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Connection or Competence: Emotional Labor Versus Service Quality as Antecedents to Customer Loyalty

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CONNECTION OR COMPETENCE:
EMOTIONAL LABOR VERSUS SERVICE QUALITY AS ANTECEDENTS TO
CUSTOMER LOYALTY

By

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ABSTRACT

CONNECTION OR COMPETENCE: EMOTIONAL LABOR VERSUS SERVICE QUALITY AS ANTECEDENTS TO CUSTOMER LOYALTY

by

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Service delivery has become increasingly important in service heavy industries and particularly within restaurants. Within this segment, the employee's ability to display the appropriate emotions is of great concern. The axiom "service with a smile", has been a mainstay for many years. However, a frown has the opposite effect. The question has been raised, how do frontline employees manage their emotions so as to provide the service with the appropriate emotion and the feeling of a genuine connection? This form of labor has been coined, emotional labor, and has a research stream dedicated to its understanding.

This dissertation utilized a 2 (emotional labor) x 2 (service quality) x 2 (purpose of consumption) experimental design manipulating each one of the preceding variables. The results indicated that, opposed to expectations, purpose of consumption did not play a significant role in satisfaction or loyalty. Conversely, both emotional labor and service quality played a significant role on both satisfaction and loyalty. In addition the interaction of service quality and emotional labor had a significant impact on satisfaction. These results indicate that emotional labor does impact satisfaction and loyalty, however, it has a much greater impact when the more tactical service quality is in place.

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CHAPTER 1

INTRODUCTION

Service delivery has become increasingly important in service heavy industries and particularly within restaurants (Groth, Hennig-Thurau, & Wang, 2013; Zemke & Albrecht, 1985). Within this segment, the employee's ability to display the appropriate emotions is of great concern. For instance, customers respond positively when a service provider smiles. In these industries the service provider is not only expected to provide service, but to also create a connection between the service provider, the business, and the customer (Gremler & Gwinner, 2000). The axiom "service with a smile", has been a mainstay for many years (Grandey, Rupp, & Brice, 2015). However, a frown has the opposite effect. The question has been raised, how do frontline employees manage their emotions so as to provide the service with the appropriate emotion and the feeling of a genuine connection?

Since its introduction by Hochschild (1983), the concept of *emotional labor* has been of great interest to the services research community. This may be rooted in the knowledge that personal interactions between an agent of the company and the customer is an essential piece of service (Bitner, 1990; Bowen, 1990). There is evidence that social processes (i.e. service interaction) are impacted by emotions (Hochschild, 1979), thus providing a foundation to argue that how employees regulate their emotions, and present those emotions to customers should impact the customers' satisfaction and thus influence the critical factor of customer loyalty (Groth, Henning-Thurau, & Walsh, 2009).

Emotional Labor

Emotional labor “...requires one to induce or suppress feeling in order to sustain the outward countenance that produces the proper state of mind in others...” (Hochschild, 1983, p. 7). In other words, boundary spanning employees (BSE) are expected to conform to norms established by their company and perhaps the industry as to what emotions are acceptable to display to customers (Leidner, 1999). Successful service providers display ‘acceptable emotions’ (e.g. happiness) and suppress the ‘unacceptable ones’ (e.g. frustration). Hochschild also suggested two dimensions of emotional labor, or strategies that BSEs can employ to accomplish this goal: *surface acting* and *deep acting*. Surface acting is characterized by an employee’s attempt to display the emotions mandated by the position, however the employee does not actually feel the emotions. Conversely, deep acting is when an employee modifies how he/she feels in an attempt to display genuine emotion. Deep acting is often perceived as being more authentic than surface acting (Groth et al., 2013).

Researchers have examined the above-mentioned dimensionality of emotional labor, as well as its impact on employee wellbeing (Groth et al., 2009). Yet, despite the aforementioned connection between emotion and social processes, it is surprising that the impact of emotional labor on the consumer has been virtually unstudied. The current research will aid in addressing this gap in understanding how emotional labor impacts the customers’ perception of the interaction by examining customer satisfaction and loyalty.

Service Quality, Satisfaction, and Loyalty

Service quality is a multi-dimensional construct (Knutson, Stevens, & Patton, 1995). It has often been described as involving the comparison of the expectations of customers with their

perceptions of performance (Parasuraman, Zeithaml, & Berry, 1985, 1988). In the food and beverage industry, service quality can be difficult to measure for several reasons, including: intangibility, inconsistency, and simultaneous production and consumption (Lee & Hing, 1995). Despite difficulties in measurement, it is still of great importance, as service quality is one of the determinants of satisfaction (Cronin & Taylor, 1992; Groth, et al., 2013). Additionally, perceived service quality has a significant impact on customer loyalty (Groth et al., 2009; Heskett, Jones, Loveman, Sasser, & Schlesinger, 1994).

The concept of loyalty has been grounded in commitment, which results in the consumer's desire to maintain a relationship (Morgan & Hunt, 1994). It is this commitment, or psychological force, that connects the consumer to the business (Fullerton, 2005). Loyalty behaviors can include positive word-of-mouth and a willingness to pay more for a service (Jones, Taylor, & Bansal, 2008; Zeithaml, Berry, & Parasuraman, 1996). These behaviors are often measured through purchase frequency and word-of mouth recommendations (Evanschitzky, et al., 2012; Hallowell, 1996).

Utilitarian versus Hedonic Consumption

It has also been suggested that consumers purchase with different intentions, and those intentions have an impact on the nature of the purchase and the interactions therein. Holbrook and Hirschmann (1982) suggested that two purposes of consumption were utilitarian or hedonic. Choices based on a utilitarian need are judged based on the usefulness of the product. Likewise products purchased for primarily hedonic purposes, are judged based on the pleasure the consumer believes he or she will gain from the product. In this study, this construct has been operationalized as dining out for business purposes (utilitarian) versus dining out for leisure purposes (hedonic). Thus it is thought that leisure customers would be more sensitive to and

prefer a BSE that is deep acting versus surface acting, and likewise might be less concerned with the technical competency of the interaction. The opposite is thought to be true for those dining for business purposes, when technical proficiency is, perhaps, more important than often interacting directly with guests.

The Food and Beverage Industry

The question of the restaurant industry's susceptibility to this concept of emotional labor seems deceptively simple. Yet, there are a myriad of factors that contribute to the importance of and susceptibility to emotional labor. These will be discussed. Issues surrounding the importance of service within the restaurant industry as well as the transient nature of service quality will be discussed. The nature of the service encounter will be examined. Finally, a defining characteristic of the restaurant industry is the presence of workplace aggression and bullying. These disparate pieces of the puzzle will be brought together to illustrate the unique nature of the food and beverage industry and its relationship with emotional labor.

Emotional Labor

With emotional labor as well as its two possible dimensions previously defined, the question then becomes what aspects of the food and beverage industry provide challenges to BSEs in providing service and appropriate emotional labor? It seems clear that the closer the feelings that a BSE should be feeling are to their actual feelings, the easier it will be for the BSE to portray those feelings. The ensuing discussion will illustrate the different aspects of service that could make aligning the actual felt-feelings with what is to be portrayed challenging, thus making deep acting more difficult and surface acting more likely.

Service

Service has been conceptualized as physical acts that do not result in a physical product (Crawford, 2013). It has also been defined as any action that enhances the customer experience (Harris, 2007). Through these conceptualizations, service can be seen as intangible. In the restaurant industry there may be a tangible product, the food, however, the server does not make the food, the cooks do. The service aspect of these encounters is the intangible interaction between guest and service provider. Following this example, the food can be imagined part of the overall experience, but it is the tangible product, where the actual service is the *how* it was provided to the customer. The overall *experience* encompasses the service encounter.

Service Quality

Service quality is an integral part of the restaurant experience, and is vital to the success of an establishment (Tepeci & Bartlett, 2002). Some researchers go so far as to say that it is a hospitality organization's best opportunity to create a competitive differentiation (Crawford, 2013; Mattila & Enz, 2002). Service quality can provide a distinguishable point of differentiation--which can deliver a sustainable method to separate an organization from its competitors (Chua Chow & Luk 2005). The hospitality industry literature contains a multitude of studies that hypothesize and demonstrate that service quality impacts customer satisfaction, which in turn impacts customer behavior (i.e. intention to return to the establishment) (Cronin & Taylor, 1992; Susskind, Kacmar, & Borchgrevink, 2007; Taylor & Baker, 1994).

When examined through the lens of the server, service quality should also remain at the forefront. For instance, the custom of tipping has been characterized as an incentive or reward for high service quality (Lynn & Sturman, 2010). Equity theory suggests that people will exert more effort in a relationship when they surmise they will receive a greater benefit from it and

that the reward is equitable with the server's output (Walster, Berscheid, & Walster, 1973). In this way it can be seen how a server may attempt to provide better service quality to receive more economic gain in the form of tips (Lynn & Sturman, 2010). Thus service quality is important to the server as well as the organization.

As noted earlier, the judgment of service quality by the customer is transient and intangible (Crawford, 2013; Parasuraman, et al., 1985). This is exemplified in the importance-performance model employed by Parasuraman et al. (1988) in their SERVQUAL instrument. This instrument is designed to measure and account for each individuals' perception of the importance of the different dimensions of service quality. It then uses that finding as a benchmark against which to measure the perceived performance of a service encounter. The dimensions they identified were: (1) tangibles, (2) reliability, (3) responsiveness, (4) assurance, and (5) empathy. These dimensions were retained in the development of DINESERV, which is a scale based on SERVQUAL but modified specifically for the restaurant industry (Stevens, Knutson, & Patton, 1995).

Based on the idea that the perception of service quality is subjective, meaning that each person will value the various aspects of service quality to a greater or lesser extent, it is then up to the service provider to modify his or her behavior to reflect those expectations. This is a complicated endeavor requiring exceptional interpersonal and observational skills. Guests do not generally come into a service encounter and tell the service provider what they value nor what their expectations are. It is up to the service provider--through intuition and experience-- to "read" the guest. Servers then base their service upon that reading, and evaluate and readjust their service as they gain more insight through the service encounter. In other words, their service will change to reflect the growing knowledge of the expectations of the guest.

Service Interactions

Within the restaurant industry, the influence of employee actions are of great significance due to its labor-intensive nature and greater reliance on employee customer interactions (Davidson, 2003). The hospitality industry, and particularly the food and beverage segment, is unique in that sense. Unlike in traditional manufacturing, the product and provision of the product happen simultaneously, or very close in time (Koutroumanis & Alexakis, 2009). In other words, the guest places their order and they expect to receive the product within minutes. This immediacy adds to the pressure of the food and beverage environment.

Boundary spanning hospitality workers are forced to interact with guests on an ongoing basis (Auh, Menguc, Fisher, & Haddad, 2011). Dining experiences can range anywhere from 15 minutes in a quick service establishment, to three hours in a fine-dining restaurant. This differs greatly from other service settings, such as banking, where a teller may only be in contact with a guest for seconds to a few minutes.

Due to the nature of the restaurant industry, service providers are expected to be the representative that works both with the back of the house (the kitchen) as well as the customer. In this regards, they move between front and back of the house a multitude of times during a given shift. In the back of the house servers may tend to let their guard down and act in a more genuine manner, yet they are not free of emotions. They are expected to show emotions that have been “normed” by the demands of the industry and specific organizations (which still takes an emotional toll) while in the front of the house, but when in the back of the house they are often allowed to express their true feelings, both positive and negative, at least to a greater degree. They still must follow emotional guidelines of interactions between cooks and servers, and these are complicated, of course. Some may see this as an outlet to vent frustrations, however, by its

very nature it is forcing the service provider to continuously turn the “hospitality façade” on and off, perhaps with each visit to the kitchen.

Another aspect of the life of a restaurant service provider is the reality that they must provide service to multiple people at a given table, and multiple tables virtually simultaneously. The service provider then must regulate their emotions and provide the customized service expected at each of the different tables and perhaps differentially to various customers within a given table.

The Kitchen

The commercial kitchen can be described in terms of long hours, possibly working in relative solitude, always hot and often cramped conditions (Pratten & O’Leary, 2007). These long periods of preparation are punctuated with times of intense demand from customers (the rush). The cooks must transition from working in relative solitude during preparation to intensive teamwork during these rush periods. These rushes, or pressured environments, can invite aggressive behavior (Johns & Menzel, 1999).

Beyond the pressure of the work environment, there is the matter of the culture of cooks. Through his years in kitchens, Anthony Bourdain (2004) has observed that cooks can be thought of as artists, craftsman, misfits, and culinary pirates. These labels invite thoughts that these folks may be part of a counter-culture that works when the rest of the world plays. Their stories revolve around tales of notorious chefs, their bad behavior, and survival (Bloisi & Hoel, 2008). Surviving in this environment is considered a rite of passage. These characteristics may lead to a hostile environment with a tendency for aggressive behavior.

The characteristics of a professional kitchen, in conjunction with the culture often ascribed to by cooks and other kitchen workers, sets the stage for workplace aggression.

Combine the kitchen aspects with the allowance for front of the house employees to drop their facades when they are in the kitchen and there is a potential for volatile situations. This all provides an exceptionally challenging atmosphere to the BSE to be able to regulate their emotions to provide the customer experience their guests expect.

Conclusion

Service quality is of intense importance to the restaurant industry in that it is a source of differentiation, satisfaction, and loyalty behaviors. Due to the intense interpersonal interactive nature of the relationship between customer and service provider within the restaurant industry, the ability of the service provider to deliver high quality service is vital. Due to the ephemeral nature of the perception of service quality in conjunction with the unique character of the food and beverage industry, it becomes particularly susceptible to emotional labor.

The following characteristics of the industry may lead to challenges for BSEs to provide a more authentic experience through deep acting training. (1) There is pressure both from the organization as well as a self-inflicted pressure to provide high levels of service quality to the guest. (2) Different guests have different desires with respect to service. The BSE must determine what the customer expects and modify their behavior and to provide that customized service. (3) The food and beverage industry provides a product which is essentially simultaneously provided and consumed. (4) They must interact with multiple customers and multiple tables almost simultaneously. (5) They must interact with customers for a prolonged period of time. (6) The nature of BSEs position is that they interact with both the customer and the back of the house. In the back of the house they may allow their genuine personal feelings to surface more, although sometimes at the cost of dysfunctional behaviors. This then requires them to re-subjugate their genuine feelings to what they are supposed to be feeling and showing before

returning to the customer. This is repeated throughout the meal period. (7) The culture of kitchens and their workers tend to encourage aggressive behavior, especially directed towards the front of the house employees. It is a challenge for servers to forget such interactions prior to going back to the dining room.

Research Problem

The impact of emotional labor and the strategies that frontline employees utilize to deliver service to their customers has been extensively researched. There are several different streams of thought as to its positive and negative impacts on the employee. The gap and therefore the problem lies in the customer perception of the strategies of which employees make use. The literature is nearly non-existent with respect to customer perception of emotional labor. The few studies that have been conducted were concerning general service sectors and did not focus on food and beverage. It would be valuable to the academic community and to industry to explore this line of inquiry.

Purpose of the Study

As a service segment, the food and beverage industry has great potential for intensive interaction between the customer and the service provider as well as the service provider and the back of the house cooks. This can range from the one minute interaction at a fast food establishment to three hours in fine dining restaurant. Given the importance of the perception of service to the customer it is important to study every aspect of the interaction. With this in mind, the purpose of this study is to examine the relationships between emotional labor, service quality, purpose of consumption, satisfaction, and loyalty through the perceptions of the consumer.

Research Questions

1. How does emotional labor impact customer satisfaction?
2. How does service quality impact customer satisfaction?
3. How does emotional labor impact customer loyalty?
4. How does service quality impact customer loyalty?
5. How does emotional labor, service quality, and purpose of consumption impact customer satisfaction?
6. How does emotional labor, service quality, and purpose of consumption impact customer loyalty?

Significance of the Study

This research should provide insight for academics into the relationships between emotional labor, service quality, purpose of consumption, satisfaction, and loyalty. If significant, this could lead to a rethinking of the dimensions of service quality. It could extend or transform current instruments employed to measure service quality.

This research is not limited to academic contributions, but has managerial implications as well. This research could suggest different strategies for hiring and training at different food and beverage outlets, depending on the demographics of their clientele, specifically leisure versus business customers.

CHAPTER 2

LITERATURE REVIEW

Emotional Labor

As various economies around the globe have shifted from manufacturing to services (Chu & Murrmann, 2006), more emphasis has been placed on the importance and value of the service interaction (Albrecht & Zemke, 1985; Groth, Hennig-Thurau, & Wang, 2013). In a variety of service encounters, the boundary spanning employee (BSE), or the employee that works with both the organization as well as the customer, may be the only interaction the customer has with the organization (Ashforth & Humphrey, 1993; Rhoades & Eisenberger, 2002; Ryan & Ployhart, 2003). These interpersonal interactions are characterized by an exchange of intangibles including courtesy, responsiveness, and friendliness (Parasuraman, Zeithaml, & Berry, 1985). Given that in some service settings, there is no object to judge, only the encounter, the actions and attitudes of the BSE can be highly impactful on the customer (Barger & Grandey, 2006). This kind of work is particular to services and comes with its own set of definitions, nuances, benefits, and challenges.

Traditionally, work had been thought of primarily in two categories, physical labor (i.e. construction, plumbing, carpentry, etc.) where one is primarily engaged in using one's body to physically do the work or mental labor (i.e. chemist, philosopher, educator, etc.) where a person primarily uses their mental faculties to accomplish their endeavors (Chu & Murrmann, 2006). There is, however, a third type of labor, coined *emotional labor*, by Arlie Hochschild (1983). This term describes a type of labor that may encompass some aspects of both physical and mental labor, however it has a unique dimension in that the employee is required to conform to certain societal or organizational norms, often called display rules (Leidner, 1999; Rafaeli &

Sutton, 1989). Emotional labor has been conceptualized in multiple different ways so that it can be thought of as the regulation of emotion (Hochschild, 1983), the regulation of emotional displays or actions (Ashforth & Humphrey, 1993), or “the effort, planning, and control need to express organizationally desired emotion during interpersonal transactions”, in other words the characteristics of a specific occupation (Morris & Feldman, 1996, p.987). Finally, in 2000 Grandey discusses a fourth, more inclusive definition which emerged from the previous three, where emotional labor is “the process both of regulating both feelings and expressions for the organizational goals” (Grandey, 2000, p. 97).

Hochschild

Arlie Hochschild (1983) coined the term emotional labor to describe “the management of feeling to create a publicly observable facial and bodily display; emotional labor is sold for a wage and therefore has exchange value” (p.7). In other words, employees in service industries are required to display feelings in a manner that should service the needs of the customer as well as the organization. Because companies pay employees to act and feel in a particular manner, their emotions are form of labor. The service industry sells its employees emotional displays to its customers. The conceptualization of emotional labor in this instance is from a dramaturgical perspective. Customers are the audience, the service interaction the setting or stage, and the employee the actor (Grandey, 2000; Grove & Fisk, 1989). The employee cannot control the setting nor the audience, so therefore must control him/herself as the actor. It is up to the actor to play the role and embody the appropriate emotions for the customer, otherwise known as feeling rules (Ashforth & Humphrey, 1993).

Hochschild also noted that emotional labor is not just what is being displayed by the employee, but more importantly what the employee must do internally to produce that display.

Therefore, another important piece of the emotional labor puzzle is that it “...requires one to induce or suppress feeling in order to sustain the outward countenance that produces the proper state of mind in others...” (Hochschild, 1983, p.7). For Hochschild, the heart of emotional labor is not just the display of the emotion, but both the discrepancy between what is being truly felt versus what is being displayed, as well as the internal regulation of emotion so that one’s emotions are reflective of the actual emotional display.

Hochschild suggested that there were two strategies that employees performing emotional labor can implement to achieve the required affect so as to perform appropriately: *surface acting* and *deep acting*. Surface acting has been described in terms of an employee displays the correct emotion without aligning their actual internal emotions. For example, a female server may be angry or frustrated (for whatever reason), but when she approaches her table and proceeds to talk with the customers she smiles as if nothing is wrong. However, this smile goes no further than her face, she has not attempted any form of internal emotional regulation.

Hochschild’s second strategy for accomplishing emotional labor was deep acting, which has been characterized as the physical display of the correct emotion through internal regulation of one’s own emotions. In other words, the same female server as above, still being frustrated and angry, recognizes her emotions and employs one of two techniques (that will be discussed later) to alter her natural felt emotions to those of happiness so that her felt emotions are aligned with her expressed emotions and she is able to present a happy disposition to her customers.

Hochschild also discussed how these two strategies required effort on the part of the employee. However, because the effort has to do with something internal and personal, it could have detrimental effects on the health and wellbeing of those employees performing emotional labor. These deleterious effects were not bounded by person discomfiture or personal wellbeing,

but expand and manifest themselves in the workplace through job stress and burnout.

Hochschild's perspective was conclusively one of negativity towards the commoditization of employee's inner lives in the form of their emotions and while she acknowledged the benefits to performance for the organization, she condemned the toll it took on the employee. However, not all agree with Hochschild on either the strategies used or the toll exacted on the employee.

Ashforth and Humphrey

Ashforth and Humphrey (1993) took a much more positive position than Hochschild with regards to emotional labor, its impact on the customer, organization, and employee. One of the main differences between these sets of authors is their definitions of emotional labor. For Hochschild, as previously discussed, it was about what the employee displayed for the customer, but more importantly it was about what the employee was feeling during the display. From this came the concept of the emotional display rule, or a set of norms and expectations from the organization on the employee about how they should feel (Ashforth & Humphrey, 1993). On the other hand, the latter authors conceptualized emotional labor not so much as the regulation of the emotion, but as the display the customer sees. The goal of emotional labor was to manage the impression the customer had of the organization through their presentation. In this regards, they modified Hochschild's concept of feeling rules to display rules (Rafaeli & Sutton, 1989).

Ashforth and Humphrey also modulated the concept that emotional labor needed considerable conscious effort. They went so far as to say that surface acting and deep acting could become routine. Through this routine nature it would become ingrained in the employee and thus automatic, not requiring conscious effort. In this way they argue against Hochschild's supposition that this type of labor would be a source of stress for the worker.

Finally, because they took the perspective that emotional labor should not be a source of stress to the worker, they were able to see the benefits of surface and deep acting could have on worker effectiveness. They suggested, that as long as the emotional display was perceived as genuine, then the customer should have a favorable response.

Grandey

Grandey (2000) synthesized these authors, as well as work done by Morris and Feldman (1996) in order to provide a more complete picture of emotional labor. While Hochschild provided the origins and the perspective of effortful emotional regulation, and Ashforth and Humphrey contributed a perspective that emotional labor can be thought of as the appropriate display, Morris and Feldman (1996) offered the perspective that emotional labor is defined by the characteristics of the job itself. These last authors offered four dimensions of emotional labor: (1) frequency of interactions, (2) attentiveness (intensity and duration), (3) variety of emotions needed, and (4) emotional dissonance.

The synthesis of these various authors provided a richer and more encompassing view of emotional labor. Even with the disparate views of emotional labor there was a common theme among all authors, boundary spanning employees regulate their emotional expressions while working. This common theme lead to a refined conceptualization of emotional labor: “the process of regulating both feelings and expressions for the organizational goals.” (Grandey, 2000, p.97). Grandey continued with the concepts of surface acting, managing display, and deep acting, managing feelings as the operationalization of emotional labor. However, she further developed the concepts of how these mechanisms impact workers through emotion regulation theory.

Emotional regulation theory.

Emotion regulation theory has been defined as “the processes by which individuals influence which emotions they have, when they have them, and how they experience and express these motions” (Gross, 1998, p.275). Grandey (2000) suggested that this theory provides an excellent lens through which emotional labor can be examined. This theory was built on individuals regulating the arousals and cognitions that delineate a given emotion. Individuals control their emotional expressions to conform to the expected displays of a given circumstance. This model also provided mechanisms which explained why emotional labor could be a stress inducing activity for employees.

Working with emotion regulation theory, Grandey (2000), posited that the stress felt by employees performing surface acting could stem from humans’ innate aversion to feeling fake (Humphrey, Ashforth, & Diefendorff, 2015). Studies have demonstrated that people were able to control their outward countenance to mask their true feelings, however they were aware they were faking it and still had the emotional arousal associated with the true feeling. Thus masking their true feelings through acting did not change their internal emotions (Grandey, 2000). In addition, this faking may require additional cognitive attention to monitor and ensure that the employee is portraying the appropriate emotional display (Humphrey et al., 2015). The resulting impact is to alienate the employee from the job. Given that this is the very definition of surface acting, displaying unfelt emotions, it is clear that faking it could have a deleterious impact on employees. It is these types of studies which lend credence to the argument that surface acting can be stressful to employees and therefore have detrimental effects on their health and wellbeing.

Grandey (2000) through emotion regulation theory postulated that employees implement one of two distinct techniques to achieve deep acting. The first technique is known as *attentional deployment*, and is akin to “method acting” in theatre (Stanislavsky, 1965). In attention deployment, the actor or employee recalls a situation or event in which they felt the emotions that are needed for the present situation. So, for the above waitress, perhaps she recently had a birthday party and it was a very happy time. She recalls the party, it realigns her internal feelings from frustration and anger to happiness and can now present herself as happy on the outside while being happy on the inside as well.

The second technique proposed by Grandey, was called *cognitive change*. In this technique the employee reframes the situation at hand so that it’s emotional impact is lessened (Lazarus, 1991). Let us return to our waitress in the previous examples. In this case, she is still angry and frustrated, but instead of it being for any reason, it is because one of the cooks just yelled at her for having made a mistake on an order ticket that she just gave to the cook. In this case, she could attempt to see him as a person who is working in very stressful conditions in that it is hot and busy in the kitchen. Perhaps he has an overbearing chef that he works for. She also knows that the cook takes great pride in his work and is a perfectionist. She attempts to reframe the unpleasant encounter in a way that mitigates the negative experience turns it into a positive, she may think...he is doing the best he can under the circumstances, and wants all the food he sends out to be perfect. Hopefully through this reframing of the situation, the waitress is able to let go of her anger and frustration and return to a more pleasant internal emotional state and external demeanor. As with attentional deployment, this technique fosters the internal realignment of emotions to aid in feeling the emotions that are to be displayed.

Impact of Emotional Labor on the Employee

Since its inaugural presentation and discussion by Hochschild (1983), emotional labor has received much attention from a variety of researchers, especially with regards to its potential negative consequences (Humphrey et al., 2015). There is little dispute between researchers that surface acting can lead to undesirable consequences for employees who use it as their emotional labor strategy. However, the same cannot be said for deep acting. There are two distinct camps when it comes to deep acting (1) there are positive benefits for the organization, employee, and customer (Humphrey et al., 2015) and (2) emotional labor, be it surface or deep acting is harmful to employees and some say, should be “eradicated” (Grandey, Rupp, & Brice, 2015).

Surface acting.

Some have posited that employees working under the paradigm of “service with a smile” should be healthier and happier and thus surface acting should be beneficial (Gutman, 2011). Yet others have asserted that these emotional displays could become routine and thus not taxing to the worker (Ashforth & Humphrey, 1993). However, when these emotional displays are achieved through surface acting, the regulation of the emotion displayed to the customer, without the commensurate regulation of internal emotions, they create a host of negative consequences for the worker (Grandey et al., 2015). Some of these costs include job dissatisfaction, health, and job burnout, stress and impaired well-being (for reviews see Grandey & Gabriel, 2015; Groth et al., 2013; Hulsheger & Schewe, 2011) (for meta-analysis see Bono & Vey, 2005; Kammeyer-Mueller et al., 2013; Wang, Seibert, & Boles, 2011). Thus, the camps on both sides of the negative/positive issue agree that surface acting has negative consequences for employees.

Deep acting, the bright side.

Some authors have concluded that all forms of emotional labor (deep acting and surface acting) are detrimental to employees in one way or another (Grandey et al., 2015). Other authors have found evidence that employing deep acting as an emotional labor strategy may not have the pernicious negative consequences others have predicted (Humphrey et al., 2015). They went even further to suggest that deep acting could prove to be beneficial to the employee, organization, and customer (Humphrey, Ashforth, & Diefendorf, 2015).

As evidence for their assertion that the deleterious consequences of emotional labor do not apply to the strategy of deep acting Humphrey et al. (2015) discuss three different meta-analytic studies. Hulsheger and Schewe (2011) found that there was a very slight relationship to emotional exhaustion and no relationship to psychological strain. They thus concluded that deep acting did not contribute to any deterioration in overall well-being of the employee. Wang et al. (2011) similarly found that deep acting was not impactful on constructs of emotional exhaustion and depersonalization. Finally, the third meta-analysis by Kammereyer-Mueller et al. (2011) found that stress/emotional exhaustion were unrelated to deep acting. The combined impact of these three meta-analytic studies provides tremendous support for the lack of negative impacts of deep acting on employee wellbeing.

Humphrey et al. (2015) posited that authenticity and identity are two pieces of the psychological puzzle that could help explain how deep acting is not harmful and may in fact aid employees in their task effectiveness. Authenticity is the alignment of ones' inner world with ones' outer world. In other words, you are outwardly expressing what you are inwardly feeling. This is highly prized in both Eastern and Western cultures. The second aspect is identity, which

can be broken into two different types – role identity and core personal identity (Ashforth & Humphrey, 1993).

Role identification becomes important with regards to deep acting when an employee has faith in and internalized the display rules, or organizationally normed expressions, for the particular position (Rafaeli & Sutton, 1987). When an employee accepts and supports the display rules, they feel authentic in their expressions, even if they had to induce them or suppress others. In this way, emotional dissonance is avoided, authenticity is supported, and the emotional currency needed to regulate emotions is mitigated (Humphrey et al., 2015).

Even if an employee doesn't necessarily have strong role identification, the negative effects of inauthenticity may still be avoided if their emotional labor allows for expression of core personal identities (Humphrey et al., 2015). These core personal identities are what individuals feel make them unique (i.e. extroverted, playful, empathetic, funny, etc.) (Ashforth & Humphrey, 1993). So, if the job allows for the individuals to express these inner pieces of themselves, they still feel authentic in their outward countenance to the customer. In other words, a waitress could suppress her anger and frustration at the kitchen for having forgotten one of her orders, but because she values and sees herself as a friendly, vivacious person, the cost in internal emotional resources to her is mitigated by the fact that she is expressing a part of herself that she values.

Through authenticity and identification, the authors demonstrate that some of the purported deleterious effects of emotional labor may be mitigated. These selfsame concepts may also contribute to increased job performance as measured by customer satisfaction (Groth, Hennig-Thurau, & Walsh, 2009), since as one feels more authentic the propensity would be to

act more genuine and be perceived as more genuine. There are compelling arguments for why emotional labor, in the form of deep acting, has a bright side.

Deep acting, the dark side.

Despite the smiles and glowing reviews from authors on the bright side of emotional labor and particularly deep acting, other authors have gone so far into the dark side of emotional labor as to suggest that emotional display rules be eradicated (Grandey et al., 2015). From these stark contrasts, it can be seen that there is no coherent, accepted version of the positive or negative impacts of emotional labor. In fact, many of the articles are cited by both “bright side” and “dark side” authors - both using them to support their own view of the conundrum. In the following section, the mechanisms that purportedly make emotional labor harmful to employees will be discussed. In addition, the concepts posited by Grandey et al. (2015) as to why emotional labor is unethical and an unfair labor practice as viewed through the lens of the *theory of justice* will be discussed.

There are several factors that contribute to the costs associated with emotional labor. Maintaining a positive demeanor and displaying positive emotions over a length of time may make those selfsame emotions more difficult to express genuinely (Ashforth & Humphrey, 1993). The requirement of positive emotional displays may seem innocuous and perhaps even beneficial (Gutman, 2011), but over time these displays can create job dissatisfaction/burnout and poor health (Grandey & Gabriel, 2015; Groth et al., 2013; Hulsheger & Schewe, 2011). In addition to positive displays, there are many environmental factors that can negatively influence employee well-being: abuse from the customer, work tedium, lack of commensurate compensation, and overwhelming hours on one’s feet (Dormann & Zapf, 2004; Goolsby, 1992).

These two factors (positive display/emotional rules, and negative environment) impact employee well-being through two mechanisms: dissonance and depletion (Grandey et al., 2015).

Dissonance occurs in a service encounter when an employee's internal emotional state differs from what that person is required to express to the customer (Brotheridge & Lee, 2002). This dissonance can then cause tension in the employee which has deleterious effects on their physical and psychological health and well-being (Schaubroeck & Jones, 2000). As one might expect, these negative consequences have been found to adversely impact the employee's feelings about the workplace (Mesmer-Magnus, DeChurch, & Wax, 2012) and to spill over into the employee's home life (Wagner, Barnes, & Scott, 2014). This mechanism is definitely present while employees are performing surface acting, however, even when performing deep acting, the employee has attempted to regulate their inner emotions to match their out countenance, but have they been successful and at what cost?

The second mechanism is that of depletion, or the cost in terms of personal self-control resources, associated with regulating one's emotional displays (Vohs, Baumeister, & Ciarocco, 2005). Working in situations requiring emotional self-regulation has impaired performance on attentional tasks, decision-making, and physical exertion (Goldberg & Grandey, 2007).

Depletion occurs when the requirements of the job or the situation exceed the individuals' personal reservoir of resources. Once depleted, the employees may be less effective in self-presentation or engage in inappropriate self-disclosure (Vohs et al., 2005), which are quite the opposite results from the intention for positive display rules. This mechanism is appropriately applied to deep acting in that it is a direct reflection of the definition of the strategy...internal emotional regulation to align with external emotional displays.

The previous paragraphs discussed the human toll that emotional labor, specifically deep acting, can take on those performing it, the following section will shift to a brief discussion of the ethics of emotional labor in all its forms. Grandey et al. (2015) propose that emotional labor is an unethical business practice based on two factors: denying basic human needs and undermining principles of justice.

The first factor discussed by Grandey et al. (2015) were “unmet human needs” (p.773). Gagne & Deci (2005) suggested that there are three basic human needs: autonomy, competence, and belonging. Work that is high in emotional labor requirements threatens all three of these needs. Firstly, autonomy is threatened by placing specific requirements on emotional displays which threatens an employee’s self-expression (Hochschild, 1983). Secondly, all too often employers do not take into account the price of regulatory depletion to enactment of job appropriate tasks (Zyphur, Warren, Landis, & Thoresen, 2007), thus threatening the employees’ ability to be or feel competent. Thirdly, through the idea of service with a smile and the customer is always right, emotional labor employees face the possibility if not the reality of mistreatment and abuse from customers with little if any corrective recourse, threatening their feeling of belonging (Grandey, Kern, & Frone, 2007).

The second factor is that of “justice” or injustice. Organizational justice has been deconstructed into three different forms: distributive, procedural, and interactional. Distributive justice is one’s evaluation of the ratio of perceived inputs to outcomes of oneself versus one’s peers (Adams, 1965). In this case if an employee feels they are exerting more effort than a peer but receiving equal compensation they would perceive a distributive injustice (Jawahar, 2002). When the perception concerns the implementation of procedures, it is deemed procedural justice (Brockner & Wiesenfeld, 1996; Leventhal, Kruza, & Fry, 1980; Thibaut & Walker, 1975). Thus,

if policies and procedures are implemented consistently and accurately, etc., the employee is likely to perceive it as just (Jawahar, 2002). Finally, when the perception is related to interpersonal interaction it is termed interactional justice (Bies & Moag, 1986). In this case, if one employee feels that they were snubbed or insulted by another, they may perceive interactional injustice (Jawahar, 2002).

Grandey et al. (2015) suggest that employers underestimate or do not recognize the impact that high emotional labor jobs have on the employee and thus allocate too much responsibility for the outcome onto them without commensurate pay (distributive justice). In addition, by codifying self-expression, through emotion and display rules, thus limiting the individuals' voice, organizations violate the construct of procedural justice (Thibaut & Walker, 1975). Finally, similar to the previously discussed feeling of belonging, by allowing and encouraging customers to feel they are always right and don't have to conform to social niceties, organizations invite abuse and mistreatment, thus contributing to interactional injustice (Colquitt et al., 2001).

It should be apparent that there are strong opinions and mixed research on both sides of the emotional labor aisle. There is little if any doubt that surface acting has numerous physical, psychological, personal, and job related negative consequences – this seems to go undisputed. On the other hand, the different camps provide compelling thoughts and evidence to support the dark and bright side of emotional labor, specifically deep acting. While there are many positive benefits that can be reaped by the customer and the organization, the human costs are in great dispute. While Grandey et al. (2015) suggest that emotional labor is unethical and emotional display rules should be eradicated, it is unlikely such a grand shift is on the horizon. Perhaps evidence from the consumers' point of view can aid in supporting or discrediting the need for

emotional labor. There are a variety of questions that have yet to be examined in this aspect of emotional labor, making the customer perception a virtual event horizon for emotional labor research (Groth et al., 2013).

Emotional Labor and the Customer

The relationships between service quality, satisfaction, and loyalty have been extensively researched within the services literature (Bitner, 1990; Groth et al., 2013; Parasuraman, Zeithaml, & Berry, 1988; Rust & Oliver, 1994; Seth, Deshmukh, & Vrat, 2005). The importance of the interpersonal interaction between the service provider and the guest has been shown to be a crucial element within the relationships of the above constructs (Hennig-Thurau, Gwinner, & Gremler, 2002). One would posit then, that industry management as well as management researchers should have a vested interest in customer outcomes as they are related to the emotional labor element of the interactions (Groth et al., 2013). While there are copious quantities of studies concerning the impacts of emotional labor on the employee (see previously mentioned meta-analyses), there is a relative dearth of research concerning the impact that emotional labor has on the consumer.

Current research on emotional labor.

Despite the relative infancy of the examination of the emotional side of the interactions between employee and guest, the stream is not completely void of research. Much of the research that has been conducted has focused on smiling other related emotional behavioral displays (Ford, 1995; Hennig-Thurau, Groth, Paul, & Gremler, 2006; Matilla & Enz, 2002; Pugh, 2001; Tsai & Huang, 2002). The research has been fairly conclusive in that it elucidates that positive emotional displays by the employee (e.g. smiling, friendliness, eye contact, and greeting) are associated with higher levels of customer reported service quality and re-visitation

(Barger & Grandey, 2006; Diefendorff & Richard, 2003; Matilla & Enz, 2002; Pugh, 2001; Tsai & Huang, 2002). With the basic concept born out, that positive emotional displays affect customers' perception of the service, researchers began to delve further into the interaction and examine the differences in the positive emotional displays. These inquiries come in the form of evaluating customer perception of the authenticity of the emotional display, as deep acting is often perceived as being more authentic (Chi, Grandey, Diamond, & Krimmel, 2011; Grandey, Fisk, Mattila, Jansen, & Sideman, 2005; Groth et al., 2009; Hennig-Thurau et al., 2006).

It has been suggested that the quality of the emotional display, not just the emotional display itself should have a significant impact on customer perception of the service encounter, and that the more authentic the expression the better it will be received by the customer (Ashforth & Humphrey, 1993). For most research (including this current project) authenticity has been measured through a related surrogate, that of deep acting. It is thought that, because of the nature of deep acting that it should be perceived as more authentic than surface acting (Groth et al., 2013).

Employing a 2 x 2 factorial design, Hennig-Thurau et al. (2006) varied both the levels of smiling as well as the authenticity of the smiling in a laboratory setting on a college campus. This study had very interesting outcome, contrary to expectations, in that the extent of smiling did NOT have a significant impact on the consumers' emotional state. On the other hand, the quality or authenticity of the smiles of the employees did have a significant impact on the customers' emotional states. Thus, this study provides preliminary laboratory results supporting that authenticity (deep acting strategy) is a significant contributor to the customer experience.

Groth et al. (2009) conducted a study utilizing a dyadic survey methodology gathering data from both the customer as well as the service provider during a specific service encounter.

The authors found that the customers had more positive evaluations of the service encounter when they perceived the service as deep acting. However, if they perceived the service provider to be surface acting, they had a strongly negative opinion of the interaction. This study provided interesting results in that the negative reaction was stronger to the perceived surface acting than the positive reaction was to deep acting.

Chi et al. (2011) examined the intersection of emotional labor and service providers' level of extraversion. Consistent with other studies, the authors found that service providers employing deep acting exceeded the expectations of their customers and were rewarded with commensurately higher levels of tips. On the other hand, a server had to be an extrovert to realize any financial gains if they employed surface acting strategies. Thus it is possible to overcome the negative impacts of surface acting, however there must be some sort of compensation and in this study it was extraversion.

Grandey et al. (2005) again wanted to research the difference between authentic versus inauthentic service encounters. They did this through videotaped encounters employing an actor playing the part of a front desk associate at a hotel. The actor was trained to provide either a "Duchenne smile" (authentic) or an inauthentic smile. In addition they varied level of proficiency the front desk clerk provided in the encounter. They found that authenticity of the clerk did impact overall satisfaction, but only when service was provided well. Thus authenticity can be seen as an enhancing quality of the encounter, but the hygiene factor of high quality service is still a necessity.

With these limited number of forays into the relatively young stream of research concerning the impact of the authenticity and thus the strategic employment of surface or deep acting by a service provider on the consumer, this area is ripe for novel and impactful research.

There is excellent opportunity to research more the differential impact of traditional service quality versus the qualitative nature of the interpersonal emotional interaction and its authenticity. Being an emotional human interaction, this is bound to be a complicated endeavor involving many mediators and moderators, which have only preliminarily been theoretically suggested, much less researched.

Emotional labor conceptual model.

Groth et al. (2013) posit and discuss a new model for understanding the underlying mechanisms of how an employee's emotional regulation can impact the customer experience. They suggest that there are two distinct pathways that lead from emotional regulation to customer outcomes: emotional display and employee wellbeing. They also suggested that these pathways may be moderated by a variety of contextual variables.

The employee wellbeing path is most relatable to the previously discussed literature on positive or negative impacts of performing emotional labor on the employee. It has further been suggested that, at least in part, the wellbeing of the employee affects his or her ability to provide service to the customer. This then impacts the customers' overall experience of the interaction. In other words, if the employee experiences negative side effects of performing emotional labor, his ability to perform his duties will suffer and likewise the customer will not be as satisfied.

As this current research is focused on the emotional labor strategies implemented by the employee and their effects on the customer, the second pathway is of much more concern. The emotional display pathway is predicated on the ability of the customer to perceive and interpret emotional display of the employee. It is thought that it is not only the amount of the display (the number of smiles) but the nature of those smiles or their authenticity (Hennig-Thurau, et al.,

2006). Again, the authenticity is virtually synonymous with deep acting, while a lack of authenticity is related to surface acting.

Groth et al. (2013) suggest that it is through the mechanisms of *emotional contagion*, *emotion recognition*, and *affect infusion* that the emotional labor strategy of the employee can impact the customer experience. Emotional contagion is a theoretical mechanism by which emotions are displayed by the first person and then they correspondingly impact a second person (Schoenewolf, 1990). Thus, if person “a” smiles and is friendly person, their emotions “infect” person “b” who, depending on many other variables, may display and even feel the same emotions. Emotional contagion is a critical linkage between the employee’s display, the customer’s positive experience during the service encounter and their subsequent positive evaluation of the service encounter (Hennig-Thurau et al., 2006).

There are two types of emotional contagion: *primitive* and *conscious*. Primitive emotional contagion is the more common variety and is typified by the unconscious alignment of one’s facial expressions with another’s’ (mimicry) and correspondingly experiencing the mimicked emotions through body language and vocalizations (Hatfield, Cacioppo, & Rapson, 1994). The second type of emotional contagion is conscious. This form of contagion is typified by the intentional adoption of the emotional displays of those around them (Hatfield et al., 1994). It has been suggested that the adoption of the emotional displays of others can trigger the selfsame emotions within the person doing the adopting (Groth et al., 2013).

At this point in the infancy of this stream of research, it has been the latter, conscious emotional contagion, which plays the bigger part within the services sector as it relates to the pathway between emotional labor and customer outcomes. There have been a couple of studies which demonstrated that the customer reaction to the positive emotional display is, at least in

part, impacted by the customer's evaluation of the service provider's emotional state (Hennig-Thurau et al., 2006; Soderlund & Rosengren, 2004, 2008). It is the customer's evaluation of emotional state of the employee that is critical, thus bringing it into consciousness instead of unconscious mimicry.

The ability to detect others' emotions, or *emotion recognition*, in real situations has been shown to be difficult but not impossible (Groth et al., 2009). However, it has been shown that people are capable of recognizing inauthentic emotions (Ekman, O'Sullivan, & Frank, 1999). Through experiments with "Duchenne Smiles", it has been demonstrated that people have a propensity to view authentic or Duchenne Smiles as more expressive, natural, outgoing, sociable, (Frank, Ekman, & Friesen, 1993). This again supports the notion that customers respond better to authenticity. It is thought that when people are expressing inauthentic emotions there is a "leaking" effect, whereby some of the authentic emotion "leaks" through the acting, and is detectable by the person receiving the display (Ekman et al., 1999). This relates directly to surface acting since in this strategy the employee is only providing the surface display without any internal emotional alignment. Therefore it is reasonable to conclude that it is through the mechanisms of emotion recognition and "leak" that customers are able to perceive the inauthenticity of an employee when they are utilizing the surface acting strategy with its corresponding dissatisfaction with the experience (Groth et al., 2009).

The customer has been susceptible to emotional contagion via the conscious pathway, he has evaluated the authenticity of the service provider's emotional display (emotional recognition), then through *affect infusion* (Forgas, 1995), these evaluations of emotions are utilized by the consumer to evaluate the service encounter (Groth et al., 2013). In certain circumstances within service encounters customers may use an interpretation of how they feel

about a situation as their judgement of the situation (Barger & Grandey, 2006; Pugh, 2001). In other words, if the customer perceives that their mood as improved since they entered the service encounter, they may attribute it to that encounter, enhancing judgements of service quality and satisfaction (Groth et al., 2013).

Emotional labor as described by Hochschild (1983) has become a topic of much interest to the research community. It has been mainly researched from the perspective of its impacts on employee wellbeing. As with many constructs, there are researchers who view it in a positive light and those that view it in a negative light. However, in this paper, emotional labor has been studied through the lens of the consumer. While this stream of research is yet in its infancy, researchers have provided perspectives on how the strategies of emotional labor that employees utilize impact the customer experience, thus providing the theoretical underpinnings and mechanisms that can help explain the phenomena that are discovered in the research and are witnessed in the field. With these theoretical underpinnings and mechanisms in hand, this stream of research can move forward in both studying the theoretical side as well as the applied dimensions of emotional labor. This current research has endeavored to contribute to this new line of inquiry through an applied perspective by evaluating the relative importance of service quality (or task performance) to that of emotional component of the service as described through surface acting or deep acting. Various customer outcomes were also measured so as to provide a basis for describing which of the assorted scenarios provides a better customer outcome. The following section will discuss service quality as it relates to customer satisfaction and loyalty.

Service Quality, Satisfaction, and Loyalty

It has been demonstrated that there is great benefit to a firm in retaining its current customers as opposed to recruiting and acquiring new customers (Anderson & Mittal, 2000;

Reichheld, 1996). This benefit is a function of customer loyalty as seen through positive word of mouth, increased propensity to repurchase, decreased switching, and willingness to pay more (Hennig-Thurau et al., 2002; Palmatier, Dant, Grewal, & Evans, 2006). It is, at least in part, through service quality and satisfaction that firms are able to cultivate loyal customers (Cronin & Taylor, 1992; Groth et al., 2009; Ladhari, Brun, & Morales, 2008).

Service quality has been described as a multi-dimensional construct (Knutson, Stevens, & Patton, 1995), involving the comparison of the expectations of customers with their perceptions of performance (Parasuraman, Zeithaml, & Berry, 1985, 1988). More recently, this definition has been modified to consider a customer's global judgement or attitude relating to the superiority of a service encounter (Zeithaml & Bitner, 2003). One of the main differences in measuring product quality versus service quality is that for a product its quality can be measured directly and objectively through indicators including durability or number of defects (Garvin, 1983; Parasuraman et al., 1988), whereas service quality is subjective, abstract, and elusive (Parasuraman et al., 1988). In the food and beverage industry, service quality can be difficult to measure for several reasons, including: intangibility, inconsistency, and simultaneous production and consumption (Lee & Hing, 1995). Yet, it is still of great importance to have a tool that can aid in the measurement of service quality. For a review of the recent service quality articles in the restaurant industry please see Lai (2015).

One of the first, most widely used, and most widely researched instruments for measuring service quality is SERVQUAL, an instrument developed by Parasuraman et al. (1985, 1988). This instrument was designed to measure the difference between what a consumer expects and what they perceived they received. It does this along five dimensions: (1) tangibles – appearance of facilities, equipment, and look of the employee; (2) reliability – ability of the personnel to

deliver the promised service; (3) responsiveness – willingness and ability of the personnel to be prompt in their service delivery; (4) assurance – conveyance of trust and confidence; and (5) empathy – caring and individualized attention.

While both intuitively and empirically these five dimensions make sense and are valid, there seems to be a facet of the service encounter lacking. Authors agree that emotional labor relates to the dimensions of empathy and assurance (Groth et al., 2009), however it is possible that authenticity, or the difference between surface acting and deep acting, could be a dimension unto itself. None of the items measuring any of the dimensions of SERVQUAL are concerned with the consumers' perception of authenticity of the service provider. Measuring service quality is of great concern to industry and academia alike for a variety of reason, but in particular because of its relationship with satisfaction and loyalty.

Despite difficulties in defining and measuring service quality, it is still of great importance, as it is one of the determinants of satisfaction (Cronin & Taylor, 1992; Grandey, et al., 2013), as well as having a significant impact on customer loyalty (Groth et al., 2009; Heskett, Jones, Loveman, Sasser, & Schlesinger, 1994). The research stream revolving around satisfaction has its roots in Lewin's (1938) expectancy-disconfirmation theory. This theory states that consumers arrive to a service encounter with a set of expectations as to how the encounter should progress. Then, once the encounter is concluded they compare what occurred with their expectations. Thus, if the experience exceeds their expectations they are satisfied, and alternatively, if their expectations are not met they are dissatisfied. In other words, the product or service was at least as good as it was supposed to be (Hunt, 1977). Customer satisfaction has been demonstrated to be integral to customer loyalty (Fornell, Johnson, Anderson, Cha, & Bryant, 1996; Ladhari et al., 2008; McDougall & Levesque, 2000).

The concept of loyalty has been grounded in commitment, which results in the consumer's desire to maintain a relationship (Morgan & Hunt, 1994). It is this commitment, or psychological force, that connects the consumer to the business (Fullerton, 2005). Loyalty behaviors can include positive word-of-mouth, re-visitation, and a willingness to pay more for a service (Jones, Taylor, & Bansal, 2008; Ladhari et al., 2008; Tepeci, 1999; Yang & Peterson, 2004; Zeithaml, Berry, & Parasuraman, 1996). These behaviors are often measured through purchase frequency and word-of mouth recommendations (Evanschitzky et al., 2012; Hallowell, 1996; Ryu, Han, & Kim, 2008).

Loyalty has been delineated into two distinct components: attitudinal loyalty and behavioral loyalty (Chaudhuri & Holbrook, 2001; Julander, Magi, Jonsson, & Lindqvist, 1997; Kandampully & Suhartanto, 2000). Attitudinal loyalty is derived from consumers utilizing the performance of a given organization to evaluate and process if that organization has fulfilled their needs (Oliver, 1999). If attitudinal loyalty is strong, consumers will tend to resist competitive offers even in the face of marketing from a competing firm designed to induce switching (Oliver, 1999). Behavioral loyalty is typified by repeat purchases that benefit a particular entity (Oliver, 1999). Despite these very different aspects of loyalty, both are integral to its conceptualization and application (Dick & Basu, 1994).

Purpose of Consumption

Holbrook and Hirschmann (1982) provided an overview of the evolution of consumer behavior theory. A rational choice perspective dominated the field of consumer behavior at the beginning and has since developed into a model incorporating what may seem to be irrational buying needs and then finally into models encompassing a bounded rationality logical flow (Howard & Sheth, 1969). However Holbrook and Hirschmann argued that these theories

ignored that consumption can be, in part, subjective. Part of this subjective nature is due to the purpose of consumption.

It has also been suggested that consumers purchase with different intentions, and those intentions have an impact on the nature of the purchase and the interactions therein. Holbrook and Hirschmann (1982) suggested that two purposes of consumption were utilitarian or hedonic. Choices based on a utilitarian need are judged based on the usefulness of the product. Likewise products purchased for primarily hedonic purposes, are judged based on the pleasure the consumer believes he or she will gain from the product.

Therefore it is plausible to posit that consumers dining in a restaurant for “leisure” purposes will be more influenced by the emotional displays of the employee (Groth et al., 2013). This consumption with emotion and entertainment at the forefront is important as a part of the consumption paradigm (Arnold & Reynolds, 2003; Babin, Darden, & Griffin, 1994; Ryu, Han, & Jang, 2010). Just as these consumers are there primarily for pleasure, consumers there for a business lunch or dinner, may be more interested in the interactions within the group as well as the “utilitarian” nature of the service in that it is more task related and rational (fast, efficient, without much interruption) (Babin et al., 1994; Batra & Ahtola, 1990; Ryu et al., 2009) than engaging in any emotional interaction with the service provider. One recent study found that both utilitarian and hedonic purposes of consumption were important in the fast-casual restaurant setting (Ryu et al., 2009).

Given the possibility for different expectations between hedonic consumers and utilitarian consumers, this research employed purpose of consumption as one of the independent variables that was manipulated. Utilitarian consumption was operationalized as consumption for

business purposes. Hedonic consumptions was operationalized as consumption for leisure purposes.

Conclusion

At the core of a service encounter is the interpersonal interaction between the customer and the service provider. The nature of the interaction and the positive or negative perception of it by the customer can have a profound impact on the service outcomes (Groth et al., 2013).

What the service provider executes for the customer has been coined emotional labor (Hochschild, 1983), as it is not strictly physical or mental, but involves both of those as well as (at minimum) displaying appropriate emotions, and often the regulation of internal emotions to align them with the display.

The strategy chosen by the service provider (surface or deep acting) can have an impact on their evaluation of the service provided (Groth, et al., 2009). These interactions can impact the evaluation of service quality, satisfaction, and loyalty (Cronin & Taylor, 1992; Ladhari et al., 2008; Groth et al., 2009). It is also important to account for the customer's own propensity to evaluate a given situation through the lens of the purpose of consumption. Since, service quality and satisfaction are inherently subjective and are evaluated from a certain perspective, the perspective (business or leisure) must be accounted for in the evaluation. This lead to the research questions:

1. How does emotional labor impact customer satisfaction?
2. How does service quality impact customer satisfaction?
3. How does emotional labor impact customer loyalty?
4. Howe does service quality impact customer loyalty?

5. How does emotional labor, service quality, and purpose of consumption impact customer satisfaction?
6. How does emotional labor, service quality, and purpose of consumption impact customer loyalty?

The hypotheses were then derived from these research questions.

H1a. When the service provider is deep acting, overall satisfaction will be higher than when surface acting.

H1b. When the service provider is deep acting, loyalty will be higher than when surface acting.

H2a. When the service provider provides a higher level of service quality, overall satisfaction will be higher than with a lower level of service quality.

H2b. When the service provider provides a higher level of service quality, loyalty will be higher than with a lower level of service quality.

H3a. Deep acting has a stronger positive relationship with satisfaction when service quality is high compared to when it is low.

H3b. Deep acting has a stronger positive relationship with loyalty when service quality is high compared to when it is low.

H4a. Deep acting has a stronger positive relationship with satisfaction when the purpose of consumption is leisure as compared to when it is business.

H4a. Deep acting has a stronger positive relationship with loyalty when the purpose of consumption is leisure as compared to when it is business.

H5a. High service quality has a stronger positive relationship with satisfaction when the purpose of consumption is business as compared to when it is leisure.

H5b. High service quality has a stronger positive relationship with loyalty when the purpose of consumption is business as compared to when it is leisure.

CHAPTER 3

METHODOLOGY

Design

This research has been conceived as a between subjects experimental design. It has three independent variables, all dichotomous in nature: emotional labor, service quality, and purpose of consumption. This creates a 2x2x2 matrix. Being dichotomous, each variable had two levels: emotional labor – surface acting or deep acting, service quality – low quality or high quality, and purpose of consumption – business or leisure. In order to test the impact of these independent variables, eight different scenarios were written to portray the eight different permutations of combinations of these variables – (1) surface acting, low quality, leisure; (2) surface acting, high quality, leisure; (3) deep acting, low quality, leisure; (4) deep acting, high quality, leisure; (5) surface acting, low quality, business; (6) surface acting, high quality, business; (7) deep acting, low quality, business; (8) deep acting, high quality, business. See Appendix A for the scenarios.

Measures

The two dependent variables of satisfaction and loyalty were each measured through 7 point, Likert type scale where “1” = “strongly disagree”, and “7” = “strongly agree”. Three items were adapted from Bowden-Everson, Dagger, & Elliott (2013) to measure satisfaction and an additional one item for loyalty from the same article. In addition two items were adapted from Groth, Hennig-Thurua, & Walsh (2009) for loyalty.

The original items for satisfaction from Bowden-Everson, et al. (2013, p.73) were:

1. How satisfied are you with your dining experience?

2. To what extent has the experience provided by this restaurant fallen short of or exceeded your expectations?
3. Imagine an ideal restaurant experience. How well do you think this restaurant compares to the ideal restaurant you just imagined?

These questions were adapted to read as follows:

1. I was very satisfied with my restaurant experience.
2. This restaurant has exceeded my expectations.
3. This restaurant was very close to how I imagine my ideal experience.

The original item for loyalty from Bowden-Everson et al. (2013, p.74) was:

1. How likely are you to return to this restaurant?

It was adapted to read as follows:

1. I will definitely return to this restaurant.

The original items for loyalty from Groth et al. (2009, p.974) were:

2. I will say positive things about this service provider to other people.
3. I will recommend this service provider to someone who seeks my advice.

They were adapted as follows:

2. I will say positive things about this restaurant to other people.
3. I will recommend this restaurant to someone who seeks my advice.

For the purposes of ensuring that participants interpret the written scenarios as was intended, items concerning emotional labor and service quality were also included. All of the following were also measured through 7 point, Likert type scale where “1” = “strongly disagree”, and “7” = “strongly agree”. There were two items for service quality and six for emotional labor, all of which were adapted from Groth et al. (2009, p.974).

The original items for service quality were:

1. I would say that this firm provides superior service.
2. I believe this firm offers excellent service.

For this study they were adapted to read as follows:

1. I would say that this restaurant offers excellent service.
2. I believe this restaurant offers excellent service.

There were six items for emotional labor. Three of the items were meant to measure surface acting, while the remaining three were meant to measure deep acting. The following are the original items for surface acting from Groth et al. (2009, p.974):

1. The employee just pretended to have the emotions s/he displayed to me.
2. The employee put on a 'mask' in order to display the emotions his/her boss wants him/her to display.
3. The employee showed feelings to me that are different from what s/he actually felt.

These items were adapted to read as follows:

1. The server just pretended to have the emotions s/he displayed to me.
2. The server put on a 'mask' in order to display the emotions his/her boss wanted him/her to display.
3. The server showed feelings to me that are different from what s/he actually felt.

The following are the original items for deep acting:

1. The employee tried to actually experience the emotions s/he had to show to me.
2. The employee worked hard to feel the emotions that s/he needed to show to me.
3. The employee made a strong effort to actually feel the emotions that s/he needed to display toward me.

This is their adaptation:

1. The server tried to actually experience the emotions s/he had to show to me.
2. The server worked hard to feel the emotions that s/he needed to show to me.
3. The server made a strong effort to actually feel the emotions that s/he needed to display toward me.

In order to evaluate the nature of the sample, demographics were also collected. These items include: age, gender, household income, education level, ethnicity, marital status, number of children, and dining out frequency. This information will be utilized to evaluate how representative the sample is as well as if there are any major differences along demographic lines. See Appendix B for the instrument.

Manipulation Check

A pilot study was designed as a manipulation check to determine if there were significant differences in the scenarios. In other words, did the scenarios represent the variables in the manner intended by the researcher? The data was gathered at a four-year university in the western United States. The sample was a convenience sample of junior and senior level undergraduate hospitality students. The researcher personally attended four classes, with the permission of each instructor. After the first class, participants were disqualified if they had participated in an earlier class. A total of 168 scenarios were distributed with 164 (n=164) usable responses returned. The participants were randomly presented with one of the eight written scenarios, with an equal number of each scenario being administered in each classroom. The participants were presented with the scenario a sheet of paper with the scenario on one side and the items on the back.

Before any analysis was conducted, the variables needed to be manipulated. Because deep acting and shallow acting are opposite ends of the same emotional labor construct, the three items relating to shallow acting were reverse coded. In this way they could be averaged together with the three deep acting items to provide a final single emotional labor item with which to conduct the analysis. Through this manipulation, the higher the score the more the perception of deep acting and the lower the score, the greater the perception of surface acting. In a similar fashion, the two items measuring service quality were averaged together to again, provide a single item for analysis. In this case, the higher the score, the greater the perception of high service quality and the lower the score the lower the perception of service quality. To determine if there were statistically significant differences between the various scenarios, independent-sample t-tests were conducted. A Leven's Test for equality of variances was also conducted for each t-test.

Before conducting the t-tests, the samples were separated into two different groups, business and leisure. Manipulation checks for business and leisure were not conducted as the participants were told within the scenario if it was business or leisure. The first t-tests were conducted on business scenarios. There was a significant difference in the scores for deep acting ($M=5.33$, $SD=1.20$) and surface acting ($M=3.15$, $SD=1.15$); $t(79)=8.33$, $p<.001$. There was also a significant difference in the scores for high service quality ($M=5.48$, $SD=1.41$) and low service quality ($M=2.23$, $SD=1.34$); $t(75)=10.31$, $p<.001$. On the leisure side of the experiment, there were significant differences in the scores of deep acting ($M=5.30$, $SD=1.23$) and surface acting ($M=3.09$, $SD=1.053$); $t(79)=8.69$, $p<.001$. Finally there was significant difference between high service quality ($M=5.20$, $SD=1.66$) and low service quality ($M=2.91$, $SD=1.69$); $t(79)=6.12$;

$p < .001$. The Leven's Test for equality of variances for each t-test came back insignificant for all tests.

With the significant results from each of the t-tests, it can safely be stated that the scenarios do indeed represent the appropriate manipulation of the independent variables. It can further be noted that the means in all cases indicate the appropriate directionality, in that both deep acting and high service quality had higher means.

Data Collection

This research was conducted through electronic survey administered through Qualtrics. Sample participants were purchased through Qualtrics, and an invitation email was sent. They were presented with informed consent and then directed to the instrument. The participants were filtered using three criteria: they must have been at least 18 years of age, dined in a table service restaurant in the previous 12 months, and dined out for business purposes in the previous 12 months . Adhering to the recommendations of Hair, Black, Babin, & Anderson (2010), this research will strive for minimum of 20 respondents per cell and ideally 50 per cell. Given that there are eight cells, 160 to 400 respondents are necessary for adequate sampling with the given research design.

Once they qualified to participate, they were randomly assigned one of the eight scenarios to read. Once they completed reading the scenario, they were presented with the questions of the survey. The sections included: (1) emotional labor, (2) service quality, (3) loyalty, (4) satisfaction, and (5) demographics.

Analysis

Given that this research employed a between subject experimental design, MANOVA is an appropriate statistical technique to employ in the analysis. This research's objective were to examine any differences between the various cells in the design. These differences will illuminate differences in preferences by the participants and should aid in answering the hypotheses as well as the research questions. Until data analysis begins, it is not possible to know the various ANOVAs, ANCOVAs, and post hoc analyses that will need to be performed as they will be based on the results of the initial MANOVA.

CHAPTER 4

RESULTS

Sample

The data collection was conducted through Qualtrics, an online survey platform. A sample of 400 complete usable surveys was purchased. Given that there are eight cells in the experimental design, and two dependent variables, the minimum number of samples would be sixteen, however 20 samples per cell has been suggested as a good rule of thumb with 50 being ideal (Hair, Black, Babin, & Anderson, 2010). This number of samples should provide sufficient power to detect significant differences between the groups as well as reduce sampling error (Hair et al., 2010) was sufficient to conduct the analysis. Table 1 presents the number of samples collected for each of the scenarios, as well as the level of each of the independent variables that scenario represented. The entire data collection took three days to complete. The analysis was conducted in SPSS version 22. A MANOVA was conducted along with follow-up ANOVAs and T-Tests. Table 2 presents the demographic profile of the sample.

Table 1

Sample Results

Service Quality	Purpose of Consumption	Emotional Labor			
		Surface Acting	N	Deep Acting	N
High	Business	Scenario 6	51	Scenario 2	50
	Leisure	Scenario 5	50	Scenario 1	50
Low	Business	Scenario 4	48	Scenario 8	50
	Leisure	Scenario 3	51	Scenario 7	50

Table 2

Demographic Profile

Characteristic	% (n=400)
Gender	
Male	46.5
Female	53.5
Age	
18-21	6.5
22-30	23.0
31-40	37.3
41-50	19.0
51-60	9.0
>61	5.2
Annual household income	
<\$30,000	8.8
\$30,000-\$60,000	24.3
\$60,001-\$90,000	29.5
\$90,001-\$120,000	14.5
\$120,001-\$150,000	11.5
>\$150,001	11.5
Ethnicity	
African American	5.3
Hispanic	8.3
Asian	3.5
Native American	1.0
Caucasian	78.8
Prefer not to answer	1.5
Other	1.8
Education	
Elementary school	0.0
Junior high school	0.3
High school/GED/or equivalent	15.8
Trade school	4.0
Associate's degree	16.3
Bachelor's degree	40.8
Master's degree	17.8
Ph.D. or equivalent	5.3
Relationship status	
Married once	50.2
Married multiple times	9.5
Domestic partnership	7.8
Widowed	1.3
Separated	0.5
Divorced	6.5
Never married	24.3
Number of children	
0	37.8
1	18.3
2	26.8
3	11.5
4	3.3
5	1.0
6	1.0
7	0.3

Data Preparation

Before any analysis was conducted, the data was manipulated. Because deep acting and shallow acting are opposite ends of the same emotional labor construct, the three items relating to surface acting were reverse coded. In this way they could be averaged together with the three deep acting items to provide a final single emotional labor item with which to conduct the analysis. Through this manipulation, the higher the score the more the perception of deep acting and the lower the score, the greater the perception of surface acting. In a similar fashion, the two items measuring service quality were averaged together to again, provide a single item for analysis. In this case, the higher the score, the greater the perception of high service quality and the lower the score the lower the perception of service quality. The independent variable were treated in the same fashion, so there was a resulting single item each for satisfaction and loyalty, again with higher levels of each indicating greater satisfaction and greater loyalty.

Reliability, Validity, and Assumptions

Reliability

Reliability of a scale is of concern in all research. In this study evidence of reliability was collected using Cronbach's Alpha for each of the four scales employed. The first scale tested, which was used in the manipulation check, was that of emotional labor. It employed six items and resulted in $\alpha=.861$. The next scale was that used to measure service quality in the manipulation check, it contained 2 items, and resulted in $\alpha=.972$. The scale for satisfaction was used to measure the dependent variable, it contained three items, and resulted in $\alpha=.965$. The scale for loyalty was used to measure the dependent variable, it contained three items, and

resulted in $\alpha=.976$. All of these scores are above the .70 value that has been deemed reliable (Cronbach, 1951).

Validity

Manipulation Check.

A threat to internal validity can come in the form of inadequate manipulation of the independent variables. For this research the scenarios were pre-tested and found have significant differences, thus providing support for adequate manipulation. The same t-tests were conducted on the full sample to provide additional support that the scenarios were adequately different to provide a genuine manipulation of the variables.

Table 3 illustrates that there is a significant difference between low service quality ($M=2.53$, $SD=1.59$) and high service quality ($M=5.40$, $SD=1.56$); $t=18.56$, $p<.001$. The two levels were significantly different as well as the means being in the right direction. The Levene's Test for equality of variance was insignificant.

Table 4 illustrates that there is a significant difference between surface acting ($M=3.09$, $SD=0.89$) and deep acting ($M=5.12$, $SD=1.15$); $t=19.69$, $p<.001$. The two levels were significantly different as well as the means being in the right direction. The Levene's Test for equality of variance was significant, however using the test with equal variances not assumed still yielded a significant result, which is what has been reported.

The results of both t-tests provide statistical support for the differences between the levels of the variables. In addition, the means for each are going in the direction as intended by the researcher (higher means for higher quality and deep acting). This all lends credibility to the internal validity of the instrument used in this study.

Table 3

T-test and Descriptive Statistics for Service Quality Reported by Service Quality Design

	Design						<i>t</i>	<i>df</i>
	Low			High				
	<i>M</i>	<i>SD</i>	<i>n</i>	<i>M</i>	<i>SD</i>	<i>n</i>		
Reported	2.53	1.59	199	5.46	1.56	201	18.56*	398

Note. Reported service quality and emotional labor were measured on a 7-point Likert scale. Service quality 1 = low, 7 = high; Emotional labor 1 = surface acting, 7 = deep acting; * $p < .001$.

Table 4

T-test and Descriptive Statistics for Emotional Labor Reported by Emotional Labor Design

	Design						<i>t</i>	<i>df</i>
	Surface			Deep				
	<i>M</i>	<i>SD</i>	<i>n</i>	<i>M</i>	<i>SD</i>	<i>n</i>		
Reported	3.09	0.89	200	5.12	1.15	200	19.69*	374

Note. Reported service quality and emotional labor were measured on a 7-point Likert scale. Service quality 1 = low, 7 = high; Emotional labor 1 = surface acting, 7 = deep acting; * $p < .001$.

Response bias.

When studying human subjects there is always the chance for response bias which can then reduce validity. This response bias can exist if the respondents give incorrect information or do not answer all the questions. Efforts should be taken to reduce the possibility of this bias. In this research attention actions were taken to minimize this form of bias. All the questions were tagged with a forced response option, thus ensuring that all surveys were answered completely. In addition, surveys were eliminated where the respondents finished too quickly, in this way rushed and superficial responses were discounted. Finally, a question was inserted into the middle of the survey to ensure that participants were actually reading the questions. If they answered this question incorrectly they were also eliminated from participating.

Assumptions

Like all statistical tests, MANOVA is subject to certain assumptions in order to draw valid conclusions from the data. Multivariate normality of the data was confirmed using a Q-Q plot. Homogeneity of the covariance matrix was tested using Box's M. The test returned a significant result, violating the assumption. However, given the sample size and the veritabily equal cell size this violation is not a problem (Hair et al., 2010). Given that the data was collected remotely and anonymously and that each participant was only allowed to take the survey once, there is little chance of any influence of one subject on another, thus providing support for the adherence to the independence of observations assumption.

Analysis and Findings

MANOVA

A MANOVA was conducted with the three dichotomous categorical independent variables (emotional labor, service quality, and purpose of consumption) with the two continuous dependent variables of satisfaction and loyalty. The results (Table 5), indicate two main effects and one interaction effect. Purpose of consumption had no significant main effect ($F_{2,391}=.001$, $p>.005$). Service quality did have a significant main effect ($F_{2,391}=299.262$, $p<.001$, $\eta^2=.605$), thus, at least partially, supporting hypothesis 2. With a Wilk's Lambda value of .395, service quality explained the most amount of variance in the model at 60.5%. Emotional labor also had a significant main effect ($F_{2,391}=88.361$, $p<.001$, $\eta^2=.311$), thus supporting, at least partially, hypothesis 1. Given the Wilk's Lambda value for emotional labor of .689, this explained the next largest amount of variance at 31.1%. There was a significant interaction effect between emotional labor and service quality ($F_{2,391}=44.866$, $p<.001$, $\eta^2=.187$), thus, at least partially, providing support for hypothesis 3. With a Wilk's Lambda value of .813, this interaction effect

explained 18.7% of the variance. Purpose of consumption had no significant interaction effect with either emotional labor ($F_{2,391}=1.569$, $p>.005$) or service quality ($F_{2,391}=2.436$, $p>.005$), thus neither hypotheses 4 or 5 were supported. Follow-up ANOVAs were conducted on the significant MANOVA results to determine which of the dependent variables were impacted.

Table 5

Multivariate Level of MANOVA for Emotional Labor, Service Quality, and Purpose

Effect	Value	Hypothesis df	Error df	F	η^2
Purpose	1.000	2	391	.001	<.001
ELDesign	.689	2	391	88.361*	.311
SQDesign	.395	2	391	299.262*	.605
Purpose*ELDesign	.992	2	391	1.569	.008
Purpose*SQDesign	.988	2	391	2.436	.012
ELDesign*SQDesign	.813	2	391	44.866*	.187
Purpose*ELDesign*SQDesign	.996	2	391	.878	.004

Note. All values are reported for Wilk's Lambda. Purpose (purpose of consumption) = business or leisure; ELDesign

(emotional labor) = deep acting or surface acting; SQDesign (service quality) = high quality, or low quality.

* $p<.001$.

ANOVA

Multiple ANOVA's were conducted to check the impact of significant effects found in the MANOVA on the dependent variables separately. A Bonferroni adjustment was conducted on the cut-off for the p-value. Since there were two dependent variables, and the accepted p-value is generally .05, it was divided by 2 resulting in a new significance p-value cut-off of .025. See Table 6 for results. Emotional labor had a significant effect on both satisfaction ($F_{1,392}=173.09$, $p<.001$, $\eta^2=.306$), and loyalty ($F_{1,392}=141.758$, $p<.001$, $\eta^2=.266$). Thus hypothesis 1 is fully supported as both hypotheses 1a and 1b were supported. Service quality had a significant effect on both satisfaction ($F_{1,392}=560.698$, $p<.001$, $\eta^2=.601$), and loyalty ($F_{1,392}=466.839$, $p<.001$, $\eta^2=.544$). Thus hypothesis 2 was fully supported as both hypotheses 2a and 2b were supported. The interaction of emotional labor and service quality had a significant

effect on satisfaction ($F_{1,392}=40.878$, $p<.001$, $\eta^2=.094$), while it did not for loyalty ($F_{1,392}=1.374$, $p<.025$). Thus hypothesis 3 was only partially supported in that 3a was supported with 3b was not supported.

Table 6

ANOVAs for Emotional Labor, Service Quality, and Purpose on Satisfaction and Loyalty

Effect	df	Error df	F	η^2
ELDesign				
Satisfaction	1	392	173.097*	.306
Loyalty	1	392	141.758*	.266
SQDesign				
Satisfaction	1	392	590.698*	.601
Loyalty	1	392	466.839*	.544
ELDesign*SQDesign				
Satisfaction	1	392	40.878*	.094
Loyalty	1	392	1.374	.003

Note. ELDesign (emotional labor) = deep acting or surface acting; SQDesign (service quality) = high quality, or low quality. * $p<.001$.

A post hoc t-test was conducted to confirm that the interaction effect noted in both the MANOVA and ANOVA for emotional labor with service quality on satisfaction was indeed present. Figure 1 presents this visual representation of the interaction effect, while Table 7 provides the statistical evidence. When service quality is high, there is a statistically significant difference between surface acting ($M=3.92$, $SD=1.40$) and deep acting ($M=6.35$, $SD=.88$); $t=14.68$, $p<.001$. There is also a statistically significant difference when service quality is low between surface acting ($M=1.71$, $SD=1.06$) and deep acting ($M=2.55$, $SD=1.51$); $t=4.54$, $p<.001$.

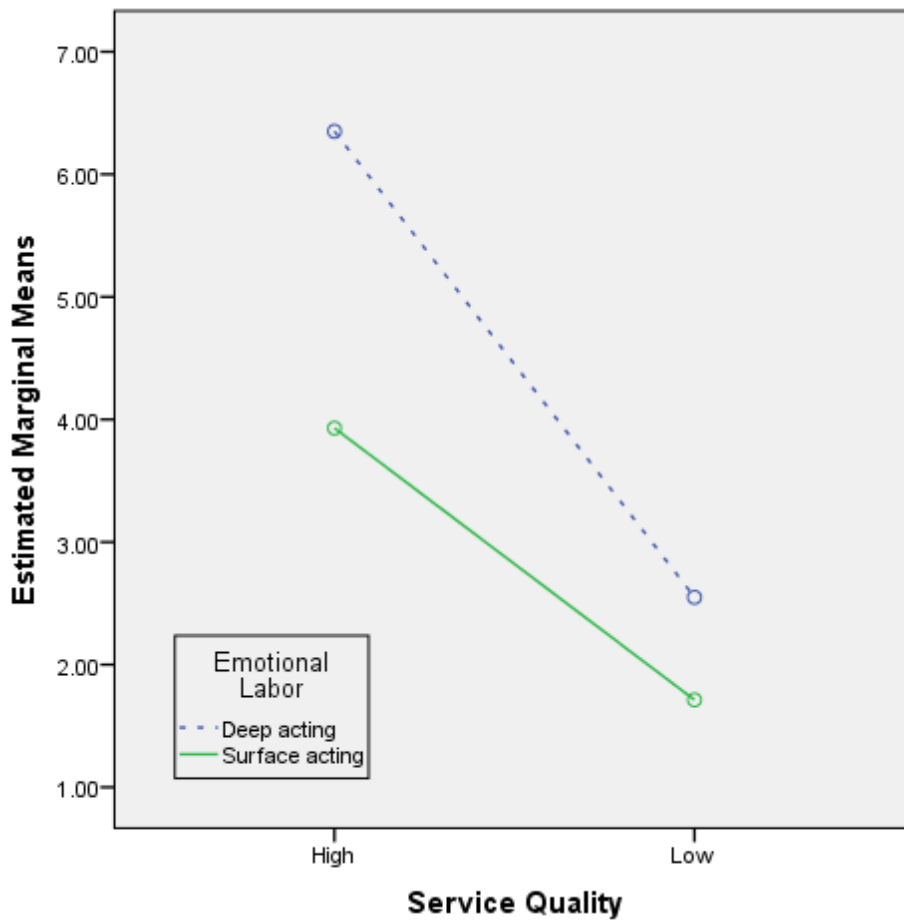


Figure 1 Interaction between different levels of emotional labor and service quality on levels of satisfaction.

Table 7

Emotional Labor X Service Quality Interaction on Satisfaction

	Scores <i>M (SD)</i>		<i>t</i>
	Emotional Labor		
	Surface acting	Deep acting	
Service quality			
High quality	3.92 (1.40)	6.35 (.88)	14.68*
Low quality	1.71 (1.06)	2.55 (1.51)	4.54*

Note. Service quality and emotional labor were measured on a 7-point Likert scale. Service quality 1 = low, 7 =

high; Emotional labor 1 = surface acting, 7 = deep acting. * $p < .001$.

Summary

This chapter provided the results of the analysis of the survey data collected for this research. The results demonstrate support for some, but not all of the hypotheses laid out and tested in this research. Table 8 provides a summary of the hypotheses and their support. These results will be discussed along with their implications in the final chapter.

Table 8

Hypotheses Summary

Hypothesis	Supported
H1a. When the service provider is deep acting, overall satisfaction will be higher than when surface acting.	Yes
H1b. When the service provider is deep acting, loyalty will be higher than when surface acting.	Yes
H2a. When the service provider provides a higher level of service quality, overall satisfaction will be higher than with a lower level of service quality.	Yes
H2b. When the service provider provides a higher level of service quality, loyalty will be higher than with a lower level of service quality.	Yes
H3a. Deep acting has a stronger positive relationship with satisfaction when service quality is high compared to when it is low.	Yes
H3b. Deep acting has a stronger positive relationship with loyalty when service quality is high compared to when it is low.	No
H4a. Deep acting has a stronger positive relationship with satisfaction when the purpose of consumption is leisure as compared to when it is business.	No
H4b. Deep acting has a stronger positive relationship with loyalty when the purpose of consumption is leisure as compared to when it is business.	No
H5a. High service quality has a stronger positive relationship with satisfaction when the purpose of consumption is business as compared to when it is leisure.	No
H5b. High service quality has a stronger positive relationship with loyalty when the purpose of consumption is business as compared to when it is leisure.	No

CHAPTER 5

DISCUSSION AND CONCLUSIONS

Discussion of Findings

This study examined how purpose of consumption, service quality, and emotional labor impact satisfaction and loyalty. The three independent variables were examined through MANOVA, thus looking at any main effects as well as any possible interaction effects. From this study, two very interesting findings emerged. The first was that consumers' purpose of consumption, dining for leisure or business, had no significant impact on their satisfaction or loyalty, either independently or in conjunction with emotional labor or service quality. The second most interesting finding was that the interaction of service quality and emotional labor had a significant impact on satisfaction but not loyalty. These along with the remaining results will be discussed in the remainder of the chapter.

Purpose of Consumption

As discussed in the literature review, two purposes of consumption had previously been identified: utilitarian and hedonic (Holbrook & Hirschman, 1982). In this research this was operationalized as business (utilitarian) or leisure (hedonic) dining. It was posited that consumers dining for leisure purposes would be more influenced by emotional displays, including how authentic the service provider seemed (Groth, Hennig-Thurau, & Wang, 2013). In a complimentary fashion, it was also posited that business diners would be more concerned with the task related pieces of the encounter, more related to service quality (Ryu, Han, & Jang, 2010).

The results from the current research did not support these hypotheses. The results suggested that regardless of the purpose of consumption, diners' expectations were relatively similar. So, while there is theoretical support and previous research suggesting consumers' expectations should differ, it was not born out. The implications of these results may have significant bearing on both theory and practical applications.

Theoretical implications.

With a lack of any significant results pertaining to purpose of consumption, this study has called into question how important this traditional segmentation is with regards to restaurant dining. It has been thought that consuming for hedonic versus utilitarian reasons changes the expectations of the consumer. Perhaps this was historically true but has now changed in the current marketplace. Or, it could also be that, when it comes to dining out, with respect to service expectations there is no difference, but there is still a difference in how and what the consumer purchases based on purpose of consumption. In other words, what the consumer purchases may be different (upholding the difference in consumption based on purpose) while there is no difference in preferences in how it is delivered based on purpose of consumption.

Therefore, with regards to purpose of consumption while measuring satisfaction and loyalty based on service quality and emotional labor, it may be of little import to delineate these segments. Without overstating and saying that purpose of consumption has no bearing, the results from this study indicate it does not play a significant role. Therefore in future research, when studying emotional labor and service quality, it may be more beneficial to evaluate other variables instead of purpose of consumption.

Practical implications.

The practical implications of this finding may be of great significance to the industry. Knowing who is buying your product or service has always been one of the hallmarks of good business. Knowing what they expect, and then exceeding those expectations is part of delivering good service quality (Parasuraman, Zeithaml, & Berry, 1988). The results of this research suggest that whether your clientele is largely business oriented or leisure oriented does not play a significant role in the consumer's evaluation of their satisfaction. While what they purchase may differ by purpose of consumption, their expectations of service quality seem to be stable and irrelevant of purpose. Therefore, it is recommended that the same standards of service be implemented, regardless of the business or leisure demographic.

Emotional Labor and Service Quality

As was hypothesized, both emotional labor and service quality (individually) had a significant impact on both satisfaction and loyalty. Service quality's impact on both satisfaction and loyalty supported the previous long-standing literature which had already demonstrated this integral relationship (Cronin & Taylor, 1992). In addition, emotional labor's individual contribution to satisfaction and loyalty bolster the relatively new study of the impact of emotional labor on the consumer (Groth, Hennig-Thurau, & Walsh, 2009). This finding provides further evidence that this line of inquiry is valid and has value in understanding customer satisfaction and loyalty.

Perhaps more significant than their individual contributions, was the interaction effect found between emotional labor and service quality. One could have hypothesized that emotional labor should be directly reflected in and influenced by service quality. However, given that their impacts varied differentially, emotional labor and service quality would seem to be correlated but

not perfectly so. The results demonstrated that emotional labor had a comparatively greater impact on satisfaction when service quality was high versus when it was low which also supported previous research (Grandey, Fisk, Mattila, Jansens, & Sideman, 2005).

It was hypothesized that the same interaction effect between service quality and emotional labor found for satisfaction would hold true for loyalty as well. This was not the case. While service quality is often considered a contributor to loyalty (Groth et al., 2009), it is by no means the sole indicator. Likewise, the interaction effect between service quality and emotional labor may be seen as a contributor, in that it impacts satisfaction, but it does not have enough of an effect to directly impact loyalty.

Theoretical implications.

The findings with regards to service quality and its impact on satisfaction and loyalty provided continued support for the importance of that construct. It provides one more piece of evidence in support of the linkage between these constructs. While not groundbreaking, it does contribute to this ever growing body of research.

Given the infancy of the research on the impact of emotional labor on the customer, this study has provided another integral link and additional evidence in support of this line of research. Emotional labor does indeed have a significant impact on both satisfaction and loyalty. This finding demonstrates that it is not just the more task oriented procedures of service in a restaurant that the consumer uses to evaluate their experience. But, they also evaluate the more ephemeral and emotional side of the service, desiring an authentic emotional display and connection from their service provider. This leads to the further examination of relationship between service quality and emotional labor.

The results indicate that there is an interaction effect between service quality and emotional labor on satisfaction. This suggests that they are related but not one in the same. One of the preliminary proposals made at the beginning of this study was that this research could lead to a redefining of ServQual. This contention was supported by this particular result. Given the significance of emotional labor as well as its interaction with service quality, it is plausible to suggest that it is an, as of yet, unexplored dimension of service quality. The current dimensions of ServQual skirt around the issue of emotional labor, but none of them delve into it to provide any concrete substance of measurement.

Finally, the lack of significance for the interaction effect between emotional labor and service quality on loyalty was at first glance puzzling. Loyalty is a very complex construct and the fact that this interaction had no significant impact on loyalty supported this complexity. When it comes to loyalty there may be more variables at play than were provided or measured in this study. Without a doubt, emotional labor and service quality play a role in satisfaction as well as loyalty, but that is not the whole story.

Practical implications.

These results have great implications for the restaurant industry. The capability to perform emotional labor matters. Too often boundary spanning employees are hired based on being able to perform tasks. There are skills that servers must have: taking orders, placing them in the computer, delivering food, etc. However, customers are looking for more when they dine. They want not just the correct food, in a timely fashion, or even just from a smiling server. Customers want to feel that the server is genuinely happy to be serving them.

This is not to say that, an authentic friendly smile is all that matters, far from it. The results of this study demonstrated that the impact of deep acting is greater when service quality is

high. Thus, service quality acts as a hygiene factor, it is necessary, but not always sufficient for satisfied and loyal customers. The consumer is not likely to be satisfied with an emotionally connected experience if the task service quality was low. What this means for the restaurant industry, is that consumers have high expectations for both task performance as well as emotional connection.

Combining the customer desire for a genuine experience, with the literature on the detrimental effects of surface acting, managers should strive for a staff that is equipped to deep or genuine act. Hiring managers must find a way to evaluate potential employee's ability to perform emotional labor either through deep acting or being genuine. This ability is something that people are generally born with, a personality characteristic, it is much easier to hire for emotional labor capabilities than it is to train for it. While, training for the tactical skills of service is much simpler.

However, training is not impossible. And, even if an employee has the propensity for deep acting, it would behoove the manager to provide additional support for those employees. While more difficult to teach and ingrain, deep acting is a useful tool to help service providers create the authentic experience desired by the consumer. However, the best fit would be for managers to find and hire employees that have a genuine hospitality nature, so that there really is no acting. The service provider's actions and emotions are genuine and natural.

Limitations

As with any research, this study had certain limitations that need to be addressed. The first is generalizability. The sample for this study was gathered through Qualtrics, a market research firm. The participants were professional survey takers and thus may not represent the

general restaurant going public. In another aspect of generalizability, the education levels and income levels were both higher than what would be expected out of the general population.

Some of this can be explained through one of the screening questions. In order to participate the person had to have eaten at a sit down restaurant for business purposes in the previous 12 months. This requirement, may have itself skewed the demographics of the sample to higher education and higher income. In addition, using an online platform for data collection may also skew the demographics of the respondents as it is a requirement that each have a computer and Internet access. This may have eliminated some lower income participants.

In addition to representativeness, more problems emerge from employing a purchased sample. Because of the nature of the sample, participants are paid and take many surveys. Hence their responses may be less than accurate or thorough. In some cases participants may speed through without paying much attention or giving much thought to their responses. In this study this problem was combatted through a minimum time spent taking the survey requirement, as well as an attention question. However, it was still a possibility.

In designing this study, questions regarding demographics as well as other characteristics of the respondents were not incorporated. Therefore, the respondents may have inherent characteristics that influence their reactions to the scenarios as well as their responses to the questions. These characteristics could play an important role for the consumer.

Finally, this study was conducted employing an experimental design with written scenarios. These hypothetical written scenarios may have been too removed from reality to elicit genuine feelings of satisfaction or loyalty from the participants. Although the manipulation checks conducted indicated the scenarios were sufficiently different, this could have been more of a cerebral reaction instead of an emotional reaction.

Future Research

The infancy of this stream of research provides an exciting opportunity to delve deeper into the relationships that exist between emotional labor, service quality, and the customer. The first line of research suggested would be to take the demographic data collected in this study and evaluate its potential impacts on the relationships discovered here. Perhaps gender, generation, education, levels of dining out, etc. could shed additional light on the question. This data could also be analyzed using different statistical techniques, including regression, to see if there is any predictive power in the model.

New studies could be undertaken that endeavor to create a more realistic scenario. At minimum, replacing the written scenarios with videos depicting the scenario might immerse the participant in the research more. However, this is still a hypothetical situation. Ideally, a method would be created to collect data in a controlled fashion but through live interactions, in a realistic setting at the time of consumption.

An in-depth analysis as to the relationship between emotional labor and service quality should be undertaken. Through the interaction effect in this study, a relationship has been established. However, the nature of the relationship should be investigated. Whether emotional labor is a significant new dimension within service quality should be investigated.

Finally, are there other characteristics of the customer that may impact their perception of emotional labor? One such characteristic is emotional intelligence. The relationship of emotional intelligence and perception of emotional labor should be investigated. It may provide additional insight into the very complex interaction that is the service encounter.

Conclusion

In today's marketplace providing excellent service quality is necessary but perhaps not enough to create satisfied customers. One component of the complicated service encounter is that of emotional labor. Emotional labor has been defined in several different ways, however for this research it was viewed as a service provider regulating his or her emotional displays to conform to the expectations and norms of the company and service setting. There are two distinct strategies for performing emotional labor: surface acting and deep acting. Deep acting is often perceived as being more authentic and genuine and thus elicits a more favorable response from the consumer.

This study endeavored to examine the relationships between emotional labor, service quality, purpose of consumption, satisfaction, and loyalty. Through written scenarios, participants were exposed to different levels of emotional labor and service quality under varying conditions of business or leisure consumption. Participants were asked to answer questions concerning their perceptions of satisfaction and loyalty with the given scenario.

Results indicated that while purpose of consumption did not have a significant impact on satisfaction or loyalty, both emotional labor and service quality did. In addition, the interaction of service quality and emotional labor had an impact on satisfaction but not on loyalty. These results provide support for the previous literature on service quality and suggest that further research is justified into the impact of emotional labor on the consumer.

Today's consumer is savvy and has high expectations for not only task oriented service, but for a genuine experience. Service providers are tasked with providing excellent service while portraying an authentic emotional connection. While authenticity, through deep acting, has an impact on satisfaction, service quality is still needed to provide the greatest effect.

APPENDIX A

Scenarios

Scenario 1 - Deep, High, Leisure

You and 3 friends decide that you are going out to dinner. You select a casual chain restaurant, serving typical American food. You arrive at the restaurant around 7pm, clearly a busy time, but you still easily found a parking space. You and your friends walk to the front door, as you enter you are warmly greeted by the hostess. Though very busy, the staff seems in control of the environment, which is clean and easy to navigate. You wait for 15 minutes (as quoted by the hostess) before being seated. You and your friends are shown to an appropriate table, which has comfortable seating.

Within 30 seconds of being seated your server walks up and introduces himself with a warm and genuine smile. “Good evening, my name is Todd, and I will be your server tonight.” He proceeds to take your drink orders, while a busser brings water and bread for the table. Before leaving to go place your drink orders, Todd describes the evening’s specials to the table. You are allergic to shellfish, and ask Todd if there is any shellfish in the evening’s pasta special. Todd responds, “My sister is allergic to shellfish too. It can be a nightmare making sure her food is safe. I am certain there isn’t any shellfish in the special, but let me double-check with the kitchen to be 100% sure. I will be sure to add a note to the ticket, no matter what you order, to make sure they keep your food separate.” Todd thanks the table and hurries away to place the drink order. As he walks away you are left with the feeling that he is happy to be at work and to be serving you.

Todd returns with your table’s drinks within a couple of minutes, presenting them to you and your friends with a confirmation of the drink and a smile. When Todd approached the table you had been discussing going to see a movie after dinner. Before taking the table’s dinner orders, Todd asks, “I couldn’t help but overhear that you are planning on movies after dinner. Do you have a time you need to be out by?” You respond, “No, we haven’t settled on a movie yet.” Todd suggests enthusiastically, “Well if you like action flicks, I just saw XYZ movie and it was excellent. I highly recommend it!” Appreciative of the concern for your needs, you are left with the feeling that Todd genuinely cares about your evening. You are used to servers being friendly to get more tips, but Todd seemed not to be faking thoughtfulness, but to actually care.

The remainder of the evening progresses much as it began. Everyone’s food comes out as ordered, in a timely manner. Todd continues to show a genuine concern for you and your friends’ evening. The check is accurate and settled efficiently. Todd offers his genuine thanks, hopes you have a fun remainder of the evening, and that will come back to the restaurant soon.

Scenario 2 - Deep, High, Business

You and 3 business colleagues have worked late, but still have business to discuss, so you all decide to get dinner together to finish your work. You select a casual chain restaurant, serving typical American food. You arrive at the restaurant around 7pm, clearly a busy time, but you still easily found a parking space. You and your colleagues walk to the front door, as you enter you are warmly greeted by the hostess. Though very busy, the staff seems in control of the environment, which is clean and easy to navigate. You wait for 15 minutes (as quoted by the hostess) before being seated. You and your colleagues are shown to an appropriate table, which has comfortable seating.

Within 30 seconds of being seated your server walks up and introduces himself with a warm and genuine smile. “Good evening, my name is Todd, and I will be your server tonight.” He proceeds to take your drink orders, while a busser brings water and bread for the table. Before leaving to go place your drink orders, Todd describes the evening’s specials to the table. You are allergic to shellfish, and ask Todd if there is any shellfish in the evening’s pasta special. Todd responds, “My sister is allergic to shellfish too. It can be a nightmare making sure her food is safe. I am certain there isn’t any shellfish in the special, but let me double-check with the kitchen to be 100% sure. I will be sure to add a note to the ticket, no matter what you order, to make sure they keep your food separate.” Todd thanks the table and hurries away to place the drink order. As he walks away you are left with the feeling that he is happy to be at work and to be serving you.

Todd returns with your table’s drinks within a couple of minutes, presenting them to you and your colleagues with a confirmation of the drink and a smile. When Todd approached the table you had been discussing going to see a movie with your kids on the weekend. Before taking the table’s dinner orders, Todd asks, “I couldn’t help but overhear that you were discussing movies. Do you have a time you need to be out by?” You respond, “We were, but it is for the weekend with my kids.” Todd suggests enthusiastically, “I love taking my kids to the movies. We just went and saw XYZ movie last weekend. The kids loved it and I actually enjoyed it too. I highly recommend it!” Appreciative of the concern for your needs, you are left with the feeling that Todd genuinely cares about your evening. You are used to servers being friendly to get more tips, but Todd seemed not to be faking thoughtfulness, but to actually care.

The remainder of the evening progresses much as it began. Everyone’s food comes out as ordered, in a timely manner. Todd continues to show a genuine concern for you and your colleagues’ evening. The check is accurate and settled efficiently. Todd offers his genuine thanks, hopes you have a fun remainder of the evening, and that will come back to the restaurant soon.

Scenario 3 - Surface, Low, Leisure

You and 3 friends decide that you are going out to dinner. You select a casual chain restaurant, serving typical American food. You arrive at the restaurant around 7pm, clearly a busy time. It takes nearly 15 minutes to find a parking space. You and your friends walk to the front door, as you enter you are greeted by the hostess. The restaurant looks to be somewhat chaotic as you wait for the hostess to add you to the waitlist. You peek in to the dining room and see several tables with no guests, but that have yet to be cleared. You wait for 30 minutes (even though you were quoted only 15 minutes) before being seated. You and your friends are shown to an appropriate table.

You and your friends chat while you wait to be greeted by your server. After 5 minutes or so your waiter shows up, frantic with a forced plastic smile. "Hello, my name is Todd, and I will be your server tonight." He proceeds to take your drink orders. Before leaving to go place your drink orders, Todd describes the evening's specials to the table. You are allergic to shellfish, and ask Todd if there is any shellfish in the evening's pasta special. Todd responds, "Yup, but the kitchen is really slammed, so I wouldn't ask for anything special." Todd hurries away to place the drink order. As he walks away you are left questioning whether Todd really wants to be at work tonight.

You and your party chat for a while longer, before you realize you still don't have any bread or water. You flag down a busser, who runs to the back and returns with water and bread. After another 5 minutes you catch Todd's eye, he tries to smile but it comes out more like a grimace, then he turns and runs to the bar, apparently realizing you still do not have your drinks. He presents the drinks to you and your friends with a confirmation of the drink and another forced smile. When Todd approached the table you had been discussing going to see a movie after dinner. Before taking the table's dinner orders, Todd asks, "Movie plans? I can do what I can to get you out on time." You respond, "Thanks, it's no hurry." Todd replies, "Oh, ok." Todd seems to be attempting to be happy to serve you, however, he seems unable to be genuine. Each interaction feels forced and lacking authenticity.

The remainder of the evening progresses much as it began. The food takes 45 minutes to get to the table. Two of the entrees come out and you have to wait another 5 minutes before the last two arrive. Todd continues his attempts at being happy to serve you, however it continues to feel forced. The check has to be redone twice, and it takes almost 15 minutes to get it settled. By the time you leave the restaurant, Todd is nowhere to be seen, and there is no one at the front door to say good bye.

Scenario 4 - Surface, Low, Business

You and 3 business colleagues have worked late, but still have business to discuss, so you all decide to get dinner together to finish your work. You select a casual chain restaurant, serving typical American food. You arrive at the restaurant around 7pm, clearly a busy time. It takes nearly 15 minutes to find a parking space. You and your colleagues walk to the front door, as you enter you are greeted by the hostess. The restaurant looks to be somewhat chaotic as you wait for the hostess to add you to the waitlist. You peek in to the dining room and see several tables with no guests, but that have yet to be cleared. You wait for 30 minutes (even though you were quoted only 15 minutes) before being seated. You and your colleagues are shown to an appropriate table.

You and your colleagues chat while you wait to be greeted by your server. After 5 minutes or so your waiter shows up, frantic with a forced plastic smile. “Hello, my name is Todd, and I will be your server tonight.” He proceeds to take your drink orders. Before leaving to go place your drink orders, Todd describes the evening’s specials to the table. You are allergic to shellfish, and ask Todd if there is any shellfish in the evening’s pasta special. Todd responds, “Yup, but the kitchen is really slammed, so I wouldn’t ask for anything special.” Todd hurries away to place the drink order. As he walks away you are left questioning whether Todd really wants to be at work tonight.

You and your party discuss your business issues for a while longer, before you realize you still don’t have any bread or water. You flag down a busser, who runs to the back and returns with water and bread. After another 5 minutes you catch Todd’s eye, he tries to smile but it comes out more like a grimace, then he turns and runs to the bar, apparently realizing you still do not have your drinks. He presents the drinks to you and your friends with a confirmation of the drink and another forced smile. When Todd approached the table you had been discussing going to see a movie with your kids on the weekend. Before taking the table’s dinner orders, Todd asks, “Movie plans? I can do what I can to get you out on time.” You respond, “Thanks, but I was talking about taking my kids on the weekend.” Todd replies, “Oh, ok.” Todd seems to be attempting to be happy to serve you, however, he seems unable to be genuine. Each interaction feels forced and lacking authenticity.

The remainder of the evening progresses much as it began. The food takes 45 minutes to get to the table. Two of the entrees come out and you have to wait another 5 minutes before the last two arrive. Todd continues his attempts at being happy to serve you, however it continues to feel forced. The check has to be redone twice, and it takes almost 15 minutes to get it settled. By the time you leave the restaurant, Todd is nowhere to be seen, and there is no one at the front door to say good bye.

Scenario 5 - Surface, High, Leisure

You and 3 friends decide that you are going out to dinner. You select a casual chain restaurant, serving typical American food. You arrive at the restaurant around 7pm, clearly a busy time, but you still easily found a parking space. You and your friends walk to the front door, as you enter you are greeted by the hostess. Though very busy, the staff seems in control of the environment, which is clean and easy to navigate. You wait for 15 minutes (as quoted by the hostess) before being seated. You and your friends are shown to an appropriate table, which has comfortable seating.

Within 30 seconds of being seated your server walks up and introduces himself with a plastic smile. “Good evening, my name is Todd, and I will be your server tonight.” He proceeds to take your drink orders, while a busser brings water and bread for the table. Before leaving to go place your drink orders, Todd describes the evening’s specials to the table. You are allergic to shellfish, and ask Todd if there is any shellfish in the evening’s pasta special. Todd responds, “I am certain there isn’t any shellfish in the special, but I will double-check with the kitchen to be absolutely sure.” He seems a little frustrated at the prospect of having to deal with a special order. Todd thanks the table and hurries away to place the drink order, but with an air of exasperation. As he walks away you are left questioning whether Todd really wants to serve you and your friends.

Todd returns with your table’s drinks within a couple of minutes, presenting them to you and your friends with a confirmation of the drink but a forced smile, that almost looks like a grimace. When Todd approached the table you had been discussing going to see a movie after dinner. Before taking the table’s dinner orders, Todd asks, “Do you have plans after dinner? Do you have a time you need to be out by?” You respond, “No, we haven’t settled on a movie yet.” Todd suggests enthusiastically, “Well, just let me know and I will do my best to get you out on time.” While appreciative of the concern for your needs, you are still left with the feeling that Todd is faking it. That he is probably doing his best, but just to get a better tip. Todd seems to be attempting to be happy to serve you, however, he seems unable to be genuine. Each interaction feels forced and lacking authenticity.

The remainder of the evening progresses much as it began. Everyone’s food comes out as ordered, in a timely manner. Todd continues his attempts at being happy to serve you, however it continues to feel forced. The check is accurate and settled efficiently. Todd offers an obligatory thanks and hopes that will come back to the restaurant soon.

Scenario 6 - Surface, High, Business

You and 3 business colleagues have worked late, but still have business to discuss, so you all decide to get dinner together to finish your work. You select a casual chain restaurant, serving typical American food. You arrive at the restaurant around 7pm, clearly a busy time, but you still easily found a parking space. You and your colleagues walk to the front door, as you enter you are greeted by the hostess. Though very busy, the staff seems in control of the environment, which is clean and easy to navigate. You wait for 15 minutes (as quoted by the hostess) before being seated. You and your colleagues are shown to an appropriate table, which has comfortable seating.

Within 30 seconds of being seated your server walks up and introduces himself with a plastic smile. “Good evening, my name is Todd, and I will be your server tonight.” He proceeds to take your drink orders, while a busser brings water and bread for the table. Before leaving to go place your drink orders, Todd describes the evening’s specials to the table. You are allergic to shellfish, and ask Todd if there is any shellfish in the evening’s pasta special. Todd responds, “I am certain there isn’t any shellfish in the special, but I will double-check with the kitchen to be absolutely sure.” He seems a little frustrated at the prospect of having to deal with a special order. Todd thanks the table and hurries away to place the drink order, but with an air of exasperation. As he walks away you are left questioning whether Todd really wants to serve you and your friends.

Todd returns with your table’s drinks within a couple of minutes, presenting them to you and your colleagues with a confirmation of the drink but a forced smile, that almost looks like a grimace. When Todd approached the table you had been discussing going to see a movie with your kids on the weekend. Before taking the table’s dinner orders, Todd asks, “Do you have plans after dinner? Do you have a time you need to be out by?” You respond, “We were actually discussing movies for the weekend with my kids.” Todd replies, “No worries, just checking if you have any time constraints this evening.” While appreciative of the concern for your needs, you are still left with the feeling that Todd is faking it. That he is probably doing his best, but just to get a better tip. Todd seems to be attempting to be happy to serve you, however, he seems unable to be genuine. Each interaction feels forced and lacking authenticity.

The remainder of the evening progresses much as it began. Everyone’s food comes out as ordered, in a timely manner. Todd continues his attempts at being happy to serve you, however it continues to feel forced. The check is accurate and settled efficiently. Todd offers an obligatory thanks and hopes that will come back to the restaurant soon.

Scenario 7 – Deep, Low, Leisure

You and 3 friends decide that you are going out to dinner. You select a casual chain restaurant, serving typical American food. You arrive at the restaurant around 7pm, clearly a busy time. It takes nearly 15 minutes to find a parking space. You and your friends walk to the front door, as you enter you are warmly greeted by the hostess. The restaurant looks to be somewhat chaotic as you wait for the hostess to add you to the waitlist. You peek in to the dining room and see several tables with no guests, but that have yet to be cleared. You wait for 30 minutes (even though you were quoted only 15 minutes) before being seated. You and your friends are shown to an appropriate table.

You and your friends chat while you wait to be greeted by your server. After 5 minutes or so your waiter shows up, frantic but with a genuine smile. “Hello, my name is Todd, and I will be your server tonight. My sincere apologies for the wait, it has been an unexpectedly busy night. I will do my best to make the rest of the evening excellent.” He proceeds to take your drink orders. Before leaving to go place your drink orders, Todd describes the evening’s specials to the table. You are allergic to shellfish, and ask Todd if there is any shellfish in the evening’s pasta special. Todd responds, “My sister is allergic to shellfish too. It can be a nightmare making sure her food is safe. I am certain there isn’t any shellfish in the special, but let me double-check with the kitchen to be 100% sure. I will be sure to add a note to the ticket, no matter what you order, to make sure they keep your food separate.” Todd hurries away to place the drink order. As he walks away you are left with the feeling that he is happy to be at work and to be serving you, even if it is busy and the restaurant is not up to par on this occasion.

You and your party chat for a while longer, before you realize you still don’t have any bread or water. You flag down a busser, who runs to the back and returns with water and bread. After another 5 minutes you catch Todd’s eye, he smiles and turns and runs to the bar, apparently realizing you still do not have your drinks. He presents the drinks to you and your friends with a confirmation of the drink and a genuine smile, and an apology for the wait. When Todd approached the table you had been discussing going to see a movie after dinner. Before taking the table’s dinner orders, Todd asks, “I couldn’t help but overhear that you are planning on movies after dinner. Do you have a time you need to be out by?” You respond, “No, we haven’t settled on a movie yet.” Todd suggests enthusiastically, “Well if you like action flicks, I just saw XYZ movie and it was excellent. I highly recommend it!” Appreciative of the concern for your needs, you are left with the feeling that Todd genuinely cares about your evening. You are used to servers being friendly to get more tips, but Todd seemed not to be faking thoughtfulness, but to actually care.

The remainder of the evening progresses much as it began. The food takes 45 minutes to get to the table. Two of the entrees come out and you have to wait another 5 minutes before the last two arrive. Todd continues to show a genuine concern for you and your friends’ evening, despite some of the service issues. The check has to be redone twice, and it takes almost 15 minutes to get it settled. By the time you leave the restaurant, Todd is nowhere to be seen, and there is no one at the front door to say good bye.

Scenario 8 – Deep, Low, Business

You and 3 business colleagues have worked late, but still have business to discuss, so you all decide to get dinner together to finish your work. You select a casual chain restaurant, serving typical American food. You arrive at the restaurant around 7pm, clearly a busy time. It takes nearly 15 minutes to find a parking space. You and your colleagues walk to the front door, as you enter you are greeted by the hostess. The restaurant looks to be somewhat chaotic as you wait for the hostess to add you to the waitlist. You peek in to the dining room and see several tables with no guests, but that have yet to be cleared. You wait for 30 minutes (even though you were quoted only 15 minutes) before being seated. You and your colleagues are shown to an appropriate table.

You and your colleagues chat while you wait to be greeted by your server. After 5 minutes or so your waiter shows up, frantic but with a genuine smile. “Hello, my name is Todd, and I will be your server tonight. My sincere apologies for the wait, it has been an unexpectedly busy night. I will do my best to make the rest of the evening excellent.” He proceeds to take your drink orders. Before leaving to go place your drink orders, Todd describes the evening’s specials to the table. You are allergic to shellfish, and ask Todd if there is any shellfish in the evening’s pasta special. Todd responds, “My sister is allergic to shellfish too. It can be a nightmare making sure her food is safe. I am certain there isn’t any shellfish in the special, but let me double-check with the kitchen to be 100% sure. I will be sure to add a note to the ticket, no matter what you order, to make sure they keep your food separate.” Todd hurries away to place the drink order. As he walks away you are left with the feeling that he is happy to be at work and to be serving you, even if it is busy and the restaurant is not up to par on this occasion.

You and your party discuss your business issues for a while longer, before you realize you still don’t have any bread or water. You flag down a busser, who runs to the back and returns with water and bread. After another 5 minutes you catch Todd’s eye, he smiles and turns and runs to the bar, apparently realizing you still do not have your drinks. He presents the drinks to you and your colleagues with a confirmation of the drink and a genuine smile, and an apology for the wait. When Todd approached the table you had been discussing going to see a movie with your kids on the weekend. Before taking the table’s dinner orders, Todd asks, “I couldn’t help but overhear that you are planning on movies after dinner. Do you have a time you need to be out by?” You respond, “We were, but it is for the weekend with my kids.” Todd suggests enthusiastically, “I love taking my kids to the movies. We just went and saw XYZ movie last weekend. The kids loved it and I actually enjoyed it too. I highly recommend it!” Appreciative of the concern for your needs, you are left with the feeling that Todd genuinely cares about your evening. You are used to servers being friendly to get more tips, but Todd seemed not to be faking thoughtfulness, but to actually care.

The remainder of the evening progresses much as it began. The food takes 45 minutes to get to the table. Two of the entrees come out and you have to wait another 5 minutes before the last two arrive. Todd continues to show a genuine concern for you and your friends’ evening, despite some of the service issues. The check has to be redone twice, and it takes almost 15 minutes to get it settled. By the time you leave the restaurant, Todd is nowhere to be seen, and there is no one at the front door to say good bye.

APPENDIX B

Instrument

	Strongly Disagree (1)	(2)	(3)	(4)	(5)	(6)	Strongly Agree (7)
The server tried to actually experience the emotions s/he had to show to me.							
The server worked hard to feel the emotions that s/he need to show to me.							
The server made a strong effort to actually feel the emotions that s/he needed to display toward me.							
The server just pretended to have the emotions s/he displayed to me.							
The server put on a 'mask' in order to display the emotions his/her boss want him/her to display.							
The server showed feelings to me that are different from what s/he actually felt.							
I would say that this restaurant provides superior service.							
I believe this restaurant offers excellent service.							
I was very satisfied with my restaurant experience.							
This restaurant experience has exceeded my expectations.							
This restaurant was very close to how I imagine my ideal experience.							
I will say positive things about this restaurant to other people.							
I will recommend this restaurant to someone who seeks my advice.							
I will definitely return to this restaurant							

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REFEREED PUBLICATIONS

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2. Beldona, S., Moreo, A., & Gokul, M. (2010). The role of involvement and variety-seeking in eating out behaviors. *International Journal of Contemporary Hospitality Management*, 22(3).
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3. Moreo, A. & Kim, Y.S. (2014, January). *Culinology®: An evaluation of its past and present*. Paper presented at the Graduate Student Research Conference in Hospitality and Tourism, Houston, TX.

REFEREED CONFERENCE PRESENTATIONS (cont.)

4. Moreo, A., Cobanoglu, C., & DeMicco, F. (2007). *A comparative analysis of restaurant websites and hospitality school restaurant websites*. Paper presented at the Graduate Student Research Conference in Hospitality and Tourism, Houston, TX.

REFEREED CONFERENCE POSTERS

1. Green, A., O'Halloran, R., Nalley, M., & Moreo, A. (2015, February). Hospitality industry professional's perceptions of certifications. Presented at the 2015 Western CHRIE Conference, San Diego, CA.
2. Moreo, A., Swift, A., & Green, A. (2015, January). Causes, characteristics, and effects of workplace aggression in the food and beverage industry: A qualitative study. Presented at the 2015 Hospitality Graduate Conference, Houston, TX.

CONFERENCE ROUND TABLES & SYMPOSIA

1. Moreo, A., Book, L., & Moreo, P. (2016, February). The changing of the guard. Round table conducted at the 2016 Western CHRIE conference, Denver, CO.
2. Moreo, P., Hertzman, J., & Moreo, A. (2016, February). Best practices in hospitality program student operated restaurants. Round table conducted at the 2016 Western CHRIE Conference, Denver, CO.
3. Moreo, P., Hertzman, J., & Moreo, A. (2015, July). The role of restaurant management lab courses in hospitality education: Where are we?. Round table conducted at the 2015 I-CHRIE Conference, Orlando, FL.
4. Moreo, P., Moll, L., & Moreo, A. (2015, January). Educator's perceptions of hotel school autonomy. Round table conducted at the 2015 Western CHRIE conference, San Diego, CA.

RESEARCH IN PROGRESS

1. Woods, R., Cain, L., & Moreo, A. (2016). The occupy wall street movement. *Cornell Hospitality Quarterly*, submitted for review.
2. Moreo, A., Green, A., & O'Halloran, R. (2015). What certifications are important in the hospitality industry?. *Journal of Human Resources in Hospitality & Tourism*, submitted for review.
3. Moreo, P., Moll, L., & Moreo, A. Educator's Perceptions of hotel school autonomy.

SERVICE

- Graduate representative on the College resource committee, University of Delaware

INDUSTRY EXPERIENCE

08/13 – Present UNLV, Las Vegas, NV. **Graduate Assistant & Part-Time Instructor.**

02/13 – 07/13 The Culinary Institute of America, Hyde Park, NY. **Client Relationship Manager.**

02/09 – 02/13 The Culinary Institute of America, Hyde Park, NY. **Curriculum Design Specialist.**

05/08 – 12/08 Cornerstone Inn, Landenberg, PA. **Chef/Innkeeper.**

11/05 – 01/08 Caffè Gelato, Newark, DE. **Server, Beverage Manager.**

04/05 – 10/05 Geovit Vineyard Services, Napa, CA. **Field Technician.**

06/03 – 02/05 Silverado Brewing Company, St. Helena, CA. Started as **Prep Cook** while attending the CIA in St. Helena, CA. Upon graduation promoted to **Banquet Sous Chef.**

02/03 – 06/03 Outback Steakhouse, Wilton, CT. **Line Cook and Host.**

02/02 – 02/03 Starbucks. New Canaan, CT. **Shift Manager.**

02/00 – 01/02 Stillwater Country Club. Stillwater, OK. **Prep, buffet and line Cook.**

08/99 – 2/00 Cloud Mountain Retreat Center, Castle Rock, WA. **Chef - Kitchen Manager.**

CERTIFICATIONS

- Certified Hospitality Educator (CHE) – American Hotel and Lodging Association
- ServSafe – National Restaurant Association (Instructor) 2015
- Food Handler Safety Training Card – Southern Nevada Health District
- Techniques of Alcohol Management (TAM) – TAM of Nevada

MEMBERSHIPS

- International Council on Hotel, Restaurant, and Institutional Education (ICHRIE)

Teaching Philosophy

“Tell me, I forget; show me, I remember; involve me I understand.”

- Chinese Proverb

Student Learning Goals

As an educator in hospitality management, my purpose is to prepare my students for their first management positions by setting the stage for them to learn and grasp the fundamentals of the hospitality business. However, I also try to provide opportunities for them to gain the necessary tools to move beyond first jobs, and embrace the critical thinking skills and drive imperative to excel and climb into upper management and their future careers.

The field of Hospitality Management is more of a professional discipline than many of its academic counterparts. As such, the goals I envision for my students tend to incorporate both theory and practice. The hospitality industry has a specific set of required knowledge and skills to be successful. My area of expertise lies in Food and Beverage Management, as such I want to convey not only the fundamentals of how to manage food and beverage successfully, but also why proper management is critical to the success of an organization. For each of the theoretical courses I teach I try to ensure that my students have a firm grasp on the fundamentals, the foundations of the theoretical side of the topic. I believe that this provides my students with the “why” we do what we do. However, in many instances, they also need to know the “how”. This is both the knowledge (why) and the skill (how). Across all courses I teach I integrate topics relevant to food and beverage management, including: menu creation, cooking fundamentals, cost control, purchasing, information technology, menu analysis, trends, and cultural influences on food.

In addition to these “hard” skills, the hospitality industry is reliant on employees, and therefore students to embody the spirit of hospitality. This is an attitude of service, warmth, home, and genuine caring. This is much more difficult to teach, but just as vital to students’ and industry success.

Teaching Methods

I am a believer in active learning and many of its subsets (e.g. cooperative learning, experiential learning, and service learning). To that end, I employ the flipped classroom model in my teaching. I encourage my students to take personal responsibility for their education, in that they need to complete preliminary work at home in preparation for their classroom experience. I do not spoon feed the students the fundamental information through lecture, rather I provide them the opportunity to explore those fundamentals through readings, online lectures, and discussion boards, while I reserve classroom time for clarification, discussion, guest speakers (industry) and practical application of what was studied at home.

By flipping the classroom, and having the “lecture” portion of the class as homework, I create an environment whereby I can use case studies, laboratory time, class discussions, skits, modeling, among other teaching methods, to aid in the development of not only the hard skills, but also the hospitality attitude that is so critical to success in this industry.

Another benefit of the flipped classroom is that it provides students with multiple forms for learning the material, such as power point (visual), readings (visual), recorded lecture (audio), in class work (kinesthetic). Thus I provide each student many different modes for learning. In addition, I believe that participation is crucial to learning, thus by having online discussion boards, in class discussions, and small group work, each student is afforded many different opportunities to contribute in the form and fashion that is most suitable to him or her.

Assessment

Given the multiple facets of the flipped classroom, there must necessarily be multiple assessments. I use weekly quizzes to ensure that baseline fundamental knowledge is being assimilated by the class, as well as larger exams to ensure it is being retained. However, understanding that not all students excel with these traditional modes of assessment, and that they don't reflect the participative nature of the flipped classroom, I incorporate multiple other forms of assessment. These include: participation as measured by in-class verbal contributions and online discussion board contributions, practical skills gained as measured by the final group project that has been the focus of the semester, finally attitude is measured through a skit or viewing a scenario and discussing what they saw through the lens of the spirit of hospitality.

Inclusive Learning Environment

As I already mentioned, the flipped classroom provides an excellent opportunity to be sensitive to the varying learning styles and needs of my students. Through its employment of all the various styles of presenting and working with the different materials, students are afforded many avenues to gain the knowledge, skills, and attitudes I teach.

In all of my classes I encourage my students to incorporate their particular cultural background into their projects. This often provides a more personal experience and enables the students to more closely connect with the topic, project, and work. Through the small weekly presentations and the larger final presentations the entire class is exposed to the different themes and cultural issues that can be found within each group. I always do my best to create a classroom environment where all students feel safe to express their opinions without fear of reprisal or attack. I do not dissuade the discussion of sensitive topics, only that everyone keep it professional, clean, and on topic without making it personal. In this way, I encourage the expression and discussion of opinions and experiences from students with diverse backgrounds.

Conclusion

In summary, I feel that my role as an instructor is to facilitate learning, to be a coach, and a safety net. I attempt to provide a structure through which my students can teach themselves, and each other. Given the professional nature of this field, I think it is imperative to provide as much opportunity for hands-on practice and application of concepts as possible. I want to "involve" my students so that they understand!