Emotion in Twitter Service Delivery

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Lots of Customer Anger in Service!

I work in customer service, so by all means, please use me as a verbal punching bag. It makes me much more likely to do what you want when you scream your request at me.
Emotion Labor Rules!

Logic:
Employee Emotions are Cheap; Effortless; Promote Sales and Service;

Rafaeli & Sutton (1985), Academy of Management Review
Emotion in Tweeter Service

@VanDusenEthan
@BestBuy too bad your site keeps saying my email is invalid. You just lost a $300 dishwasher sale.

@BestBuySupport
@VanDusenEthan I'm sorry you were unable to purchase. Indeed it is annoying.
MrJoeSterne
@BestBuy bought a surface today. Opened it to see it’s totally wrecked. Need help. Not happy

BestBuy
@MrJoeSterne That's very shocking indeed! please bring the device to your local store for assistance.

Service Interactions are Public Domain

• **Managerially Important:**
  • Immediate dissemination (no need for Word of Mouth)
  • So .... BROADCASTING CORPORATE SERVICE QUALITY

  ➔ Also ... Useful data for research:

  • **Research Questions:**
    • What emotions do customers express?
    • What emotions do employees express?
  • What is the influence of these (customer / employee) emotions?
## Method

<table>
<thead>
<tr>
<th>M-Turk</th>
<th>What Emotions?</th>
<th>Do emotions influence Broadcasted Service Quality?</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$N=137$ (USA)</td>
<td>$N=145$ (USA)</td>
</tr>
</tbody>
</table>

### 305 Twitter Service Interactions

<table>
<thead>
<tr>
<th>Task</th>
<th>Rate customer and employee emotions</th>
<th>Rate Perceptions of Service Quality</th>
</tr>
</thead>
<tbody>
<tr>
<td>Multiple Raters</td>
<td>3-5 per conversation</td>
<td>2 per conversation</td>
</tr>
</tbody>
</table>

What Emotions?

Customer Emotions

- Anger
- Frustration
- Disappointment
- Happiness
- Gratitude

Employee Emotion Strategies

- Apology
- Thanking
- Cheerful
- Positivity

CFA confirmed model superiority over 2-factor model

$\chi^2[21df] = 106.83$, $p = .001$, CFI = 0.98, TLI = 0.96, RMSEA = 0.07

Do Customer Emotions Relate to Satisfaction?

Customer emotions related to service evaluation (Mattila & Enz, 2002)

Yes!!

Controls: Firm, type of complaint, severity of issue, length of interaction, did interaction end.

\[ N = 305 \text{ interactions} \]
\[ \text{Adj. } R^2 = .48^{***} \]
\[ \Delta R^2 = .22^{***} \]

- Customer Positive Emotions
  \[ \checkmark \]
  \[ .61^{***} (.07) \]

- Customer Negative Emotions
  \[ \checkmark \]
  \[ -.39^{***} (.09) \]

Broadcasted Service Quality

b (SE)
Emotional labor improves service outcomes (Hülsheger & Schewe, 2011)

Do Employee Emotions Relate to Broadcasted Service Quality?

Employee Expressing Positivity

Employee Apology

Customer Positive Emotions

Customer Negative Emotions

Broadcasted Service Quality

H1A

H2A

H1B

H2B

Positive Relationship of Employee Positivity and Broadcasted Service Quality

N = 305 interactions
Adj. $R^2 = .49^{***}$
$\Delta R^2 = ONLY .02^{***}$

The Problems of Employee Emotions

Employee Expressing Positivity

Customer Positive Emotions

Employee Apology

Customer Negative Emotions

Broadcasted Service Quality

\( N = 305 \) interactions

\( \text{Adj. } R^2 = .52^{***} \)

\( \Delta R^2 = .03^{***} \)
Summary

- Employees and customers DO express emotions in Twitter service.
- Customer emotions are basically ... positive or negative ...
- Two Sets of Employee Emotions ... positivity and apology
- **Effect of employee emotions smaller than customer emotions**
  - Employee positivity sometimes unnecessary (when customer is VERY positive, or “Delighted”)
  - Findings illustrates the important effects of Twitter service interactions as Broadcasting Service Quality to “by-standing customers.”
Omg, THANK YOU!!!