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DISCUSSION PAPER SERIES

No.2020-CEGS-01

## **The Role of Emotions of Customer Service Airline Employees**

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2021年3月

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# The Role of Emotions of Customer Service Airline Employees

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## Abstract

Service industries continue to grow in importance, and the population engaged in the service sectors is increasing in the world. The service encounter has frequently seen the service from only the customer's point of view. Conversely, the present research takes a psychological approach to customer service employees in an airline, particularly flight attendants. This research examined the relationship between customer service employees' perception of psychological contract violation (PCV) and job satisfaction. A total of 414 flight attendants working for a European airline participated in a survey. The finding is that the employees' positive emotions can repair the negative effect derive from their perception of PCV and increase their job satisfaction. Finally, this research presents a service success model. The employees' job satisfaction is essential to the success of today's service industry and organizations.

**Keywords:** Psychological Contract Violation, Emotions, Customer Service Employees, Airline, Flight Attendant, Job satisfaction

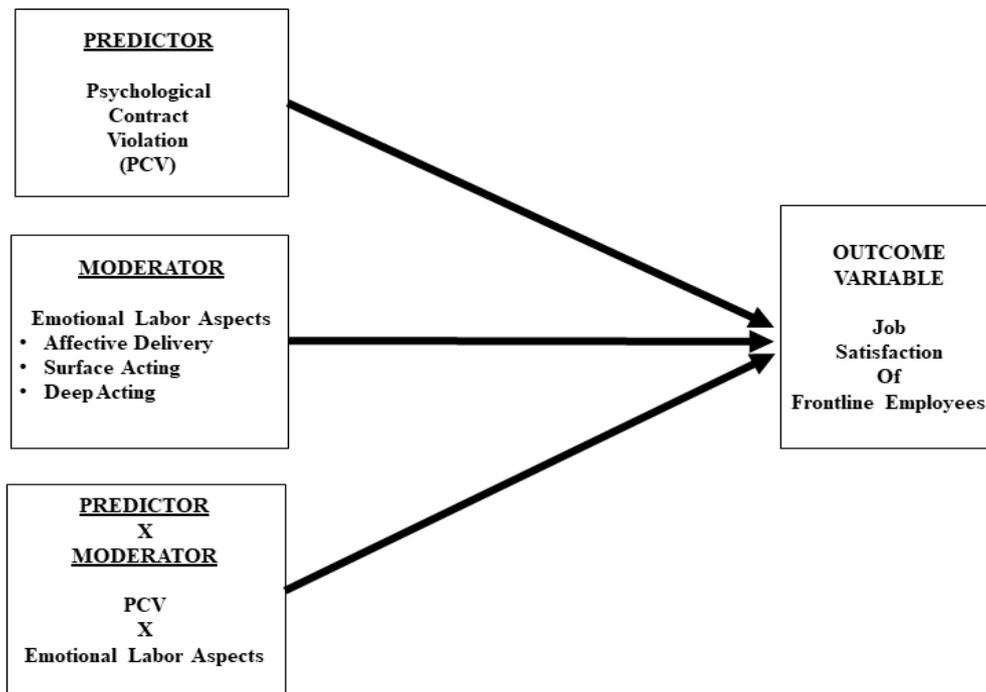
## 1. Introduction

The evolution of the world economy into a service economy has been rapid. The world economy is currently becoming clearly dominated by the service sector, and the population is working for the service sector is also increasing. According to the International Labour Organization (ILO, international comparison of the employment by sectors, 2020), for example, United Kingdom's service industry workers accounted for 80.4% of the total workers, followed by Canada (79.2%), the United States (78.7%), France (76.6%), Japan (71.5%), and Germany (71.4%). Following this transition, there has been a sharp rise in jobs requiring direct and face-to-face interaction with the end customer. Organizational researchers and managers increasingly pay attention to the unique problems and issues involved in managing service providers, organizations, and employees.

In the airline industry over recent years, many airlines have been trying to reduce their costs and change their employment relationships to adapt to business environmental change. As a result of increased price pressure from low-cost carriers and a global macro-economic downturn, many traditional airlines have sought to reduce their costs (Ng et al., 2011). There has also been an ongoing trend through which European airlines have sought to employ as few people as possible to perform as much work as possible, meaning customer service employees' expected role has been changed (Bergman & Gillberg, 2015). Such a change has altered employees' perception of and reaction to the employment relationship between the employee and employer (Zhao et al., 2007). Moreover, flight attendants' lifestyles and working environment are profoundly associated with job stress and health problems. For example, flight attendants operate within an environment that consists of circadian dysrhythmia, reduced atmospheric pressure, mild hypoxia, and exposure to sound, vibration, and cosmic radiation (Avers et al., 2009). Although the passengers regularly observe flight attendants performing activities associated with routine passenger service, the critical public safety and security roles of flight attendants and the simultaneous demands often go unrecognized. These demands include unobtrusive and highly disciplined responses to medical and other emergencies, vigilance for activities within the cabin environment that may accidentally or deliberately threaten the safety of passengers or the flight crew, assurance of passenger compliance with Federal aviation regulations, and responses to passenger' air rage' (MacDonald et al.,

2003). Furthermore, the current passengers have more diverse expectations towards airline services than the past decades.

The service encounter has frequently seen the service from only the customer's point of view. Conversely, the present research takes a psychological approach to customer service employees, particularly flight attendants. Hochschild (1983, p.6) mentioned the flight attendant does physical labor when she pushes a heavy aircraft meal cart through the aisles, and she does mental work when she prepares for and organizes emergency landings and evacuations. She also does emotional labor when she suppresses negative emotions and expresses positive emotions to meet her job demands. Emotional labor requires customer service employees to induce or suppress feelings to sustain the outward countenance that produces the proper state of mind in others or create a pleasant and safe place. The issue of emotions and the display of emotion during customer interaction has gained increasing attention from scholars and managers (e.g., Henning-Thurau et al., 2006; Tsai, 2001; Ashforth & Humphery, 1995). The specific goals of this research were: (1) to examine the direct relationship between the psychological contract of violation (PCV) and job satisfaction of flight attendants; and (2) to examine whether the emotional labor aspects (e.g., affective delivery, surface acting, and deep acting) of flight attendants function as moderators between PCV and job satisfaction. Figure 1 shows a conceptual moderator model based on the framework by Baron and Kenny (1986).



**Figure 1. A Conceptual Moderator Model :  
Based on the framework by Baron and Kenny (1986)**

## **2. Literature Review and Hypotheses Construction**

### **2-1. Proposed Predictor: Psychological Contract Violation (PCV)**

Contracts are essential features of exchange agreements. The contract binds the transacting parties, and the employer and employees regulate their activities. At the foundation of the employee-organization relationship is a psychological contract comprised of beliefs about reciprocal obligations between the two parties (Rousseau, 1989). While the economic and legal agreement can explicitly describe in formal legal terms, an employee's psychological contracts consist of beliefs regarding the reciprocal obligations between that employee and his or her organization (Morris & Feldman, 1996). Nonetheless, employees often perceive that their organization has failed to adequately fulfill that contract (Robinson & Morrison, 2000). Thus, the psychological contract is more subjective than a legal agreement.

A psychological contract violation (PCV) occurs when one party in a relationship perceives another to have failed to fulfill promised obligations. While contracts emerge under good faith and fair dealing (MacNeil, 1985), violations can lead to severe consequences for the parties involved. For example, the employee loses their job satisfaction, trust toward the employer, organizational commitment, organizational citizenship behavior, and in-role performance increases turnover intention and increases turnover intention (e.g., Robinson & Rousseau, 1994; Zhao et al., 2007). Rousseau (1990) found that 55% of a sample of MBA graduates believed that Rousseau (1990) found that 55% of MBA graduates thought their employers had broken their psychological contracts during the previous two years.

As trends toward downsizing, restructuring, outsourcing, and other turbulence sources continue, the author supposes that even more employees will perceive that their organizations have failed to fulfill their psychological contracts adequately. Consequently, customer service employees working through the recent downsizing organizational trend in an airline might feel PCV. This research investigates the direct relationship between PCV and the job satisfaction of customer service employees. Second, this research examines the moderating effect or recovery from the decreasing tendency of job satisfaction among flight attendants working for the European airline. Customer service employees probably feel PCV in the transient organizational environment.

### **2-2. Proposed Outcome: Job Satisfaction**

Within the organization science, job satisfaction is probably the most common and one of the oldest operationalizations of workplace happiness (Wright et al., 2007). Job satisfaction refers to the employee's overall practical evaluation of the job's intrinsic and extrinsic facets (Bettencout et al., 2001). Job satisfaction is a pleasurable or positive emotional state resulting from the appraisal of one's career and job experience (Locke, 1976). According to reciprocity norms, a higher level of job satisfaction will encourage employees to engage in service-orientated behaviors that are valued by firms (Bateman & Organ, 1983). Implementation of the marketing concept in service firms is accomplished through individual service employees and their interactions with customers (Donavan et al., 2004), so flight attendants in airlines. It would be essential to consider a customer service employees' job satisfaction from marketing and theories of organizational roles. According to the literature, PCV reduces job satisfaction and in-role and extra-role performance (Robinson & Morrison, 2000). The author proposes the following direct effect hypotheses:

**Hypothesis 1:** Psychological contract violation (PCV) perceived by the customer service employee negatively relates to job satisfaction.

### **2-3. Proposed Moderator: Emotional Labor Aspects**

A customer service representative who loses his or her temper with a customer would be considered unprofessional, as would a funeral director who is perky and bubbly with grieving clients (Bono & Vey, 2005). Organizational norms and rules profoundly influence employees' behavior as well as emotion in organizations. Emotional labor means managing outward expressive displays desired by the organization (Beal et al., 2006). The organization communicates the organizational rules and norms to employees through formal means, such as selection, training, evaluation, incentive systems, and informal means, such as social influence and pressures. Many organizations encourage employees to exhibit only a narrow range of emotions while at work, such as expressing merely cheerfulness when interacting with customers or suppressing their irritation with a problematic coworker in the name of professionalism (Bono & Vey, 2005).

In general terms, a moderator is a qualitative (e.g., gender, race, class) or quantitative (e.g., level of reward) variable that affects the direction and strength of the relationship between an independent or predictor variable and a dependent or criterion variable (Baron & Kenny, 1986; Holmbeck, 1997). A moderator effect within a correlational framework may change the direction of the relation from negative to positive (Baron & Kenny, 1986). A moderator effect is nothing more than an interaction whereby the effect of one variable depends on the level of another (Frazier et al., 2004). In this research, the author chose three aspects of emotional labor (affective delivery, surface acting, and deep acting) as moderators.

#### **2-3-1. Proposed Moderator (1) Affective Delivery**

Affective delivery in the organization refers to an employee's "act of expressing appropriate emotions during service transaction" (Ashforth & Humphrey, 1993). Affective delivery or the extent to which employees maintain these expressive display requirements while at work refer to frequently the outcome of interest in jobs involving emotional labor (Grandey, 2000; Pugh, 2001). Employees in many service occupations, such as flight attendants, nurses, and teachers, must convey positive emotions, such as showing friendliness and warmth (Tsai & Huang, 2002) and their professional tasks.

The importance of affective delivery for success in many jobs has increased following the shift to a service-oriented economy (Morris & Feldman, 1996; Bowen & Schneider, 1995). Past empirical evidence has indicated that affective delivery is related to desirable outcomes within the organization (Bettencourt et al., 2001). For example, the employee affective delivery increases the length of time customers spend in stores, the positive mood, the rating of service quality, and the willingness to return to the store, and recommend it to friends (Parasuraman, Zeithaml, & Berry, 1985; Pugh, 2001; Tsai & Huang, 2002). Given the apparent importance of affective delivery for the success of service organizations and the employees, a detailed understanding of how employees successfully regulate their emotions at work seems necessary (Beal et al., 2006). When a customer service employee naturally felt an appropriate positive emotion during the interaction with customers, the employee's behavior would be spontaneous. In this research, employee affective delivery is supposed to be a positive emotion rather than a negative one. Affective delivery might function as a moderator and change the negative relationship between PCV and job satisfaction to a positive one. Thus, the author proposes the following hypothesis.

**Hypothesis 2:** The affective delivery practice of customer service employees' moderates the negative relationship between psychological contract violation (PCV) and job satisfaction.

#### **2-3-2. Proposed Moderator (2) Surface Acting**

When customer service employees did not naturally feel an appropriate emotion during the interaction with customers, their behavior would not be spontaneous. The employee experienced the discordance between felt and required emotion would suppress or modify genuine emotions. Ekman and Frieson (2003) suggested that people control their facial expressions of emotion because of deeply ingrained conventions (cultural display rules) or idiosyncrasies in upbringing (personal display rules), or third

reason for facial control is a vocational requirement. For example, actors must be skilled in managing their facial and behavioral expressions, so diplomats, salespersons, politicians, doctors, nurses, teachers, and flight attendants. Not many companies explicitly show their display rules as a part of the organizational culture or as part of their job description (Zapf, 2002). However, some examples were derived from the U. S. (e.g., Delta Airlines: Hochschild, 1983; Disney: Van Maanen & Kunda, 1989; McDonald's: Leidner, 1993) and some mission statements of companies incorporate display rules.

**Surface acting.** Surface acting means that employees try to manage the visible aspects of emotions that appear on their "surface," and can be noticed by the interaction partner to bring them in line with the organizational display rules while the inner feeling remains unchanged. Thus, surface acting consists of managing only visual expressions (e.g., facial and attitude) to obey display rules. Employees might pretend to feel the professionally required emotion and show it (e.g., smile). Consequently, employee surface acting might function as a moderator and change the negative relationship between PCV and job satisfaction to a positive one. Thus, the author proposes the following hypothesis:

**Hypothesis 3:** Customer service employees' surface acting practice moderates the negative relationship between psychological contract violation (PCV) and job satisfaction.

### **2-3-3. Proposed Moderator (3) Deep Acting**

**Deep Acting.** Deep acting means that the customer service employees try to manage their internal thoughts and feelings to meet the mandated display rules when the employees encountered the discordance between felt and required emotion during the interaction with customers. In other words, deep acting corresponds with managing underlying feelings to feel the emotion needed for the display rules (Grandey, 2000; Hochschild, 1983). Most researchers assume that deep acting is effortful. In action theory terms, employees' deep acting partially conscious processes at the intellectual level of action regulation. Suppose a flight attendant works on a primary object-related task (e.g., distribution of meal tray), the cognitive regulation processes necessary to regulate these object-oriented parts of the overall tasks. Therefore, it is possible to assume that employee deep acting is a relatively independent subtask, which is done to prepare for a more difficult task or interaction. For example, a flight attendant trying to stop feeling anger at an annoying passenger can purposely take some deep breaths and relax her neck muscles [deep acting with the body]. Then, she can tell herself not to let him get to her. She can also talk to her colleague, and the colleague will say the same thing to her. After a while, her anger goes away [deep acting, self-promoting] (Hochschild, 1983, p. 55). In this sense, employee deep acting is in a commercial setting, unlike acting in a dramatic, private, or therapeutic context, make one's face and one's feelings take on the properties of a resource.

Consequently, the employees might change their emotions to match their organization's display rules. Employee deep acting might function as a moderator and change the negative relationship between PCV and job satisfaction to a positive one. Thus, the author proposes the following hypothesis:

**Hypothesis 4:** Customer service employees' deep acting practice moderates the negative relationship between psychological contract violation (PCV) and job satisfaction.

## **3. Methods**

### **3-1. Participants and Procedures**

Before this research, the author undertook a pilot survey in 2015. The pilot survey included fieldwork observations, interviews, and a questionnaire survey using a prototype questionnaire. According to the participants' comments, the author modified the questionnaire and conducted the study using a multilingual questionnaire through fieldwork in Europe (10 times) during 2015 and 2017. Approximately a total of 500 questionnaires was randomly distributed to flight attendants working for a European airline, which is a traditional full-service airline. The author emphasized the confidentiality of personal information to the participants, observed their work, interviewed, and distributed the questionnaire. Some participants returned the survey on the workplace, and others mailed it to the author by using the prepaid

envelope. Finally, the author obtained 414 valuable answers (82.8% of return rate). This sample was 75% female and had an overall mean age of 39, ranging from under 20 to over 60. This sample's average tenure was approximately 16 years, ranging from 6 months to about 32 years.

### **3-2. Measures**

The author used a five-point Likert response scale to measure the level of agreement, with one corresponding to "strongly disagree" and five corresponds to "strongly agree." To measure frequency, one corresponds to "never," and five corresponds to "always" for all the questions. The items were selected from the relevant literature and slightly modified to meet the airline industry's customer service employees. The scales were subjected to a principal factor analysis with varimax rotation, which supported the factors underlying these scales' independence. The factor analyses provided evidence of the unidimensionality based upon examination of the factor loadings and eigenvalue. The items on each question were randomly ordered through the questionnaire.

#### **Psychological Contract Violation (PCV)**

As described in Figure 1 and Figure 2, PCV is the predictor of this research's conceptual model and is measured by using two items described by Robinson and Rousseau (1994). This measure assessed overall PCV and demonstrated an acceptable alpha in this research ( $\alpha = 0.84$ ). Sample items included, "How well your company has fulfilled the promised obligations that they owed you?" (reverse score) and "Has your company ever failed to meet the obligations that were promised to you?".

#### **Job Satisfaction**

As described in Figure 1 and Figure 2, job satisfaction is the outcome of this research's conceptual model. Job satisfaction is commonly viewed as multidimensional (Locke, 1976). Job satisfaction may reflect the job's direct experience (i.e., the intrinsic aspects) (Arvey et al., 1989). As the outcome of this research, job satisfaction was measured by two items described by Robinson & Rousseau (1994). This measure assessed overall job satisfaction and demonstrated an acceptable alpha in this study ( $\alpha = 0.86$ ). Sample items included, "Working for the company is very satisfying to me" and "I am satisfied with my job."

#### **Emotional Labor Aspects**

In this research, three emotional labor aspects (affective delivery, surface acting, and deep acting) were chosen to examine the moderating effects on the relationship between PCV and job satisfaction.

First, employee affective delivery was measured by using three items described by Grandey (2003). This measure assessed general affective delivery practice in the workplace of flight attendants. Consequently, the questions were modified slightly to adapt to the situation and demonstrated an acceptable alpha in this study ( $\alpha = 0.82$ ). Sample items included, "You look sincere when dealing with passenger," "When doing your job as a flight attendant, how often do you feel that the passengers seem to like interacting with you," and "When doing your job as a flight attendant, how often do you show friendliness and warmth to most passengers?"

Second, surface acting was measured by using four items described by Brotheridge & Lee (2003). This measure assessed the overall surface acting practice in the workplace of flight attendants. Consequently, the questions were modified slightly to adapt to the situation and demonstrated an acceptable alpha in this study ( $\alpha = 0.89$ ). Sample items included, "When doing your job as a flight attendant, how often do you put on an act to deal with passengers appropriately," "How often do you fake a good mood when interacting with passengers," "How often do you put on a show or performance when interacting with passengers," and "How often do you just pretend to have the emotions you need to display for your job?"

Third, deep acting was measured by using three items described by Brotheridge & Lee (2003). This measure assessed overall deep acting practice in the workplace of flight attendants. Consequently, the questions were modified slightly to adapt to the situation and demonstrated an acceptable alpha in this study ( $\alpha = 0.91$ ). Sample items included, "When doing your job as a flight attendant, how often do you try to experience the emotions you must show to passengers," "To what extent do you agree or disagree with the following statement: you work hard to feel the emotions that you need to show to passengers," and "How often do you make an effort to feel the emotions that you need to display towards passengers?"

### **Control Variable and Measures**

The author followed the suggestions for the inclusion of control variables recommended by several scholars (Atinc et al., 2012; Spector & Brannick, 2011; Aguinis & Vandenberg, 2014; Becker, 2005). Variables were regarded as potential controls when there was reasonable based on the theoretical ground that they could account for any of the proposed relationships (Atinc et al., 2012). The author considered demographic variables (gender, tenure, and age), careerism orientation, task performance, emotional exhaustion as control variables based on relevant literature and factor analysis.

**Gender, Tenure, and Age.** In order to assess the role of demographic variables and airline industrial-specific context, gender was included when emotions among flight attendants were assessed. Hochschild (1983) suggested that women and men experience emotional work differently, and female flight attendants practice more emotional work than men. Rafaeli (1989) found that female salesclerks displayed more friendly and warm emotions, and male customers received higher levels of positive emotional display than did female customers. Gender is coded ("female" = 1, "male" = 0). Tenure and age were also included because those factors can change customer service employees' attitudes, feeling, and behavior.

Tenure and ages were also included, as experienced flight attendants would be emotionally matured more than trainees. Tenure representing the experience in the organization was coded ("0 ~ 5 years" = 1, "6 ~ 10 years" = 2, "11 ~ 15 years" = 3, "16 ~ 20 years" = 4, "21 ~ 25 years" = 5, "26 ~ 30 years" = 6, "more than 30 years" = 7), and age influencing the attitude of customer service employees and was coded ("0 ~ 20 years" = 1, "6 ~ 10 years" = 2, "11 ~ 15 years" = 3, "16 ~ 20 years" = 4, "21 ~ 25 years" = 5, "26 ~ 30 years" = 6, "more than 30 years" = 7).

**Careerism.** Rousseau (1990) identified careerism as an essential factor in determining the desired employment relationship. Career planning is the process through which individuals identify and implement steps to attain career goals. Psychological contract violations may have a different impact on employees whose career motives differ. More specifically, employees who place greater emphasis on the employment relationship will be more negatively influenced by the violation than those who do not (Robinson & Rousseau, 1994). The careerism orientation was measured using five items described by Robinson & Rousseau (1994). This measure assessed overall careerism orientation and demonstrated an acceptable alpha in this study ( $\alpha = 0.91$ ). Sample items included, "I took this job as a stepping stone to a better job with another company," "I expect to work for a variety of different companies in my career," and "I don't expect to change companies often during my career" (reverse score), "There are many career opportunities I expect to explore after leaving my present employer," and "I am looking for an organization to spend my entire career with" (reverse score).

**Task Performance.** Customer orientation is an individual-level construct central to a service organization's ability to be profitable (Brown et al., 2002). The task performance of customer service employees was measured using three items described by Williams & Anderson (1991) and Brown et al. (2002). This measure assessed the overall task performance and demonstrated an acceptable alpha in this study ( $\alpha = 0.82$ ). Sample items included, "You perform your tasks that are expected to you," "When doing your job, you adequately complete all assigned duties," and "To what extent do you agree or disagree with the following statement: your overall performance compared to all other colleagues is much worse/worse/I can't say either way/better/much better."

**Emotional Exhaustion.** Expressions of organizationally mandated emotion that may contradict genuinely felt emotions can result in emotional dissonance. Emotional exhaustion is a specific stress-related reaction and is considered a key component of burnout (Brotheridge & Grandey, 2002; Maslach

et al., 1986). Emotional exhaustion was measured using four items described by Pines and Aronson (1988). This measure assessed overall emotional exhaustion and demonstrated an acceptable alpha in this study ( $\alpha = 0.93$ ). Sample items included, "When doing your job, how often do you feel tired," "When doing your job, how often do you feel wiped out," "When doing your job, how often do you feel run-down," and "In general, how often do you feel exhausted at your job?"

## 4. Results

### Descriptive Statistics

Table 1 presents the scale means, standard deviations, reliability (Cronbach's alpha), and correlations for the study variables.

Lee Cronbach developed alpha in 1951 to measure the internal consistency of a test or scale; it is expressed as a number between 0 and 1. Internal consistency describes the extent to which all the items in a test measure the same concept or construct, and hence it is connected to the inter-relatedness of the items within the test (Tavakol & Dennick, 2011). All the scales in this study demonstrated good internal consistency reliability between  $\alpha = 0.93$  and  $\alpha = 0.82$ , where an alpha of 0.70 is the minimum considered acceptable (Nunnally & Bernstein, 1994). Inspection of Table 1 indicates that the amplification of pleasant emotions (e.g., job satisfaction and task performance) occurred more frequently than the suppression of unpleasant emotions (e.g., emotional exhaustion and PCV).

**PCV** In terms of mean score, flight attendants showed medium to low levels of PCV. Their PCV was significantly and negatively correlated with job satisfaction ( $r = -.22, p < .01$ ) and careerism orientation ( $r = -.11, p < .10$ ). On the other hand, it was significantly and positively correlated with emotional exhaustion ( $r = .11, p < .10$ ).

**Job Satisfaction** Flight attendants showed high levels of job satisfaction. Their job satisfaction was significantly and positively correlated with tenure ( $r = .14, p < .01$ ), age ( $r = .11, p < .05$ ), and task performance ( $r = .10, p < .05$ ). On the other hand, it was significantly and negatively correlated with careerism orientation ( $r = -.25, p < .01$ ) and emotional exhaustion ( $r = -.21, p < .01$ ).

**Affective Delivery** Flight attendants showed extremely high levels of affective delivery. Their affective delivery was significantly and positively correlated with tenure ( $r = .14, p < .01$ ), age ( $r = .22, p < .01$ ), task performance ( $r = .36, p < .01$ ), and surface acting ( $r = .19, p < .01$ ).

**Surface Acting** Flight attendants showed medium to high levels of surface acting. Their surface acting was significantly and positively correlated with gender (female,  $r = .13, p < .05$ ), careerism orientation ( $r = .08, p < .10$ ), task performance ( $r = .26, p < .01$ ), and affective delivery ( $r = .19, p < .01$ ).

**Deep Acting** Flight attendants showed medium levels of deep acting. Deep acting had significant, weak, and negative correlations with task performance ( $r = -.04, p < .01$ ), positive correlations with emotional exhaustion ( $r = .18, p < .01$ ), affective delivery ( $r = .13, p < .01$ ), and surface acting ( $r = .34, p < .01$ ).

**Collinearity Diagnostics** Table 2 presents the collinearity diagnostics for the independent variables used in this study. Tolerance is a very slight extension of  $R^2$ ; the tolerance of an independent variable is the extent to which that independent variable cannot to be predicted by the other independent variables (Miles & Shevlin, 2001). Tolerance for a variable is calculated as  $1 - R^2$  and varies between zero and one. A tolerance value of 0 for a variable means that it is completely predictable from the other independent variables and that there is, therefore, perfect collinearity. If a variable has a tolerance value of 1, this means that the variable is completely uncorrelated with the other independent variables. The variance inflation factor (VIF) is closely related to tolerance (Miles & Shevlin, 2001). When there are more than two independent variables, the VIF is calculated using the following formula:

$$\text{VIF} = \frac{1}{\text{tolerance}}$$

Hypothesis 1 proposed that customer service employees' psychological contract violation (PCV) is negatively related to job satisfaction. As predicted by Hypothesis 1, Table 1 presents that PCV is significantly and negatively related to job satisfaction ( $r = -.22, p < .001$ ). The results of hierarchical regression (Table 3) also present that PCV is negatively related to job satisfaction ( $\beta = -.17, p < 0.01$ , step 1). The result thus supports Hypothesis 1.

### **Multiple Hierarchical Regression Analysis**

In this research, the author used multiple hierarchical regression analyses to test the hypotheses. Table 3 presents the multiple hierarchical regression analyses and the standardized beta estimates for the full regression model.

Hypotheses 2 proposed that customer service employees' affective delivery moderates the negative relationship between PCV and job satisfaction. Table 3 presents that, when the interaction (1): PCV x Affective Delivery is inserted into the regression equation, the interaction is significant [ $F(11, 402) = 7.09, p < .001, \Delta R^2 = .004$ ]. The result thus supports Hypothesis 2. Moreover, while PCV was a significant and negative predictor of job satisfaction ( $\beta = -.17, p < 0.01$ , step 1) as mentioned above, when the interaction (1): PCV x Affective Delivery was inserted into the equation, significantly positive beta appeared ( $\beta = .75, p < .10$ ). The result shows this interaction (or moderator variable) changes the relationship between the predictor (PCV) and the outcome (job satisfaction) from negative to positive. The result thus also supports Hypothesis 2.

Figure 3 shows the plotting graph of the interaction effect or moderating effect of PCV and affective delivery on satisfaction. The result explains that, at high PCV levels, the employees with high affective delivery moderate or repair the decreasing propensity of job satisfaction than the employees with low affective delivery.

Conversely, Hypotheses 3 and 4 proposed that customer service employees' surface acting practice moderates the negative relationship between psychological contract violation (PCV) and job satisfaction, and the deep acting practice of customer service employees moderates the negative relationship between psychological contract violation (PCV) and job satisfaction. However, as shown in Table, the interactions between PCV and surface acting and deep acting were not significant; therefore, Hypotheses 3 and 4 were not supported. Fail to support Hypotheses 3 & 4.

**TABLE 1. Descriptive Statistics, Reliability, and Intercorrelations**

	Mean	S.D.	$\alpha^4$	1	2	3	4	5	6	7	8	9	10	11
<b>1 Gender<sup>1</sup></b>	<b>.75</b>	<b>.44</b>												
<b>2 Tenure<sup>2</sup></b>	<b>4.11</b>	<b>1.51</b>		<b>.12**</b>										
<b>3 Age<sup>3</sup></b>	<b>3.98</b>	<b>.79</b>		<b>.02</b>	<b>.76***</b>									
<b>4 PCV</b>	<b>2.50</b>	<b>.76</b>	<b>.84</b>	<b>-.08*</b>	<b>-.07</b>	<b>-.43</b>								
<b>5 Satisfaction</b>	<b>4.08</b>	<b>.71</b>	<b>.86</b>	<b>.04</b>	<b>.14***</b>	<b>.11**</b>	<b>-.22***</b>							
<b>6 Careerism</b>	<b>2.18</b>	<b>.67</b>	<b>.91</b>	<b>.06</b>	<b>-.10**</b>	<b>-.07</b>	<b>-.11*</b>	<b>-.25***</b>						
<b>7 Performance</b>	<b>4.25</b>	<b>.52</b>	<b>.82</b>	<b>.10*</b>	<b>.12**</b>	<b>.09</b>	<b>.01</b>	<b>.10**</b>	<b>-.08</b>					
<b>8 Emotional Exhaustion</b>	<b>3.43</b>	<b>.88</b>	<b>.93</b>	<b>-.16***</b>	<b>-.03</b>	<b>.01</b>	<b>.11*</b>	<b>-.21***</b>	<b>-.04</b>	<b>-.17***</b>				
<b>9 Affective Delivery</b>	<b>4.50</b>	<b>.52</b>	<b>.82</b>	<b>-.14**</b>	<b>.14***</b>	<b>.22***</b>	<b>.06</b>	<b>.04</b>	<b>-.02</b>	<b>.36***</b>	<b>-.06</b>			
<b>10 Surface Acting</b>	<b>3.90</b>	<b>.68</b>	<b>.89</b>	<b>.13**</b>	<b>.03</b>	<b>.08</b>	<b>.03</b>	<b>.01</b>	<b>.08*</b>	<b>.26***</b>	<b>.07</b>	<b>.19***</b>		
<b>11 Deep Acting</b>	<b>3.65</b>	<b>.90</b>	<b>.91</b>	<b>.01</b>	<b>.02</b>	<b>-.02</b>	<b>-.03</b>	<b>.02</b>	<b>.00</b>	<b>-.04***</b>	<b>.18***</b>	<b>.13***</b>	<b>.34***</b>	

Note: \*\*\*  $p < .01$ , \*\*  $p < .05$ , \*  $p < .10$ . N = 414.

<sup>1</sup> Gender: coded as Male = 0, Female = 1.

<sup>2</sup> Job tenure: coded as 1 = 0 ~ 5 years, 2 = 6 ~ 10 years, 3 = 11 ~ 15 years, 4 = 16 ~ 20 years, 5 = 21 ~ 25 years, 6 = 26 ~ 30 years, 7 = more than 30 years.

<sup>3</sup> Age: coded as 1 = less than 20, 2 = 21 ~ 30, 3 = 31 ~ 40, 4 = 41 ~ 50, 5 = 51 ~ 60, 6 = more than 60

<sup>4</sup> Reliability represents Cronbach Alpha coefficients.

**TABLE 2. Collinearity Diagnostics for Independent Variables**

	Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
	<i>B</i>	Std. Error	Beta	t	p	Tolerance	VIF (Variance Inflation Factor)
PCV	-.162	.044	-.172	-3.684	.000	.960	1.041
Careerism	-.241	.050	-.226	-4.839	.000	.962	1.039
Task Performance	.046	.072	.033	.634	.526	.760	1.316
Emotional Exhaustion	-.156	.039	-.193	-3.972	.000	.890	1.124
Affective Delivery	-.006	.070	-.005	-.089	.929	.781	1.280
Surface Acting	.020	.055	.019	.363	.716	.775	1.291
Deep Acting	.018	.040	.023	.456	.649	.825	1.212

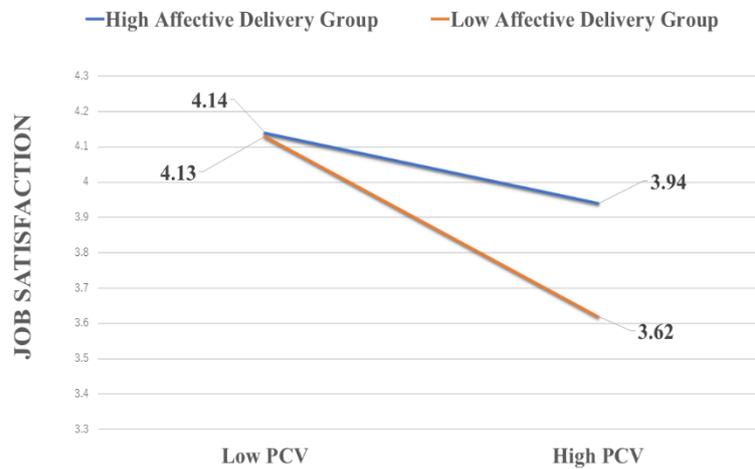
Dependent Variable: Satisfaction

**TABLE 3. Multiple Hierarchical Regression Analyses for Testing the Effects on Job Satisfaction**

<b>Variables</b>	<b>B step 1</b>	<b>B step 2</b>	<b>B step 3</b>	<b>B step 4</b>
<b>1. Gender</b>	-.01	-.01	-.01	-.01
<b>2. Tenure</b>	.08	.08	.08	.08
<b>3. Age</b>	.03	.02	.03	.03
<b>4. PCV</b>	-.17***	-.86**	-.06	-.12
<b>5. Careerism</b>	-.23***	-.22***	-.23***	-.23***
<b>6. Task performance</b>	.03	.04	.04	.03
<b>7. Emotional Exhaustion</b>	-.20***	-.20***	-.20***	-.20***
<b>8. Affective Delivery</b>	-.01	-.25*	-.01	-.01
<b>9. Surface Acting</b>	.02	.02	.08	.01
<b>10. Deep Acting</b>	.05	.05	.05	.10
<b>11. Interaction (1) : PCV x Affective Delivery</b>		.75*		
<b>12. Interaction (2) : PCV x Surface Acting</b>			-.14	
<b>13. Interaction (3) : PCV x Deep Acting</b>				-.08
<b><i>F</i></b>	<b>7.45***</b>	<b>7.09***</b>	<b>6.77***</b>	<b>6.76***</b>
<b>Adjusted R<sup>2</sup></b>	<b>.135</b>	<b>.139</b>	<b>.157</b>	<b>.133</b>
<b>Δ R<sup>2</sup></b>		<b>.004</b>	<b>.022</b>	<b>-.002</b>

Notes: n=414. Standardized regression coefficients are reported. \*\*\* p < .01, \*\* p < .05, \* p < .10.

**Figure 3. Interaction Effect of PCV and Affective Delivery on Job Satisfaction**

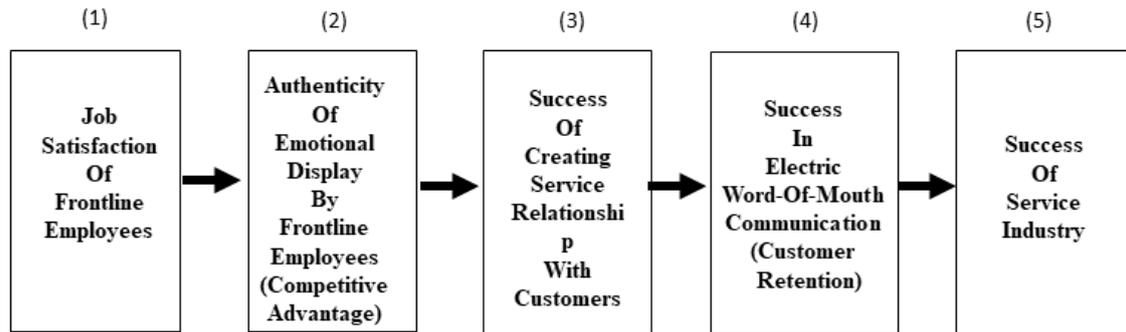


## 5. Discussion

Many airlines have recently reduced their costs in the airline industry and changed their employment relationships (Okabe, 2017). There is an ongoing trend to employ as few people as possible to perform as much work as possible, meaning customer service employees' expected role has changed within this European airline (Bergman & Gillberg, 2015). The findings of this research indicate that, first, the level of perception of PCV of flight attendants working for a European airline was medium to low. However, PCV decreases their level of job satisfaction. Another finding of this research is that "affective delivery," which is a natural, appropriate, and positive emotion of flight attendants, moderates or repairs the decreasing tendency of their job satisfaction.

In the new globalized service-oriented economy, customer service employees' strategic importance is evident as they are the resource of differentiation in the competitive industry. The findings of this research suggest the managers take a broad view of effective customer service employees' characteristics as their responsibilities. The need for a workforce provides the systematic distribution service and appeals as advocator that the organizations can respond to changing industrial environment. Expressing positive emotions, such as "affective delivery," involves positive physiological arousal among customers and colleagues, moderates or repairs their feelings of dissatisfaction or PCV, improves work motivation, and increases job satisfaction, self-estimation contribute to the growth of an organization.

Finally, this research proposes a service success model in a service industry (Figure 4): The frontline customer service employees with job satisfaction (1) would be happy and smiling employees and contribute in some way to organizational success (Bono & Vey, 2005). Their emotions are authentic and sincere, and their behavior would be positive and customer-oriented. Thus, they are supposed to be the competitive advantage of the airline (2). Besides, the authentic and sincere emotional display or affective delivery practice by flight attendants may be more vital drivers of service outcomes than policies that require employees to smile at any cost but do not provide them with the tools (Henning-Thurau et al., 2006). Thus, create a strong service relationship with passengers during service encounters (3). The satisfied passengers would communicate with each other and change their experiences through electronic word-of-mouth. The phenomena are supposed to be customer retention (4). As a result, passenger interaction and extensive information on services, products, and brands would be multiplied. Thus, customer behaviors lead to the success of the airline.



**Figure 4. A Conceptual Model of Success of**

**Airline**

## 6. Managerial Implications

Job satisfaction is a vital factor for customer service employees. Researchers have proposed that those customer service employees who have higher degrees of organizational commitment express higher job satisfaction levels (Edwards, 1991). In the context of serving customer needs, customer-oriented employees (COE) fit the service setting better employees than those lower COE because they are predisposed to enjoy serving customers (Donavan et al., 2004). Consequently, COE will have more job satisfaction than less customer-oriented employees. Thus, COE with job satisfaction would have a higher organizational commitment. Moreover, recent passengers communicate with each other and change their experience through social media (e.g., Henning-Thurau et al., 2010). Thus, customer behaviors will lead the airline to profitable and contribute to its long-term growth.

## 7. Limitations and Suggestion for Future Research

This article suffers from common limitations of cross-sectional field research, and the use of purely self-evaluated responses regarding variables such as PCV, job satisfaction emotional labor aspects may be considered a limitation. Conversely, third parties' level of perception of PCV, job satisfaction, and employees' emotional labor aspects is difficult to observe, even if they are supervisors or colleagues. Job attitudes of employees are highly personal and intimately involve their perception.

A suggestion for future research direction would be the research regarding the emotions practiced by customer service employees in different companies or different areas globally. This research would provide a variety of benefits for the organization, including job performance, more positive supervisory evaluations, enhanced negotiating ability, and performing discretionary acts for the benefit of the organization. Therefore, cross-cultural research should show the different roles of emotions play within an organization.

In conclusion, this research provides valuable information to the service industry and researchers' organizations since employees' dissatisfaction reduces loyalty and productivity and increases absenteeism. Understanding the employees' positive emotions and behaviors ameliorates negative aspects in the workplace and reduces absenteeism and organizational costs.

## Acknowledgements

JSPS KAKENHI Grant Number 19K13800 supported this research for Young Researchers, 2019-2022.

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