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Master' s Thesis of Business Administration

The influence of frontline  
employee' s professionalism on  
patronage intention of  
embarrassing products

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# Abstract

Conventionally, the effects of embarrassment in consumption were focused on the differences depending on service contexts (in-person vs. noncontact). This research focuses on how the professionalism of the human workforce influences customer patronage intention in the in-person purchase of an embarrassing product. Evidence from two scenario-based studies demonstrated that employee professionalism increases customer patronage intention. It further proposes that the relationship is mediated by embarrassment from embarrassing product consumption. When the assisting employee displays professionalism, customers tend to feel less embarrassed, sequentially leading to favourable patronage intentions. In contrast, customers are likely to feel more embarrassed when a serving worker shows low professionalism, which in turn reduces patronage intention.

**Keyword** : Embarrassing consumption, embarrassing product, embarrassment, employee professionalism, customer patronage intention

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# Chapter 1. Introduction

Embarrassment is one of the most prevalent emotions commonly found on a daily basis. Previously, studies have argued that embarrassment roots in interactions with others as one requires to be exposed to the audience to judge (Taylor, 1985). However, Benziman (2019) suggests that even without the direct assessment of the audience, one may experience embarrassment concerning the possibility of others' judgement. The paper further illustrates the extended role of an audience in an embarrassment-causing situation as a target of vicarious embarrassment. No matter what emotion the subject actually feels, if the observer or the audience perceives and evaluates the situation as embarrassing, one may feel embarrassed on behalf of the subject. Occurrence of embarrassment has been found during product purchases (Wilson and West, 1981).

Embarrassing products can be defined as the products “that people need and seek out, but do not discuss openly, and include personal hygiene products, birth control, or condoms” (Londono, Davies and Elms, 2017; Katsanis, 1994). Sexual wellness product market has been experiencing a continuous growth among embarrassing products. The Global sex toy market significantly expanded its size from estimated \$17 billion in 2015 to \$29 billion in 2019 (Choi, 2020; Kim, 2018). Underlining the increasing market

capability of adult toy products, the current research has limited embarrassing product consumption to a sex toy purchase context. Past research used the theory of planned behaviour to explore the context of embarrassing products focusing on counterfeit goods (Penz and Stottinger, 2005) and hair loss products (Londono, Devies and Elms, 2017). Previous researchers mainly focused on the impacts of anonymity and nonhuman contact on embarrassing consumption underlining that people are more likely to purchase embarrassing products discreetly (Krishna, Herd and Aydınoglu, 2019; Jackson, Parboteeah and Metcalfe–Poulton, 2014; Jones, Barney and Farmer, 2018; Holthower and van Doorn, 2022). Nevertheless, weighing a focus on inhuman interaction can overlook the importance of frontline workers as Prentice and Nguyen (2020) suggested that nonhuman services, such as AI may enable better managerial efficiency and experiential quality, yet consumers showed a higher preference for human services as human workers are likely to provide more empathy and reflective of customer needs. Hence, the present article acknowledges the importance of human employees in service interaction and proposes their roles to contribute to the underlying psychological mechanisms of consumers in embarrassing product purchases.

Across two studies, this research demonstrates that consumers show higher patronage intention when front–line employee served

with a high level of professionalism. It also suggests that embarrassment caused from purchasing an embarrassing product, which was limited to a sex toy in this paper, influences the effect of employee' s professionalism on customer' s patronage intention.



## Chapter 2. Literature review

### 2.1. Front-line employee' s professionalism

There are social anticipation and demands for professionals to behave in certain ways as they have the expertise that others need. Boyt, Lush and Naylor (2001) argued that although the professional status is often deduced with the explicit level of accomplishment, for example, higher educational qualifications, it is difficult to determine one' s professionalism. Whilst the attitudinal conceptualised approach considers professionalism as a collection of values, behavioural and attitudes formed and adapted on an individual level in an effort to improve one' s occupational skill and position (Lee, 2014), Another study highlighted three major qualities of professionalism as expertise, communication skills and attitude (Ap and Wong, 2001). As front-line employees have the most customer contacts and play an important role in value-creation with customers (Lusch et al., 2007; Vargo and Lusch, 2004), in-depth knowledge of the services and products is crucial to improve service quality. Workers with “know-how” can apply their professional knowledge and understanding of customers' needs and benefits and contribute to service innovation (Karlsson and Skålen, 2015). Also, customers are more likely to give positive evaluations when the service provider displays a friendly communicational style. For example, higher customer satisfaction was

found depending on the degree of sympathy, responsiveness and kindness that workers expressed (Korsh, Gozzi and Francis, 1968; Korsch and Negrete, 1972).

### Professionalism influencing consumer behaviour

Moreover, a number of studies have emphasised the influence of employee professionalism on consumer behavioural extent. Customers showed higher satisfaction and customer loyalty when employees displayed a higher level of professionalism (Mardanov and Ricks, 2013; Vilnai–Yavetz and Rafaeli, 2006; Kamarudin and Kassim, 2020). Chaudhuri and Holbrook (2001) stated customer satisfaction is likely to elicit profitable managerial outcomes, including patronage behaviour. Thus, the paper proposes a hypothesis as follows,

H1: High front–line employee’ s professionalism (vs. low) will increase customers’ patronage intention.

## 2.2. Embarrassment

Embarrassment requires an audience to be experienced during interactions (Taylor, 1985) as it may elicit social judgement. Research suggests that perceived social judgement might incur during either acquisition of the product in need, for example, condoms (Dahl, Manchanda and Argo, 2001), or when in contact with the frontline workforce, such as encountering their mistakes (Grace, 2009). The

social presence of other people may intrigue embarrassment in such a context (Argo et al., 2005; Dahl et al., 2001) under fear of the potential threat of negative assessment of others on one's social identity (Edelmann, 1987; Higuchi & Fukada, 2002). Besides, embarrassment can be experienced in various processes of consumption, including usage, disposal and purchase. For instance, credit card being declined at a luxury store, returning an R-rated movie or condom purchases (Dahl et al., 2001).

#### Impact of embarrassment on consumer behaviour

Negative self-conscious emotions may shape consumer behaviours. Consumers are likely to avoid purchasing embarrassing products as the presence of other people may result in feeling socially judged. Research showed growth in purchase intentions of the embarrassing product was shown when the packaging was blended in and perceived as more anonymous (Jones, Barney and Farmer, 2018). Another study emphasised a higher preference toward robotic service providers compared to the human when obtaining embarrassing products (Holthower and van Doorn, 2022). Evasion of situations involving embarrassment or embarrassing products may lead consumers to purchase products online or by using self-checkout machines (Krishna, et al., 2019; Jackson, Parboteeah and Metcalfe-Poulton, 2014). Consumers may also instantly withdraw themselves

from unpredicted embarrassing situations (Grace, 2009; Jones, Barney and Farmer, 2018; Krishna, Herd and Aydınöğlü, 2015). It is highlighted that long-term negative managerial outcomes can result in service interactions involving embarrassment due to subsequent avoidance of service providers (Grace, 2009). Therefore, this paper predicts consumers will feel more embarrassed about embarrassing product purchases when a front-line employee displays low professionalism, reducing patronage intention.

H2: The effect of front-line employee professionalism on customer patronage intention is mediated by embarrassment. Particularly, when a front-line employee shows high professionalism (vs. low), customers will feel less embarrassed, resulting in an increase in patronage intention.

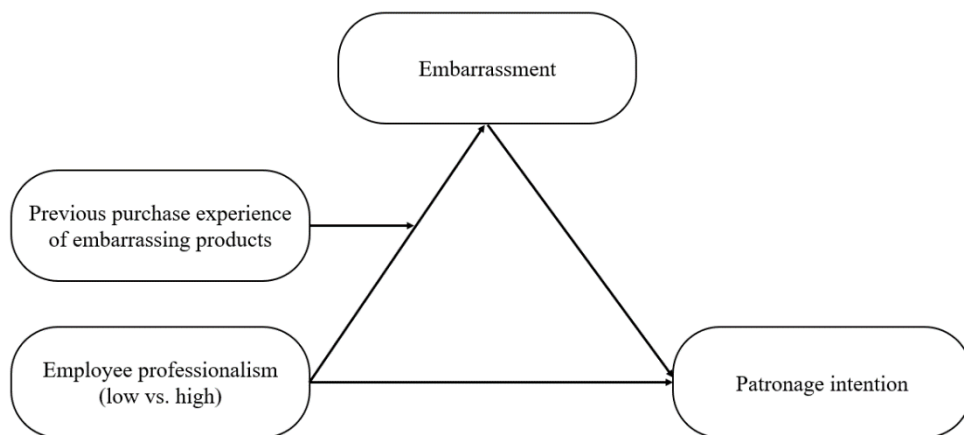
### 2.3. Previous purchase experience

Several psychological researchers highlighted embarrassment as the product of ambiguity risen from unpredicted or undesired events (Miller 1995; Parrott, Sabini, and Silver 1988; Silver, Sabini and Parrott, 1987). Miller (1996) suggested a perspective on the linkage between embarrassment and former encounters with a situation. An insufficient experience with an event is likely to result in awkwardness and may induce self-conscious emotions such as embarrassment. Hence, having previous experience with an event is

likely to produce familiarity in related situations and reduce awkwardness whereas unfamiliar situations without former encounters might trigger embarrassment.

H3: Previous purchase experience moderates the influence of front-line employee's professionalism on customer patronage intention through embarrassment.

Figure 1: Conceptual model for the influence of employee professionalism on consumer patronage intention



## Chapter 3. Study 1

### 3.1. Method

#### Participants and design

The purpose of study 1 is to examine the inherent mechanisms in the purchase of an embarrassing product. It proposes the direct effect (H1) of front-line employee professionalism on customer patronage intention and the indirect effect (H2) that embarrassment mediates the relationship. The influence of employee professionalism was assessed by instructing respondents to imagine themselves to be in a situation. The study used a two cell (employee professionalism: high vs. low) between-subjects design. A total of 162 participants (80 females,  $\mu_{age}=28.75$ ,  $SD_{age}=8.71$ ; 82 males,  $\mu_{age}=30.01$ ,  $SD_{age}=8.28$ ) were recruited through the Prolific in exchange for a small quantity of financial reward. For demographic information, age, educational degree (university: 59%; master: 31%; senior vocational school: 6%; junior high school: 4%) and nationality (Korean=28%; Polish=28%; South African=15%; others= 29%) were collected.



#### Procedures

One of the two scenarios was randomly assigned to participants. The survey directed participants to imagine themselves visiting a store to purchase a sex toy and asked the location of a

product to an employee. The scenarios involve different levels of front-line employee professionalism. In a high-professionalism condition scenario, a picture of a front-line employee assisting the customer with a greeting, expertise about the product and a professional attitude, was provided. On the other hand, a picture of an employee serving the customer with no greetings, brief product information and a careless attitude. Table 1 represents the study stimuli including the words of the employee. As a manipulation check, participants rated the perceived professionalism of the employee in each condition on a 7-Likert scale (1="totally disagree", 7="totally agree") with three items "I feel the employee shows preparedness", "I feel the employee shows professionalism" and "I feel the employee shows confidence" replicated from Wills et al. (2018) (Cronbach's  $\alpha=0.98$ ). Then, participants were required to assess the extent of embarrassment they would feel and their patronage intention on a 7-Likert scale (1="completely disagree", 7="completely agree") (Cronbach's  $\alpha_{\text{embarrassment}}=0.81$ ; Cronbach's  $\alpha_{\text{patronage intention}}=0.93$ ). Measures for embarrassment were adapted from Walsh et al. (2016). The three items are as followed, "I do not want my friends and acquaintances to see that I buy this product,", "I find buying this product embarrassing" and "I feel embarrassed about the experience of buying this product"." In contrast, patronage intention was measured with a scale adapted from Grewal et al. (2003),

including "I would be willing to buy the product" and "I would be willing to recommend this product to my friends."

Table 1: Scenario and stimuli of Study 1

<p><b>Scenario:</b></p> <p>Please imagine you are in the situation described below.          Imagine that you went to a store to buy a sex toy. When you asked about the location of product A, the employee assisted you as shown in the picture below.</p>	
<p>High-professionalism condition</p> <div data-bbox="239 748 544 1001"> <p>Hi, it's on aisle 8.              However, if you have a certain allergy, would you care to check out our product B?              it is allergic-free!</p> </div> 	<p>Low-professionalism condition</p> <div data-bbox="749 709 1036 850"> <p>I don't know.              Probably on aisle 8?</p> </div> 

## 3.2. Results

### Manipulation check

Manipulation was confirmed using an analysis of covariance (ANOVA). The results disclosed that professionalism settings induced significantly different perceived professionalism as intended ( $\mu_{\text{high}}=6.47$  vs.  $\mu_{\text{low}}=1.75$ ,  $F(1,160)=950.33$ ,  $p<0.001$ ).



## Direct effect

An independent sample t-test was conducted to determine if there was a difference in patronage intention and according to levels of professionalism. Table 2 shows that consumers showed high patronage intention ( $\mu=5.25$ ) when the professional level was high compared to when the professional level was low ( $\mu=2.64$ ). Patronage intention ( $t=-11.273$ ,  $p<.001$ ) was statistically significant based on the significance level of 0.001. Therefore, the null hypothesis was rejected and the alternative hypothesis was adopted, which supports that there is a difference in patronage intention according to employee's professionalism level. Thus, H1 is supported.

Table 2: Differences in patronage intention depending on employee' s professionalism

	N		Mean (M)		Standard deviation (SD)		t (p)
	Lo w	Hig h	Lo w	Hig h	Lo w	Hig h	
Patronag e intention	81	81	2.64	5.25	1.5	1.46	<p>—</p> <p>11.273(&lt;.001)**</p> <p>*</p>

\*  $p<.05$ , \*\*  $p<.01$ , \*\*\*  $p<.001$

## Mediation effect

To examine if embarrassment in embarrassing product purchase

mediates the influence of employee professionalism on patronage intention, a mediation analysis was conducted by implementing the PROCESS macro (Model 4; Hayes, 2012). Figure 2 represents the bootstrapping analysis (with 5000 samples) which indicates a positive relationship between employee professionalism and customer patronage intention ( $\beta=1.62$ , 95% CI 1.13 to 2.12). However, both negative paths between employee professionalism–embarrassment and embarrassment–patronage intention were found. According to the tables below, it was discovered that employee professionalism negatively influences embarrassment ( $\beta=-2.23$ , 95% CI  $-2.73$  to  $-1.73$ ) and embarrassment negatively affects patronage intention ( $\beta=-0.44$ , 95% CI  $-0.57$  to  $-0.32$ ). Therefore, the linkage is partially mediated by embarrassment, supporting H2. It confirms that in an embarrassing product purchase context, embarrassment is implicit in the impact of employee professionalism on customer patronage intention.

Figure 2: Indirect effect of employee professionalism on consumer

patronage intention (Study 2)

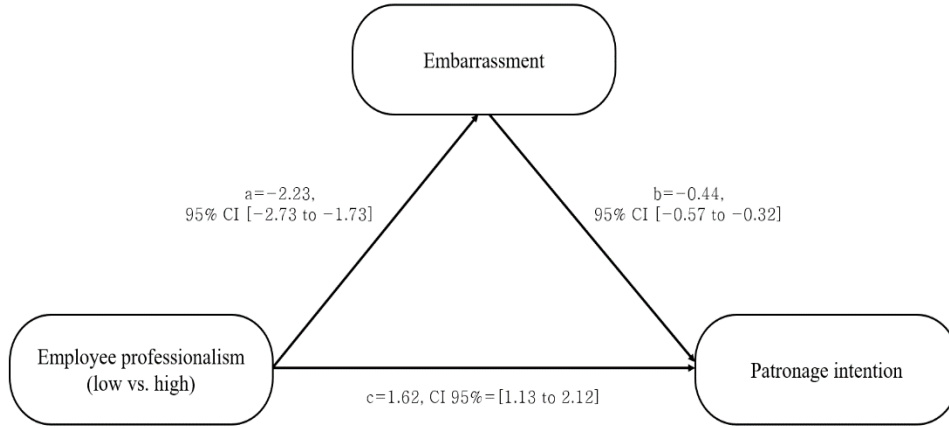


Table 3: Effect of employee professionalism ( $X$ ) on embarrassment ( $M$ )

	coeff.	s.e.	t	95% confidence interval	
				LLCI	ULCI
(Constant)	5.70	.18	32.02***	5.35	6.06
Professionalism	-2.23	.25	-8.87***	-2.73	-1.73
$F=78.68***, R^2=.33$					

\*  $p<.05$ , \*\*  $p<.01$ , \*\*\*  $p<.001$

Table 4: Effect of employee professionalism ( $X$ ) and embarrassment ( $M$ ) on patronage intention ( $Y$ )

	coeff.	s.e.	t	95% confidence interval	
				LLCI	ULCI
(Constant)	5.16	.39	13.16***	4.39	5.94
Professionalism	1.62	.25	6.53***	1.13	2.12
Embarrassment	-.44	.06	-6.91***	-.57	-.32
$F=105.91***, R^2=.57$					

\*  $p<.05$ , \*\*  $p<.01$ , \*\*\*  $p<.001$

Table 5: The significance of mediating effect (Y)

	Effect	Boot. S.E	95% confidence interval	
			Boot. LLCI	Boot. ULCI
Total effect	2.61	.23	2.15	3.07
Direct effect	1.62	.25	1.13	2.12
Indirect effect	.98	.19	.66	1.39

\* $p < .05$ , \*\* $p < .01$ , \*\*\* $p < .001$

### 3.3. Discussion

Study 1 investigated the main impact of front–line employee's professionalism and the underlying mechanisms behind it. The findings of Study 1 demonstrate that a high level of employee professionalism directly enhances customers' patronage intention, whereas a low level of employee professionalism attenuates patronage intention, aligned with H1. It further shows that such a direct effect is mediated by embarrassment. A high level of (vs. low) employee professionalism decreases the embarrassment customers feel in purchasing an embarrassing product, which will consecutively diminish the negative influence of embarrassment on customer patronage intention.

## Chapter 4. Study 2

### 4.1. Method

#### Participants and design

Study 2 employed 2 (high vs. low employee professionalism) by 2 (with vs. without previous purchase experience) between-subjects in an aim to test the moderating impact of past experience of the embarrassing product on the indirect relation between employee professionalism and patronage intention of an embarrassing product. It suggests that former experience of embarrassing product consumption can alleviate the indirect influence of employee professionalism on patronage intention through embarrassment. The scenarios are identical to Study 1; either of them was randomly given to respondents and directed them to imagine themselves in a circumstance. The study recruited 304 respondents (99 females,  $\mu_{age}=27$ ,  $SD_{age}=7$ ; 205 males,  $\mu_{age}=24$ ,  $SD_{age}=7.01$ ) via Prolific and distributed survey URL by offering minute monetary rewards. Information on participants' educational levels (university: 58%; master=23%; senior vocational school=12%; others=7%) and nationalities (Korean=33%; Polish=13%; Portuguese=13%; South African=10%; others=31%) was assembled.

#### Procedures

Identical scenarios, measurements and stimuli with Study 1 were

used. However, this study survey included previous purchase experience of the product given in the scenario. Respondents were randomly assigned to either of the conditions and instructed to imagine themselves being in the event. At the beginning of the survey, participants were asked whether they had purchased sex toys in the past. As the question requires sensitive information, privacy and anonymity were emphasised in every section to elicit more honest responses. Afterward, perceived professionalism (Cronbach's  $\alpha = 0.97$ ), embarrassment (Cronbach's  $\alpha = 0.87$ ) and patronage intention (Cronbach's  $\alpha = 0.74$ ) were assessed. Scale items for each of the variables are equal to Study 1.

## 4.2. Results

### Manipulation Check

One-way ANOVA on the manipulation check for front-line employee's professionalism indicated that respondents in the high-professionalism condition perceived significantly greater professionalism ( $\mu = 6.30$ ) while those in the low condition showed lower perceived professionalism ( $\mu = 2.11$ ;  $F(1,302) = 1261.81$ ,  $p < 0.001$ ).

### Moderated mediation analysis

Table 6 illustrates the results of moderated mediation analysis of purchase experience by employing a moderated mediation model of

the PROCESS macro (Model 7; Hayes, 2012). The variables were set as followed, employee professionalism as the independent variable, embarrassment as the mediator and purchase experience as the first-stage moderator, and patronage intention as the dependent variable. Although purchase experience itself had a negative impact on embarrassment ( $\beta=1.09$ ,  $p<0.001$ , 95% CI  $-1.53$  to  $-0.64$ ), it was suggested that the interaction effect of employee professionalism and purchase experience on embarrassment was not significant ( $\beta=-0.42$ ,  $p>0.05$ , 95% CI  $-1.05$  to  $0.21$ ) as the confidence interval included zero. However, this may imply that there might be a different potential relationship between the variables which does not fall upon the current study.

On the other hand, employee professionalism showed a significantly negative effect on embarrassment ( $\beta=-1.37$ ,  $p<0.001$ , 95% CI  $-1.82$  to  $-0.92$ ). Whilst both employee professionalism and embarrassment significantly impacted patronage intention ( $\beta_{\text{professionalism}}=1.06$ ,  $p<0.001$ , 95% CI  $0.71$  to  $1.42$ ;  $\beta_{\text{embarrassment}}=-0.28$ ,  $p<0.001$ , 95% CI  $-0.39$  to  $-0.18$ ).

#### Mediation analysis

As previous purchase experience of an embarrassing product did not show moderating effect, PROCESS macro model 4 was employed to test the main effect and mediating effect, excluding the moderating variable. The bootstrapping analysis (with 5000 samples)

demonstrated that both employee's professionalism and embarrassment significantly influenced customer patronage intention. Whilst employee professionalism had a positive impact on customer patronage intention ( $\beta=1.06$ ,  $p<0.001$ ) and a negative impact on embarrassment ( $\beta=-1.53$ ,  $p<0.001$ ), embarrassment had a negative effect on patronage intention ( $\beta = -0.28$ ,  $p<0.001$ ), supporting H1 and H2 same as Study 1.

Table 6: Moderated mediation effect of purchase experience (Y)

	coeff.	s.e.	t	95% confidence interval	
				LLCI	ULCI
Dependent variable: Embarrassment					
(Constant)	5.03	.16	30.62***	4.70	5.35
Professionalism	-1.37	.23	-6.01***	-1.82	-.92
Purchase experience	-1.09	.23	-4.80***	-1.53	-.64
Professionalism* purchase experience	-.42	.32	-1.32	-1.05	.21
Dependent variable: patronage intention					
(Constant)	4.75	.26	18.15***	4.24	5.27
Professionalism	1.06	.18	5.87***	.71	1.42
Embarrassment	-.28	.05	-5.37***	-.39	-.18

*\*p<.05, \*\*p<.01, \*\*\*p<.001*



Table 6: Mediating effect of embarrassment between employee' s professionalism and customer' s patronage intention

Independent variable	Dependent variable: embarrassment			Dependent variable: patronage intention		
	B	s.e.	t	B	s.e.	t
Constant	4.46	.12	35.74***	4.75	.26	18.15***
Professionalism	− 1.53	.18	−8.68***	1.06	.18	5.87***
Embarrassment				−.28	.53	−5.37***
			$R^2=.20, F=75.28$	$R^2=.28, F=57.16$		

*\*p<.05, \*\*p<.01, \*\*\*p<.001*

### 4.3. Discussion

Study 2 confirmed the main findings of Study 1, H1 and H2 via mediation analysis. It performed moderated mediation analysis to identify the moderating role of prior experience of purchasing embarrassing products in the influence of employee professionalism on embarrassment was not found. Thus, the effect of employee professionalism did not vary depending on customers' prior embarrassing product purchase experience. Consequently, H3 was not supported.

## Chapter 5. Conclusion

### 5.1. General discussion

Previously, noncontact service transactions or anonymity often emphasised embarrassing consumption to avoid or reduce embarrassment during consumption, such as using robotic service providers or less distinguishable product packaging. While conventional focuses may overlook the importance of the human workforce in embarrassing consumption, this research focuses on the role of front-line employees' professionalism in the in-person purchase context of an embarrassing product. The research conducted two studies to explore how the professionalism of front-line employees affects customer patronage intention and the mechanisms implied in the relationships. Studies 1 and 2 revealed that employee professionalism directly increases customer patronage intention. The indirect influence of employee professionalism is mediated by embarrassment, as employee professionalism reduces embarrassment during the interaction and sequentially enhances patronage intention.

### 5.2. Theoretical contribution

Embarrassment is a self-conscious emotion that may influence consumer behaviours significantly (Dahl et al., 2001; Grace,

2009; Krishna et al., 2015). Holthower and van Doorn (2022) suggested the presence of an audience is likely to be the source of unfavourable feelings, including embarrassment. Several works of literature highlighted the benefits of substituting the human workforce with alternative service providers and the increasing ambiguity of physical attributes of products in embarrassing consumption (Jackson et al., 2014; Krishna, et al., 2019; Holthower and van Doorn, 2022). Although a vast amount of research has examined the importance of front-line employees (Robinson and Schroeder, 2009; Karlsson and Skälén, 2015; Engen and Magnusson, 2015; Cambra-Fierro and Melero-Polo, 2014), the studies of the role of front-line human workers in embarrassment-inducing contexts is limited. This research contributed to extending the understanding of consumer behavioural process in embarrassing consumption and highlighting the importance of the human workforce in alleviating embarrassment that customers may encounter during embarrassing product purchases.

### 5.3. Managerial implication

This research may offer implications for retailers to implement suitable marketing strategies that can encourage customers' consumption. Firstly, the present paper demonstrates that a high level of professionalism of a front-line employee can increase customer patronage intention. This indicates that not only

professional front–line workforce can offer a high–quality service experience but is able to motivate customers to purchase and visit the store. Second of all, the allocation of professional employees at offline stores is suggested. Managers might need to consider not only recruiting workers with expertise but also training existing employees to provide professional service.

#### 5.4. Limitation and future research

The present research involves several limitational aspects. First, it conducted two studies both using scenario–based surveys. Although the reliability of the studies was assessed, the responses may not reflect the practical fields. Moreover, the current paper limited the professionalism of front–line employees in a few conditions, including communication style, attitudinal behaviour and professional knowledge. Assessing professionalism that incorporates various dimensions is recommended. Additionally, the embarrassing product consumption was limited to sex toy, which offers hedonic value. Exploring embarrassment involved in utilitarian–valued embarrassing goods, for example, STD test kits and haemorrhoid cream, is suggested to expand the understanding of embarrassing consumption. Lastly, as the moderating role of prior experience with embarrassing product purchases was not statistically verified,

considering a moderator in the effects of employee professionalism and customer behavioural response is suggested for future research.

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## 초 록

기존 문헌에는 대면 vs. 비대면과 같은 서비스 맥락으로부터 기인하는 창피함이 창피한 소비에 미치는 영향에 집중하였다. 이 연구는 창피한 제품을 직접 구매하는 상황에서 인적 노동력의 전문성이 고객의 이용 의도에 어떤 효과를 미치는지에 초점을 맞춘다. 시나리오 기반의 두 설문 실험 결과, 응대 직원의 전문성이 고객의 이용 의도를 높인다고 제안한다. 또한, 창피한 제품 소비로 발생한 창피함이 이러한 관계를 매개한다고 나타낸다. 고객을 응대하는 직원의 전문성은 고객은 창피함을 감소시키는 경향이 있으며 순차적으로 창피한 제품의 호의적인 이용의도로 이어진다. 반대로 응대 직원의 전문성이 낮은 상황 시, 고객은 더 높은 창피함을 느끼며, 이는 곧 이용의도를 떨어뜨린다.

**주요어 :** 창피한 소비, 창피한 제품, 창피함, 직원 전문성, 고객 이용의도

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