

# Editorial

This fourth issue of *SMR* for 2021 is this special issue on emotional labor and service. We assembled a fine set of articles by excellent commentators and researchers as they explore the wide range of issues connecting service work and customers to the world of research and thinking about emotional labor.

In our introduction to the special issue, “New Vantage Points on Emotional Labor and its Service Context,” we first present a summary and integration of the four contributions and then expand on these contributions in several ways with implications for future research and practice. Our special points are that the study of emotional labor in service work has focused on those who deliver service but on neither the context for such emotional labor or the customers served. Both customers and context receive attention in the four papers that follow.

*David Bowen* presents an integrated focus on employees and customers and their experiences as server and served in his paper “A Human Experience (HX) Perspective on Emotional Labor and Service: Building a Service Climate on a Foundation of Authenticity and Justice.” He presents the idea that both servers and served are humans and, when they share a common experience in a service climate that promotes authenticity and justice for both parties, the outcomes will be mutually beneficial.

In their paper, “Do Customers Regulate Their Emotions? Development and Validation of a Model of Customer Emotional Labor,” *Ruth Imose*, *Arielle Rogers*, and *Mahesh Subramony* present two studies that stand in stark contrast to the existing research literature by focusing on *customer* emotional labor. Their innovative research design, com-

bing both qualitative and quantitative approaches, yields a quantitative survey measure of customer emotional labor that includes assessments of customer-experienced display rules, and both antecedents and outcomes of customer emotional labor.

“The Role of Leadership on Emotion Regulation, Service Delivery and Health: A Multi-level Study,” by *Ying Hong*, *Hui Liao*, *Aichia Chuang*, and *Yuann-Jun Liaw*, explores the ways in which unit leadership practices get reflected in the emotional labor style (deep versus surface acting) of employees. Their study shows that these, in turn, are differentially related to unit-level customer-oriented behavior. The focus on the unit level of analysis rather than the individual level is a unique feature of the article.

In the final paper in this special issue, “Emotion Regulation and Service-Related Attitudes: Connecting Customer Orientation and Service Organization Identification with Customer Interactions,” *Kai Trumpold*, *Marcel Kern*, and *Dieter Zapf* explore personal characteristics of employees and how those get reflected in the way employees serve customers. Their innovative research, with 56 flight attendants, revealed that not only do different employees interact with customers through different mechanisms (e.g., deep acting versus automatic regulation) but that these interaction patterns yield differences in experienced fatigue.

We wish our readers as much excitement and interest as we experienced as we received, reviewed, and worked with this fine group of scholars to produce these four insightful contributions to this special issue.

*Andrea Fischbach* and *Benjamin Schneider*  
Guest Editors