Do good looks matter when applying for jobs in the hospitality industry?∗

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ARTICLE INFO

Keywords:
Physical attractiveness
Facial beauty
Good-looking
Hospitality

ABSTRACT

This research aims to understand whether there is any difference in interview opportunities within the Taiwan hospitality industry due to physical attractiveness. The resume audit method was utilized to design fictitious resumes, and then they were sent to numerous job openings. The status of callbacks for interviews was observed, and the results showed that the attractiveness of job candidates is an important factor affecting the rate of interview callback in the Taiwan hospitality industry. For male candidates the “appearance effect” is particularly significant, though it is not as noteworthy for female candidates. Also, different types of job openings vary in the degree to which good looks affect a callback: the most important appearance effect exists for front desk receptionists; the second is for food servers at restaurants within a hotel. For other types of job openings such as housekeeping attendants, kitchen staff, and management trainees, there is no appearance effect.

1. Introduction

In 2010, a female employee who was 47 years old and worked for a hotel in Taipei for over three years was laid off because she wore glasses on duty. The employer claimed that men wearing glasses would give people the impression of expertise but not women!

Do employers truly think that customers will be better served by a more physically attractive worker? Do looks actually affect who gets hired, receives a promotion, and even makes more money?

The Newsweek study showed 57% of hiring managers agreeing that beauty plays a role in the hiring process (Benett, 2010). Another survey conducted from the 29th of February to the 6th of March in 2012 by the Yes123 (one of the top three job recruitment sites in Taiwan) also showed that 69.9% of 571 respondents specifically indicated that physical appearance does affect the likeliness of being hired at the interview stage (Wu, 2012). Few will admit that something so trivial will impact their decision making process, but it does. Even for a hiring manager that is aware of this tendency and tries to suppress it, appearance is still an influence.

According to the so-called “beauty bias” phenomena (Johnson et al., 1996), and better voter ratings when running for public office (Li and Luoh, 2008). Scholz and Sicinski (2011) argue that beauty essentially seems to be a benefit in the work world. To the employers, it is different from the skills, personality, and cognitive ability that were seen during the study stage. Based on these studies, attractiveness is an enduringly valuable characteristic in the labor market.

Furthermore, good-looking or attractive people may enjoy benefits in their pay. Hamermesh (2001) showed that, while controlling other factors that may affect wages such as education and work experience, males (females) with a more attractive appearance obtained wages approximately 17% (12%) higher than unattractive males (females). This effect stems from a so-called “beauty premium” (i.e., having an appearance above the average level of interest), which increased benefits by 4% for males and 8% for females, and an “ugliness penalty” (i.e., having an appearance below the average level of interest), which decreased benefits by 13% for males and 4% for females, respectively. Li and Luoh (2008) concluded that the effect of a person’s physical attractiveness on salary can be explained in three ways: (1) by some means, personal characteristics have been seen to relate to an employee’s productivity, and this then affects salary, followed by the company’s profits and growth; (2) employer discrimination; and (3) consumer discrimination.

For good-looking men and women, they will not only obtain higher payment but will also have a better chance at obtaining jobs (i.e., attractiveness is beneficial for men and women when applying for most jobs). The stereotype “what is beautiful is good” means that physical
attractiveness impacts employment decision making with the result that the more attractive an individual, the greater the likelihood is for that person to be hired (Shahani-Denning, 1993). Chiu and Babcock (2002) indicated that Hong Kong human resources management specialists were influenced by the attractiveness bias in evaluating short-listed candidates for an entry-level trainee position. The results showed that the perceived attractiveness of the candidates, along with their work experience and work-related skills, was more important than their public examination results.

Thus, physical appearance is highly valued in many fields. Due to frequent interactions with customers and the goal of positive customer experience, the need for beauty in each employee’s appearance and demeanor is higher in service fields, such as receptionists, flight attendants, and sales representatives. After all, the meaningful measure of productivity in the service field is the amount a waiter increases customer satisfaction and the happiness of co-workers (Barro, 1998).

Parrett (2007) based a survey on five restaurants and found that good-looking waitresses get more tips; however, this phenomenon was not clearly shown for waiters. Luoh (2010) discussed how the perception of waiters’ service quality is affected by the customer’s gender, age, and appearance. The results show that participants commonly felt that the waiters with a more attractive appearance serve better than the waiters with a common appearance; however, the age and appearance of participants also affected their perception towards the service quality.

For most people in Taiwan, the stereotype is that appearance is very important while searching for jobs in the hospitality industry. So, many employees in hospitality call themselves members of the “Good-Looks Club.” But what’s the effect of physical appearance on the screening of a resume by recruiters? Usually, they can only get the information about a candidate’s attractiveness by the headshot on a resume. In the past, sending resumes with a headshot when applying for a job was the norm among almost every work arena in Taiwan. However, this rule has gradually evolved into sending resumes with or without headshots, due to the influence of western culture. Nowadays, employers in Taiwan will accept resumes with or without headshots. It is also worthy to mention that the rise of the video or photo resume gives recruiters a perception that’s worth a thousand resume words, and such resumes evoke a subconscious filter that can make or break a candidate’s chances.

Many researchers have worked on exploring the impact of emphasizing physical appearance at the stage of resume screening during the recruiting process (Ruffle and Shudiner, 2010; Lopez Boo et al., 2012; Yamada and Galarza, 2012; Maurer-Fazio and Lei, 2014). To the best of our knowledge, there has not been any research done in Taiwan exploring the impact of physical appearance on job searches in the hospitality industry.

The rest of this paper is organized as follows: We will survey the research associated with the effect of physical attractiveness on callback rate, and follow it with a description of the logistic regression model and resume audit method. This study applied the resume audit method to conduct a large-scale field experiment (i.e., we manipulated the level of attractiveness in each photo, designed the fictitious resumes, and sent these designed resumes to recruiting advertisements posted by companies). Then we recorded the status of interview callback from companies. The observed results were analyzed to determine the impact of varying levels of physical attractiveness on interview callback, and the logistic regression models were developed to predict the probability of interview callback. Lastly, we discuss the results and demonstrate the implication of this study.

2. The effect of physical attractiveness on callback rate

In a study on the effect of physical attractiveness on job applications in Israel, Ruffle and Shudiner (2010) sent paired resumes (one with a photo and the other without a photo) to each recruitment advertisement and compared the callback rate for the two resume types. Note
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