Impact of Some Factors on Customer Tipping Behavior in some Restaurant

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Abstract

Tipping has become an important economic phenomenon as documented be economists, psychologists and hospitality management researchers. This study examined whether emotional labor strategies and the quality of the relationship with the manager could help negative affectivity employees to perform service (expressed as financial gains measured in tip size). The sample was composed of 150 employees who work in restaurant that were similar in terms of location, dining style and atmosphere. Questionnaire was used to collect data. The results revealed that negative affectivity had a positive effect on tip size when engaging in high surface acting or deep acting. However, this effect was not significant for employees who were less engaged in emotional labor strategies. Also, leader member exchange moderated the relationship between negative affectivity and tips such that negative affectivity was positively related to tips for employees with a high quality LMX relationship but was negatively relater to tips for employees with a low quality LMX relationship. Therefore, manager should foster a high quality relationship with employees to interaction between the employee and the customer. Thus have some effect on customers' emotions which subsequently influences their perception of service quality.

Keywords: Tipping behavior, Negative affectivity (NA) Emotional labor, leader member exchange (LMX) and Positive affectivity (PA).

1. Introduction

Tipping has become an important economic phenomenon, as documented by economists, psychologists and hospitality management researchers (Lynn, 2006). Since tips are not mandatory and are not necessary to ensure good service, a substantial body of empirical research has attempted to determine why people tip and what factors influence consumers' tipping behavior (Azar, 2008; Saunders and Lynn, 2010). Recent studies have focused on personality differences (Lynn, 2008) and consumer demographics and their impact on tipping behavior (Lynn and Thomas-Haysbert, 2003). Despite this growing database, one particular area that has not received much attention concerns hospitality employees perceptions of consumers' tipping patterns (Mcall and Lynn, 2009). The goal of this article is to examine whether emotional labor

strategies and leader-member exchange (LMX) intersect with negative affectivity (NA) employees personalities to predict consumers tipping behavior.

Previous study has emphasized the contribution of positive affective displays to organizational outcomes (Pugh, 200l). Service with a smile is associated with customer satisfaction and intentions to return (Barger and Grandey, 2006).

Therefore, it is not surprising that there are strong norms regarding the emotions that service workers should or should not reveal to their customers (Tsai and Huang, 2002). Hospitality employees (e.g., waiters/waitresses) are particularly vulnerable to these demands for two reasons. First, a hospitality organization's long term survival and competitive advantage mainly depends on its ability to establish emotional bonds with its customers (Jain and Jain, 2005). Second, because there is a direct relationship between service performance and financial gain (tips), hospitality employees maintain a positive, friendly and smiling disposition even in circumstances that evoke negative emotional reactions (Pizam, 2004).

Negative affectivity is a personality trait that is likely to increase stress appraisal and impede hospitality employees' ability to carry out their service duties. A person who is high in NA is more likely to have a negative world view and to interpret ambiguous comments as negative (Spector et al., 2000). Employees who are high in NA have fewer coping resources and thus may perceive an event as more threatening (Podsakoff et al. 2003) Since emotional display rules are inconsistent with or even contrary to high NA employees' feelings, they must engage in emotional labor strategies; i.e., modify outward emotional displays, often by suppressing their own emotions (e.g., unhappiness, tiredness, anger) and "faking" the required mood (e.g., happiness, cheerfulness).

Emotional labor is a significant job requirement in hospitality service jobs (Lucas and Deery, 2004), and as Chu et al. (2012) noted, there continues to be a tack of quantitative research in the hospitality academic field on the antecedents and consequences of emotional labor. Researchers have argued that individual characteristics affect how an individual performs emotional labor (zapf and Holz, 2006). Therefore, emotional labor studies must include individual differences when attempting to account for the variation in the outcomes of emotional labor. By studying hospitality employees while including an individual difference variable (i.e,, NA) this research may shed new light on the psychological process of emotional labor and extend emotional labor theory in the field of hospitality.

Leader-member exchange (LMX) theory focuses on the dyadic relationship Between a leader and a follower (Tangirala et. al., 2007). The quality of a leader-follower relationship is likely to affect followers (employees)

emotions and influence their ability to display appropriate emotions in service encounters with customers (Medler and Kark, 2012). Although previous studies have stressed the importance of LMX on organizational outcomes (Hackett et al., 2003; Wang et al., 2005), the literature has paid limited attention to the effect of LMX on employees' emotions and managers' ability to buffer employees against stressful events. Most of the existing literature has focused on managers emotions as a predictor of the quality of the LMX (Dasborough, 2006), and not as a factor that is likely to relate or possibly impact employees' emotions.

This study builds on theoretical ideas regarding personality and emotional labor (Bono and Vey, 2007), and draws on LMX theory to propose that the service performance (as measured in tips) Of hospitality employees who are high in NA depends on their emotional labor strategies as well as on the quality of the relationship between manager and employee. It makes three major contributions. First, this study advances emotional labor research, specifically in the hospitality context, by exploring the role of individual differences in predicting emotional labor and its moderating impacts. Second, it sheds light on managers ability to buffer employees' negative emotions by creating a high LMX relationship. Third, in terms of potential managerial implications, the results suggest managerial guidelines for training designed to increase employee service performance by assisting employees in controlling their negative emotional reactions to customers.

2. Literature review and hypothesis development

2.1. Affectivity: Negative and positive affectivity

Positive affectivity (PA) and negative affectivity (NA) define a general tendency on the part of an individual to experience positive or negative emotions over time and across situations (Judge et al., 2009). High NAs are individuals who experience more negative than positive emotions such, as irritation, nervousness, dissatisfaction, pessimism, and have a tendency to be reactive to the normal stresses of daily life and dwell on the negative side of the world (Chi et al, 2011). High PAs are individuals who typically experience greater life satisfaction, self-esteem and control than low PAs; they possess an overall sense of well-being and have been characterized as joyful, active, friendly and enthusiastic (Diefendorff et al., 2005).

2.2. Emotional labor

The concept of emotional labor the process of regulating both feelings and expressions for the organizational goals (Grandey, 2000) has received ample attention in existing research in an effort to understand how service organizations can better deliver "service with a smile" to their customers (Groth et al., 2009).

The two main strategies of regulating emotion used by employees to comply with expectations of emotional display are surface acting and deep acting (Kruml and Geddes, 2000). In surface acting, employees modify behaviors by suppressing or faking expressions and displaying emotions not actually felt (Brotheridge and Lee, 2002). In deep acting, employees modify behaviors through internal change so that a genuine emotional display can follow. Thus, individuals try to influence what they feel in order to "become" the role they are asked to display. This involves changing cognitions through perspective- taking, or positive refocus (Grandey et al., 2004).

As research on emotional labor has accumulated, researchers have argued that emotional labor studies should take individual differences into account when explaining variations in emotional labor consequences because individual traits affect the ways in which an individual performs emotional labor (Bono and Vey, 2005). However, personality has only received scant attention in emotional labor research.

Penney and spector, (2005) found that surface and deep acting had more positive (or less negative) effects for extroverts (compared to introverts). Goussinsky, (2011), found that restaurant servers who tended to use deep acting exceeded their customers' expectations and had greater financial gains regardless of whether they were extroverted or not, whereas surface acting improved tips only for extroverts. In their second study on a call center simulation, deep acting improved emotional performance and increased the likelihood of extra role service behavior beyond the direct and interactive effects of extraversion. In contrast, surface acting reduced emotional performance for introverts but not for extroverts, but only during the extra role interaction.

Personality traits such as NA and PA may also play a key role in emotional labor (Diefendorff and Richard, 2008) demonstrates that individuals with different affect tendencies evaluate and perceive the same display rules differently (Schaubroeck and Jones, 2000), and thereafter choose to engage in different acting methods. It has been found that NA is generally positively related but PA negatively related to surface acting (Brotheridge and Grandy, 2002).

2.3. Emotional labor as a moderator of the NA-tipping relationship

The present study explored whether emotional labor strategies are effective for NA hospitality employees' service performance. It posited that NA hospitality employees who engage in surface acting or in deep acting can exhibit the required emotions and increase their tips, but NA employees who are less engaged in emotional labor strategies will get fewer tips.

Kim (2008), noted that emotional labor is required when employees feel emotions that are inconsistent with organizational requirements. When feelings are congruent with organizational requirements, such as in the case

of high PA, less or no regulation is required. Therefore, when high PAs are asked to display positive emotions, almost no emotional labor is presumably required. Conversely, for NAs, emotional display rules are inconsistent or even contrary to their feelings. Therefore, if NAs wants to fulfill their job requirements (i.e., present positive displays) and reap the financial rewards (i.e., tips), engaging in surface or deep acting may be a useful strategy. It is reasonable to assume that in most cases NA employees will modify outward emotional displays by suppressing their own emotions and faking the required expression (Lam and Chen, 2012). However, in some situations Where NAs successfully internalize the display rules, they may try harder to present the required emotional expressions (Tan et al. 2003).

Based on the literature linking emotional labor with performance and the contribution of positive affective displays to customers' satisfaction which further links to tips, it is reasonable to suggest that the outward behavior of NA hospitality employees should have a negative effect (in tipping when negative affect is expressed towards customers (i.e., low surface/deep acting) because it makes the customers' service experience less enjoyable. However, when contained via Surface or deep acting, the negative NA effect on tipping should be smaller because customers do not experience the negative emotions felt by the service provider. They actually experience only the positive emotions that are reflected through emotional labor strategies (Tan et al. 2004).

In sum, the negative NA-tip size relationship is expected to be stronger for hospitality employees who are less engaged in emotional labor strategies, but weaker in the case of NA hospitality employees who engage in surface or deep acting to serve customers with a smile, which should then be expressed in higher tips. Therefore, it is hypothesized that:

Hypothesis1a. The negative relationship between NA and tips is moderated by deep acting, such that the relationship is weaker for hospitality employees who are high in deep acting.

Hypothesis1b. The negative relationship between NA and tips is moderated by surface acting, such that the relationship is weaker for hospitality employees who are high in Surface acting.

2.4. Leader-member exchange (LMX)

LMX focuses on the dyadic relationship between leader and follower. At the core of LMX theory is the notion that leaders treat their subordinates differently depending on the quality of the social exchange between them (Hackett et al., 2003). Low quality LMX relationships are characterized by a unidirectional downward influence, economic exchange behaviors, and formal role-defined relationships. Leaders and followers in low quality LMX relationships rely almost exclusively on the formal employment contract and

maintains distance between themselves (Zhang and Bartol, 2010). High quality LMX relationships are characterized by mutual trust, respect and obligation. Leaders in such relationships rely more heavily on followers, interact more frequently with them and encourage them to undertake more responsible activities. Followers in a high-quality LMX relationship take on additional duties, and perform beyond contractual expectations (Fisk and Friesen, 2012).

2.5. LMX as a moderator of the NA-tipping relationship

High quality LMX relationships are typically characterized as empathetic and supportive of follower' individual needs, and provide social support to employees. Social support has been recognized as important to emotional management at work because it enables employees to cope better with job stressors and increases their sense of control (Adler, 2002). Dasborough et al. (2009), suggested that employees in high quality LMX relationships have access to supervisory support that might help in interactions with customers, and receive supervisory recognition that may partly offset their perceptions of being unappreciated by customers. Such a relationship, they argue, can influence employees' willingness to view customers favorably.

Recent empirical studies support this notion. Wegge et al. (2006) found that autonomy, participation, supervisory support and concern for employee welfare were positively correlated with call center employees' experience of positive emotions at work. They were also negatively correlated with negative emotions. Dasborough (2006) found that poor communication with the leader was associated with employee anger, annoyance, frustration and disappointment, which can lead to enactment of hostility in service interactions. Townsed et al. (2000) found that the quality of LMX was negatively related to depersonalization of employees toward customers. Last, Medler and Kark., (2012) found that LMX was negatively related to service provider hostility towards customers, which was further related to the ability to provide a solution to customers' problems.

Overall, this implies that the quality of LMX can affect the negative NA-tip size relationship by buffering employees' stress, reducing their negative emotions and enabling employees to better fulfill their role during interactions with customers. Therefore, it is reasonable to hypothesize that NA hospitality employees who perceive their relationship with their manager as a high quality LMX relationship may cope better with job stressors, which will help them to better serve customers, and result in receiving higher tips. The negative NA-tip size relationship is expected to be stronger for NA hospitality employees who perceive their relationship with their manager as a low quality LMX relationship because they will maintain their tendency to respond more strongly to negative events at work (Penney and Spector, 2005) and adopt less effective coping strategies when dealing with stress such as

avoidance, disengagement and denial (Johnsan and Spector, 2007). Subsequently it will impede their service performance, which will manifest itself in the amount of tips. Therefore, it is hypothesized that:

Hypothesis 2. The negative relationship between NA and tips is moderated by LMX, such that the relationship is weaker for hospitality employees who perceive their relationship with their manager as a high quality LMX.

3. Method
3.1. Sample and procedure

The sample consisted of 150 employees who work in restaurants that were similar in terms of location dining style and atmosphere a total of 180 service providers agreed to participate, but only 150 service providers were included in the final sample due to missing data on key items.

Data was collected from the service providers immediately after the customers paid the bill and were leaving while the service provider cleaned table and collected the tip. Service providers were asked politely to participate in the study and to dedicate a 10-15 mm break to fill in the questionnaire to fill in the questionnaire. The service providers were asked to relate to their last interaction in order to minimize the problem of recall bias. Following Groth et al. (2009) method, the legitimacy of the data was ensured by instructing students to write the date, time, name of business, and contact number of the respondent on the back of the questionnaires.

3.2. Materials and methods

Participants were asked about negative affectivity, emotional labor strategies, the quality of their relationship with the manager, the size of the bill of the table they had just served, the exact amount of their tip from that table, and also Completed a demographic survey.

3.2.1 Negative affectivity

NA was measured using 10-items from the Positive and Negative Affect developed by Watson et al. (1988). Sample items include "guilty", "jittery", "nervous". Respondents were asked to indicate the frequency with which they experienced these feelings during their workday on a 7-point Likert scale (1 = rarely to 7 = always). Higher scores indicated a greater tendency to expe-rience a negative mood. The Cronbach's alpha was 0.85.

3.2.2. Emotional labor strategies

Emotional labor strategies were assessed by eight items from originally developed by Brotheridge and Lee (2002). Surface acting items were assessed by five items (e.g., "Put on an act in order to deal with customers in an appropriate way"), and deep acting items by three items (e.g., "Try to actually experience the emotions that I must show"), on a response scale of 1

("never") to 7 ("always"). Reliabilities were .79 and .90 for deep and surface acting, respectively.

3.2.3. Leader-member exchange

The LMX version developed by Graen and UhlBien (1995) was used in the current study. The LMX consists of seven items that characterize the overall effectiveness of the relationship between manager and employee. Sample items included "How well does your manager understand your job problems and needs?" (1= not a bit; 5 = a great deal) and "I have enough confidence in my manager that 1 would defend and justify his/her decision if he/she were not present to do so" (1= strongly disagree; 5 = strongly agree). The Cronbach's alpha was 0.90.

3.2.4. Tipping

Participants were asked to state the amount of the bill and the exact sum of money they received as a tip. The tip was calculated as a percentage of the bill.

3.2.5. Control variables

To reduce the possibility of other factors affecting the results, respondents' gender, age, job tenure and the daily workload (i.e., number of customers that the service provider had served prior to filling out the questionnaire were control variables.

3.2.6. Statistical analyses

Data was fed to the computer to tabulation and analysis as following Mean and SD was used for continuous variables, percentage was used for continuous variables, T.test was also used to compare two means of variables.

4. Results

Table (1) illustrated demographic properties of participants, the average of age of participants was ranged between 31 to 40 years of a percentage of 56.7%.

The majority of the sample were female and had Bachelor's degree (63.3%, 70.0% respectively). Results also indicated that 40% of the samples were average job tenure between 6 to 9 years.

Table (1) Demographic properties of participants

Ag e	No.	%
20 to 30	23	15.3
31 to 40	85	56.7
41 to 50	42	28.0
Gender:		
Males	55	36.7
Females	95	63.3
Educational level:		
High school	37	24.7
Bachelors degree	105	70.0
Postgraduate degree	8	5.3
Job tenure:		
2-5 years	43	28.7
6-9 years	60	40.0
More than 9 years	47	31.3

Table (2) showed the means and standard deviations for the research variables. It is clear that there is a statistically significant different between variables.

Table (2) Distribution of mean and standard deviations

Variables	means	SD
Age	24.92	3.16
Job tenure	2.40	2.27
Daily workload	46.06	33.89
Negative affectivity	2.68	0.94
Deep acting	2.55	1.44
Surface acting	3.22	1.52
LMX	3.79	0.84
Tip size	16.31	11.25

$P < 0.01$

To test the hypothesis a hierarchical regression analysis was performed. The control variables was used in the first step, NA and deep acting were entered in the second step. The independent variables were centered to reduce the multicollineartig between the main effects and the interaction term and increase the interpretability of beta weights of the interaction terms. It was found that deep acting significantly moderated the relationship between NA and tip size ($\beta= 0.23$, $t=2.93$, $p<0.01$). The plot presented in fig.1 suggests

that NA hospitality employees who engaged in deep acting received a higher tip percentage (19.7%)

Than NA employees who engaged to a lesser extent in this strategy (13.9%), which supports the hypothesis surprisingly, the findings also suggest that not only did the negative relationship between NA and tip size became weaker for NA hospitality employees who engaged in deep acting, it also was reversed such that NA was positively related to tips for hospitality employees who were high in deep acting but was negatively related for employees who were low in deep acting. Also, a simple slopes test confirmed that NA had a positive effect on tips when the hospitality employee was high on deep acting (z=2.58, p<0.01) but the negative relationship for low deep acting was not confirmed (z=-1.50, p>0.05).
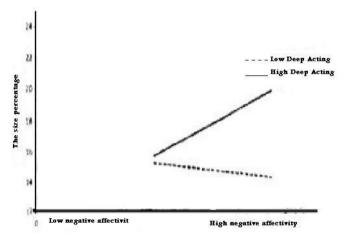

Fig. 1. Two-way interaction for tip size by NA and deep acting.

The results also supported hypothesis 1b, supported this claim ($\beta = .24, t = 3.21, p < .01$). The plot (see Fig. 2) indicates that NA hospitality employees who engaged in surface acting received a higher tip percentage (19.7%) than NA employees who engaged to a lesser extent in this strategy (14.2%), which supports the hypothesis. Similar to previous findings, the results also suggest that the negative relationship between NA and tip size was reversed such that NA was positively related to tips for hospitality employees who were high on surface acting but was negatively related for employees who were low on surface acting. Simple slopes tests confirmed that NA had a positive effect on tip size when servers engaged in high surface acting ($z = 2.73, p < .01$); however, the test did not reach significance for low surface acting ($z = 1.81, p > .05$).
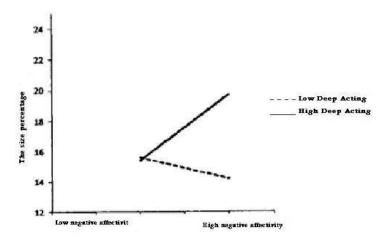
Fig. 2. Two-way interaction for tip size by NA and surface acting.

Hypothesis 2 predicted that LMX would moderate the relationship between NA and tip size. It was found that LMX significantly interacted with NA to influence tip size ($\beta = .15, t = 1.91, p < .05$). The plot, presented in Fig. 3, suggests that NA hospitality employees who perceived their relationship with their manager as a high quality LMX received a higher tip percentage (21.4%) than NA employees who perceived their relationship with their manager as a low quality LMX (13.4%). Similar to the results for H 1a and H lb, the negative NA-tip size relationship reversed such that NA was positively related to tips for hospitality employees who perceived their relationship with their manager as a high quality LMX relationship but was negatively related for employees who perceived their relationship with their manager as a low quality LMX. Simple slopes tests confirmed that NA had a stronger positive effect on tips when the quality of relationship perceived by the hospitality employees was high ($z = 2.44, p < .05$) than when the quality of relationship perceived by hospitality employees was low ($z = -1.96, p < .05$).
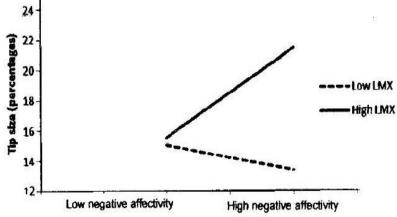

Fig. 1. Two-way interaction for tip size by NA and LMX.

5. Discussion:

This study aimed to better understand how hospitality employees with high NA perform service by suggesting two mechanisms; namely emotional labor strategies and LMX that may assist them in handling stressor and fulfilling display rules in their service jobs. By proposing that NA employees' personality intersects with emotional labor strategies and LMX to predict tip size, this study answers calls to investigate individual differences when explaining the variation in the outcomes of emotional labor (Bono and Vey, 2005; Diefendorff et al., 2005; Zapf and Holz, 2006). Moreover, it provides a better understanding of the role played by managers in buffering employees' negative emotions and how they enable employees to better fulfill their role during interactions with customers. Last, it contributes to the lack of quantitative research in the hospitality academic field regarding emotional tabor (Chu et al,, 2012) as well as studies on tipping behavior from hospitality employees' point of view (Zapf, 2002 and McCall and Lynn, 2009).

The findings suggest that NA hospitality employees who engaged in surface or deep acting received a higher tip percentage than NA employees who engaged to a lesser extent in emotional labor strategies. In addition, LMX moderated the relationship between NA and tips, such that NA hospitality employees who perceived their relationship with their manager as a high quality LMX received a higher tip percentage than NA employees who perceived their relationship with their manager as a low quality LMX.

These results are meaningful because the literature has posited that negative affectivity should negatively affect tip size, whereas the current research found that this negative effect can be countered, and even reversed, if servers engage in emotional labor strategies and/or have a high quality relationship with management. The current findings also suggest that high NA hospitality employees who engage in surface or deep acting receive larger tips than low NA hospitality employees who engage in surface or deep acting. Both results call for further explanation. In their review on affect in organizations, Barsade and Gibson (2007) argued that negative affect leads to more concentrated, detailed, and analytic processing whereas positive affect can lead to the opposite (Pugh, et al, 2011). Additionally, high levels of negative affectivity suggest an increased sensitivity to signals of punishment and non-reward (Keltner et al., 2003). Concentrated, detailed, and analytic processing along with sensitivity to signals of non-reward (low tip size, for example) can be an advantage in service roles, especially in the hospitality sector that tends to hire employees who are likely to pay attention to customers' needs before they even raise their hand and call for a waiter. Their ability to pay attention into details may help NA hospitality employees be more aware of their customers' needs and to serve them better than PA hospitality employees.

Sensitivity to display rules as reflected in the expression of emotional labor strategies may be another explanation. Theory suggests that individuals are more likely to attend to and remember stimuli associated with their dispositional mood states (Dorman and Zapf, 2004). This is termed "emotion congruent information processing". For those who are high in NA, stimuli associated with negativity such as organizational demands to avoid the display of negative moods are likely to be much more salient because such messages are likely to be framed in terms of negatives (i.e., do not display these emotions) and also concern negative emotions (Kammeyer- Mueller et al., 2013). Therefore, NA hospitality employees will be more sensitive to organizational cues to avoid negative emotions, which may result in frequent efforts to control negative emotions at work relative to those who experience negative moods less frequently. It is reasonable to assume that their sensitivity to negative display rules may also be reflected in the display of positive emotions (faked or suppressed) in an extroverted manner to comply with organizational norms and their service role. Whereas PA hospitality employees, who are used to displaying positive emotions, may exhibit pleasantness and calmness, NA hospitality employees will make an effort to express positive emotions, which may result in displaying enthusiast and excitement, so as to convince themselves and/or the customers that they are displaying the expected emotions. As Cote (2005) emphasized, the consequences of any emotional labor interaction are likely to be interpreted in light of the interpersonal responses shown by the other party. Customers may leave higher tips for service from an enthusiastic waiter/waitress than from a calm and pleasant one because they may interpret the higher level of expression of positive emotions as better service or as more convincing. It will be useful to evaluate expressions of emotional labor in terms of high/low positive emotions in future studies.

The present results point to the need to take into account the complex effects of personality. Whereas managers are strongly encouraged to select service employees on the basis of positive affectivity because they tend to act in a friendly and social manner (Tan et al,, 2003), the current results show that NA hospitality employees may be suitable for service occupations and perform their job well, as was shown by the higher tips observed here when using emotional labor strategies. In fact, Parker and Cohen, (2001) suggested that managers who Screen employees on the basis of disposition need to be aware of the possibility that those who are predisposed to exhibit behaviors that benefit customers might be more offended by customer abusive behavior, and consequently may report higher levels of emotional dissonance, tension, dissatisfaction and turnover intentions the more they have to deal with difficult customers. Further research is needed to explore

whether high NA hospitality employees who engage in emotional labor strategies are more capable of dealing with difficult customers.

An additional surprising result is that both strategies enhanced tip size to a similar extent. The similarity in tip size was unexpected since deep acting implies a more friendly and authentic performance and a higher likelihood of helping customers in extra ways whereas surface acting is perceived as "phony" behavior that can "leak out" and leads to customer perceptions of low service quality, which might negatively influence tip size. A possible explanation for the similarity has to do with the difficulty of detecting internal changes in the service provider, (Lynn, 2009) Since in deep acting employees modify behaviors through internal and cognitive change (Grandey,2003), the customer cannot always appreciate the service provider's emotional efforts. Another explanation has to do with customer accuracy in detecting different emotional tabor strategies. Lynn and Mccall, (2000). Found that surface acting is effective as long as customers do not identify it as such. Since service encounters in restaurants may be characterized as a cluster of relatively short, technical interactions (e.g., waiters bring "menus, suggest beverages and describe the restaurant specials, take orders, bring food and finally the bill), it enables hospitality employees to engage in both surface and deep acting without "paying a price" for faking emotions.

However, when considering the personal costs involved in surface acting, companies should encourage deep acting as a more beneficial technique. Surface acting has been positively associated with personal costs such as physical complaints, tack of job satisfaction and different components of burnout (Heaphy and Dutton, 2008). Conversely, deep acting is associated with more desirable states, including a sense of professional efficacy, affective wellbeing and employees job satisfaction (Cropanzano et al., 2003). A recent study found that deep acting leads to positive work outcomes (i.e., less emotional exhaustion and higher job satisfaction) for higher NAs and recommended that managers and hospitality firms should provide service workers with opportunities to develop deep acting skills, such as using the perspective-taking technique which places the employee in the customer's shoes and thereby increases their ability to adopt the customer's viewpoint. Training to reappraise negative customer behavior or focus on positive aspects of situations have also, been recommended in other studies (Dallimore et al., 2007).

Another important contribution of this paper is its exploration of the interaction between NA, LMX and its effect on tip size. The beneficial effects of high quality LMX relationships have been well documented in the literature. As previously mentioned. LMX relates positively to several positive outcomes, including performance (Maslach et al, 2001; Wang et al.,

2005), satisfaction (Fisk and Friesen, 2012) and organizational citizenship behavior (Wang et al., 2005). Surprisingly; the current results showed that the quality of LMX not only reduced the negative relationship between NA and tip size, but also reversed this relationship for NA hospitality employees who perceived their relationship with their manager as a high quality LMX. Hence the quality of LMX may contribute to more satisfactory performance in service interactions by enabling NA hospitality employees to better fulfill their role during interactions with customers.

These results lend weight to findings reported recently by Medler-Liraz and Kark (2012) that LMX is negatively related to displays of hostility by employees towards their customers. Employee hostility was negatively related to employees' ability to provide a solution to customers' problems, which was further related to customers' hostility towards employees. Both studies suggest that managers, through their relationships with their employees, may be responsible in various ways for both the wellbeing of the employee and the customer. Hospitality employees, especially those with high NA, experience negative emotions in day-to-day interactions, which can have negative psychological and physiological consequences (Deery et al., 2002; Dorman and Zapf, 2004; Grandey et al., 2004) affecting psychological wellbeing as well as physiological health (Heaphy and Dutton, 2008). Therefore, managers who foster a high quality relationship with employees are likely to enhance their wellbeing. Furthermore, through managers' influence on employee emotions, managers may be able to indirectly affect the emotional tone of the interaction between the employee and the customer and thus have some effect on customers' emotions, which subsequently influences their perception of service quality.

Recommendations

1. Select service employees on the basis of positive affectivity because they tend to act in a friendly and social manner.
2. Important of training employees to reappraise negative affectivity behavior and to focus on positive aspects of situations.
3. Improve the quality of LMX to contribute more satisfactory performance in service interactions by enabling NA hospitality employees so better fulfill their role during interactions with customers.
4. Conform on the role of mangers to indirectly affect the emotional tone of the interaction between the employee and the customer.

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