

EMOTIONAL SKILLS IN SERVICE RELATED JOBS: AN EMPIRICAL APPROACH

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Abstract

The purpose of this study is to shed some light on the importance of emotional skills in current service related jobs. The empirical study investigates how these new job requirements are dispersed in the Romanian organizational framework and enable customers to raise their expectations of service deliveries. The research results suggest customers express service expectations in terms of emotional labor and employees are required to perform their activity based on this prospect. Data collection for this study was made with the help of a quantitative instrument – the questionnaire was applied on a sample of 304 Romanian respondents. Results suggest that feelings gain exchange values as analyzed organizations prefer tailored service deliveries where smile, politeness, friendliness or even happiness become the main emotional advantages in order to gain customer loyalty. The paper therefore suggests a challenge of rethinking emotions in the service framework.

Key words: services, emotions, emotional labor

INTRODUCTION

The methodology embraced by this study entails the use of discursive analysis but also of empirical data presentation. Two main theories were considered as starting points for the research: a) the service sector postulation and b) the emotional labor theory. Clients nowadays prefer a greater use of courtesy, politeness and in

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some case even of happiness in order to categorize services as being qualitative. The study investigates this assumption in the service industry in order to correlate clients' requirements with new labor skills such as the emotional ones. The paper firstly presents a theoretical standpoint for the two above-mentioned concepts along with the research design, sample and methodology. Afterwards, the discussion will bring some solid arguments towards the new perspective of emotional skills in the service context.

Theoretical development

Agriculture and industry represent two aspects that best differentiate mass production of goods from the birth of services. Even though physical products represent a daily reality of satisfying our needs, services have become more and more important in the context of contemporary economies. The reason for this growing significance of services in the economic environment may be represented by competition. Companies nowadays strive to do their best in obtaining market share and any resource that can generate value represents a competitive advantage. There is a permanent struggle to achieve success and mainly to obtain customer satisfaction. Clients' content means brand loyalty (Miao, Mattila & Mount, 2011) and this reliability gets further translated into real profit (Kuo & Wu, 2012; Wing & Chen, 2012). But how can customers be really pleased? One answer could be the quality of the provided service or product that can be present through brand or physical performances, but also through the way the customer – employee encounter occurs.

This latter aspect brings us into the intangible resource argumentative discourse where the services arousal actually meant a change in the way clients and workers interacted. Therefore, the following hypothesis emerges:

H.1. Customers will express service expectations in terms of emotional labor.

As per Alvin Toffler (1983, pp 49), humanity has presented 3 evolutionary stages or waves whose time period was defined by the author as following: a) the agriculture phase (between 8000 b.c. and 1750 a.d); b) the industrial stage (around 1955, when the number of public servants in the service area surpassed assembly workers for the first time); c) the third wave (this is considered to continue until the present day because of its informational importance).

In addition to Toffler's perspective, one can easily assume a fourth stage of evolution which may characterize our contemporary society. This is represented by the business expansion through the internet and service intangibility. Electronic transactions enable the easiest way of expressing customer preferences and business brands. One could easily assume that such transactions could replace human interaction. Yet, even internet commerce is run by people and they are the ones who intervene when a service or product fails to meet customers' demands. An example could be customer service departments or employees who handle complaints

regarding internet transactions and refunds. Even in this case, emotions are managed by workers who have to display an image of politeness and a ready to help attitude for the problem that a client may have noticed. Of course, we now speak in this case of a reduced human interaction, but emotions can be encountered even in such a job role.

On the same theoretical background, Harold L. Kerbo (1995, pp. 128-130) developed a study in 1989 that presented an occupational hierarchy in the American society. The main dependent variable conceptualized by Kerbo was labor prestige evaluated on a sample of approximately 740 occupations. Public servants were placed in the top 40 occupations with high prestige scores. This study revealed the expansion of the service industry and the fact that people have begun to understand the importance of intangible trades.

Following this perspective, Mills & Jacoby (2002) suggested a new definition for this working class: the white collars. This is actually a new dichotomy between manual labor and the contemporary way of working with people in the service industry. We can now talk about an evolution from the interaction with machines and standardized operations for the production of goods to the interaction with people when delivering services. Both a direct and indirect contact, a service implies the satisfaction of needs that can no longer be quantified through physical elements.

Services have something in common with physical goods as they are both sold on the market and have a commercial value. However, the first one represents intangible activities that are produced and consumed simultaneously; their delivery is done through social interaction between their provider and the end user (Zemke & Schaaf, 1989). Whether or not they imply direct or indirect customer contact, services are always created with the purpose of satisfying human needs, a fact that implies more or less social interactions. Nowadays, the economic sector is based upon services and its main characteristic is that people don't interact with machines, but with other people (*Idem*). "From the assembly line to working with people" – this is the best metaphor that can describe actual economic exchanges and market orientation. The main principle that leads this kind of activity is determined by economic profitability. And when talking about profit, organizations are the leaders who best manifest this interest not only by innovation, but also by new requirements on the labor market. Physical or intellectual effort is no longer the element that defines working activities in the organizational framework. Wage is therefore an exchange coin for new skills and competencies like the emotional ones.

This is also the background that enabled customers to express their demands on the market and to widely react towards any dysfunctional organizational game. All this translates into organizational expectations that can compel service providers to act in accordance with customers' wishes and even display emotions they do not really feel. Arlie Russell Hochschild (2003, pp.7) has named this process as "emotional labor" and defined as "inducing or suppressing feeling in order to sustain the outward countenance that produces the proper state of mind in others."

Work can also be considered as a moral guideline in both organizational and social lives. As for Adam Smith's perspective (1962, pp.28), labor is "the only universal and precise measure for value and the single etalon for the comparison of merchandises in all times and places". Morality is therefore normalized on the market with the help of economic interest which is the foundation for every social or economic exchange. And what should work's finality be than not to satisfy needs? According to the author, when we want to buy bread, we do not address the charity of the baker, but his interest in selling the product of his efforts. Nowadays things have changed little.

Though a discrepancy is encountered: the producer of is not necessarily the seller (this is valid for services as well). In their furious struggle to be the best in their branch, organizations have come to present a common characteristic: a new requirement for their workforce. This aspect implies new skills for creating a warm, friendly and always glad to help organizational environment under a common framework – the HAND ('have a nice day!') culture (Mann, 1999, Lashley, 2002, pp. 255-256). Employees are therefore required to perform a predetermined scenario which is most commonly standardized in training or internal directives. This scene does not allow any tendency for tolerance or wrong emotions like anger, annoyance or aggression. Consequently, a second hypothesis can be summarized as following:

H.2. Employees are required to perform emotional labor when interacting with customers.

Emotions can also interfere as social interaction (whether we speak of it in the cultural or organizational environment) is mainly about an exchange of psychological factors between the subjects. Feelings are therefore employed in the service sector and mainly in the working activities. When we are talking about labor, we would most likely think that any effort from any work is not a pure altruistic act and therefore is remunerated more or less adequately depending on the local market. Therefore, emotions gain a commercial value when they are put to corporate use. Courtesy, happiness, feelings of warmth or friendliness may mean to manage ones true feelings in order to display an image requested by the organization so that the needs of customers are satisfied (Hoschschild, 2003). Emotionality is therefore a quantifiable element and its regulations can be formalized through training or organizational requirements for a particular way of acting towards clients. There is no tolerance for what is considered to be a 'wrong' emotion like anger, sadness or aggression. From a social point of view, the intricacy of interpersonal relationships represents the need for interaction and affiliation through four of the basic emotions: sadness, fear, anger, happiness (Ekman, 1992; Evans, 2005). As per the author, these are the instinctive and universal feelings of human beings which may reveal even the most sincere state of mind.

However, people may also be frustrated when they are required to act according to formal norms (social or organizational ones). The role shift between being a

worker to being a customer may actually mean that a person would not expect so much courtesy or politeness from another service provider as they already know how hard is to perform such an act. The following hypothesis is revealed:

H.3. Workers who experience constant client interaction in their job will display lower expectations when they shift roles to being customers.

Long disputed, the emotional arena is a constant subject of debate, especially when talking about feelings at work. Arlie Russell Hochschild (2003, pp.7) has first put these aspects into theory, when presenting the concept of 'emotional work' as that impression management that an employee has to enable when interacting with a customer. This activity is deployed with the help of physical efforts (bodily stature and tenure), intellectual abilities (saying the right word at the perfect time), but mostly a new endeavor: emotional skills.

These are new requirements of the current service industry. The difference between felt and displayed emotions is the key ingredient for successful customer interaction: the employee has to act so that courtesy and friendliness display is created at the moment of the service delivery. At the same time, customers' perceptions define the expectations for a service encounter in order to display the satisfaction and loyalty to a firm (Liljander & Mattsson, 2002; Oliver, Rust & Varki, 1997; Winsted, 2000; Hsiang-Fei & Tsaur, 2011; Geddes & Stickney, 2011).

Companies do their most to gain a competitive advantage and "only those customer-centered organizations that can deliver value to their customers will survive in the modern business arena" (Čočkalo, Vunjak, Đorđević, Bešić & Brkić, 2012, pp. 186).

Consequently, smiling workers are not conceptualized just as merely facial grins they must add to their job 'mask', but also in terms of courtesy, politeness and proactive attitude. We are not just talking about employees who are required to smile all the time, but we now can argue the existence of a particular job role: the one where working means not only to get your activity well done, but also to enjoy the customer, spread out a state of warmth and understanding and even to smile in some cases. And all this sums up a particular emotional effort where all negative feelings need to be put aside in order to create the perfect job attitude.

RESEARCH METHOD

Design and sample

Even though we may try to ignore it or even criticize it, the service sector is the current state of affairs of our surrounding world. This process enabled marked expansion, delocalization, entrepreneurial mobility and most probably economic crises vulnerability. But it also expanded new ways of satisfying needs and gaining

customer loyalty through intangible resources. This is where the rise of the service sector is placed and new skills are required when delivering a business of this kind. The current study adheres to this causality.

In order to develop the conceptual construct, it is first necessary to explain the bi-dimensionality of the emotional labor theory: a) work-orientated (requirement of the job role and, implicitly, of the employer); and b) the individual level (where the employee and their satisfaction is considered). Increased research attention was paid to the first dimension, by measuring job prestige and title (Hochschild, 2003; Wharton, 1996), but also customer interaction occurrence and job expectations (Morris and Feldman, 1997; Schaubroeck and Jones, 2000). Emotional labor at an individual level was also studied by analyzing the difference between displayed and felt feelings in the service interaction and their impact on the worker who carries this impression management process (Grandey, 2000; Pugliesi, 1999; Ashkanasy & Humphrey, 2011). The employee orientated emotional approach was developed in the current research by adapting the emotional exhaustion scale firstly presented by Maslach and Jackson in 1981. Using this approach, the conceptual development was

Table 1. Item generation

A. Client perspective (individual level of emotional work)	B. Employee perception (labor-orientated level of emotional work)
<p>Which of the following aspects most eloquently describe the quality of a service in your opinion?</p> <ul style="list-style-type: none"> a) To exceed initial expectations; b) To physically present all the qualities promised by the seller; c) Courtesy of the employees who deliver the service. <p>Do you think that the courtesy of an employee is described by one or more of the following?</p> <ul style="list-style-type: none"> a) No matter his/ her personal problems, he/she speaks to me with a polite tone; b) He is willing to help me; c) No matter his personal problems, he/she smiles me at the time of the service delivery; d) I do not have to wait too long in order for him/her to solve my problem; e) He/ she are communicative. 	<p>On a scale from 1 to 5, where 1 is totally disagreement and 5 is total agreement, please state your opinion on the following items:</p> <ul style="list-style-type: none"> D.1. I found my job to be interesting; D.2. I feel exhausted at the end of the working day; D.3. I frequently interact with the company's clients; D.4. I hate waking up in the morning and facing a new day at the job; D.5. I stress myself when a client starts raising his voice at me; D.6. I am calm even though a client may raise his voice at me; D.7. I raise the tone of my voice when a client starts screaming at me about a bad service delivery; D.8. My company will not tolerate for me to raise my voice at the clients; D.9. I have a professional attitude even though customers may use a trivial language; D.10. I will not tolerate for a client to offend me; D.11. I seldom have to smile at clients even though there may be situations when they make me very angry.
<p>Answer options: 1 stands for Yes and 2 for No; 6 stands for Not known/No answer</p>	<p>Answer options: Likert scale from 1 to 5 where 1 stands for strongly disagree and 5 for strongly agree **** D.1, D.2.... D.11 stands for the codification in the database for these items and has no statistical value.</p>

deployed at a bi-dimensional level as illustrated in Table 1. The questionnaire was therefore divided into two parts: 11 questions for the client's perspective of service quality (testing hypothesis H1) and 11 questions for the employee's perception (testing hypotheses H2 and H3).

This research brought into play a sample of employees whose job represents a constant interaction with clients. The random jobs that resulted from this study varied a lot from security (10%), logistics (19.5%), banking (25%), sales (13%), management (9%) and customer contact (23.5%).

A survey package along with a cover letter was sent via e-mail to 43 Romanian companies in the service industry, but selected upon one important criterion: frequent customer contact at the moment of the service delivery. IT or accounting firms were not included in this sample as they may be in the service industry, but they only presume minimal customer interaction. Seven companies answered the research call, summing up an answer rate of 16.3%. The managers of these firms forwarded the study email presentation and agreed for their employees to fill out the form. The questionnaire was posted on the internet and each respondent would record his or her answers by automatically filling the blank spaces available for this database.

The research started in September 2011 and lasted until the end of October 2011. 304 questionnaires were submitted through the web site and by the beginning of November 2011, 300 valid records were included in the research. Four questionnaires were excluded as they presented incomplete data and an incorrect understanding of the scale used to quantify the answers. The survey included only closed option questions so that a rapid record could be made: approximately 10 minutes to answer all the questions.

Sample description

The ages of the respondents ranged from 20 to 65 with a mean of 33.87 years ($SD = 9.52$); 47.5% were females and 52.5% were males. The interaction with clients at the moment of the service delivery was ranked on the Likert scale with a frequency of 42.1% for the 'agree' answering option and 33% for the 'strongly agree' alternative, mean 4 and standard deviation 0.976 (Table 2).

Table 2. Descriptive Statistics for the customer interaction item

	N	Minimum	Maximum	Mean	Std. Deviation
D.3. I frequently interact with the company's clients	304	1	6	4.00	0.976
Valid N (listwise)	304				

RESULTS AND DISCUSSION

In order to organize the set of data obtained from the questionnaire, an interval level of measurement was used. This means that differences between the values of the scales were predetermined to 1. As this is a quantitative scale, the results were analyzed under SPSS 20.00 with parametric measures so that they can be presented from two perspectives: a) Descriptive statistics – organizing the data; and b) Inferential analysis – testing the hypothesis.

The first level of analysis (descriptive statistics) portrayed the use of frequencies, mean, standard deviation and standard error of the mean applied to each of the 2 dimensions used for the item generation mentioned above. For the A dimension (Work-orientated emotional labor), data analysis revealed that respondents think the service quality is defined mostly by the qualities guaranteed by seller. 78.9% of the subjects thought it is very important that they really obtain what the seller initially promised.

Let us think for example of the cargo and courier services. If a company promotes a 1 day delivery term for a package, the respondents from the analyzed sample will consider that a qualitative service stands for that firm really providing this option and not to postpone the due date of a shipment. This opinion is consistent with the subjects' options when answering question number 2 from the second dimension with a mean of 1.20 and $SD = 0.441$ which reveals the fact that the measurements used are not so widely scattered. Moreover, the sample means vary from the standard deviation with a standard error (SE) of 0,023.

Nevertheless, it is interesting to see that courtesy came as a second preference for the respondents. With only a slight difference from the first, 77.6% of the subjects thought that good manners of the service provider are very important for evaluating its quality ($SE = 0.023$ and $SD = 0.401$).

Consequently, respondents think that the courtesy of an employee is best defined by his politeness (73.3%, with a mean of 1.27 and $SD = 0.443$). There is a lower spread around the mean but with an uncertainty level around this measurement of

Table 3. Descriptive statistics for the service quality

	N	Mean		Std. Deviation
	Statistic	Statistic	Std. Error	Statistic
Service quality: To exceed initial expectations	304	1.26	0.025	0.441
Service quality: To physically present all the qualities promised by the seller	304	1.20	0.023	0.401
Service quality: Courtesy of the employees who deliver the service	304	1.21	0.024	0.410
Valid N (listwise)	304			

0.026 (SE). Furthermore, a worker's willingness to help (72.2%) is situated on the second level of the frequencies hierarchy. This aspect illustrates that the subjects perceive courtesy in terms of good manners and a proactive attitude from the service provider. Consistent to the emotional labor theory and the globalization perspective, the intangible qualities of a service are transformed into a new skill defined as courtesy and mainly perceived as politeness or willingness to help.

And why does this study argue that such aspects are defined as new job skills? Let us think about the fact that we are not machines. We cannot make the same operation over and over again and with the same amount of precision as the first time. Service delivery involves human interaction, but it also represents a stage where organizational and social rules are confronted. A worker may feel bored, angry, upset, or even ill, but he needs to display politeness and willingness to help in order to meet customer expectations as per above mentioned frequencies. Therefore, employees' emotions gain exchange value as they are commercialized through the service delivery and the trade is made in exchange for wages (the remuneration paid by the employer). Even though in Hochschild's theory (2003), the facial expression

Table 4. Descriptive statistics for the individual level of emotional labor

	N	Mean	Std. Deviation
	Statistic	Statistic	Std. Error
D.1. I found my job to be interesting	298	3.96	0.051
D.2 I feel exhausted at the end of the working day	297	3.16	0.055
D.3. I frequently interact with the company's clients	298	4.00	0.057
D.4. I hate waking up in the morning and facing a new day at the job	298	2.60	0.062
D.5. I stress myself when a client starts raising his voice at me	296	3.24	0.060
D.6. I am calm even though a client may raise his voice at me	297	3.89	0.052
D.7. I raise the tone of my voice when a client starts screaming at me about a bad service delivery	298	2.09	0.144
D.8. My company will not tolerate for me to raise my voice at the clients	296	4.39	0.046
D.9. I have a professional attitude even though customers may use a trivial language	299	4.26	0.039
D.10. I will not tolerate for a client to offend me	296	3.55	0.060
D.11. I seldom have to smile at clients even though there may be situations when they make me angry very bad	298	4.14	0.050
Valid N (listwise)	288		

of happiness may seem very significant for explaining attitudes at work, a smile is not an important characteristic in the case of Romanian respondents (a frequency of 46% with a standard deviation of $SD = 0.499$).

As previously commented, the questionnaire was administrated so that the research can benefit from a two-fold perspective: respondents' opinions were asked from the standpoint of customers, but also from the employee perspective. This was how emotional labor at the individual level was conceptualized in order to point out perceived working skills. By comparing the means for the 11 questions of this dimension, one opinion emerges: the subjects agree at a mean of 4.39 ($SD = 0.759$) on a scale from 1 to 5 that their company will not tolerate them raising their voice at a customer. A similar score (mean = 4.26; $SD = 0.678$) was registered for the professional attitude they have towards a client's needs. This aspect is consistent with their initial requirements expressed from the customer perspective (politeness and availability to help). All this having been presented, it is tempting to easily draw some conclusions based upon the descriptive figures presented above.

However, statistical rules only permit a validation of the results after the inferential analysis has been conducted. This is the second part of the results presentation which enabled the hypotheses tests. A Pearson correlation measure (r) was used in order to reflect the degree to which the variables assumed by the three hypotheses are linearly related.

Consistent to the descriptive analysis, customers' expectations get expressed in terms of courtesy, politeness or willingness to help of the employee who delivers a service. These correlations were tested under the Pearson correlation which revealed a value $r = 0.241$ ($p < 0.01$) between the quality of a service defined by the courtesy of the employee and that particular courtesy defined mainly by politeness. Smile also correlated at a level of r equal to 0.253 ($p < 0.01$). Even though the r measure did not revealed a very high value, the correlation is statistically significant as per the Sig. (2-tailed) level. This confirms the first hypothesis (independent samples test, $t = -4.278$ for equal variance assumed and $t = -3.731$ for equal variances not assumed).

When talking about the new skills requirements (emotional labor), a company will not tolerate deviant behavior during service delivery (for example an employee who raises his voice at a client). This aspect correlated with the respondents' opinion that they have a professional attitude even though customers may use trivial language ($r = 0.310$; $p < 0.01$).

Therefore, organizational requirements get internalized at an individual level as the employees assume that deviant behavior will certainly not be excused even though a client may use trivial language. Such an internal process is supported by the negative correlation between a company's requirements and the fact that an employee will not tolerate being offended ($r = -0.88$; $p < 0.01$). A client's trivial language will consequently not be tolerated in this perspective of being professional at work by managing the emotional display.

In order to present the third hypothesis in terms of correlation, two dependent variables were employed: smile and willingness to help. These are characteristics that define service quality as previously stated, but the correlations conducted by the Pearson analysis revealed low scores ($r = 0.18$ and $r = 0.82$ at a significance level of $p < 0.05$). Even though employees may shift roles in the service industry (by being customers), they do not decrease their quality expectations as stipulated in the third hypothesis. Therefore, data analysis revealed that the first two hypotheses were confirmed and the third one was disproved ($t(96) = 2.096$). This aspect pointed out that respondents have high quality expectations both in the employee and customer roles. As previously conceptualized, these expectations were defined in terms of new labor requirements in the globalization perspective and mainly in terms of emotional work (the difference between felt and displayed feelings on the job).

Limits of the study and future research orientations

The data presented in this study is limited to the sample of respondents presented above and to the extent of variables that defined the two working dimensions (labor-orientated and individual levels of emotional work). Moreover, the research did not point out the influence of age or sex on the opinion of Romanian subjects. This aspect could be a starting point for future studies as it could be interesting to note if women and men have distinct opinions in terms of working skills and service quality. This research sphere can also benefit from a wider range of subjects such as: the impact that experience on the job may have over the opinions of how to interact with a client or even the role that employers have in defining behavioral rules as per new market trends in the service industry and according to the effects that globalization may have over a business.

CONCLUSIONS

This paper argues that a current trend in shaping the service industry can be explained by the following factors: 1) expansion of customers' requirements when talking about the service quality; 2) a different kind of competition carried out through the emotional effort of the employees; and 3) increasing expectations of service delivery by personalized customer interaction. These assumptions were investigated with reference to an empirical approach carried out in the service industry by studying the customer – employee encounter in the Romanian context. The interaction that derives from this aspect was further conceptualized with the help of emotional work theory: the difference between felt and displayed emotions at work. Three working hypotheses were assumed in the study about Romanian working skills in the business environment. Only those skills derived with frequent customer interaction were analyzed through a two-fold perspective: customers' opinions and employees' point of view. The data analysis pointed out that clients also perceive

quality in terms of emotional labor. One cannot neglect, on the other hand, that a service is important by itself, but the way it is delivered is also significant in evaluating a company.

It was also interesting to see that workers who experience constant client interaction in their job tend to display same expectations about service delivery even when they shift roles to being customers (invalidation of the third hypothesis). All these issues point out that the interaction between a client and an employee is a key factor for the success of a service and moreover, for gaining customer loyalty. Competition can nowadays be described as a challenging setting where classical skills are no longer enough. The physical and intellectual efforts are now combined with the emotional ability to display a certain image of professionalism through courtesy, politeness, a glad to help attitude and even a smiling face (as per the first hypotheses of the study). This research is a starting point for studying such aspects in the organizational framework as it tested perceptions only through a limited perspective (the emotional labor theory). However, a main implication of the study is the ability to evaluate points of view with the help of expressed and expected emotions. Consequently, the service industry could also benefit from a greater use of feelings analysis when explaining clients' propensity to be loyal, to have a complaint or abandon a certain brand when they are unhappy about the way a service is provided.

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EMOCIONALNE VJEŠTINE U USLUŽNIM DJELATNOSTIMA: EMPIRIJSKI PRISTUP

Sažetak

Cilj ovog rada je rasvijetliti važnost emocionalnih vještina u uslužnim djelatnostima. Empirijsko istraživanje proučava način na koji se novi poslovni zahtjevi raspoređuju u rumunjskim poslovnim okvirima i omogućavaju veća očekivanja od strane klijenta. Rezultati istraživanja upućuju na to da klijenti izražavaju očekivanja na temelju emocionalnog ulaganja, a od zaposlenika se očekuje da se njihove aktivnosti temelje upravo na tome. Prikupljanje podataka odvijalo se pomoću kvantitativnog instrumenta – upitnika koji je primijenjen na 304 osobe. Rezultati upućuju na to da osjećaji postižu veće vrijednosti jer ustanove preferiraju određene uslužne parametre temeljene na osmijehu, ljubaznosti, prijateljskom odnosu i sreći, emocionalne prednosti koje povećavaju odanost klijenta. Rad, na temelju istraživanja, predlaže promjenu stava o emocionalnim vještinama u okviru uslužnih djelatnosti.

Ključne riječi: usluge, emocije, emocionalne vještine

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