

Service with the Smile

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Abstract

This paper tries to review the extant research in term of the “service with the smile” in accordance with managerial and psychological concepts. For this case, we used many articles and books and the results of this review have been mentioned in different sections. It should be noted that behind this subject, there are some relevant theories.

Keywords: Service Provider, Service with the Smile, Customer Service

1. Introduction

The statements of policy like the above quote will make it obvious that in encounters of service the smiles should be demonstrated both to be felt authentically and not in order to get the customer satisfaction (Rafaeli & Sutton, 1987). Generally other people suggested that the displays which are positive are not authentic related to considered advantages from “service and the smile” (Grandey, 2000, Ashforth and Humphery). It means that the experimental study has revealed that responding to not authentic display will be less positive compared to authentic one or the Duchene, smile (Ekman and Friesen, 1982, Ekman, 1992, Ekman, Frank and Friesen, 1993).

It offers the fact that all requirements of the service related to the positively display will not be enough in order to get benefits and experts have mentioned the fact that few attention that is empirical was given to the fact that how the authenticity decreases or increases the impacts of displays which are positive (Tsai and Huang, 2002). According to next statement, while the firms have more attempt to monitor the affection displays of the staff, the authenticity’s value might be as the biggest importance. Therefore, both of the customer service theories and emotion research offer that the authenticity increases responding to service encounter.

Even though the authentic or Duchene smiles might increase the reaction of customers, the other encounter elements might operate as the obstacle for this impact. The smile of Duchenne study is generally reviews inside the laboratory context to stimulate the social encounters (Surakka and

Hietanen, 1998, Frank, 1993). and concentration from observer would be for those behaviors which are interpersonal. Related to service encounter, objective from encounter will be getting the service or product so a lot of elements beside the interpersonal are as well crucial for targeting the responses (White, Schneider and Paul, 1998, Parasuraman, Berry and Zeithaml, 1985). It seems the authenticity cannot be very important for targeting responses while the exchange reason is economical, in opposite may be authenticity will be highly vital while the money will change the hands. The authenticity impact will be recognized less in realistic and dynamic encounters because it is generally reviewed with the images and the written form. Possibly, authenticity just rises as being crucial while the other distractions are monitored but have little impact in realistic and dynamic interactions. For answering these mentioned unknowns, a lot of experts have asked for more focus on authenticity related to service encounter (Co and Morgan, 2002, Huang and Tsai, 2002, Ashforth and Tomiuk, 2000, Pugh, 2001, Mattila and Enz, 2002).

i. Authenticity for management of impression and the extra role behavior within service encounters

One of the important roles of the service providers is impression management. She or he is usually is the only and first individual that the people will interact with. The provider of service shows the firm to people so the organization has a lot of impression to be managed very well by provider of service (Grove and Fisk, 1989, Albrecht and Zemke, 1985). Based on the theories of impression management a person is able to strategically develop positive impression with looking both likable and competent (Tedeschi and Norman, 1985; Jones and Pittman, 1980). Inside service context, competence/expertise would be an aspect related to quality of interaction for servicing encounter (Gronroos, 1990, Czepiel, Solomon and Surprenant, 1985), in addition the staff will be managing the impression for the competency through availability, efficiency, knowledgeable and accuracy related to production (Berry, Zeithmal and Parasuraman, 1991; Parasuraman, 1985). The other important aspect for interaction quality would be the positive behavior of service providers (Gronroos, 1990, Czepiel, 1985). The proper display in addition to being friendly increase total quality of service (Tsai and Huang, 2002; Diefendorff and Richard, 2003); therefore servicing firms try the management of the staff with proper display and also their skills based on task for the customer encounters.

A lot of techniques are used by firms for monitoring the service staff and their positive displays, such as controlling, training and the awards (Rafaeli and Sutton, 1987, Hochschild, 1983). The display should be specified like preparing smile and also keeping eye contact by the customer about 3 whole seconds will be empowered from hidden shoppers as well as being afraid of being sent for the Smile School (Crutis, 1998).

Any way the quality of smile will be harder for being enforced. Preparing Service and the smile satisfies job needs as well as the staff might be doing lowest needed through just showing the smile which is fake. Other people by the way might try to stay positive and also enthusiastic within working days. So we discuss that the degree that these needed displays appear positive authenticity is related to employee discretion.

So it brings a resource of the variance inside positive displays which might aid to define the reaction of customers. Particularly, the authentic positive displays generally are suggested as the behaviors which are discretionary which are more than the requirements and enhance the total encounter value (Grandey & Brauburger, 2002).

ii. Employee Strategies

The behaviors with more role will be defined like to happen altruistically and spontaneously as well as being strategic related to some achievements (Tedeschi and Riess, 1981, Eastman, 1994). May be having positive behavior with all consumers in an authentic way might happen with no reason (Tolich, 1993), these might be done by techniques of managing the impression (Gross, 1998). Generally within some occasions individuals might to be successful for providing a failed smile that is not understandable from the felt one. The false smile is performed perfectly while the individual is very practiced before (Ekman and Friesen, 1982). Hence the displays which are authentic would become the results for management for impression with skill.

In 1959 Goffman demonstrated two impression management models of strategy which are different in degree that authentic smiles will be obtained. According to first model, actor should provide the “real sincere and the honest performance” a person who is not staged with purpose and instead of that is the not intentional final product of people’s response with not being self conscious to the things happening in that context (Goffman, 1959). It might happen both in natural way and may will be obtained by in depth acts, in which the staff operate internally for his

or her feeling management that later provides an authentic display (Hochschild, 1983). Hence, a belief of the expressions which are will be employed like the strategy of interacting won't cover this truth that all of them might also speak some statements which are internal (Kirouac and Hess, 1999). Opposite to this next one defines the functionality which will not be correct and also developed for satisfying existed expectations for the social attitude.

These types of performances are all contrived and one incorrect item to the other or altogether painstakingly pasted (Goffman, 1959, p. 70). It is also named as "surface act" (Hochschild, 1983). Obviously, first existed strategy shows the highly authentically impression compared to others.

iii. Perceptions which are formed by observers

A lot of studies believe that the emotional authentic displays have various neurological foundations compared to force expression (DePaulo, 1992; Ekman, Friesen, & OSullivan, 1988). It means study explains that the observers are able to discriminate among inauthentic and authentic facial expression by facial subtle cues (Ekman et al., 1988). The felt smile as well is known as the Duchene smile that is defined by activating some defined muscle parties in eyes and also by duration and symmetry of smile (Ekman & Friesen, 1982).

At the time display seems not real like none Duchene smile then they own some unintended impacts on target. Experiments about some pictures of various available expression revealed individuals understand authentic smiles and they have less positive reactions to not authenticity (Ekman, 1988, Surakka and Hietanen, 1998, Frank, 1993). According to statements of Frank et al. (1993), the individuals reviewed women video tapes demonstrating both Duchene and non-Duchene smiles and ranked their personalities by bipolar pairs of adjective (unstable/stable, dishonest/honest, unlikable/likable, insincere/sincere).

People that observed Duchene smile ranked the actors more positive compared to the ones that observed the not Duchene smile. This past study was highly crucial for defining that a smile is not generally positive related to its impacts for observer and it is related to the smile's authenticity.

Other experts noted that capability for understanding authenticity is usually weaker compared to past study results (DePaulo, 1992). The past studies were attempted to be done in laboratory with

highly monitored context. It might be the reason that the authenticity does not own similar impact on the encounters which are related to other aims compared to social relationships. It means that possibly authentic smile is not relevant in an economic and realistic interact.

iv. Impression from service provider

It was noted individuals have a lot of focus on not verbal cues while developing impressions of the people (Hastorf, Schneider and Ellsworth, 1979; De Paulo, 1992), due to the not verbal aspects have been observed like not able to be controlled compared to directed word and actions as well (Rosenfeld, 1966; Fox and Spector, 2000). Actors that provide some eyes contact also shows good feelings such as smile, demonstrates impression about a person that is friendly, honest and also proper (Levine and Feldman, 1997; Kleinke, Meeker and Lafong, 1974; Harker and Keltner, 2001). Generally, while within situation from business and friendship exchanges individuals that reveal high feelings positively will be accepted more (Clark and Taraban, 1991). By the way good feeling from a person might just will be shaped in a degree which this will be considered authentic; while people know that defined image is wrong and actors might also to be discredited as well (Gardner and Martinko, 1988).

It means that while the impression appears to be calculated instead of true feelings so this management of impression is not successful (Schneider, 1981; Grove and Fisk, 1989; Eastman, 1994). Like mentioned before, through lab researches Duchene smile leads to better positive aspects of individual characteristics compared to not Duchene smile (Frank, 1982). Also the customer service staffs that are reported as positively authentic with the customers got more ratings for their interpersonal demeanor such as friendliness with purchasers in comparison to not authentic staff (Grandey, 2003; Totterdell & Holmann, 2003).

So it is considered that the authentic smile results in internal positive employee attributes and the not authentic smile will weaken that attribute on the other side.

v. Impressions of the service encounter

Related to sector of service the crucial performance for job indicator related to the workers of service would be encounter satisfaction (Bitner, 1990; Albrecht and Zemke, 1985). The satisfaction of encounter with service would be about but still separated from the usual attitude of service so satisfaction will be the reaction to personal transaction compared to general evaluation of service form that firm (Mano and Oliver, 1993, Bitner, 1990).

The encounter satisfaction was related to results like loyalty of customer, return intention, as well as positive intentions of words from mouths (Bolton and Lemon, 1999; Athanassopoulos, Gounaris and Stathakopoulos, 2001) and they all will be relevant to below lines of the servicing firms. Past studies supported the fact that “service with a smile” influences customers impression about service encounters (Pugh, 2001; Tsai and Huang, 2002; Brooms, Bitner and Tetrault, 1990) and as an element the smiles authenticity was not reviewed before.

It can be said that displays authenticity will generally have the direct and unique impact on satisfaction. Commonly it is assumed that the authentic smiling plays an extra role of behavior which increases effectiveness of the firm.

A lot of studies revealed that the extra role attitudes impact the ratings for performance within organizational context (Johnson, 2001; Allen and Rush, 1998). In 1983 Hochschild mentioned services with encounters which are authentic are becoming highly valuable because the need for “service with a smile” is enhancing. We are becoming able for discounting and recognizing the fake emotions just because that is a part of their job (p. 190). The attitudes which are positively authentic show high levels of motivation by moving above the needs and this authenticity positively displays straightly increase satisfaction from service encounter, therefore increasing the assessment of total performance will be done (Organ, 1997; Grandey and Brauburger, 2002). Those smile which just fulfill some needs such as fake smiles might be seen as the management of blatant impression and so the effects will not be influential (Bolino, 1999).

We should mention that there is few cognitive explaining about why the authentic smiles might lead to satisfaction of encounter. An emotional primitive contagion point of view will discuss that seeing a Duchene smile will result in not conscious mimicking of feeling and expression in more positive ways because of some mechanisms of facial feedback (Tsai and Huang, 2002; Pugh, 2001; Hatfield, Cacioppo and Rapson, 1994). A research examined the mentioned hypotheses while the participants saw a not Duchene smile, Duchene smile and also the neutrally feelings and all reactions facially have been taped then later the felt affections were explained by respondents (Surakka and Hietanen, 1998).

These people observed zero important difference within facially reactions into Duchene as well as not Duchene smile, and not also protecting the authenticity impact about mimicry. Rather the Duchene smile straightly enhanced the felt of positive impact in comparison to not Duchene smile even though at the time that was seen at first sight. This offers less process of primitive

enhancing mood possibly by past positive relations related to authentic displays (Hatfield, 1994). It is assumed that customers will be satisfied while seeing the displays which are authentic inside encounter of service just due to they assume it all like moving above the needs that are relevant to good services.

2. Conclusion

To attract customers and make them loyal, employees play vital roles. Service with the smile has high potential to improve service quality. A lot of techniques are used by firms for monitoring the service staff and their positive displays, such as controlling, training and the rewards. The display necessities as specified as preparing smile and then keeping the eye contact with the customer about three seconds are empowered by the secret shoppers and also fear of to be sent to the “smile school”(Curtis, 1999).

By the way the smile quality is harder to be enforced. Preparing “service with a smile” satisfies the job needs and the staff might do the lowest needed from them by just pasting a faking smile. Finally, service with the smile is recommended for every companies which is engaged with customers.

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