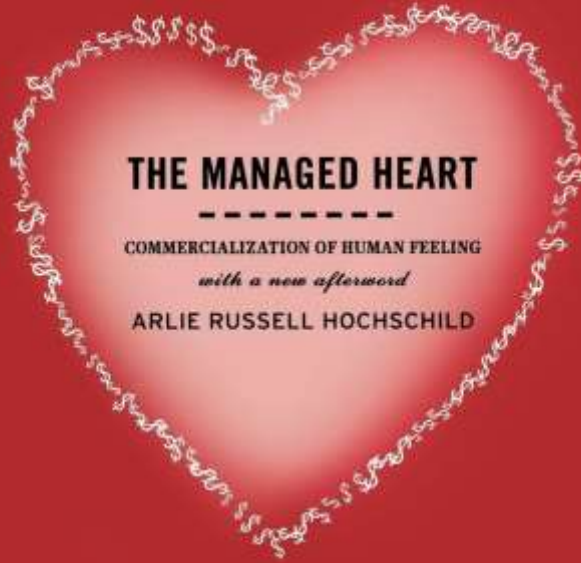


Service with a smile: Linking employee emotional displays to customer outcomes

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ANNIVERSARY
20TH
EDITION



THE MANAGED HEART

COMMERCIALIZATION OF HUMAN FEELING

with a new afterword

ARLIE RUSSELL HOCHSCHILD

"PROFOUNDLY ORIGINAL... TERRIBLY IMPORTANT." —STUDS TERKEL

“Management of feelings to create a publicly observable facial and bodily display”



SERVICE WITH A SMILE

A photograph of three customer service representatives in a call center. They are all wearing headsets and smiling. The woman in the foreground is the most prominent, looking slightly to the right. The two women behind her are slightly out of focus. The background is a blurred office environment.

ORGANIZATIONAL DISPLAY RULES

Norms and standards of behaviour indicating which emotions are appropriate in given situation but how these emotions should be publicly expressed

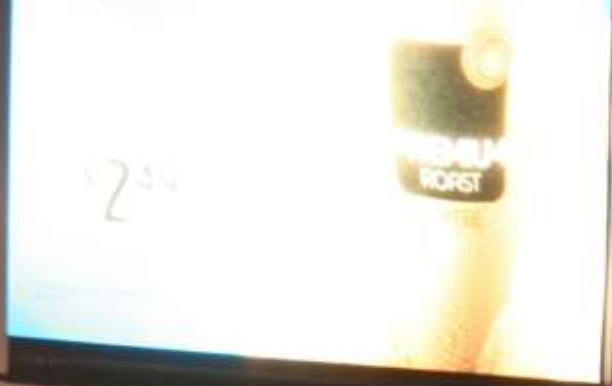


Share a slice of life

**Have I smiled
& greeted you?**

**If not, your next personal
pan pizza* is on us!**

*** Terms and conditions apply.**



☺ **SMILE GUARANTEE** ☺
If we don't smile before you pay
you get a *free* small French Fries
or Hash Brown
(on your next visit)
Please play.... Try to catch us!

\$3.09

**BEHAVIOURAL GUIDELINES THAT
DEMAND POSITIVE AND CHEERFUL
MANNER**



‘HIGH ENERGY AND VIBRANCY’

'PRET BEHAVIOURS'

DON'T
WANT TO
SEE

WANT TO
SEE

PRET
PERFECT

DAY
FRESH FOOD
HE HUNGRY,
HE NEXT DAY



‘Don’t be moody’

‘Create a sense of fun’

‘Happy to be themselves’

‘Be genuinely happy’

‘Don’t agree blandly with others’



'PRET BEHAVIOURS'

TEAM MEMBERS: 6

MANAGERS: 10

EXECUTIVES: ALL





Inauthentic emotions

Feign or suppress
emotions



Surface acting



Authentic emotions

Induce authentic
emotions within self



Deep acting

Positive



Emotional labour leads
to positive customer
outcomes

Negative



Emotional labour leads
to negative employee
outcomes

Emotional labour
meets customer
needs and defuses
emotional events




Emotional labour is
costly to health and
future performance





THE EMPLOYEE

A man in a floral shirt is reclining in an office chair, with his feet propped up on a desk. He is looking away from a computer monitor, suggesting disengagement. The background is a blurred office environment with other computer workstations and a person working in the distance.

**LOWER ENGAGEMENT &
SATISFACTION**

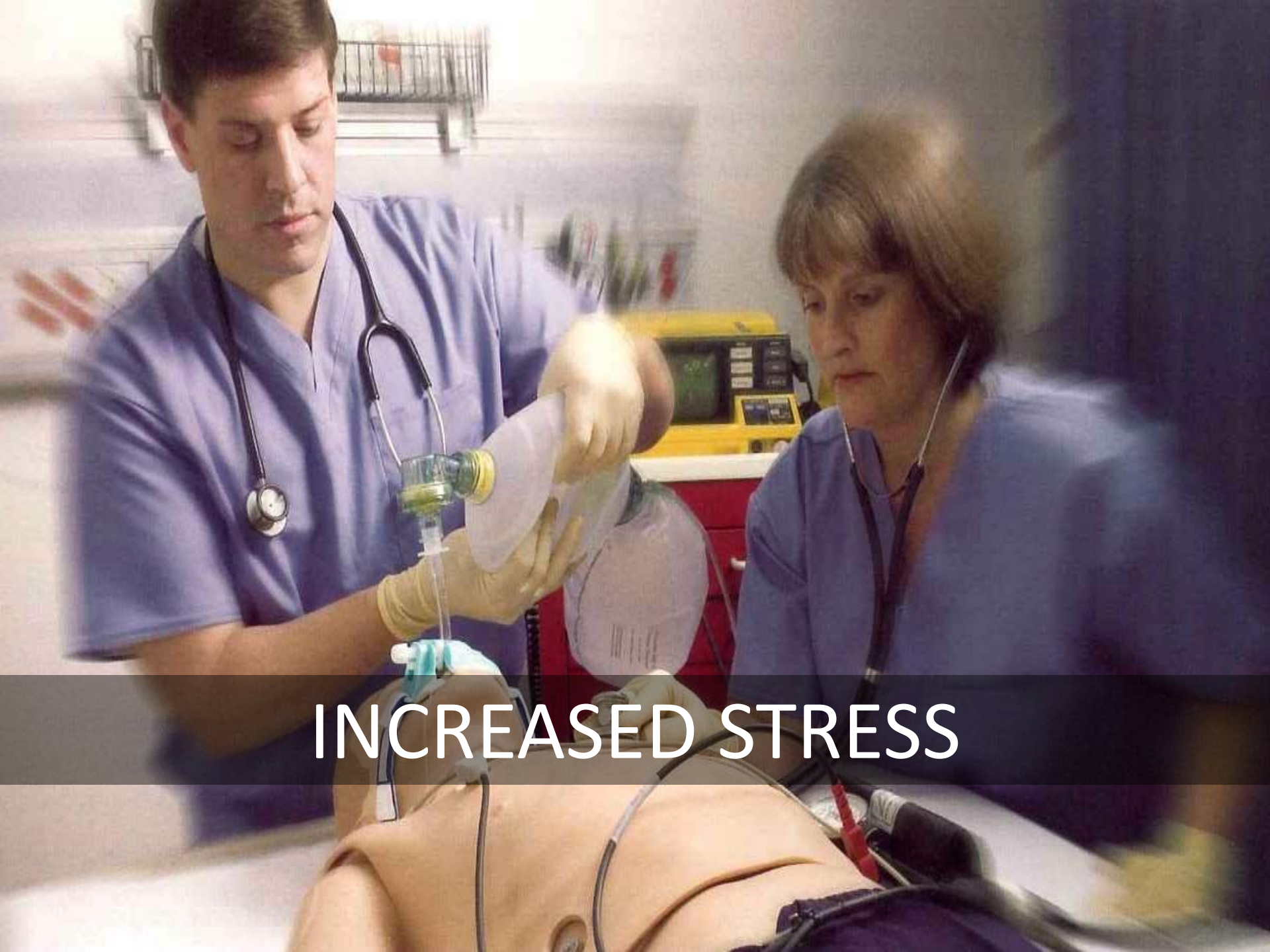


HIGHER BURNOUT



LOWER JOB PERFORMANCE





INCREASED STRESS

A woman with brown hair and blue eyes is holding a white sign in front of her face. The sign has the text "I Resign" written on it. She is wearing a black blazer. The background is white.

I Resign

HIGHER TURNOVER



**DIRECT COST: A\$1,400 PER
EMPLOYEE PER YEAR**



SO WHAT ABOUT THE CUSTOMER?

VIDEO STORE SIMULATION



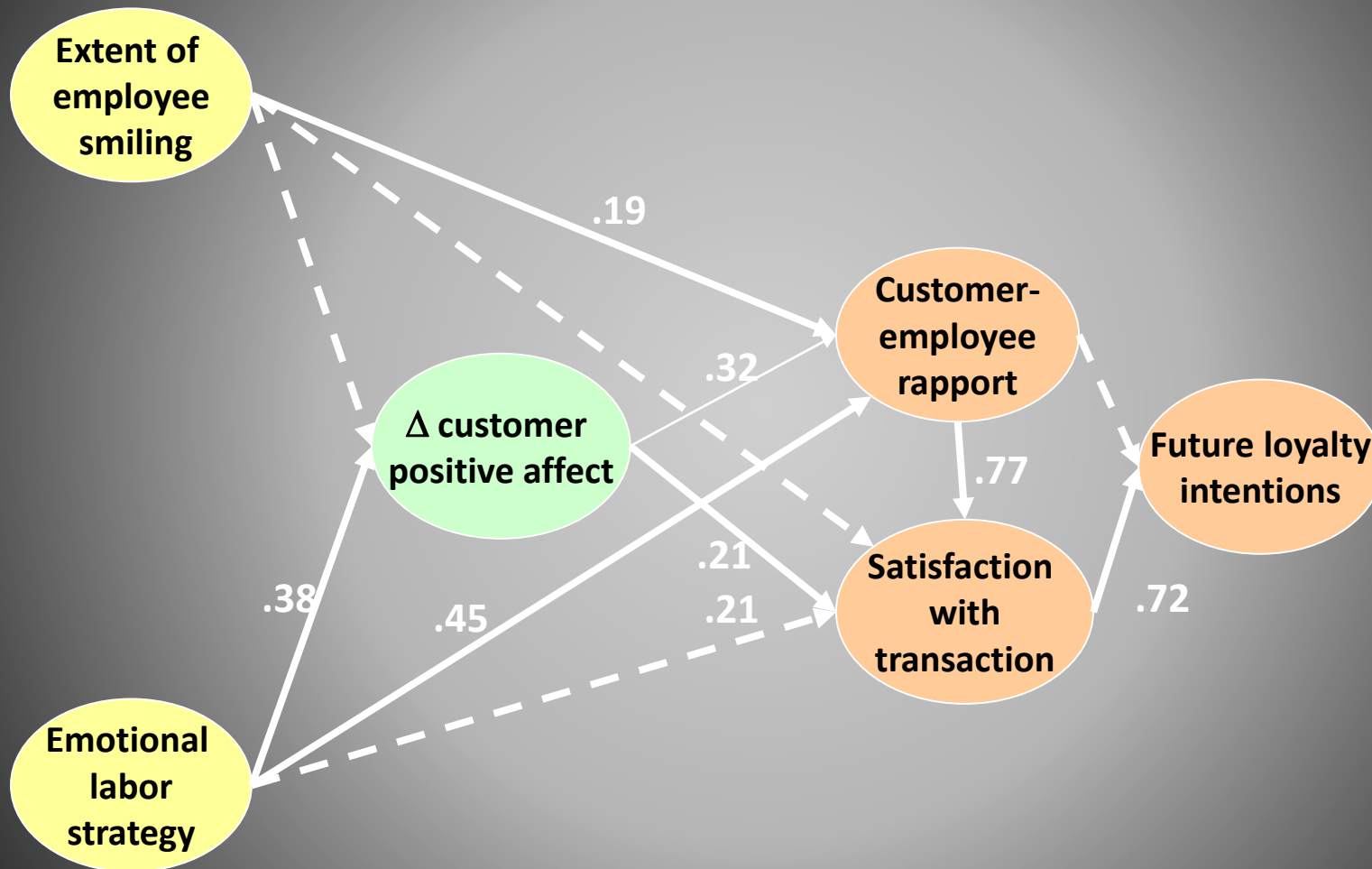


EMOTIONAL CONTAGION

VIDEO STORE SIMULATION - METHOD

- ❑ 2 X 2 between-subjects factorial design, N=223
- ❑ Extent of employee smiling (high vs. low)
- ❑ Emotional labor strategy (surface acting vs. deep acting)
- ❑ Measures of customer experience:
 - ❑ Pre-encounter: filler items, customer affect
 - ❑ Post-encounter: customer affect, customer-employee rapport, satisfaction, loyalty intentions
- ❑ Objective measures by raters

VIDEO STORE SIMULATION- RESULTS



Note: Solid lines indicate significant paths at $p < .01$. Dashed line indicates insignificant path.

VIDEO STORE SIMULATION - RESULTS

Customer positive affect

		Time 1: Pre- encounter	Time 2: Post- encounter	Change in customer positive affect
Amount of smiling	High	3.72		
	Low	3.70		
Authenticity	High	3.71		
	Low	3.70		

VIDEO STORE SIMULATION - RESULTS

Customer positive affect

		Time 1: Pre- encounter	Time 2: Post- encounter	Change in customer positive affect
Amount of smiling	High	3.72	4.54	0.84
	Low	3.70	4.30	0.61
Authenticity	High	3.71		
	Low	3.70		

VIDEO STORE SIMULATION - RESULTS

Customer positive affect

		Time 1: Pre- encounter	Time 2: Post- encounter	Change in customer positive affect
Amount of smiling	High	3.72	4.54	0.84
	Low	3.70	4.30	0.61
Authenticity	High	3.71	4.87	1.18
	Low	3.70	3.95	0.25

VIDEO STORE SIMULATION

Quantity of smiling: no effect

Quality of smiling:

contagion, satisfaction, rapport, loyalty



DYNAMICS OF EMOTIONAL LABOR

COUNSELING STUDY



COUNSELING STUDY - METHOD

- ❑ Three time points: beginning, middle, end
- ❑ Two strategies: deep acting and surface acting
- ❑ 1-factorial design with 8 between-subject conditions ($N = 174$)
- ❑ Controlling for affect
- ❑ Customer satisfaction: overall and at each time point

COUNSELING STUDY - METHOD

Beginning	Middle	End	Trend
deep acting	deep acting	deep acting	Steady
surface acting	surface acting	surface acting	Steady
surface acting	surface acting	deep acting	Improvement
surface acting	deep acting	deep acting	Improvement
surface acting	deep acting	surface acting	Erratic
deep acting	surface acting	deep acting	Erratic
deep acting	deep acting	surface acting	Decline
deep acting	surface acting	surface acting	Decline

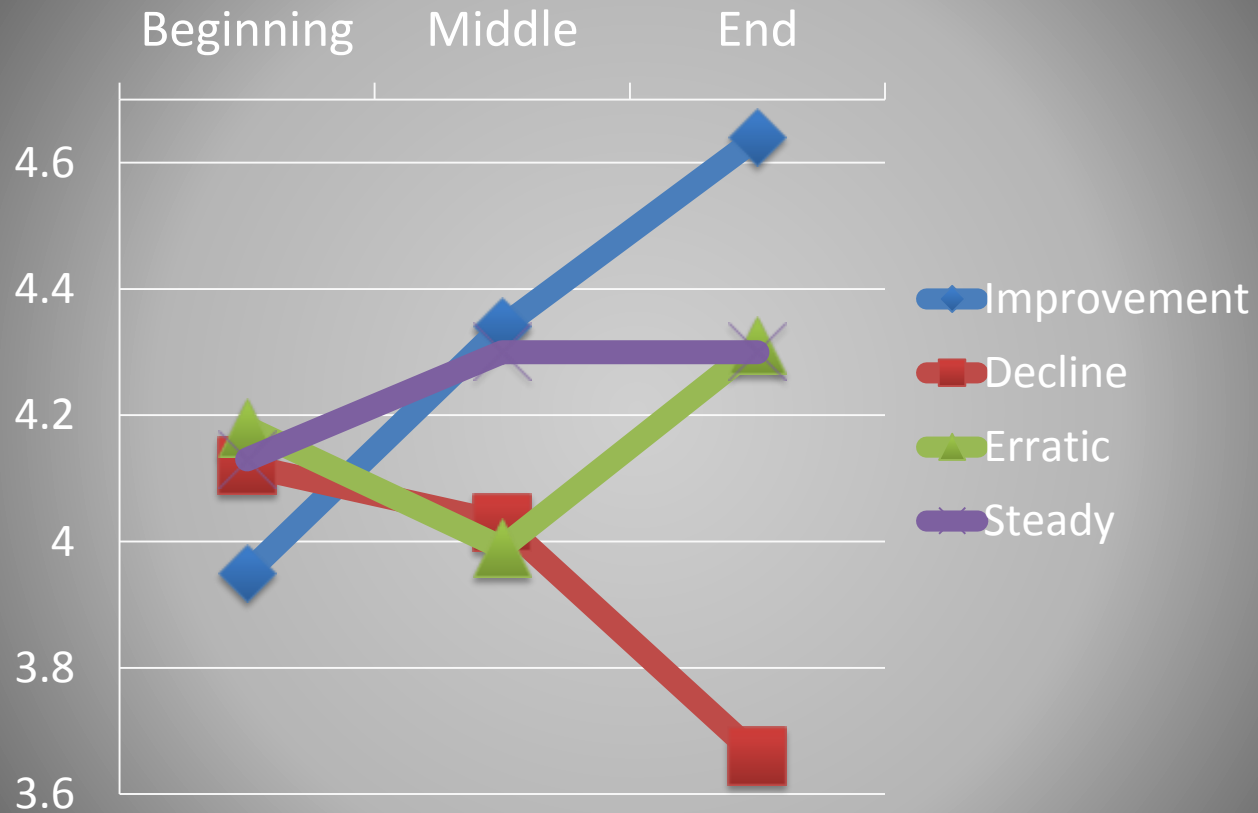
COUNSELING STUDY - RESULTS

Primacy and recency effects

Improvement superior to **erratic** and **decline**, but not **steady** trends

Steady superior to **decline** trend

COUNSELING STUDY - RESULTS





THANK
YOU!