Real Smiles vs. Faked Smiles: How Emotional Labor Impacts Service Behaviors

Anita Whiting

Clayton State University, awhiting@clayton.edu

Follow this and additional works at: https://digitalcommons.georgiasouthern.edu/jamt

Part of the Marketing Commons

Recommended Citation

This article is brought to you for free and open access by the Journals at Digital Commons@Georgia Southern. It has been accepted for inclusion in Journal of Applied Marketing Theory by an authorized administrator of Digital Commons@Georgia Southern. For more information, please contact digitalcommons@georgiasouthern.edu.
Real Smiles vs. Faked Smiles: How Emotional Labor Impacts Service Behaviors

Anita Whiting

AUTHOR INFORMATION
Anita Whiting
Clayton State University
AWhiting@clayton.edu

ABSTRACT
This study investigates how emotional labor impacts service behaviors. Unlike previous research which focuses predominantly on the customer's experience during a service encounter, this paper focuses on service employees and their performance during the service encounter. In particular, this study looks at how the emotional labor strategies of surface acting and deep acting impact customer service, job performance, and job satisfaction. The results from the SEM-PLS analyses show that (1) surface acting has a negative impact on customer service and job satisfaction and (2) deep acting has a positive impact on customer service, job performance, and job satisfaction. Overall, the results show that a real smile instead of a faked smile helps the service employee to be successful in their job. In addition to providing the results of this study, this article also provides many managerial implications and guidelines for managers.

INTRODUCTION
Service employees play a critical role in the service experience (Phillips, Tan, and Julian 2006; Singh 2000). Service employee’s attitudes and behaviors influence service quality and customer satisfaction (Zeithaml and Bitner 2003). Service employees are usually the only face of the organization that the customer sees and, thus, they greatly impact the customer's image of the service firm (Hartline, Maxham, and McKee 2000). With service employees playing such a huge role in the service experience, it is important for organizations to understand factors that affect the service behaviors of frontline service employees (Fisk, Brown, and Bitner 1993; Singh 2000; Babin and Boles 1996).

An important variable for helping understand and explain service behaviors is emotional labor. Emotional labor is defined as the stress of regulating one’s emotional displays in response to display rules (Diefendorff and Gosserand 2003). Display rules specify the emotions that employees should express during the service encounter such as making eye contact or smiling at the customer. Service employees experience emotional labor as they regulate their inner or felt emotions in order to display the appropriate emotions to the customer. Displaying appropriate emotions to customers is very important to service organizations because it affects customer affect and evaluation of service quality (Pugh 2001).
The primary goal of this research study is to assess the impact of emotional labor strategies on service employee's job outcomes. In particular, this study looks at two types of emotional labor strategies and their impact on (1) customer service, (2) job performance, and (3) job satisfaction. This study attempts to explain the important role that emotional labor strategies play in the performance of service employees.

This paper begins by summarizing the literature on emotional labor, customer service, job performance, and job satisfaction. Next, the paper describes the methodology and then presents the findings. Last, the paper discusses the conclusions and implications as well as avenues for future research.

LITERATURE REVIEW

Emotional Labor

As previously mentioned emotional labor is defined as the stress of regulating one’s emotional displays in response to display rules (Diefendorff and Gosserand 2003). Service employees are expected to regulate their internal or felt emotions in order to comply with job requirements (Hochschild 1983). This includes regulating both verbal and nonverbal communication such as facial expressions, bodily gestures, tone of voice, and language (Matilla and Enz 2002).

Emotional labor occurs regardless of the emotions experienced by service employees. According to Sutton and Rafaeli (1988) “there is an imperfect match between the emotions people feel and the emotions people express on the job because employees are often expected to display emotions that are unrelated or even in conflict with their true feelings” (p.462). Employees must regulate their emotions and expressions in order to be congruent to the display rules or norms (Elkman 1980). Management may censure or criticize failure to display emotional norms thus increasing the stress of performing emotional labor.

Understanding emotional labor and the display of appropriate emotions during the service encounter is important because of its impact on customers (Rafaeli and Sutton 1990). The display of positive emotion has been empirically shown to affect customer affect and evaluation of service quality (Pugh 2001). According to Pugh (2001), customers catch the affect of employees through the emotional contagion process. Research on emotional contagion has shown that “exposure to an individual expressing positive or negative emotions can produce a corresponding change in the emotional state of the observer” (Pugh 2001, p.1020). Hochschild (1983) notes that many customers expect good cheer (positive displayed emotions) from service employees such as customers of Nordstrom’s (Peters and Austing 1985), Disneyland (Tyler and Nathan 1985), and Delta Air Lines (Hochschild 1983). Both sales and customer loyalty have been shown to increase when employees display good cheer (Ash 1984, Hochschild 1983). Thus, requiring employees to engage in emotional labor and display appropriate emotions has been found to have many benefits for the service organization.

Emotional Labor Strategies

In order to comply with management’s emotional display requirements, service employees usually engage in surface acting and/or deep acting (Hochschild 1983). “Surface acting” is defined as changing one’s outward behavior (e.g. facial or bodily expressions) in order to display the required emotions (Hennig-Thurau et al 2006). Surface acting entails displaying emotions that one does not actually feel such as a fake smile (Phillips et al 2006). Because
of the “painted on” affective displays, surface acting usually lacks authenticity (Grandey 2003). “Deep acting” is defined as modifying one’s inner emotions in order to match the expected emotions such as a real or authentic smile (Ashforth and Humphrey 1993). Some researchers suggest that Deep acting involves much more effort because employees must try to “psyche themselves into feeling the emotions they are required to express” (Phillip et al 2006, p.473). According to Chu (2002), surface acting is where feelings are changed from the outside in and deep acting is where feelings are changed from the inside out. Thus, surface acting and deep acting are two types of emotional labor techniques that service employees use in order to comply with display rule requirements.

**HYPOTHESES DEVELOPMENT**

**Display Rule Requirements and Emotional Labor**

According to Hochschild (1983), service employees are paid a wage for managing their feelings and creating publicly observable facial and body displays. Organizations have explicit and/or implicit display rules that define which emotions employees are expected to display and which emotions they are expected to suppress (Elkman 1980). Display rules and norms include both verbal and nonverbal communication such as facial expression, bodily gestures, tone of voice, and language (Matilla and Enz 2002).

In order to cope with their organization’s emotional display requirements, service employees may engage in surface or deep acting (Hochschild 1983). Research has shown that display rule requirements influence employees and their input perception (Brotheridge and Lee 2003). Research has also shown that employees use Surface acting and Deep acting to meet their required emotional display requirements (Grandey 2003). Based on these findings, the following hypotheses are proposed:

H1a: Display Rule Requirements will positively influence levels of Surface Acting.
H1b: Display Rule Requirements will positively influence levels of Deep Acting.

**Surface Acting and Job Outcomes**

As discussed previously, employees use Surface acting and Deep acting to meet their required emotional display requirements (Grandey 2003). However, these two types of acting affect employees’ well-being in very different ways (Hochschild 1983). Research on surface acting has shown detrimental results while research on deep acting has shown mixed results. Surface acting entails modifying their displayed emotions without changing their inner emotions. This type of acting has been called “faking it”. This faking behavior may lead to negative job outcomes because of the stress and tension to display emotions that are not truly felt. Negative job outcomes may also result because of the discrepancy between the employee’s perception of his/her behavior (input function) and the company’s display rules (standard). Discrepancies that are large or long lasting may have detrimental results on individuals (Diefendorff and Gosserand 2003). Surface acting has been shown to be related to alienation from work, depression, job burnout, psychosomatic complaints, and stress (Montgomery et al 2006; Phillips et al 2006; Abraham 1998; Brotheridge and Grandey 2002). Research has also shown that suppressing anger leads to detrimental results on physiological and immune system functions (Gross and Levenson 1997). Brotheridge and Grandey (2002) found surface acting to be related to feeling exhausted and detached. Based on the findings, the following hypotheses are proposed:

H2: Surface acting will have a negative influence on service employee’s customer service level.
Deep Acting and Job Outcomes

Unlike surface acting, deep acting has been shown to lead to beneficial results. Deep acting focuses on the service employee changing their inner emotions in order to match their required emotional displays. Deep acting is an attempt to change how one actually feels so that appropriate emotional displays naturally follow. Some examples of deep acting are making an effort to feel the emotions I need to show to others and trying to actually experience the emotions that I must show (Brotheride and Lee 2003). Deep acting involves demonstrating authentic (not faked) emotions such as a genuine smile. Deep acting has been shown to influence customer affect more than surface acting because of its authenticity (Hennig-Thurau et al 2006).

Deep acting is harder and involves much more effort because employees must try to “psyche themselves into feeling the emotions they are required to express (Phillip et al 2006, p.473). With an angry customer, it is easier to put on a faked smile than a genuine smile. However, deep acting is much more beneficial to the service employee and their job outcomes. With deep acting there is less discrepancy between felt and displayed emotions. This congruency (or less discrepancy) between expressions and inner feelings has been shown to lead to less tension and a feeling of personal accomplishment (Brotheridge and Grandey 2002). Research has also shown that deep acting may actually help to restore an employee’s emotional resources. Thus, deep acting is beneficial to both the service employee and their job outcomes.

Overall, service employees are more likely to be successful in their job when their displayed emotions match the company’s displayed emotional requirements and they are more likely to feel successful in their job when they are able to align their own felt emotions with their required displayed emotions. Thus, service employees engaging in deep acting are more likely to have higher levels of customer service, job performance, and job satisfaction. Therefore the following is hypotheses are proposed:

H5: Deep acting will have to a positive influence on service employee’s customer service level.
H6: Deep acting will have a positive influence on the service employee’s job performance.
H7: Deep acting will have a negative influence on the service employee’s job satisfaction.

METHODOLOGY

Data was collected by students in a services marketing course at a southeastern university. Students were trained how to administer the survey and students were educated about who constitutes as a service employee. Each student was only allowed to survey up to six service employees. Students received extra credit points for completed surveys. Students also turned in a separate sheet with the names and a working phone number of the service employees that they surveyed. Ten percent of the sample was called to verify that they had participated in the survey. In addition to the student training previously mentioned, the respondents were asked in the survey to describe their current job and they were asked what type of industry they worked in. These questions helped ensure that only service employees were used in the final data set. A total of one hundred and eighty-nine respondents participated in the study in which they evaluated the levels of surface acting, deep acting, customer service, job performance, and job satisfaction.
Several scales that have been validated in prior studies were used to test the model. Display rule requirements were measured by 3 items from Brotheridge and Grandey 2002. Surface acting was measured with one five point Likert item from Brotheridge and Lee (2003). Respondents indicated their level of agreement or disagreement with “I just pretend to have the emotions I need to display for my job”. Deep acting was measured by a three item scale from scale from Brotheridge and Lee (2003). Respondents indicated their level of agreement or disagreement on “I make an effort to actually feel the emotions that I need to show to others, I work hard to feel that emotions that I need to show to others, and I try to actually experience the emotions that I must show”. Customer service was measured by a modified scale of Bell and Mengue (2002). Respondents indicated their level of agreement on ten items. Some of the items for customer service were giving prompt service, being courteous, giving individual attention, providing accurate information, and being friendly. Job performance was measured by two five point Likert items. Respondents indicated their level of agreement or disagreement with “My job performance evaluations have been very good” and “I have been performing my job well”. Job satisfaction was measured with a one five point Likert items. Respondents indicated their level of agreement or disagreement with “I am satisfied with my current job”. Relevant demographic and occupational information was also gathered such as gender, year of birth, number of years with company, and industry of service organization.

RESULTS AND FINDINGS

Smart PLS 2.0 M3 (Ringle et al 2005) was used to assess the measurement model and the structural model. The measurement model was tested by performing a validity and reliability analysis for each measure. As shown in Table 1 the composite reliabilities and coefficient alphas all exceeded the recommended .7 level for each construct (Fornell and Lacker 1981). As shown in Table 1, the average variance extracted (AVE) was higher than 0.5 for all constructs and thus convergent validity was found. Discriminant validity was assessed by AVE tests (Fornell and Lacker 1981). All AVE scores were larger than cross loadings and thus all variables achieved discriminant validity. The means for each construct are also provided in Table 1.

<table>
<thead>
<tr>
<th>Table 1</th>
<th>Composite Reliability, Average Variance Extracted, and Means</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reliability Scores</td>
<td>Display Rule Requirements</td>
</tr>
<tr>
<td>AVE Scores</td>
<td>.82</td>
</tr>
<tr>
<td>Means</td>
<td>3.97</td>
</tr>
</tbody>
</table>

Smart PLS 2.0 M3 (Ringle et al 2005) was also used to assess the structural model. Figure 1 displays the hypotheses and the R square values for the constructs. These values indicate the predictability of the independent variables. See Figure 1 below.
The PLS SEM model is evaluated using nonparametric evaluation criteria (Hair et al. 2014). The two techniques of bootstrapping and blindfolding are used to test this SEM-PLS model. The overall fit of the model is not assessed because it is a PLS-SEM model. According to Hair et al. 2014, “goodness-of-fit measures associated with CB-SEM, such as the Chi-square statistic or the various fit indices, are not applicable in a PLS-SEM context” (pp.168-169). Hair et al. (2014) recommend using nonparametric evaluation criteria based on bootstrapping and blindfolding. Thus, these two techniques and criteria are discussed in the following paragraphs.

Using a blindfolding procedure, the predictive relevance of the model (Q-square) was calculated and found to greater than zero and thus was acceptable (Fornell and Cha 1994). Thus, the model has predictive relevance. Using bootstrapping techniques the statistical significance of the path coefficients were calculated and will be discussed in the following paragraphs. See Table 2 for a complete list of the hypotheses results including betas and t values.

H1a predicted that display rule requirements will positively influence surface acting. The beta coefficient for this path was 0.029 and its corresponding t value was 0.584 which is not significant at the .05 level. Thus H1a was not supported. H1b predicted that display rule requirements will positively influence deep acting. The beta coefficient for this path was 0.12 and the corresponding t value was 2.40 which is significant at the .05 level. Thus H1b was supported. Overall, display rule requirements positively influenced deep acting but it did not influence surface acting.

H2 predicted that surface acting will have a negative influence on customer service levels. The beta coefficient was a -0.187 and its corresponding t value was 2.57 which is significant at the .01 level. Thus, H2 was supported. H3 predicted that surface acting would have a negative influence on job performance. The beta coefficient for this path was -0.022 and...
its corresponding t value was 0.434 which is not significant at the .05 level. Thus H3 was not supported. H4 predicted that surface acting would have a negative influence on job satisfaction. The beta coefficient for this path was a -0.375 and its corresponding t value was 5.56 which is significant at the .01 level. Thus H4 was supported. Overall, surface acting was found to have a significant negative influence on customer service and job satisfaction but not on job performance. Thus, the results show that a faked smile (surface acting) negatively impacts service employees and their service behaviors.

H5 predicted that deep acting would have a positive influence on customer service. The beta coefficient for this path was 0.271 and the corresponding t value was 3.34 which is significant at the .01 level. Thus, H5 was supported. H6 predicted that deep acting would have a positive influence on job performance. The beta coefficient for this path was 0.163 and the corresponding t value was 2.35 which is significant at the .05 level. Thus, H6 was supported.

H7 predicted that deep acting would have a positive influence on job satisfaction. The beta coefficient for this path was 0.209 and the t value was 3.21 which is significant at the .01 level. Thus, H7 was supported. Overall, deep acting was found to have a significant and positive influence on customer service, job performance, and job satisfaction. Thus, the results show that a real smile (deep acting) helps the service employee to be successful in their job. See Table 2 for hypotheses results.

<table>
<thead>
<tr>
<th>Relationship</th>
<th>Beta (t-value)</th>
<th>Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>H1a Display rule requirements → Surface Acting</td>
<td>0.03 (0.58)</td>
<td>Not Supp.</td>
</tr>
<tr>
<td>H1b Display rule requirements → Deep Acting</td>
<td>0.12 (2.40)</td>
<td>Supported</td>
</tr>
<tr>
<td>H2 Surface Acting → Customer Service</td>
<td>-0.19 (-2.57)</td>
<td>Supported</td>
</tr>
<tr>
<td>H3 Surface Acting → Job Performance</td>
<td>-0.02 (-0.43)</td>
<td>Not Supp.</td>
</tr>
<tr>
<td>H4 Surface Acting → Job Satisfaction</td>
<td>-0.38 (-5.56)</td>
<td>Supported</td>
</tr>
<tr>
<td>H5 Deep Acting → Customer Service</td>
<td>0.27 (3.34)</td>
<td>Supported</td>
</tr>
<tr>
<td>H6 Deep Acting → Job Performance</td>
<td>0.16 (2.35)</td>
<td>Supported</td>
</tr>
<tr>
<td>H7 Deep Acting → Job Satisfaction</td>
<td>0.21 (3.21)</td>
<td>Supported</td>
</tr>
</tbody>
</table>

Additional analyses on the beta coefficients were also conducted. The beta coefficients for surface acting and deep acting were compared on the constructs of customer service, job performance, and job satisfaction. Deep acting was found to have a larger influence on customer service and job performance. Surface acting was found to have a larger influence on job satisfaction. Overall, these results indicate that deep acting has a greater influence on customer service and job performance while surface acting has a greater influence on job satisfaction.

CONCLUSIONS

Frontline service employees are a source of differentiation and competitive advantage for service organizations (Pfeffer 1994). Their attitudes and behaviors influence service quality and customer satisfaction (Bowen and Schneider 1985). Therefore it is critical for businesses to understand what factors influence employee behaviors and attitudes. This study focused on frontline service employees and it sought to understand factors that reduce or enhance job outcomes. In particular, this study focused on how the emotional labor strategies of surface acting and deep acting influence customer service, job performance, and job satisfaction.
This article provides service organizations and managers with a better understanding of how emotional labor impacts service employees and the level of service they provide. In particular, this paper provides an in-depth analysis of how the emotional labor strategies of surface acting and deep acting influence customer service, job performance, and job satisfaction. Most managers don’t understand how emotional labor impacts their service employees so this article provides timely and relevant information for service managers. Service employees play a critical role in the service experience so managers need to know how they can help their employees provide better customer service, perform better, and feel more satisfied with their job. Providing managers with information about emotional labor will help them provide a better work environment for their service employees which will ultimately result in better service encounters with customers.

This article provides many findings on how the emotional labor strategies of surface acting and deep acting influence customer service, job performance, and job satisfaction. These findings provide many new insights for service organizations and service managers. Some of the major findings of this article are:

- Deep acting is very beneficial for the service employee and the service organization. In particular, this study found that deep acting led to higher levels of customer service, job performance, and job satisfaction.
- Surface acting has detrimental effects on service employees. In particular, this study found that surface acting had a significant and negative influence on customer service and job performance. Surface acting did have a negative impact on job performance but it was not significant.
- Deep acting was found to have a greater impact than surface acting on customer service and job performance. Deep acting was found to help service employees perform better and provide better customer service. Thus, deep acting helps service employees to be successful in their job.
- Surface acting was found to have a larger influence than deep acting on job satisfaction. Surface acting was found to decrease job satisfaction. Thus, service employees who use surface acting are more likely to be dissatisfied with their job.
- Display rule requirements led to an increase in deep acting. Display rules did not impact surface acting. Thus, having display rule requirements helps service employee engage more in deep acting which is better for the service employee and the service organization.
- Overall, the results show that a real smile instead of a faked smile helps the service employee to be successful in their job.

GUIDELINES AND APPLICATIONS FOR MANAGERS

The review of the literature and the findings of this study led to the development of ten guidelines and strategies for service managers and service organizations. These guidelines will help service employees perform better, provide better customer service, and feel more satisfied with their job. These guidelines and strategies are discussed below.

1. Service organizations should consider recruiting and selecting service employees who use deep acting. Deep acting criteria should be used deep acting was found to provide higher levels of customer service and job performance and the employees were more satisfied with their job. Selecting service employees who use deep acting will help service organizations be able to provide higher quality service and it will help ensure that there is a fit between the employee's inner characteristics and their job responsibilities. This fit could lead to reduced turnover and reduced burnout for service employee and it could lead to significant cost savings for the service...
organization. An example of how to select and recruit employees who use deep acting is through the use of role playing. Service organizations could use role playing activities to evaluate the authenticity of the individual's displayed emotions and their level of deep acting. Recruiting and selecting individual with role playing exercises is very common especially in sales organizations.

2. Service organizations should consider evaluating service employees on deep acting rather than surface acting because of the many benefits of deep acting. Many service organizations use mystery shoppers to grade on adherence to display rules such as did they smile at the customer. However, organizations should be grading service employees on the authenticity of their smiles and other displayed emotions. Organizations should not be grading on faked emotions but on genuine displayed emotions. In order to provide genuine displayed emotions, service employees must use deep acting to feel the emotions that they need to display to the customer. This study implies that organizations are grading on the wrong criteria and should be grading on the service employee's deep acting skills. Surface acting has been shown to produce more negative results than deep acting but organizations continue to grade upon surface acting. Overall, organizations should consider grading on the service employee's deep acting skills and the authenticity of the displayed emotions.

3. Service organizations should educate service employees about the benefits of using deep acting. Service employee need to know that deep acting will help them perform better, provide better customer service, and feel more satisfied with their job. Additional research has shown that deep acting leads to less tension and increased feelings of personal accomplishment. Deep acting has also been shown to restore emotional resources. Many service employees want to know how they can be more successful in their job. Educating service employees about the benefits of using deep acting will help service employees to be more successful in their job and to feel more successful with their job.

4. Organizations should educate their service employees about the detrimental effects of surface acting. This study found that surface acting had a negative impact on customer service and it led to a decrease in job satisfaction. As discussed previously, research has shown that surface acting can lead to alienation from work, depression, job burnout, exhaustion, and detachment. Many service employees are probably not aware of the negative impact that surface acting can have on them, their feelings and their job performance. Educating service employees about the detrimental effects of surface acting will help service employees understand why they should not use surface acting.

5. Companies should consider training their current employees on how to perform deep acting. Training employees on how to change their inner emotions to match the required displayed emotions may help service employees feel less stressed and feel more successful at their job. Training on how to conduct deep acting can help service employees who predominantly use surface acting and it can help service employees who already perform deep acting to perform deep acting better and more effectively. Providing training on how to perform deep acting will give service employees the tools, skills, and strategies to be successful in their job.

6. Service organization should consider changing their display rule requirements and job evaluation criteria from surface acting characteristics to deep acting characteristics. Many service organizations currently have a check list of behaviors that they evaluate their service employees on such as did they smile at the customer, did they use the customer's first name and etc... Evaluating service employees by
marking a yes or no beside these criteria does not provide enough information to service organizations. Service organizations need to know if it was a genuine smile (instead of a faked smile). The current surface acting criteria does not help explain or predict whether these service employees are doing a good job of providing good customer service. Thus organizations should revise and create new criteria to evaluate how well they smile and display positive and authentic emotions to customers. An example of changing display rule requirements and evaluation criteria is changing the requirement of smiling at the customer to requiring employees to display an authentic smile to the customer. Another example of changing display rule requirements is requiring employees to make emotional connections with consumers rather than just requiring employees to use the customer’s name and thank them for their business.

7. Companies should consider adding display rule requirements if they currently do not have any. Many organizations have explicit or implicit display rules that define which emotions employees are expected to display and which emotions employees are expected to suppress (Elkman 1980). Display rules and norms can include both verbal and nonverbal communication such as facial expression, bodily gestures, tone of voice, and language (Matilla and Enz 2002). Companies may also want to consider educating service employees about display rule requirements and perhaps increase the number of display rule requirements. Studies have shown that awareness of display rule requirements leads to an increase in deep acting (Whiting et al 2011). Thus, service employees who are aware of the display rule requirements are more likely to engage in deep acting which leads to better outcomes for service organizations.

8. Service organizations should consider motivating and rewarding service employees who perform deep acting. Organizations can motivate service employees by having small celebrations such as pizza or cake to recognize their efforts and accomplishments with deep acting. Organizations can also create an incentive program to motivate employees to perform deep acting. Organizations can also reward and recognize individuals who perform deep acting well. Service employees frequently experience burnout, fatigue, and frustration and incentives and/or words of affirmation about their deep acting can go a long way toward reducing these negative job outcomes.

9. Companies should consider changing the job role or responsibilities of service employees who are unable or unwilling to engage in deep acting. These service employees may need to be put into another role that doesn’t require a lot of interaction with customers such as being a cook at a restaurant instead of a server. Individual who don’t perform deep acting may perform better behind the scenes of the service organization rather than in the actual service encounter with the customer. It is common practice for service organizations to move individuals to another role that better fits them and the needs of the organization. Also, as Jim Collins explains in his book Good to Great, successful (great) organizations have found the right people for their organization and they also have found the right role for their employees. This recommendation is about getting people in the right role so that the employee and the organization can be successful. Also, organizations may want to consider letting some service employees go who will not perform deep acting if they do not have another role to put them in.

10. Service organizations should consider changing the culture to embrace the concept of deep acting. Service organizations should strive to create authentic emotional experiences with each customer. It’s not enough for today’s service employees to
smile at the customer. The service employee must be making emotional connections with customers and this connection will only occur when deep acting is used. Emotional connections will not occur with a faked smile. Deep acting needs to become part of everyday life for service employees and thus needs to become part of the company’s culture.

FUTURE RESEARCH

There are many research opportunities related to this area of study. First, future research should attempt to investigate additional and more complex employee characteristics when investigating emotional labor and service outcomes. Other variables may influence how and when employees use surface acting or deep acting. Some other variables that could be investigated are personality, self-monitoring ability, self-esteem, self-efficacy, gender, age, and time in job. Another area for future research is investigating other job and service outcomes such as organizational commitment, job stress, service quality, and productivity (Zablah et al 2012). A third area for future research is felt or inner emotions of service employees. Organizations need to understand what service employees are feeling and experiencing because how they perform is likely to be affected by the way they feel on a moment-to-moment basis (Ashkanasy 2002). A fourth area for future research is the development of deep acting criteria for service encounters. Most organizations evaluate their employees on surface acting criteria but as this study found surface acting has a negative influence on service outcomes. Investigating and creating deep acting job criteria could significantly help organizations because deep acting leads to better service outcomes. Changing the criteria from surface acting to deep acting will help employees to provide a more genuine emotional encounter instead of a faked encounter. The last area for future research is awareness and knowledge of display rules. This study found that the higher the awareness of display rules, the higher the usage of deep acting. Research could focus on the best ways to make employees aware of display rules and the best ways to help employees know and understand display rules. Some employees may not be aware of their organization’s display rules and thus are not providing the level of service that the organization desires. Future research can also focus on how awareness of display rules impacts other important service outcomes. Overall, there are many areas concerning emotional labor, display rules, service outcomes, and service employees that could be further investigated.
REFERENCES


Babin, Barry and James Boles (1996). “The Effects of Perceived Co-Worker Involvement and Supervisor Support on Service Provider Role Stress, Performance, and Job Satisfaction.” *Journal of Retailing, 72*(1), 57-75


**ABOUT THE AUTHOR**

**Anita Whiting** is an Associate Professor of Marketing at Clayton State University. She received her Ph.D. in marketing from Georgia State University and her MBA from the Georgia Institute of Technology. She has published in the *Journal of Service Research, Journal of Services Marketing, The International Journal of Research in Marketing, Qualitative Market Research*, and *International Business: Research, Teaching, and Practice*. Dr. Whiting has also worked for a large consulting company and a U.S. airline. Service environments, service employees, waiting lines, crowding, and call centers are her major research interests.