size, layout (easy to move, convenience), space, traffic flow, way finding, accessibility 5) Furniture (layout, arrangement, number), painting/picture/artifacts, decoration/accessory, equipment/display, signage/sign, plants 	Han, Kang and Kwon (2017)

	6) Customer, service personnel, credibility, crowding, privacy, communication	
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The elements of servicescape come from many perspectives. More than twenty years later, these distinctions are still perceived to be relevant and an accurate reflection of a physical service environment (Mari and Poggesi, 2013). There are several researchers have attempted to suggest their own category of elements and some of them are duplicated.

However, Rosenbaum and Massiah (2011) expanded the original servicescape perspective based on Bitner's (1992) conceptual servicescape model that concludes that there are four elements. There are physical dimension, social dimension, socially symbolic dimension, and natural dimension.

The cleanliness also is especially important for users satisfaction in business services. Wakefield and Blodgett (1996) stated that cleanliness should be part of the servicescape because it can change the attitude of consumers towards the service providers. Harris and Ezeh (2008) found the cleanliness play an important role in creating positive physical environment for service providers.

Cleanliness considered critical in hotel, hospital, and clinic (Lee and Kim, 2014). According to Kwong (2017) also emphasized cleanliness has the greatest impact in a restaurant especially to attract and retain customers and indicated that restaurant hygiene is to the bottom line for customer satisfaction to a restaurant. Besides, it is very important in public facilities such as community centers, gyms, and sports complexes in term of users' satisfaction directly and regarding loyalty and reuse directly. Cleanliness is important part of servicescape especially for leisure services such as hotels, resorts and amusement parks (Wakefield and Blodgett, 1996). Cleanliness of servicescape is one of the strong elements of intention to use the service in the future.

Furthermore, Kotler (1973) stated that servicescape consists of a different four elements, which are visual, aural, tactile, and olfactory. The visual elements of servicescape refer to the input from the eyes, the auditory sensory data from the ears (noise) and olfactory sensory input from the nose (smell).

While Han *et al.* (2017) focus on servicescape in the healthcare environment. The elements of servicescape in the healthcare environment are slightly different from other services. The elements and attributes are briefly described in Table 3.

2.2 Impact of Servicescape

Servicescape able to influence customer responses which lead them to either choose to continue their association with a particular service provider, or to discontinue service. In 1992, Bitner developed a framework of servicescape to emphasize the impact of the physical environment in which service processes take place (Figure 1). This is impact of servicescape on business performance.

Bitner's servicescape framework focuses on the retail industry for instance the shopping mall building. The framework explained that customers will approach or avoidance behavior the shopping mall's environment based on their perception and response to ambience condition, the arrangement, and symbols and artifacts (Baker, Holland, & Kaufman-scarborough, 2007). Bitner (1992) demonstrates that there are different types of responses to servicescape: a cognitive, an emotional, and a physiological response. The three responses are strongly influenced by individual internal responses to the physical environment that leads to approach or avoidance behavior.

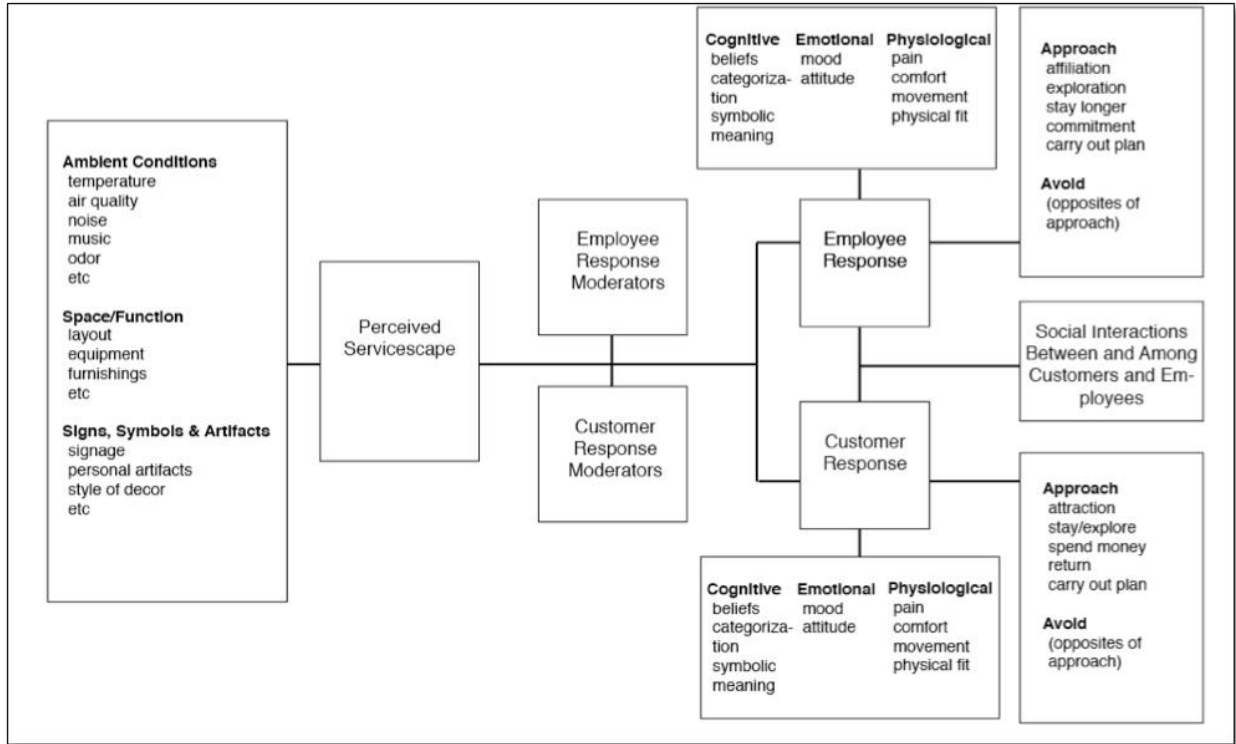


Figure 1 Bitner's Servicescape Framework

Besides that, Mehrabian and Russell (1974) proposed the theoretical model in which the service environment stimulated the customer's emotions and thus influenced the behavioral intentions. The model focuses on emotional context of the servicescape, which is pleasure, arousal, and dominance. Pleasure refers to the happiness or satisfaction (feeling satisfied is just a component of the pleasure emotion). Sullivan (2002) said that when users feel pleased in an environment, they are more likely to spend time and money in that environment. Arousal is feeling the excitement. While dominance is customer feels they can win by 'beating the house'. For example, casino services, the dominance is important emotion. Thus dominance might be critical in the casino context in Macau (Lio and Rody, 2009).

Foxall and Greenley (1999), pleasure also refers to the emotional states of individuals such as happy or unhappy, comfortable or

uncomfortable while arousal refers to their emotional states such as excited or calm, and dominance refers to the emotional states such as controlling or being controlled, overpowering or obedient. The three dimensions namely, pleasure, arousal, and dominance as a characteristic of a person's feeling (Mehrabian and Russell, 1974).

By using the Mehrabian and Russell model, many studies were conducted and used environmental stimuli as the forecaster of emotional responses. Figure 2 shows that S-O-R Model which known as Stimuli Organism Response Model. This model explains the mechanism of how individuals respond to environmental stimuli. Mehrabian and Russell (1974) was introduced this model as new changes for environmental stimuli where it has a direct effect on customer behavior whether they approach or avoid after experience in that environment.

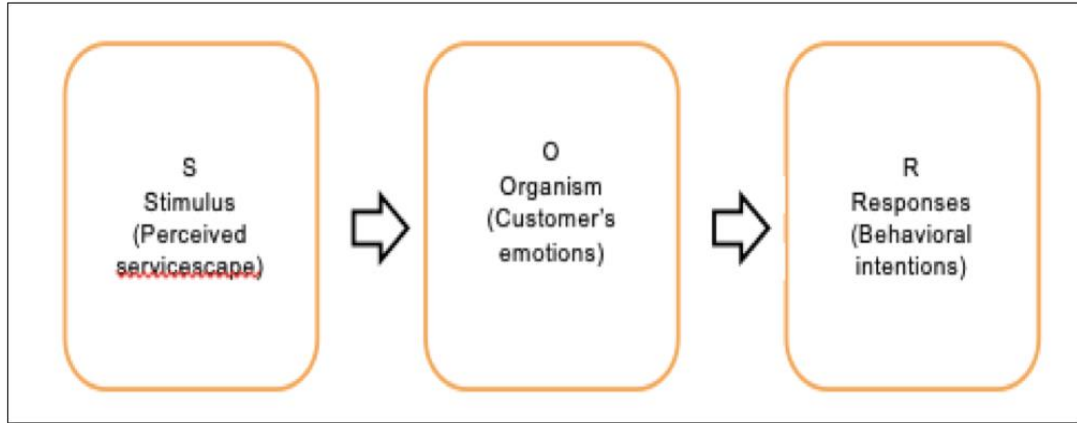


Figure 2 S-O-R Model (Mehrabian and Russell, 1974)

Lin (2003) states this model is often used, especially in the retail sector to examine the environmental impact of retail on buying behavior. It is for explains the impact of a service environment on users' behavior. SOR model have three components, which are component S (Stimuli), component O (Organism) and component R (Response). The component of S identifies the specific stimuli in which it will affect the customer mood either satisfied or unsatisfied with the physical characteristic, then O component, which in turn affect the R components, the approach or avoidance behavior. Thus, that's means when the customers feel satisfied with the physical environment, they will spend more time and money for the services. But if customers not satisfied with the physical environment, they will leave the services and may be no revisit.

3.0 CONCLUSION

Servicescape is rarely in facility management (FM) context. Most of the researchers have studied marketing strategies to enhance the performance of the organization. However, the business organization needs servicescape or physical environment in order to deliver their services. Thus, FM department is one of the departments that manage the servicescape. They are responsible for providing a pleasant environment to support the organization in conducting its core business, by providing a safe and effective environment for business operation. To consider the business is useful, the physical

environment or servicescape should be well suited to the consumers. This paper can contribute to a deep understanding of new ways to interpret specific elements of the servicescape. Thereby, this paper provides new information and added value to the facility management context.

4.0 MAIN RESULTS

In this paper, the elaboration of servicescape elements comes from a diversity of service environment settings, which are retail environment, healthcare environment, hospitality environment (hotel), fitness and sports environment, and a restaurant environment. There are various elements of servicescape namely, ambient condition, spatial layout and functionality, sign, symbol and artifact, and cleanliness. Besides that, other elements of servicescape are attractiveness, comfort, layout accessibility, facility aesthetics, seating comfort, and electric equipment and displays. Table 3 presents more details about the elements of servicescape. Servicescape is important because it is giving impact to the business performance. The users feeling happy or satisfied with the servicescape will leads to the future behavior of the intention to return again, recommend the place or services to other people.

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