

Emotion and Customer Service

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Parasuraman, A., V.
A. Zeithaml, and L.
L. Berry (1985), A
conceptual model of
service quality,
Journal of
Marketing, 49, 41-50.

2004

DISCOVERING
THE
SOUL
OF
SERVICE

The Nine
Drivers of
Sustainable
Business
Success

LEONARD L.
BERRY

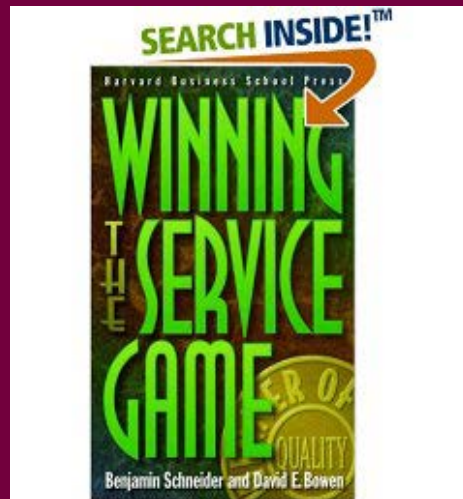
author of On Great Service

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**Quality Service
Requires
A Service Climate:**

**Fundamental
Values and
Assumptions that
Guide Employees
in How to Behave**

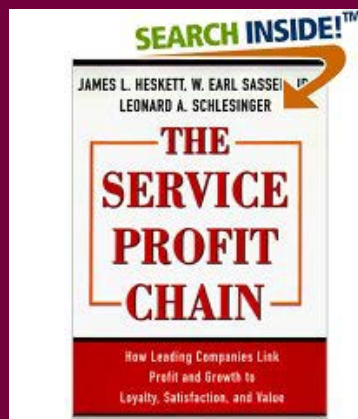


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**Quality Service Requires
A Service Structure:**

**A Structure of Roles and
Resources That Allows
Employees to Provide
Quality Service**



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Service Never Ends

- Suppliers → Employees →
 - Employees → Employees →
 - Employees → Customers
 - Customers → Customers
- 

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What is Service?

Ben Schneider (and Marketing)

- Intangible;
- Consumed while produced:
Cannot be stored;
- Requires customer participation

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Customer Service IS Emotion!

Sponsored Links

Customer Service

Contact Center for Dummies: See the benefits of superior contact!
www.avaya.co.uk/contact-center

Better Customer Service.

Give Frontline Staff The Tools They Need To Deliver 'Superior **Service.**'
www.cdcrepond.com

Customer Service and Emotion

- Employees
- Customers
- Organization

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Emotion at the Organizational Level

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What is an organization? (Rafaeli, 1996)

In Finance: A set of contracts

In Psychology:

→ A set of people (employees, customers)

→ A set of artifacts

(logos, structures, queues, policies)

→ A set of emotions

Organization of Customer Service

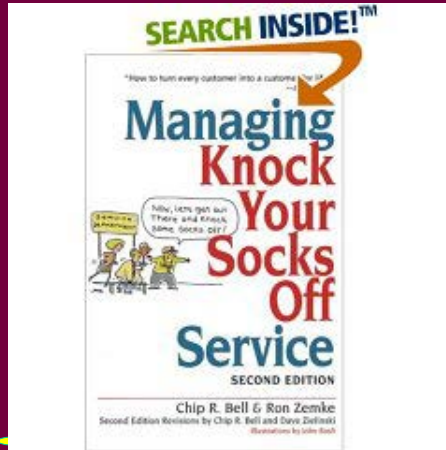
“ An organization is a group of people (a group of groups ...) working together (in some structured fashion) toward a common goal”

Customer service organization:

.... Working together ... to fill customer service needs and to create the right customer emotion ...

".... Customer service ... Creates an experience"

(page 20)

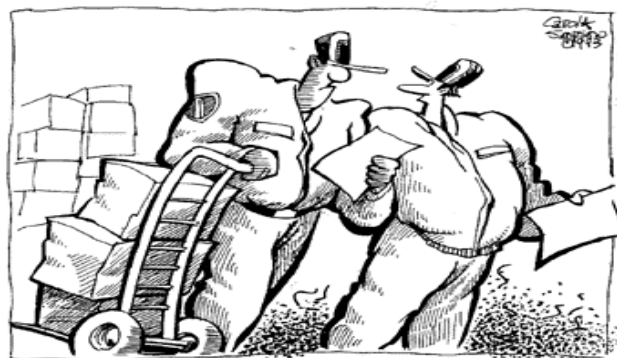


2007

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Organizational Emotions?



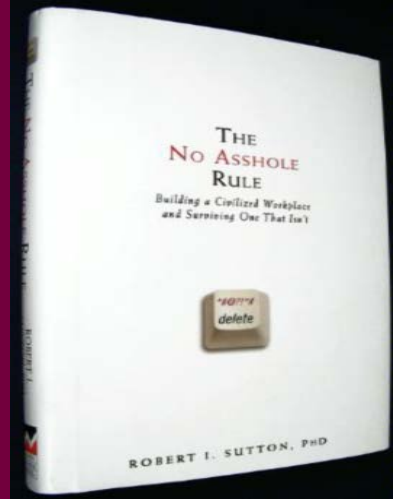
"I got a blank memo too.
Management must have added another unwritten rule."

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Quality Service Requires A Pleasant Work Climate

“People who focus their aggression on the less powerful—poison the work environment and are detrimental to businesses. They have to go!”



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Sources of Organizational Emotion

- Physical set-up
 (“in Marketing: “Servicescapes”)
 (Elsewhere: Physical Design, Logos,
 Symbols, Employee Dress, Queues)

- Policies

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Disney: Service and Happiness

Experience 'The Happiest Place on Earth'



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Starbucks: Service and "Cool"



Organization Physical Design Creates Emotion

Gilboa & Rafaeli, (2003);
Wasserman, Rafaeli, &
Kluger, (2000):

More Harmonious and Organized Restaurants and Stores Create more Positive Emotions



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Organization Policies Inspire Employees Emotion (and Behavior)

Rafaeli, (1989):
Better Customer Service when Employees Wear Organizational Name Tags and Uniforms.



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Organization Policies Can Ridicule Employee Emotion



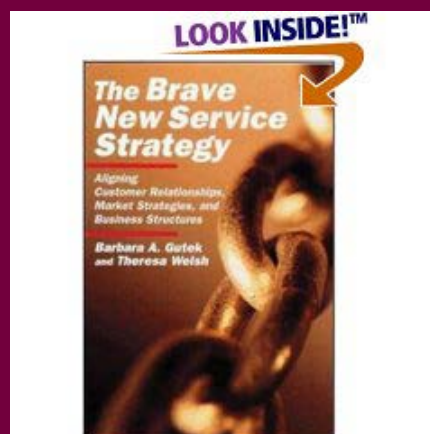
"Hi! I'm Todd, your waiter, and I'd like to think our friendship is more than contextual."

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Barbara Gutek (1997; 2000; 2002)

Service is delivered through Relationships or through Encounters



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Policies can Hurt Emotions! Service Queues



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**Perceptions of Service
Organizations are
Saturated with Emotion**
(Rafaeli and Vilnai-Yavetz, 2004)



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Emotion Embedded in Perceptions of Organization

Emotion to Artifact →

Emotion to Organization

Customer: “I’m angry! What a dark and gloomy color. It’s so depressing. But it is typical. They’re obnoxious to their employees and passengers!”

Employee: I am furious. They pretend to be a good, warm, caring organization.”” But they are bad; they pollute the environment. ”

Customer Emotions

Service is An Experience

- **Time, Context** evokes emotion
- **Money** evokes economic exchange

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Context Effects

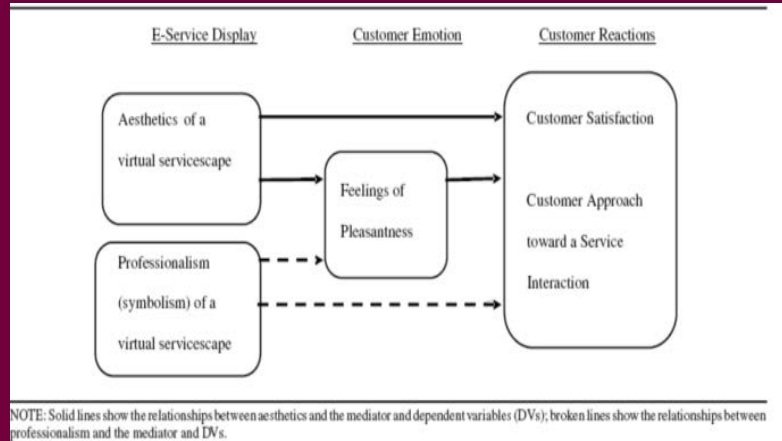


Vilnai-Yavetz, and Rafaeli (2006).
Journal of Service Research.

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Emotion Mediates Reactions



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Starbucks: Service and Relaxation



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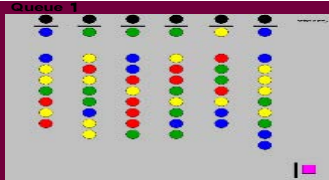


“Please stay on the line.
All our customer service rep’s
are busy kidding
around.”

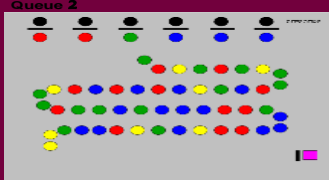
**Service =
Waiting =
Time =
Emotion!**

Service and Waiting

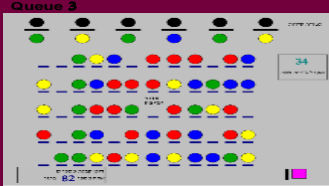
Multiple Queue



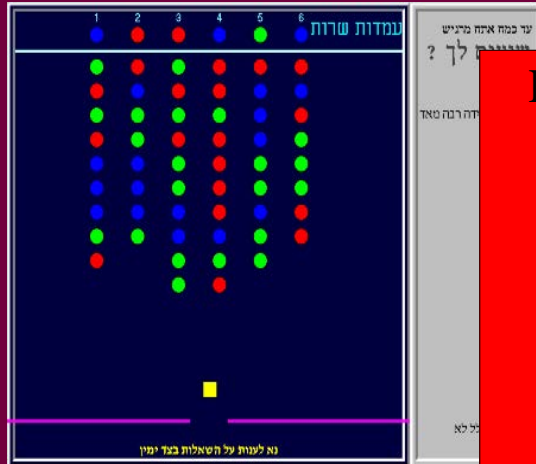
Single Queue



Number Queue



Customers Emote to Queues (Time)!

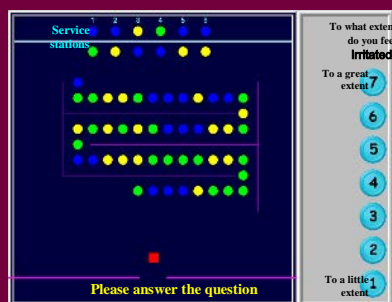


Rafaeli, Baron & Haber (2002):
Customers View Multiple Queues as Shorter but More Unfair!

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Expectations Effects



**Multiple Queues
viewed as
UNFAIR**

**Single Queues
Evoke More
Positive
Feelings**

Telephone Waiting is Really Bad!

**Munichor &
Rafaeli
(2007):**

**Create a
Sense of
Progress in
Customers**



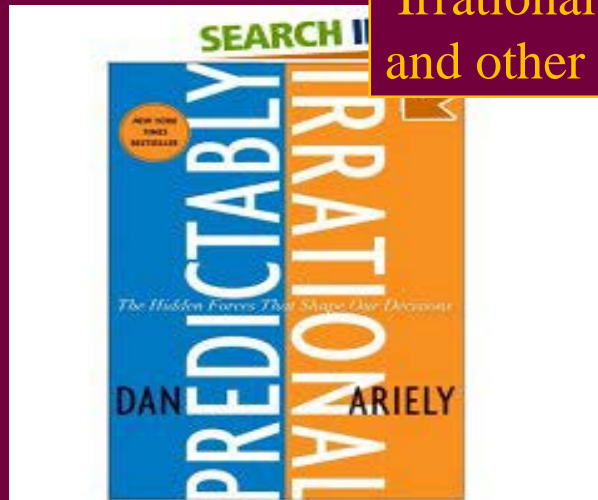
Mindless Emotion:

Reactions to Corporate Logos



Brands Sell!

**And Evoke
Irrational Emotions
and other Reactions!**



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**Rafaeli, Sagi and Derfler (2008):
Do You Trust These Women?**

Higher Trust of Stranger With a Logo!



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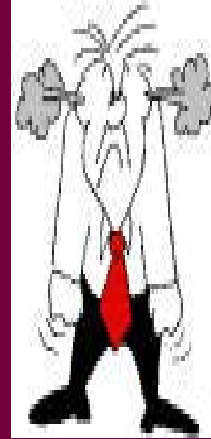
What Emotions do Customers Display?

“Greg and George are customers who call to complain about a bill problem.”

Greg acted ANGRY.

George acted CALM.

Who will be rewarded?



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Customers: Anger is rewarded (though I don't like this!)

Customer Responses
to: “Who **WILL BE**
rewarded?” **ANGRY**

Customer Responses
to: “How **WOULD**
YOU behave to be
rewarded?” **ANGRY**

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Employee self-concept: “I am not influenced by anger”

Responses to: “Who would YOU reward?”:
POLITE
Represent self-presentation and social desirability

Responses to: “Who WILL BE rewarded?”:
ANGRY
Represent social norms

Emotions at the Employee Level

Emotion of Customer Service: Employees

- Employee Emotion:
Reactions to the Work and the People
- Employee Emotion Work
Employees Follow Organization
Requirements to Display the “Right”
Emotions.

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How Do Service Employees Feel?



“If you’re not completely satisfied, your money will be cheerfully refunded as soon as we can find someone around here who’s cheerful.”

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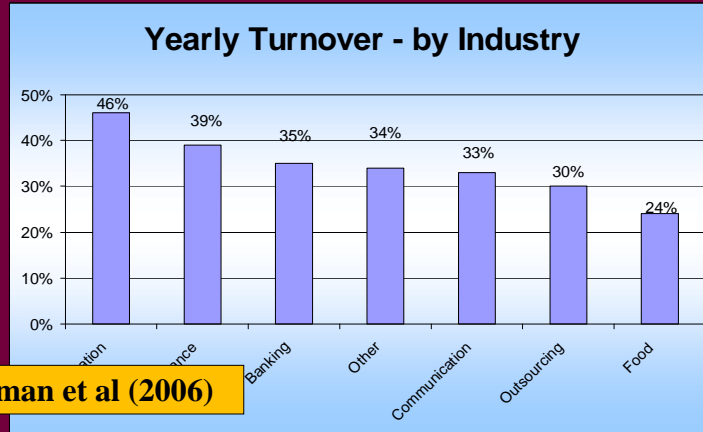
How Do Service Employees Feel?

- Service Jobs Typically have Poor Job Design (Identity, Autonomy, Feedback)
- High Burnout
- High Withdrawal
- Higher Withdrawal in “encounter” rather than “Relationship” service design

Most Severe Problems: Telephone Service

- Average Work Load:
100-150 interactions
- Can reach 250 per shift!
- Highly Scripted Work;
- Extreme Monitoring;
- Little autonomy;

Average Tenure in Call Centers -- 13 months
Average Tenure in General -- 4.6 years !!
(controlling for age and education)

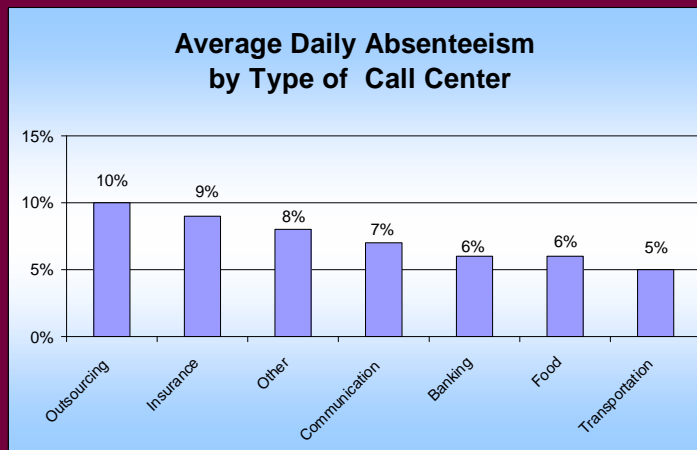


Batt, Holman et al (2006)

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Global Call Center Survey (Batt et al.; 2006)



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Are workers' rights in the toilet?

British workers are too busy to step out to the toilet! Some have suffered a pay cut for visiting the lavatory during work time, a move which has prompted the Trades Union Congress (TUC) to launch a campaign, called Gotta Go, to force bosses to treat staff with greater respect.
(http://news.bbc.co.uk/1/hi/talking_point/)

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<http://www.hazards.org/toiletbreaks/index.htm>

“Britain's bad bosses have a dirty secret. They don't think you deserve the right to choose when you need to go to the loo. ... They work you so hard there's no time for breaks.

•A November 2002 poll of more than 1,000 staff found over half (54 per cent) of British workers are too busy to take toilet breaks.”

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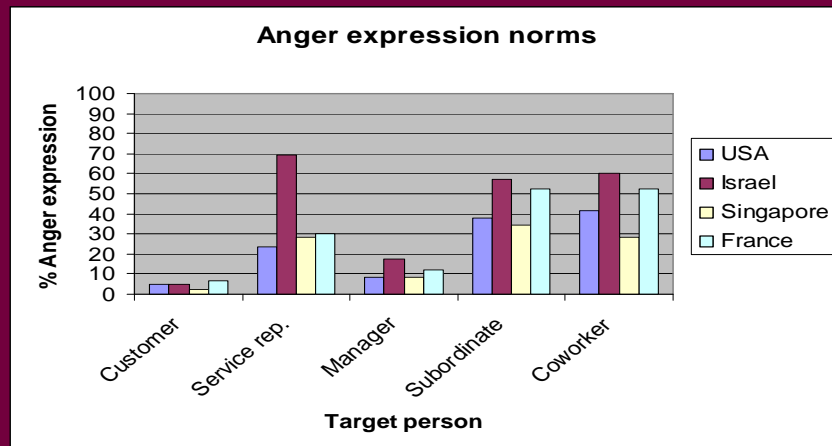
Emotions Displayed by CSR's? to CSR's ?



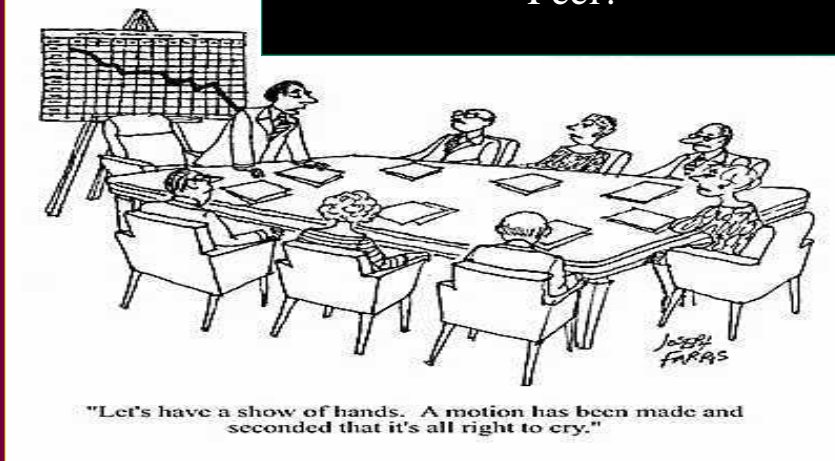
What do you believe you Should do when you are interacting with a XXX and you feel angry?

Are customers hostile to CSR's?

Globalized Emotion Suppression Norms!



Do Employees Express what they Feel?



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Employees may express emotions non-verbally

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Organization Policies and Employee Emotions Toward Customers



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Gap between employee and customer needs.

Needs to be resolved by organization

"Please stay on the line. All of our customer-service representatives are kidding around and throwing paper airplanes at each other."

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Posted Mar 19, 2008 at 1:09 AM PDT
Katz Palace

Joined: Jan 01, 2008

Location: KS

Posts: 532 [show all posts](#)

Re: Emotions: Good or bad?

I have no chance to be mad or sad all day because I work in retail and I am forced to smile so that I give my customers good customer service. I sometimes feel so crazy and out of mind because I will be sad or depressed and I will be smiling! It is because I have trained myself to not let my emotions get to me even though I have a sad or angry heart.

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Employee
Frustration with
Display Rules for
“Required
Emotions”

Important Developments in the Study of Emotion of Customer Service Employees

Emotion Contagion in Service (Pugh, 2001):

Customers as a source of influence over
employees

(Customer Emotion as a Source of Influence
over Employees: More in Keynote Address)

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Important Developments in the Study of Emotion of Customer Service Employees

Types of Emotion Labor:

- Surface acting (managing facial expressions)
VS.
- Deep acting (managing inner feelings)
- Surface acting → Stress, quality service
(Grandey, 2002, 2003)

Employees as Actors

Surface Acting

- Grows with greater number of interactions
- Grows in shorter interactions (encounters)

Includes showing required emotion and
NOT showing felt emotion

Deep Acting

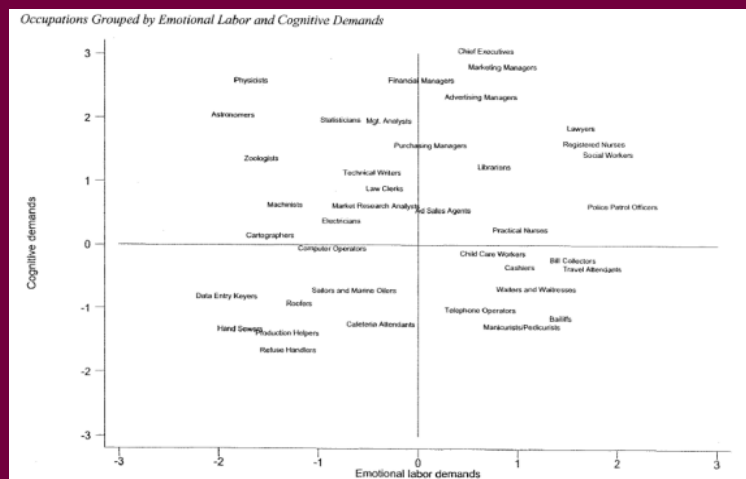
Deep Change

- Employees come to **Feel** required emotion
 - Presumed better for customer
 - Presumed better for employee
- Difficult to develop given job structure!
 - Is it really valued??

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Glomb et al (2004): The Value of Emotional Labor vs. Cognitive Labor



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Emotion Labor and Pay



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The Loneliness of a Service Employee

- Frequent Interaction with Customers means little opportunity for social support.
- Employees CANNOT find social support in customers.
 - Little structure for peer support.
 - A Population with High Social Needs!

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Effects of Loneliness

→ Known in psychology to ...

- Hamper job satisfaction
- Create Stress
- Create Withdrawal
- Hamper Cognitive Abilities

Summary

Service is Saturated with Emotion

- Organizational Level:
Physical design, policies and practices
- Customer Level:
Time and Brand Reactions and Expectations
- Employee Level
Emotional Labor Poorly Rewarded and Creates Severe Emotional Demands



"Are there any questions?"

Slides
and
Papers