The Smiling Mask in Service Encounters: The Impact of Surface and Deep Acting

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The purpose of the study was to examine the impact of emotional labor mechanisms (surface acting and deep acting) on service encounters. The literature review has been conducted to examine how two mechanisms impact on employees and customers. The study suggested that as far as employees are concerned, it has been concluded that deep acting rather than surface acting is responsible of high levels of employee satisfaction. The main justification given for this outcome is that employees applying surface acting are not totally able to eradicate the effects of job pressures and demands. Deep acting, however, does not produce such outcome as employees applying this mechanism totally overlook the impact of workplace pressures and demands by placing the interest of the organization first. As far as customers are concerned, the review concluded that surface acting is less likely to result in customer satisfaction. Customer satisfaction with deep acting has been guaranteed. Upon further analysis, it came to the light that surface acting fails to guarantee customer satisfaction since employees using it do not attend to customers with dedication and commitment.

Keywords: Emotional labor, deep acting, surface acting, job satisfaction, customer satisfaction

JEL: L84, M30

The global business marketplace is experiencing a paradigm shift. The shift is a movement from a manufacturing dominated economy to service-based economy (Hur, Kim and Park, 2013). This paradigm shift has brought several underlying changes to the roles that employees play, as well as the way they organize themselves at work. Analyzing the impact of the shift on employee output of work, prior research emphasized that employees are now expected to be the face of their jobs (Koval *et al.*,

2015; Hur, Moon and Jung, 2015). That is, employees now represent the larger organizations they work for. For this reason, in most cases where they come into direct contact with stakeholders such as customers, they are expected to generally show and leave a positive impression about their work. This form of expectation where employees are required to manage their feelings and expressions in order to meet the emotional requirements their jobs need, is what has brought about the concept of emotional labor (Meddler-Liraz and Yagil, 2013). Through emotional labor, employees, particularly

those with service encounters are required to regulate their emotions when dealing with their immediate stakeholders including customers, colleague workers and managers.

The concept of emotional labor has been referred to as smiling mask in certain professional and academic discourse. The term smiling mask is used to represent a situation where the employee is expected to wear a smiling mask, regardless of the emotional encounters they are exposed to at work (Rahul and Majhi, 2014). Since emotional labor smiling mask has become popular, several researchers attempted to conduct studies aimed at identifying its impact and influence on the output of work within the service sector. Most such studies have investigated the different mechanisms of emotional management by employees and the impact of each of these mechanisms on the output of work. Tamir (2011) emphasized that in order to effectively manage feelings and emotions, workers may use two main management processes known as surface acting and deep acting. In surface acting, employees show an outward expression that is different from an internal feeling (Meddler-Liraz and Yagil, 2013). Surface acting has largely been classified as a faking process whereas deep surface is an effortful process to change internal feelings

and emotions to align with outward emotional display (Tamir, 2011).

The relevance of emotional labor on the output of work, including its impact on employee job satisfaction and customer satisfaction, are well documented in literature (Scott and Barnes, 2011; Hur *et al.*, 2015; Bhave and Glomb, 2016; Li and Wang, 2016). Since the relationship between front-line employees' behavior and customer satisfaction is significant in service quality and strategic marketing. This study specifically focuses on the field of service encounters to critically assess the impact of surface and deep acting on service encounters in the field of marketing. This purpose were explored through six major objectives which are:

1. To explore the concept of emotional contagion in service encounters.

2. To establish the relationship between surface acting and employee job satisfaction.

3. To establish the relationship between deep acting and employee job satisfaction.

4. To determine the relationship between surface acting and customer satisfaction.

5. To determine the relationship between deep acting and customer satisfaction.

6. To identify how customer satisfaction impacts the customer loyalty intentions.

Figure 1 indicates the conceptual model of two emotional contagions in service encounters based on objectives of the study.

(normally an employee) provides service to a different person (usually a customer) (Grandey *et al.*, 2005). Du, Fan and Feng (2014) suggested that emotional contagion, and how it is used in service encounters, can be responsible for service failure.
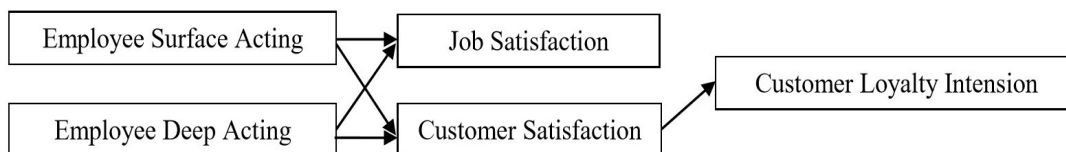

Figure 1: A conceptual model of two emotional contagions in service encounters

The next section presents literature review and proposition development. The final section discusses the theoretical and practical implications, and future research direction.

LITERATURE REVIEW

Emotional Contagion in Service Encounters

Huang and Dai (2010) defined emotional contagion as a situation where a person's emotions and behavior trigger or cause similar emotional and behavioral reactions in other people. In other words, emotional contagion represents contagious emotions that usually take place in a work setting. While emotional contagion situations may be experienced in several work settings, Huang and Dai (2010) shared the opinion that service encounters are more likely to experience such situations. By service encounters, reference is made to any form of transactional interactions in which a person

That is, service providers are expected to exhibit specific contagious positive emotions towards their customers in order to ensure the needs of customers are met. Specifically, Du *et al.* (2014) opined that service providers always have responsibility of predicting the kind of emotions and behaviors expected by customers within a given service context.

When service providers are able to predict customer expectations rightly, it is easier to put up such emotions and behaviors to meet the expectations of customers and thus cause the customers to get along with the positive emotion or behavior. There have been specific studies conducted in typical service encounters to ascertain the impact of emotional contagion on customer service outcomes. For example a study by Du *et al.* (2014) conducted two experiments. The

respondents used in the experiments were individual customers receiving service as against group customers receiving service. In the first experiment, Du *et al.* (2014) found that the levels of negative emotions such as anger in group service failure are higher than those in individual group service failure. When service providers fail to meet the expectations of customers in a group, there is greater chance that these people will experience higher levels of anger than when there is only an individual customer involved. The reason that can be assigned to this situation is that the collective expectations of the group customers are often higher than individual customers.

Among customers, Huang and Dai (2010) posited that as the levels of expectations go high, changes of increased levels of disappointments also increase (Grandey *et al.*, 2005). In the second experiment, Du *et al.* (2014) analyzed the role that group size and group familiarity plays on group emotional contagion when there is group service failure. This particular experiment found that there is stronger effect of group emotional contagion in larger/familiar groups than can be seen with small/unfamiliar groups. By inference, emotional contagion may be more necessary and required for larger and familiar group customers than smaller and unfamiliar group

customers. The premise of the outcomes by Du *et al.* (2014) may be explained in a number of ways. For example Huang and Dai (2010) opined that emotional contagion can be mastered as a learning process. The more a service provider encounters the same situations with customers, the better the chances of connecting rightly with them in an emotional and behavioral manner. Consequently, as customers become more familiar with a particular service provider, the higher their chances of being disappointed or getting frustrated for failed satisfaction or failed service emanating from wrong or poor emotional contagion (Grandey *et al.*, 2005).

Surface Acting and Employee Job Satisfaction

As explained earlier, an employee exhibits surface acting when the outward expressions are different from inward feelings and emotions, which are often that of anger and dissatisfaction (Yoo and Arnold, 2016). Hur *et al.* (2015) emphasized that in any situation where surface acting is used by employees, their core underlying feelings which are internal remain intact. This is a situation which could further be explored in knowing how surface acting impacts job satisfaction. This is because as an emotional management mechanism, emotional labor, in general, is expected to be used as a remedy for suppressing the negative components or

aspects of work pressures and demands (Dixon-Gordon, Aldao and De Los Reyes, 2015). Consequently, when surface acting is selected and used by employees, it would be difficult to expect that employees will attain absolute control by overcoming any underlying pressures and demands and possibly cause dissatisfaction at work. In order to justify the merits in some of these propositions, a number of practical studies have been conducted in the area of service encounters, particularly in the field of marketing. Lately, one of the current studies commonly referred to in the field of surface acting is conducted by Bhave and Glomb (2016). In this study, two major instances were analyzed by which employees exhibit and use emotional labor. The first was for occupational requirements, whereas the second was for intra-psychic processes. For each of these two, the researchers focused on its impact on job satisfaction. The findings suggested that there is a negative relation between emotional labor expressed as intra-psychic process and job satisfaction.

Further, Bhave and Glomb (2016) identified a number of reasons why there is a negative relationship between intra-psychic process and job satisfaction. Most of the reasons or factors have also been supported by other works found in literature.

For example, Dixon-Gordon *et al*. (2015) mentioned that when emotional labor is expressed as an intra-psychic process, what employees normally do is to adopt surface acting to briefly cover up certain emotions that are deeply rooted in them. For this reason, instead of using emotional labor in the form of intra-psychic process, Bhave and Glomb (2016) recommended a desirable option of an occupational requirement. Justifying this claim, Hur *et al*. (2015) posited that in the latter instance where emotional labor is displayed as an occupational requirement, employees focus on the interest and satisfaction of their jobs rather than their personal satisfaction i.e. employees become less self-seeking but more corporate-seeking. There are a number of modalities that may be deduced from reasons that make emotional labor as occupational requirement positively related to job satisfaction rather than surface seeking. First is the fact that employees seeking the interest of their organizations more than their personal interests would have fewer expectations for fulfilment. Meanwhile, the less number of expectations of fulfilment an employee has, the lower the chances of being disappointed by more factors that would breed dissatisfaction (Yoo and Arnold, 2016). Secondly, occupational satisfaction substitutes employee satisfaction when

occupational requirements are given prominence than employee satisfaction.

Using the study of Bhave and Glomb (2016) as a reference point, it could be said that the opposite of emotional labor through occupational requirements is emotional labor as intra-psychic process of surface acting. Because of the link between intra-psychic processes and surface acting, it can thus be deduced that surface acting also has a negative relation with job satisfaction. The study by Bhave and Glomb (2016) showed that employees exhibiting intra-psychic process do so with the use of surface acting. In other studies, the reason why surface acting produces negative or undesirable outcomes on job satisfaction have been investigated. In the opinion of Dixon-Gordon *et al*. (2015), the process of emotional management is a psychological process, requiring absolute healing of a non-desirable behavior or situation in order to guarantee results for employees. In this instance, the guaranteed results can be referred to as the process of absolutely suppressing the realities of non-desirable situations at the workplace. Meanwhile, surface acting is applied in a context where any internal feelings by employees are kept intact. In such situations, it can be difficult to expect that the psychological healing process, which must be absolute and thorough can

take place (Yoo and Arnold, 2016). Lack of job satisfaction is therefore common with surface acting because emotions are only temporarily managed, leaving dissatisfaction with work processes such as the conduct of customers deeply rooted in employees to be later sensed or referenced by them. Therefore the first proposition is:

P₁: Employee surface acting is not related to job satisfaction.

Deep Acting and Employee Job Satisfaction

Deep acting is the corresponding emotional management mechanism to surface acting, used in emotional labor situations (Becker and Cropanzano, 2015). Unlike surface acting, deep acting requires employees to change their internal feelings such that they conform to the expectations of their organizations (Du, Fan and Feng, 2011). This definition re-echoes the deductions made from the study by Bhave and Glomb (2016) when it was said that the opposite of using surface acting was to express emotional labor as occupational requirement. It specifies that expectations of organization and occupational requirements are contextually same. Whereas, the core description given to surface acting in a number of studies is faking (Bozionelos, 2016), deep acting have been largely described as effortful (Du *et al*., 2011). By

inference, exhibiting deep acting is a more difficult process that requires a lot of effort from employees to achieve. It is not surprising that Koval *et al.* (2015) cited that deep acting is commonly evident and practiced among emotionally mature employees, most of who have gained several years of experience on the job. Since such senior staff have been used to the same job requirements for very long time, they easily identify emotional adjustment processes that work best for them in meeting occupational requirements. For such employees, their satisfaction at work is largely measured by the collective success of the organization in which they belong (Scott and Barnes, 2011). In some modern studies, the impact of deep acting on job satisfaction have been investigated (Li and Wang, 2016; Yoo and Arnold, 2016). Most of these studies have sought to know if the organization-centeredness involved in deep acting is responsible for job satisfaction.

One of the studies commonly referenced in the field of deep acting is conducted by Becker and Cropanzano (2015). The study utilized a sample made up of organized nursing teams. This sample was selected because the nature of their work was generally deemed as demanding. The sample was collected from a large veteran's hospital in the

Southwestern USA. Using a process model, respondents were generally surveyed to measure their levels of exhibition of deep acting, which was corresponded to job performance and job satisfaction measures. The outcome of the study showed that when nurses work in teams, they behave more similarly in exhibiting deep acting. Scott and Barnes (2011) explained the basis for this by indicating that occupational teams are often set with common goals to achieve. In order to achieve such goals, they are expected to form an internal team culture that is identifiable with all team members. Consequently, such teams are able to locate personalized deep actors that may be used by all team members in acting deep acting tendencies during their work processes. Another line of findings that emerged from the study by Becker and Cropanzano (2015) was that deep acting among individuals in the team produces lower emotional exhaustion, high job satisfaction and high in-role performance. In literature, explanations have been found to explain why deep acting yields such outcomes, especially high job satisfaction.

In the assertion of Koval *et al.* (2015), employees exhibiting deep acting largely experience job satisfaction because they are perceived to be overcomers. Such employees first admit the high

demands associated with their jobs and use deep acting as a mechanism for overcoming this. The outcome by Becker and Cropanzano (2015) was not without some opposition and criticisms in existing body of literature. For example, Scott and Barnes (2011) lamented that in a quest to emphasize and glorify the benefits of deep acting, the core need for certain workplace changes that could easily lead to job satisfaction can be brushed over. In certain organizational settings, there are variables like organizational culture and organizational structures, which could be innovatively altered to make the demands of work easier (Scott and Barnes, 2011). Critics of deep acting, therefore, hold that by focusing on such changes, there might not be the need for emotional labor at all because the work process would be simplified and less demanding. In response to such criticisms, Becker and Cropanzano (2015) questioned the possibility of having an effortless work process in such service oriented occupations as nursing, teaching, public administration, social work, and call centers. In such jobs, there are several factors other than the work process or setting that intensifies demand on workers. Some of these factors, most of which are external, could include customer demands and expectations. Ultimately, even when organizational

changes are made to make the work process easier, deep acting may still be required to ensure job satisfaction influenced by external pressures of work. Hence following proposition emerges:

P₂: Employee deep acting is positively related to job satisfaction.

Surface Acting and Customer Satisfaction

The impact of surface acting on customer satisfaction continues to be studied in the body of literature. Emotions management mechanisms such as surface acting may be used for the benefit of employees. Von Glisa *et al*. (2014) asserted that the customer should always be the primary target for adopting such mechanisms. The basis for this assertion is that emotional labor, which deals with management of emotions, is fundamentally in place to give external stakeholders, particularly leaves good impression of the service provider and the organization as a whole (Hasford, Hardesty and Kidwell, 2015). Keeping this in mind, it would be emphasized that studies seeking to understand how surface acting impacts the customer satisfaction are rightly placed. As far as customer satisfaction is concerned, there are two major schools of thought about its impact on customer satisfaction. In the first school of thought, it is largely argued that surface acting has the potential of ensuring increased

customer satisfaction (Wessel and Steiner, 2015). The basis for this argument is that even though the core internal feelings of employees exhibiting surface acting is kept intact, they show an outward expression of satisfaction and calmness when dealing with customers. Hasford *et al.* (2015) thus feared that surface acting could hurt employees more and trigger lack of job satisfaction but not potentially pose the same levels of threat on the customer. In a similar line of argument, Li and Wang (2016) emphasized that using surface acting can only be determined by the employee because customers and all other recipients of the actions only see the outward expression.

The first school of thought has been largely challenged with modern research and literature. Most of the arguments that have been put up against the impact of surface acting on customer satisfaction focus on the genuineness and comprehensiveness of the outward expressions exhibited to customers during surface acting. For example Wessel and Steiner (2015) held the premise that since surface acting only involves faking an employee's emotions towards a given situation, there are higher chances of failing to exhibit genuine concern and positive expression of behavior towards, which can easily be identified by

customers and lead to dissatisfaction of customers. In a related line of argument, Li and Wang (2016) maintained that employees using surface acting are more likely to avoid serving a lot of customers, since an attempt to engage more customers could cause a rupture of the faked emotions and expose their dissatisfaction to customers. Further, in a typical organizational context where demand of work from customers is high, accepting to offer service to fewer customers by avoiding others can lead to poor satisfaction among other customers who may feel neglected due to delays. In a similar line of argument, Wessel and Steiner (2015) questioned the ability of employees using surface acting to serve customers with commitment. It was further claimed that such employees may never show commitment to customers but only attempt to hide their frustrations from the customer. Meanwhile, commitment to customers is necessary for satisfaction to occur.

One empirical study that has been conducted (von Glisa *et al.*, 2014) to examine the impact of surface acting on customer satisfaction tested service employees' motives for emotion regulation in customer interactions. In order to deduce such relation, the researchers sought to explore why employees regulate their emotions when dealing

with customers. They gave a list of 10 motives that influence the use of emotion regulation. The motives were measured or explored in 421 service interactions involving employees and customers. Based on the motives assigned for each customer interaction, the researchers found that employees who use emotional regular with the motive of suppressing demands of work rather than offering dedicated service to customers get more negative feedback from customers. Conversely, employees whose focus on pleasure category motives by offering dedicated services had positively related deep acting and automatic regulation. This outcome supports the second school of thought of the negative relation between surface acting and customer satisfaction. This is because the characteristic of suppressing emotions without seeking to offer pleasure to customer is evident in surface acting (Hasford *et al.*, 2015). von Glisa *et al.* (2014) further explained that employees using surface acting prefer instrumental category motives rather than pleasure category. Such instrumental categories are more prone to emotional deviance, which is negative for customer satisfaction (Li and Wang, 2016). Hence the following proposition emerges:

P₃: Employee surface acting is not related to customer satisfaction during service encounter.

Deep Acting and Customer Satisfaction

Outcome of studies in the existing body of literature about the impact of deep acting on customer satisfaction are more directed towards a common conclusion than that of surface acting. This is because good number of evidences examined from literature suggest clearly that deep acting is positively related to customer satisfaction during service encounter. While offering customer services, there are higher chances that employees using deep acting will satisfy the needs and expectations of their customers (Zhao, Mattila and Ngan, 2014). Grant (2013) emphasized that using deep acting may not be an automatic mechanism for customer satisfaction but chances that customers will express dissatisfaction with employees using the method is less likely. Explaining the basis for such experiences, Rempala (2013) noted that deep acting is a more comprehensive emotional management mechanism. The comprehensiveness of this mechanism requires several psychological and physical engagements including cognitive strategies such as empathic imagery, dissociation, reflection, and no instruction or control (Rempala, 2013).

Adding to the comprehensiveness of deep acting, Szekely and Miu (2015) noted that emotion regulation through this mechanism has the potential of ensuring positive actions in the event of moral dilemmas. When employees are faced with sudden moral dilemmas involving customers, they are more likely to settle on positive outcomes when they resort to deep acting. Such positive judgments have the potential of influencing the levels of satisfaction by customers towards a particular service encounter (Zhao *et al*., 2014).

An empirical study conducted on the impact of deep acting on customer satisfaction by Bozionelos (2016) investigates how emotion work and its management mechanisms including deep acting impact customers and co-workers in Saudi Arabia. A total of 147 flight attendants were involved in the study. The researcher used a questionnaire to conduct a survey to identify components of deep acting as well as levels of deep acting expressed by employees. There were also data collected on customer feedback and co-worker impressions about specific service encounters with employees exhibiting the said deep acting strategies. The study found that deep acting towards customers is necessary for ensuring job satisfaction for the employees. Simply, "deep acting towards customers

and towards co-workers was positively related to job satisfaction" (Bozionelos, 2016, p. 136).

Such outcome of positive relation with job satisfaction has further examined in relation to how it benefits customers and influences their satisfaction. For example Szekely and Miu (2015) have posited that job satisfaction is not a working outcome that employees benefit in solo. Rather, it comes with supplementary impacts on customers as well. For example when employees are satisfied with their job, there are higher chances that they would retain their positions. When this happens, the organizational culture is likely to be kept intact for regular customers who are not accustomed to frequent changes. With such retained culture, chances of satisfaction by customers also go up (Grant, 2013).

Szekely and Miu (2015) stressed that customer satisfaction is a process rather than an event. What this seeks to imply is that employees must be seen to constantly exhibit certain preferred and desirable conducts if they can satisfy customers. Bozionelos (2016) confirmed that employees using deep acting towards customers succeed in making such actions part of their working cultures. This assertion directly relates to the claim that employee retention can

positively affect organizational culture and therefore customer satisfaction. This is because employees using deep acting first institute a working culture desirable for customers, which is subsequently translated by customers as the organizational culture of the firm if employees are retained over longer periods. There have been more claims by Rempala (2013) to support the outcome of study showing positive relation between deep acting and customer satisfaction. For example, it was claimed that in the application of deep acting, employees seek more than self-satisfaction but also organizational and customer satisfaction. Consequently, contrary to popular assertion of using emotional labor to suppress emotions and behaviors that hurt the employee, employees rather look at the broader picture by using emotional labor to satisfy stakeholders. Further, Rempala (2013) emphasized that when deep acting mechanism which involves cognitive strategies are used, they can lead to positive emotional contagion. This infers that deep acting leads to customer satisfaction because employees are able to infest customers with their positive feelings. Therefore:

P₄: Employee deep acting is positively related to customer satisfaction during service encounter.

Customer Satisfaction and Loyalty Intention

It emerged from the previous section that surface acting is not related to customer satisfaction. Deep acting on the other hand is known to come with increased customer satisfaction. Based on such outcomes, there are researchers and professionals who have also focused on the impact of customer satisfaction on loyalty intention. Loyalty intention as used in this context signifies purchasing decisions made by buyers on the need to repeat a buying action (Roy, Eshghi and Quazi, 2014). When the same buyer has intentions to repeat a purchase, it is said that positive loyalty intention has taken place. Rahul and Majhi (2014), however, asserted that loyalty intention is often an emotional process, which is triggered by certain internal and external stimuli. Fundamentally, loyalty intention takes place due to certain factors that the customer experiences after a service encounter. There are studies that have sought to determine how customers make loyalty intentions when they are satisfied with service quality. One such study was conducted by Aẑman and Gomisˇcˇek (2015) to look at the functional form of connection between perceived service quality, customer satisfaction and customer loyalty. The area of interest was the automotive servicing

industry. The researchers performed 34,421 computer-aided interviews among customers. The outcome of this study, which was analyzed by using non-linear functional model, found that high levels of customer satisfaction is responsible for increased loyalty intentions by customers.

There are other studies that have sought to explain the reasons influencing the outcome by Azˇman and Gomisˇcˇek (2015). For example, Roy *et al*. (2014) asserted that service quality, which leads to customer satisfaction is a multivariate phenomenon, made up of several isolated service outcomes for the customer. Some of the outcomes may be related while others may not. Typical example of the outcomes is the ease with which the customer gets along with the service provider (Rahul and Majhi, 2014). As already expressed in previous sections of the review, the outcome of ease with getting along with service providers happens when the providers employee deep acting strategies. In effect, a customer who is satisfied largely makes the decision of repeating a purchase or the use of a particular service in order to retain the outcome of ease in service rendering from provider. Roy *et al*. (2014) also analyzed factors that cause customers to exhibit loyalty intention and posited that customer satisfaction is mostly characterized by visible

evidence of meeting, purchasing or service specifications. Customers who express satisfaction are often those whose specific needs for seeking service encounters are met. These customers are thus likely to retain their services by assigning loyalty intention because they would want to continuously benefit from the said service specification. In a related argument, Rahul and Majhi (2014) emphasized that loyalty is synonymous with customer satisfaction because such customers always love the service quality that comes with the service they receive. Hence the following proposition emerges:

P₅: Customer satisfaction is positively related to customer loyalty intention.

CONCLUSION

This study continues a recent trend of investigating multilevel research into the significance of emotion contagions in service encounters (Huang and Dai, 2010; Du *et al*., 2014). More specifically, this study contributes to this growing literature by developing a conceptual model of deep acting and surface acting employee job satisfaction and customer satisfaction in service interactions. Customer satisfaction, in turn, can influence customer loyalty intention. The review was set with the purpose of finding the

impact of surface and deep acting on service encounters. Through the review, it has been established that in a typical service encounter situation, there are two major players involved who are employees (service provider) and customers (service user). At the level of the employee, it has come to the light that surface acting and deep acting can be used as emotional labor interventions or mechanisms to manage emotions and behaviors. More specifically, the impact of surface acting and deep acting on job satisfaction were identified. From the propositions deduced from each section of the review, it can be concluded that employees who desire to use emotional labor mechanisms in dealing with job satisfaction issues will get positive outcomes if they select deep acting over surface acting. The reason for this conclusion is that surface acting only suppresses the impact of work pressures and demands, leaving the actual issues intact within the employees. Consequently, an employee always has memories of dissatisfaction of job in mind. On the other hand, deep acting is a more comprehensive approach where the merits of work pressures and demands are totally eradicated by placing the interest of the job and the organization at large first.

In service encounters, customers have also been found to be very important stakeholders. As a matter of business principle, the success of the organization and its growth depends largely on the customer. This is because it takes the business, that the customer does with the organization, for it to gather revenue for day-to-day operations. Based on this, it is important every organization will put in place strategies and interventions that attempt to guarantee customer satisfaction. This is because based on the outcome of the review, whenever there is guaranteed customer satisfaction, firms can be assured of customer loyalty as well. In order to attain customer satisfaction, the review explored the impact of surface acting and deep acting on customers. Using various existing studies, it has emerged that surface acting is less effective in guarantee customer as compared to deep acting. The reason for this is that when employees use surface acting, they are not able to naturally exhibit such customer service outcomes like commitment and dedicated service. Rather, they only hide behind their smiles to depict that things are well with them when in actual fact there are fundamental issues confronting them. With this, it can be concluded that organizations seeking high levels of customer satisfaction ought to focus on inculcating deep

acting among employees rather than the use of surface acting.

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