

# **Being Moved or Being Satisfied? An Unexpected Act of Personal Kindness During the Hospitality Service Encounter**

## **Abstract**

*Prior research has highlighted that merely satisfying customers is not sufficient to secure a lasting competitive advantage during service encounters in hospitality. We propose and show that hospitality providers can evoke feelings of 'being moved' in their customer by providing unexpected acts of personal kindness, rather than satisfying them by meeting their expectations. The distinct emotional signature associated with being moved, in turn, significantly increases the customers' loyalty and commitment (LoC) and the extent to which they engage in positive word of mouth (WoM); on top on what can be achieved by satisfying customers. Specifically, the joy/happiness component of being moved significantly increases LoC and WoM, however, this effect is shared with satisfaction. Surprise and guilt, on the other hand, are emotions uniquely associated with being moved and both significantly increase customers' LoC and WoM. The positive effect of being moved can be enhanced by minimizing shame, an emotion occasionally associated with being moved. Moreover, being moved also has a positive effect on how customers' perceive the workplace environment of an organization and the extent to which a hospitality organization is perceived as social and environmentally responsible, core measures of organizations Corporate Social Responsibility efforts.*

## **Keywords**

emotions, being moved, customer satisfaction, hospitality, service encounters, word of mouth, loyalty and commitment

## **1. Introduction**

Providing an optimized customer experience entails guaranteeing valuable service during the entire service encounter. Especially customers' interactions with the frontline employees are central to the evaluation of the provided service (e.g., Hartline, Maxham, & McKee, 2000). Accordingly, improving the experience customers have during the service encounter is one of the key measures to gain a competitive advantage in the service industry (Kelley, 1992; Mittal & Lassar, 1996). One of the critical ingredients of customers' evaluation of the service encounter are the experienced emotions (Price, Arnould, & Tierney, 1995). Prior research has shown that emotions are central to the service experience (Brown & Kirmani, 1999; Knowles, Grove, & Pickett, 1999; Menon & Dubé, 2000; Price, Arnould, & Deibler, 1995; Pugh, 2001; Rafaeli & Sutton, 1990), even during brief and mundane service encounters (Mattila & Enz, 2002).

Prior research has highlighted that merely satisfying customers is not sufficient to secure a lasting competitive advantage during the service encounter—successful companies must strive for going beyond customers' satisfaction (Schlossberg, 1990; Jones & Sasser, 1995; Keaveney, 1995; Kumar, Olshavsky, & King, 2001; Rust & Oliver, 2000). The present study introduces 'being moved' as an emotional state going beyond satisfaction that has previously not been addressed in service literature and research. 'Being moved' is part of our daily experience (Strick & van Soolingen, 2018), and many situations in everyday life are readily described as moving (Kuehnast, Wagner, Wassiliwizky, Jacobsen, & Menninghaus, 2014). Many languages have lexicalized deverbal expressions for feeling moved (Kuehnast et al., 2014)—for instance, *kandoh* (Japanese), *commozione* (Italian), *Ergriffenheit* or *Rührung* (German), *terharu* (Indonesian), *ontroering* (Dutch)—and it is relatively common in many languages to speak of being emotionally moved in situations as different as witnessing the best friend getting married, listening to a favorite song, watching one's own child winning a

competition, or observing someone succeeding against all odds (Kuehnast et al., 2014; Menninghaus et al., 2015).

Psychology, however, has only recently turned its attention to this emotional state (Tokaji, 2003; Kuehnast et al., 2014; Menninghaus et al., 2015; Schubert, Zickfeld, Seibt, & Fiske, 2018; Strick & van Soolingen, 2018). Whereas for discrete emotions such as anger, happiness, or guilt relatively clear antecedents and consequences have been identified, 'being moved' is a mixed emotion potentially involving the co-activation of positive and negative affect with a variety of potential elicitors and behavioral implications (Tokaji, 2003; Cova & Deonna, 2014; Kuehnast et al., 2014; Menninghaus et al., 2015). Its complexity notwithstanding, one of the common themes that emerge in research about the emotional state of being moved are appraisals related to acts of forgiveness, sacrifice, and generosity (Konecni, 2005), a deep emotional exchange in human relations (Tokaji, 2003) and acts of prosocial nature (Menninghaus et al., 2015), communal sharing, affiliation, and increased closeness (Schubert et al., 2018), and kind, friendly, or nurturant acts towards other beings (Strick & van Soolingen, 2018). Moreover, being moved is an attachment emotion (Koelsch et al., 2015) that promotes action tendencies of approaching and prosocial acts of bonding and helping (Frijda, Kuipers, & Ter Schure, 1989; Stel, van Baaren, & Vonk, 2008; Tan, 2009; Menninghaus et al., 2015). Thus, 'being moved' is an ideal candidate to improve relations of hospitality providers with their customers.

As the aforementioned paragraph suggests, 'being moved' escapes traditional definitions (Tokaji, 2003) and is best understood via its appraisal (what causes someone to be moved) and resulting action tendencies (behavior, decision making, or attitudes resulting from the experienced emotion). Following this appraisal tendency framework (Lerner & Keltner, 2000) (see figure 1), we propose and show that that service providers can gain competitive advantage by providing their customers with unexpected personal acts of kindness (appraisal)

which, in turn, increase positive word of mouth and customers' loyalty and commitment (action tendency) beyond what can be achieved with merely satisfying customers.

-----  
Insert Figure 2.  
-----

Using content analysis of service episodes in hospitality, we first show that the emotion 'being moved' is elicited by providing the customers with 'unexpected acts of kindness' that goes above and beyond meeting their expectations. Identifying the underlying appraisal mechanism provides important insights on how hospitality providers can improve the service encounter (lefthand side of figure 1).

In a second step, we perform mediation analyses in order to investigate the path leading from the emotional episode to superior customer loyalty and word of mouth (center and righthand side of figure 1). While being a distinct emotional state with distinct appraisal and action tendencies (Menninghaus et al., 2015; Schubert et al., 2018), being moved is a mixed emotion potentially involving the co-activation of several emotions, chief amongst them joy/happiness, surprise, sadness, guilt, and shame. We hypothesize and our results show that, compared to being satisfied, service episodes that evoke being moved increase the likelihood of experiencing surprise, sadness, guilt, and shame. This distinct affective signature, in turn, significantly increases customers' loyalty to the service provider and the extent to which they engage in positive word of mouth, on top of what can be achieved by merely satisfying customers. This result is crucial as customers' loyalty and word of mouth are crucial success metrics and research has consistently shown that satisfaction exhibits only a weak relationship with customer loyalty (Jones & Sasser, 1995; Keaveney, 1995).

## **2. Theoretical Background**

People experience emotions when events or situations affect their values, motives, or goals that are pertinent at the time (De Leersnyder, Koval, Kuppens, & Mesquita, 2018). The emotional experience begins with an appraisal of the situation or the event, including its personal significance, whether it is beneficial or detrimental for their personal goals, and causal ascriptions of responsibility (Carver & Scheier, 1990). The experienced emotion, in turn, predisposes individuals towards performing specific actions (cf., Mauss & Robinson, 2009). Thus, following this appraisal tendency framework (Lerner & Keltner, 2000), emotions have specific antecedence initiating the emotional experience. As a consequence, the individual experiencing the emotion is more likely to perform a specific action rather than others. In the context of our research, feelings of being moved should be initiated by the specific behavior of the service personnel and, in turn, result in specific behavior towards the hospitality provider.

According to the ‘matching principle’ of the appraisal tendency framework (Han, Lerner, & Keltner, 2007) the specific antecedences and consequences of an emotional state are best understood by contrasting them with an alternative state in a given situation. In the context of service encounters in hospitality, customer satisfaction is arguably the most widely considered variable in research as well as practice (Swan & Oliver, 1989; Oliver & DeSarbo, 1988; Tse & Wilton, 1988; Westbrook, 1991; Laros & Steenkamp, 2005; Bolton & Drew 1991; Allen, 1992; Cronin & Taylor, 1992; Oliver, 1993; Taylor & Baker, 1994; Petty, Wegener & Fabrigar, 1997; Oliver, 1999; Barsky & Nash, 2002; Namasivayam & Hinkin, 2003; Lam et al., 2004; McChain, Jang & Hu, 2005; Baumann et al., 2007, & so on). Thus, in order to establish ‘being moved’ as novel and worthwhile concept in service literature and practice, it should exhibit distinct appraisal than satisfaction as well as different action tendencies.

## 2.1 Appraisal of Being Moved

Being an emotional episode potentially entailing various emotions of different valence, 'being moved' has escaped conventional classifications in emotion research (Tokaji, 2003). Frijda, Kuipers, and ter Schure (1989) have identified pleasantness, other agency, suddenness, and personal importance as the most distinctive appraisal patterns of being moved. In service encounters, both satisfaction and being moved are characterized by pleasantness and other agency. That is, the service resulting in the emotional experience is provided by frontline personell (other agency) and enjoying the service (pleasentness) is a precondition for both satisfaction and being moved. In order to satisfy customers, however, it is sufficient to meet their expectations (Schiffman & Kanuk, 2004), the service has neither to be of personal importance nor being unexpected. Conversely, the appraisal pattern of being moved identified in prior research (e.g., Tokaji, 2003; Frijda et al. 1989) suggests that in order to move a customer, the action by the service personnel has to be of personal importance, not a mundane event the customer takes for granted, and unexpected. This is supported by prior studies showing that feelings of being moved are more likely to occur when the elicitors are extraordinary, unexpected, or occur suddenly (Cova & Deonna, 2014; Schubert et al., 2018).

For instance, a customer visiting a low-budget hostel will have comparably low expectations regarding service, decoration of the room, or provided amenities. If this limited expectations are fulfilled, s/he will be satisfied. However, if the owner of the hostel has personally decorated the room to make the guest feel at home, devotes personal attention to the guest by pointing out restaurants where locals go to eat, and takes his/her time to solve the travelar's problem, it is likely that the customer feels moved. Notably, the same level of service and personal attention would not necessarily result in feelings of being moved in a Japanese Ryukan, in which extensive service is expected by Japanese customers. However, it might result in 'being moved' for foreigners that are surprised by 'Omotenashi,' the Japanese

understanding of hospitality. The notion of going beyond satisfaction by ‘surprising’ the customer has already been explored in service literature, for instance, in the concept of customer delight (Oliver, Rust & Varki 1997; Falk, Hammerschmidt & Schepers 2010; Finn 2005; Barnes, Ponder & Dugar 2011; Sivakumar, Mei & Beibei 2014).

Additionally to the level of unexpectedness, being satisfied and being moved should also differ with regard to the content of the action. Cova and Deonna (2014: 455) argued that episodes of being moved are initiated when „positive values are brought to the fore and manifest themselves in a particularly salient way“ by an extraordinary or even surprising occasion. For instance, an unexpected personal gift may bring to the forefront how close you are to a person, refocusing your mind on how important you are to this person and vice versa (cf., Cova & Deonna, 2014). However, as pointed out by Menninghaus et al. (2015), feelings of being moved are not elicited by an unspecified wide range of core values but have a fairly circumscribed focus on prosocial norms, bonding, empathy, and compassion (Menninghaus et al., 2015), communal sharing, affiliation, and increased closeness (Schubert et al., 2018), and kind acts towards other beings (Strick & van Soolingen, 2018).

Referring to the hostel example above example, all described actions by the by the owner of the hostel include a kind, personal note. Rather than providing a folder with local restaurants, s/he personally directing the customer to a restaurant that local people frequent. S/he did not send the guest to a travel agency that could solved the customer’s problem but devoted her on time to help the guest. Instead of using off-the shelf furniture, the room was homely decorated by him/herself. Whereas the former most likely would have been sufficient to satisfy the guest, according to the proposed framework only the ladder is likely to result in being moved.

In summary, whereas the general theme of ,being satisfied‘ episodes during a service encounter is meeting customers‘ expectations, prior research on the appraisals of being moved

suggests that feelings of being moved in hospitality are elicited by ‘unexpected acts of kindness’ during service encounters. Thus, we hypothesize the following:

*H1: During service encounters, the emotion ‘being moved’ is elicited by ‘unexpected acts of kindness’ (core appraisal theme).*

This distinction between ‘being moved’ and ‘being satisfied’ is also supported by a recent neurobiological account of ‘being moved.’ Koelsch et al. (2015) propose that there are two different classes of positively valenced emotions that originate from two different affect systems. The diencephalon-centered effect evokes reward-related feelings of pleasure and is associated with satisfying a homeostatic need, similar to what we refer to as satisfaction. Conversely, the hippocampus-centered effect evokes attachment-related emotions such as being moved. Notably, attachment-related and reward-related activation are not mutually exclusive (Koelsch et al., 2015). When being moved during the service encounter, the customer is most likely satisfied, too. On the other hand, being satisfied does not necessarily implicate that the customer is also moved.

## **2.2 Action Tendencies of Being Moved**

The general appraisal themes are also reflected in the action tendency evoked by being moved. Being a pro-social attachment emotion, being moved is hypothesized to predispose individuals towards bonding and attachment-related behaviors and a broad range of altruistic acts such as helping, cooperating, and being generous (Frijda et al., 1989; Stel et al., 2008; Tan, 2009; Menninghaus et al., 2015; Strick & van Soolingen, 2018). A study by Cova and Deonna (2014) showed that being moved was associated amongst others with the action tendencies ‘doing something good for another person’ and ‘taking care of your family’ and participants in



the being moved condition donated more money off their potential reward to UNICEF than the participants in the joy condition. Thus, being moved during a service encounter should increase the customers' propensity to reciprocate the personal act of kindness via the emotionally induced attachment and prosocial helping behavior. In the hospitality context, the former can translate into increased loyalty and commitment towards the hospitality provider and the latter into a higher propensity to engage in positive word of mouth. In the hospitality context, the former can translate into increased loyalty and commitment (LoC) towards the hospitality provider and the latter into a higher propensity to engage in positive word of mouth (WoM). Whereas LoC is central to customer relationship management and increasing customers' lifetime value, WoM is key in acquiring new customers. We propose that 'being moved' is related to both strengthening and maintaining existing relationships as well as establishing new ones.

As pointed out by Gundlach et al (1995: 78), loyalty and commitment 'may very well become a focal point of explanation in marketing as the discipline moves further away from the transactional view of exchange and embraces the relational view'. Loyalty and commitment are key relational variables that encourage maintaining a relationship, avoiding alternative relations, and reducing the perception of risk in the environment (Morgan & Hunt, 1994; Chaudhuri et al., 2002). Thus, loyalty and commitment can be defined as favorable attitude towards a hospitality service provider that results in the intention of repeated service usage and a tendency to avoid other hospitality service providers (Chaudhuri et al., 2002; Wang et al., 2006). Word of mouth is considered one of the most effective ways of attracting customers (Duhan et al., 1997) and several studies show that word of mouth is related to customers' level of trust, satisfaction with the product or service, perceived service and relationship quality, and their purchasing intentions (for a review, see, Goyette et al., 2010). Word to mouth has been related to personal and interpersonal influence, interpersonal relationships, and informal

communication (File et al., 1992; Goyette et al., 2010), with the core feature being its informal and interpersonal nature. Thus, positive word of mouth can be defined as informal and noncommercial conversation between consumers that highlights the positive aspects and benefits of a service, potentially involving a recommending the service provider (File et al., 1992; Goyette et al., 2010).

Although being a distinct emotional state with a unique affective signature (Menninghaus et al., 2015; Schubert et al., 2018), being moved is a mixed-emotion that potentially involves the co-activation of several discrete emotions such as joy/happiness, sadness, or surprise (Menninghaus et al., 2015; Tokaji, 2003). Notably, the involved emotions may occur at the same time but do not have to (Schubert et al., 2018). Happiness/joy commonly coincides with being moved, but sometimes does not. Similarly, individuals that are moved may experience sadness, but not always. Accordingly, we hypothesize that the effect of being moved is contingent on the activated emotion and not each activated emotion distinguishes being moved from being satisfied. In order to be distinct from being satisfied, two conditions have to be fulfilled. First, when being moved during a service encounter the likelihood to experience a particular emotion should be higher than during satisfying episodes. Second, the experienced feeling should have an effect on customers' loyalty and commitment as well as the likelihood that they engage in positive word of mouth. Additionally to the more common emotions associated with being moved—happiness/joy, sadness, and surprise—we also consider guilt and shame as we expect that they are potentially activated and have an effect on loyalty and word of mouth in the specific context we are investigating.

### **2.2.1 Joy/Happiness and Surprise**

Joy or happiness is the most prominent emotion associated with being moved (Cova & Deonna, 2014; Schubert et al., 2018; Strick & van Soolingen, 2018). Tokaji (2003) found that

73.2% of the responders felt joy during emotional episodes of being moved, and in the study conducted by Menninghaus et al. (2015), joy (36.6 %) was the most frequent emotion experienced when being moved during own life events.

Happiness and joy are goal-oriented emotions that are closely related to the progress individuals make towards obtaining their goals (Frijda, 1986; Lazarus, 1991). The frustration of goals, on the other hand, results in feelings of anger (Morris & Keltner, 2000). If a customer expects a certain type or quality of service and the expectations are not met by the service provider, negative emotions are likely to occur, mainly if the specific service is essential to the customer. Conversely, if the expectations are met, the customer is expected to experience happiness and joy. This closely resembles customer satisfaction that can be conceived as ‘the individual’s perception of the performance of the product or service in relation to his or her expectations’ (Schiffman & Kanuk, 2004). For both, happiness and satisfaction, a vast amount of studies document the beneficial for the service provider ( Finn 2005; Hicks et al. 2005; Chitturi, Raghunathan & Mahajan 2008; Crofts, Pan & Raschd 2008; Barnes, Beauchamp & Webster 2010; Finn, 2012; Bartl, Gouthier & Lenker 2013). Thus, we expect that the customers’ experienced happiness during the service encounter increases their loyalty and word of mouth.

**H2a: *Customers’ joy/happiness increases LoC.***

**H2b: *Customers’ joy/happiness increases WoM.***

We expect, however, that joy & happiness, while per se being beneficial, does not constitute a distinct characteristic that differentiates being moved from being satisfied. To qualify them as distinctive characteristics, they should not only have positive consequences for the service provider but being moved should also increase the likelihood of experiencing joy & happiness compared to being satisfied. Satisfaction and happiness, however, are

conceptually related as both emerge when a customer's expectations are met (Schiffman & Kanuk, 2004) and during both being satisfied and being moved episodes the customer's wishes are fulfilled by the service provider. Thus, being moved and being satisfied events should result in comparable levels of joy & happiness reflected in a non-significant indirect effect.

Instead, the related distinctive feature setting being moved apart from being satisfied is the level of experienced surprise by the customer. Whereas happiness captures the degree to which expectations are met, surprise emerges when services that go beyond the customer's expectations are provided. A core characteristic of being moved is that the event causing the emotional episode stands out from daily experience, either by being sudden, rare, unexpected, or having a low probability of occurring (Tokaji, 2003; Schubert et al., 2018; Strick & van Soelingen, 2018). Cova and Deonna (2014) argue that norms and values that may induce a moving experience are not always at the forefront of one's mind. However, when made salient by rarely occurring and extraordinary events—for instance, people aiding others during a natural disaster, a wedding, or a family reunion—the norms and values become manifest and give rise to moving feelings.

In the hospitality context, a moving experience should be associated with services that are out of the ordinary, could not be expected by a given hospitality provider, and, as a consequence, result to a certain extent in feelings of surprise. A customer that books a private accommodation expecting to stay overnight may be surprised that the host invites him/her to join the family dinner and takes personal care that s/he has a good time in the visited location. This customer is more likely to return to the accommodation if s/he has the chance, leave positive reviews, or recommend the accommodation to other people (cf., Rust & Oliver, 2000). Thus, we expect that being moved increases the likelihood of being surprised during the service encounter which, in turn, increases the customer's loyalty and positive word of mouth.

**H3a: *Being moved during service encounters increases the likelihood of experiencing feelings of a surprise (compared to being satisfied).***

**H3b: *Customers' surprise increases LoC.***

**H3c: *Customers' surprise increases WoM.***

### **2.2.2 Sadness**

After joy and happiness, sadness is the emotion most often associated with being moved (Tokaji, 2003; Cova & Deonna, 2014; Menninghaus et al., 2015; Schubert et al., 2018; Strick & van Soolingen, 2018). It should be noted, however, that being moved has its own valid signature and should not be confounded with a pure state of being sad. When individuals are sadly moved, it is commonly elicited by observing the causing event rather than experiencing it on their own and the event has a positive component or is heading towards a positive outcome (Tokaji, 2003). Moreover, being moved has an overall positive valence (Menninghaus et al., 2015) and individuals categorize moving events far more often as positive than negative (Cova & Deonna, 2014). Especially in the context of service encounters, it is unlikely that customers experience an event that Menninghaus et al. (2015) classified as sadly moving. Nevertheless, being central to being moved, slight feelings of sadness are potentially activated during moving episodes. Thus, it is possible that even within a generally joyfully moving episode, the customer may experience feelings of sadness to some extent.

However, it is unlikely that the sadness component of being moved episodes during service encounters affects customers' loyalty or word of mouth. First, sadness is a dejection-related emotion (Higgins, 1989) and in its pure form is appraised after inevitable loss (Lazarus, 1991). As outlined before, in the context of service encounters the joy component of being moved should be dominant with low amounts of sadness being co-activated at best. Second, action tendencies associated with feelings of sadness do not relate to our outcome variables.

Prior research has shown that the action tendencies of feeling sad are related to changing the person's circumstances. People feeling sad are more likely to make external attributions and perceive situational circumstances and fate responsible for life outcomes, have a tendency to choose higher-risk options and engage in more systematic, deliberate information processing relying less on heuristics and stereotypes (for reviews, see, Keltner & Lerner, 2010; Lerner, Li, Valdesolo, & Kassam, 2015). None of these action tendencies induced by sadness seem to affect a customers' loyalty and word of mouth plausibly. Thus, we only hypothesize that being moved potentially increases the likelihood of experiencing sadness compared to being satisfied episodes as sadness may be co-activated when individuals are feeling moved.

**H4: *Being moved during service encounters increases the likelihood of experiencing feelings of sadness (compared to being satisfied).***

### **2.2.3 Guilt & Shame**

Guilt and shame are commonly not addressed in research investigating episodes of being moved and if they are, the results show that overall shame and guilt are not emotions that feature prominently when being moved (Menninghaus et al., 2015). However, in the present study, we specifically focus on moving events in which the service personnel has performed a personal act of kindness for the person experiencing the emotion. In this situation, guilt and shame may be a nonnegligible component of being moved and affect customers' loyalty and word of mouth.

First, although guilt and shame are not intuitively associated with hospitality and service encounters, kind acts can elicit guilt and shame (cf., Watkins, Scheer, Ovnicek, & Kolts, 2006; Mattila, Hanks, & Zhang, 2013). For instance, the kind acts of the service personnel can be in reaction to an occurrence that is shameful for the customer—e.g., the guest has missed a

flight due to his/her own negligence, and the hotel personnel goes to great lengths to save the situation—or the personal attention given to a customer goes beyond what could be expected causing a sense of indebtedness and that one takes advantage of the host’s kindness—e.g., the host of a private accommodation invites the guest to his/her family dinner and takes time off to show the guest around town. Second, both being moved and guilt and shame share their prosocial and moral orientation. As previously discussed, a common theme identified with episodes of being moved is the acts of prosocial nature and their relation to norms, values, and morals (Konecni, 2005; Menninghaus et al., 2015; Strick & van Soolingen, 2018). Similarly, guilt and shame, although experienced as unpleasant by most people, are considered the archetypes of prosocial, moral emotions (de Hooge, 2012). Guilt and shame encourage people to act in accordance with norms and values (Tangney, Stuewig, & Mashek, 2007; Cohen, 2010) and a number of studies show that they promote prosocial and cooperative behavior (Tangney & Dearing, 2002; Ketelaar & Tung Au, 2003; Tangney et al., 2007; Wolf, Cohen, Panter, & Insko, 2010; Cohen, 2010; Cohen, Wolf, Panter, & Insko, 2011). Thus, we expect that being moved increases the likelihood of feeling guilt and shame during the service encounter.

*H5a: Being moved during service encounters increases the likelihood of experiencing feelings of guilt (compared to being satisfied).*

*H5b: Being moved during service encounters increases the likelihood of experiencing feelings of shame (compared to being satisfied).*

Although guilt and shame frequently co-occur (Wolf et al., 2010), they have distinct action-tendencies. Shame is comprised of negative self-evaluation (e.g., ‘I’m feeling bad about myself because I caused the host work because of my negligence’) and commonly results in avoidance behaviors (Wolf et al., 2010). A customer that experienced shame, even though the

host was kind to him/her, may be less likely to return to the host in the future. Conversely, guilt is comprised of negative behavior evaluations (e.g., ‘I took advantage of the hosts time too much compared to what I’m paying’) and results in approach behavior by working to compensate for one’s behavior (Wolf et al., 2010). For instance, a guest that feels in debt with the host because s/he provided extraordinary service is likely to return, even if there are more convenient options available, and recommend the host to other people to make up for the effort the host put into giving him/her an outstanding experience. Thus, we expect that whereas customers’ experienced guilt during the service encounter increases their loyalty and word of mouth, feelings of shame have the opposite effect.

**H5c: *Customers’ feelings of guilt increases LoC.***

**H5d: *Customers’ feelings of guilt increases WoM.***

**H5e: *Customers’ feelings of shame decrease LoC.***

**H5f: *Customers’ feelings of shame decrease WoM.***

### **3. Method**

#### **3.1 Data Collection & Design**

To investigate the emotional associations and effects of being moved during a service encounter, we employed the Geneva Appraisal Questionnaire (GAQ) (Scherer, 2001) adapted to the present research context. The study consisted of four parts. First, two subgroups were asked to describe an experience or an event at an accommodation that made them feel very touched/very moved or very satisfied, respectively. The event could relate to any experience that the responders had as a customer in which the actions of or interaction with the service personnel made them feel very touched/very moved or very satisfied. The two subgroups were



chosen based on the 'matching principle' (Han et al., 2007), a research strategy within the appraisal-tendency framework of emotions, that suggests comparing emotions that are potentially different in terms of appraisal and action tendency within a specific situation. Moreover, being moved should have distinct antecedence and effects to warrant further consideration in research and practice. The fact that 'being moved' is compared to being satisfied has also to be considered when interpreting the results. Significant positive effects of customers that are moved during the service encounter on word of mouth and loyalty & commitment represent an additional effect of being moved on top of the effect that can be achieved with very satisfied customers. That is, the reported effects do not indicate the generally positive effects for the hospitality industry of providing customers with a moving experience during the service encounter but positive effects above and beyond an already high baseline.

Second, the participants were asked to indicate the degree to which they felt moved or satisfied by the described event and evaluate how they felt during the experience along with several discrete emotions (e.g., surprise, joy, guilt, etc.). As discussed in the theory section, 'being moved' is a mixed emotion that may comprise several discrete emotions with distinct effects. The second part allows disentangling, which discrete emotions are associated with being moved as opposed to being satisfied in the hospitality context as well as isolate different effects of the distinct emotions related to being moved. Third, the participants evaluated the accommodation at which the moving or satisfying experience occurred along several dimensions. These evaluations constitute our dependent variables. Finally, the participants were asked to answer socio-demographical questions and questions about their travel, serving as control variables.

For the data collection, we employed a cross-sectional design balanced according to satisfying or moving experiences. As to date 'being moved' has not been explored in the

context of hospitality, we opted for a sampling strategy providing a broader perspective. The data were collected by the researchers via e-mail or face-to-face interviews with the aid of students participating in an International marketing class at Kyoto University in May and June 2020. In order to capture a wide range of moving experiences, the data collection was not restricted to a specific location or hospitality setting (e.g., a hotel chain), a specific target group, or a specific country. Following the exploratory nature of the study to investigate the validity of a yet to be established concept in hospitality, this approach allows to capture a variety of moving experiences during the service encounter in different hospitality settings (e.g., restaurants, hotels, different price ranges), different cultures and geographic locations, and from responders from different demographics with a heterogeneous socialcultural background. In total, the final sample consisted of 252 responders from 14 countries from Europe, Asia, and America. 47.5 % of the responders are part of the ‘being moved’ group, 50.4 % are female, 13.8 % traveled for business and 86.2 % for fun, 80 % traveled in the company and 20.0 % traveled alone, and 75.6 % used a middle-upper class accommodation and 24.4 % stayed in budget accommodation. The average age of the responders is 30 (SD = 9.17) and they come from a variety of regions (Asia = 33.2 %; USA, Europe, and Canada = 17.2 %; South America = 4.6 %; 45 % = other region or non-disclosed).

-----

Insert Table 1.

-----

### 3.2 Measures

**Event Description.** The description of the event or experience that led the responders to feel moved or being satisfied was coded by a colleague familiar with hospitality research

that was not familiar with the data set and not involved in the data analysis. Each description was coded as to whether it constitutes an ‘event or experience in which expectations of the customer have been met’ (= 0), an ‘event or experience of unexpected act of kindness’ (= 1), or ‘other’ (= 2) if the event or experience described neither of the two.

**Being Satisfied & Being Moved.** After the event description, the participants completed two single-item measures assessing the degree to which they felt being moved (1 = “not touched or moved at all” to 7 = “extremely touched or moved”) and satisfied (1 = “not satisfied at all” to 7 = “extremely satisfied”). The primary purpose of these two items was to assess whether the responders describing a moving hospitality experience or event were indeed more moved than responders describing a satisfying experience or event.

**Emotions.** The emotional experience associated with the event or experience was measured with a modified version of the Positive Affect Negative Affect Schedule (PANAS) (Watson, Clark, & Tellegen, 1988). Responders indicated the extent they felt thirteen emotional states during the touching or moving experience on a scale from 1 = “not at all” to 7 = “extremely”. The factor analysis (principal component, varimax rotation) yielded a three-dimensional solution (variance explanation: 64.15 %). Consistent with the PANAS, the positive effect items (e.g., joy, happiness, pleasure) and the negative effect items (e.g., shame, guilt, sadness) loaded on two distinct factors (PA:  $\alpha = 0.80$ ; NA:  $\alpha = 0.88$ ). Surprise loaded on a single factor. For the analyses, we retained the PA factor containing joy, happiness, and pleasure, as they are commonly associated with ‘being moved’ (Kuehnast et al., 2014; Schubert et al., 2018) and are hypothesized to have an equivalent effect. Rather than using the NA factor, however, we investigate guilt, shame, and sadness as single discrete emotions as we hypothesized distinct effects on word of mouth and loyalty and commitment.

**Word of Mouth (WoM).** To measure word of mouth, we employed a modified version of the scales used by Goyette et al. (2010) and File et al. (1992) adapted for the service and

hospitality context. The WoM scale consists of 4 items ('I talked to other people about the experience I had at the accommodation,' 'I recommended the accommodation to friends, family, and acquaintances,' 'I have spoken favorably of this accommodation to others', 'If someone asked me whether stay at the accommodation, I would definitely say yes') and responders indicated the extent to which they agree with the statements (1 = "strongly disagree" to 7 = "strongly agree"). The scale exhibits a satisfactory Cronbach's alpha ( $\alpha = 0.85$ ).

**Loyalty and Commitment (LoC).** Loyalty and commitment were measured with an adapted version of the scales employed by Wang et al. (2006) and Chaudhuri et al. (2002). The LoC scale consists of 4 items ('I would definitely stay at this accommodation again,' 'I would be willing to pay a higher price for this accommodation over other accommodations of comparable standard', 'Even with other options, I would choose this accommodation,' and 'If I were to return, I would NOT stay at another accommodation') and responders indicated the extent to which they agree with the statements (1 = "strongly disagree" to 7 = "strongly agree"). The 4<sup>th</sup> item was eliminated as it substantially reduced Cronbach's alpha. The three item scale exhibits a satisfactory Cronbach's alpha ( $\alpha = 0.81$ ).

**Workplace Environment (WE) & Social and Environmental Responsibility (SER).** Additionally, to WoM and LaC, we asked participants the degree to which they perceived the accommodation as having a good workplace environment for the employees and whether they perceived the organization as socially and environmentally responsible. Although not explicitly addressed in the theory section, emotion research has shown that the action tendency caused by an emotional experience is transferred to individuals that are not directly responsible for the emotional experience or to evaluations that are not directly related to the emotional experience (Loewenstein & Lerner, 2003). If the employees of an organization go to great lengths to provide the customer with unexpected acts of kindness, it may trigger the association that the organization must also be socially and environmentally responsible and provide a good

working environment for their employees. Thus, it is plausible to assume that a moving event or experience also positively affects customers' evaluation of workplace quality and social and environmental responsibility, although not directly associated with the event or experience. This is also consistent with service and hospitality literature consistently showing a link between individual service encounters and the overall assessment of the organization (Mattila & Enz, 2002).

Both WE and SER were measured with an adapted version of the scales developed by Fombrun et al. (2000). The WE scale consists of 4 items ('I think the accommodation had excellent leadership,' 'I think the accommodation was well managed,' 'The accommodation looked like a good place to work for employees', and 'The accommodation looked like a company with good employees') and responders indicated the extent to which they agree with the statements (1 = "strongly disagree" to 7 = "strongly agree"). The scale exhibits a satisfactory Cronbach's alpha ( $\alpha = 0.80$ ). The SER scale consists of 4 items ('I think the accommodation was environmentally responsible,' 'I think the accommodation was socially responsible,' 'I think the accommodation treated its employees well,' and 'I think the organization would support good causes') and responders indicated the extent to which they agree with the statements (1 = "strongly disagree" to 7 = "strongly agree"). The scale exhibits a satisfactory Cronbach's alpha ( $\alpha = 0.85$ ).

**Controls.** We control for gender (0 = male, 1 = female), age, whether they travelled for business or fun (0 = business, 1 = fun), whether they travelled alone or in company (0 = alone, 1 = in company), and the quality of the accommodation (0 = economy, 1 = middle-upper class). We also asked for the approximate rate per night and household income, however, including the two variables resulted in a substantial decrease in the sample size due to missing values.

## 4. Results

### 4.1 Preliminary Analyses

In a first step, we performed a treatment check to test whether responders in the ‘being moved’ group experienced higher levels of feeling moved than responders in the ‘being satisfied’ group. Results show that responders that were instructed to describe a service encounter in which they felt being moved report significantly higher levels of being moved than responders describing a service encounter that made them feel satisfied (see Table 2). They are also slightly more satisfied, however, the difference is only significant at the 10% level.

-----

Insert Table 2.

-----

Based on the appraisal tendency framework of emotions (Han et al., 2007; Lerner & Keltner, 2000) we proposed that whereas satisfaction is characterized by meeting customers’ expectations, the appraisal of being moved during the service encounter is characterized by unexpected personal acts of kindness (*H1*). To substantiate that being moved and being satisfied exhibit a different broad appraisal theme, two independent coders familiar with service and hospitality research coded the accounts provided by the responders. Table 3 shows the cross-tabulation and provides example accounts.

-----

Insert Table 3.

-----

The results of cross-tabulation show that 84 % of the ‘being moved’-accounts provided by the responders have been correctly classified as an event involving unexpected acts of kindness by the coder and 69 % of the ‘being satisfied’-accounts have been classified as an event in which the expectations of the customer have been met. Overall, 77 % of the participants’ narrations have been identified correctly. The results corroborate that service encounters that cause customers to be moved have a different appraisal theme than service encounters that lead to ‘merely’ satisfied customers.

-----  
Insert Table 4.  
-----

In a third step, we performed mean comparisons of the associated emotions. The results of the *t*-tests can be found in Table 5. The percentages indicate the percentages of individuals that experience some level ( $\geq 2$  on the Likert scale) of the respective emotion.

-----  
Insert Table 5.  
-----

As to be expected, the vast majority of customers report a high level of joy and happiness. Customers that are being moved during a service encounter, however, do not experience more joy & happiness than customers in the ‘being satisfied’ group. This corroborates prior findings that being moved is associated with joy & and happiness and primarily a positively valenced emotional state (Cova & Deonna, 2014; Menninghaus et al., 2015; Tokaji, 2003), however, it also supports our notion that joy & happiness is not the emotion discriminating between being satisfied and being moved. Satisfying customers by meeting their expectations, the appraisal underlying joy & happiness, already results in high levels of joy and happiness that do not necessarily increase when being moved.

As we expected, sadness, while commonly being associated with being moved, plays a negligible role when customers are moved during the service encounter—only 15 % of the responders experience some degree of sadness whilst being moved and results show no difference between the ‘being satisfied’ group and the ‘being moved’ group. Conversely, customers in the ‘being moved’ group experience higher levels of surprise, guilt, and shame than the customer that reported and evaluated a satisfying event, providing the first indication that activation of these emotions is a distinct characteristic of being moved as compared to being satisfied. It has to be noted that with mixed emotions, such as ‘being moved’, it is not required that all potentially associated emotions are activated every time the mixed emotion is experienced (Schubert et al., 2018). Rather, when being moved these emotions are more likely to be activated than when being satisfied and the likelihood of their occurrence depends on the specific situation that evokes feelings of being moved.

#### 4.2 Mediation Analysis

To test our main hypotheses, we conduct an intervening variables analysis (see figure 2). We hypothesized that being moved as opposed to being satisfied ( $X_n$ ) is associated with specific emotional states ( $M_n$ ) which, in turn, affect customers’ word of mouth and loyalty and commitment ( $Y_n$ ). The path  $a$  denotes the likelihood that discrete emotions  $M_n$  occur when being moved as opposed to being satisfied  $X_n$ . The paths  $b_n$  denote the effect the discrete emotions  $M_n$  has on the outcome variables  $Y_n$ . The direct effect of  $X_n$  on  $Y_n$  once the emotions are included and controlled for in the model is referred to as  $c'_n$ , and the indirect effects of being moved via the investigated emotions as  $a_nb_n$ .

-----  
Insert Figure 2.  
-----



The intervening variable analyses are conducted using the procedure suggested by Hayes and colleagues (Hayes, 2009; Preacher & Hayes, 2004). It allows quantifying and testing whether an independent variable affects an outcome variable through an intervening variable. The intervening effect is tested by constructing confidence intervals using bootstrapping. Bootstrapping is amongst the more powerful and valid for testing intervening variable effects (Hayes, 2009; MacKinnon, Lockwood, & Williams, 2004; Williams & MacKinnon, 2008) and does not require the normality assumption of the sampling distribution, which is often violated by the intervening effect (Hayes, 2009). The analyses were conducted with PROCESS (Hayes, 2013) using 5,000 bootstrap samples to generate the bias-corrected bootstrapped confidence intervals of the intervening effects. The results can be found in Table 6 and 7a&b respectively.

#### **4.2.1 Emotions Associated With Being Moved**

The first step in an intervening variable analysis is to assess whether  $X_n$  affects  $M_n$ . In the context of the present study, we test whether being moved activates certain emotions to a stronger extent than being satisfied does. The results can be found in Table 6.

-----  
Insert Table 6.  
-----

As expected, being moved has no significant impact on joy & happiness ( $a = 0.156, p > 0.1$ ), indicating that this emotion is not a distinct characteristic of being moved as opposed to being satisfied. Conversely, results show that being moved is positively associated with the level of surprise ( $a = 0.758, p < 0.01$ ), guilt ( $a = 0.519, p < 0.01$ ), and shame ( $a = 0.580, p < 0.01$ ) the consumers experience during a moving event or experience. Thus, customers that are moved distinguish themselves from customers that are satisfied by experiencing higher levels of surprise, guilt, and shame, confirming the hypotheses  $H3a$ ,  $H5a$ , and  $H5b$ . We argued that

sadness is unlikely to occur during moving service encounters, however, that it is possible that it might be co-activated when being moved (*H4*). Results show that sadness is more likely to occur during episodes of being moved, however, the effect is minor and only significant at the 10 % level ( $a = 0.190, p < 0.1$ ).

#### **4.2.2 Indirect Effects of Being Moved via Associated Emotions.**

In a second step, we assess whether the emotions associated with being moved also translate into positive effects for the service provider. Table 7a and 7b show the direct effect of being moved on the dependent variables whilst controlling for the associated emotions (path  $c'$ ), the effect of the associated emotions on the outcome variables (paths  $b_n$ ), and the indirect effect of being moved on the outcome variables via the associated emotions ( $a_nb_n$ ).

-----

Insert Table 7a.

Insert Table 7b.

-----

**Joy & Happiness.** Results show that joy & happiness has a positive impact on word of mouth ( $b = 0.321, p < 0.01$ ), loyalty & commitment ( $b = 0.277, p < 0.01$ ), the perceived quality of the workplace environment ( $b = 0.210, p < 0.05$ ), and the organization's social and environmental responsibility ( $b = 0.247, p < 0.05$ ). However, as joy & happiness is equally associated with being moved and being satisfied, the indirect effects  $ab$  of being moved via joy and happiness are non-significant. As we hypothesized (*H2a&b*), customers' joy & happiness increases their loyalty and commitment and the likelihood of positive word of mouth. It also shows spillover effects on the evaluation of the service organization. However, as expected, it is not a distinct emotional feature explaining the positive effects of being moved on top of satisfaction.

**Surprise.** We proposed that rather than joy & happiness, surprise constitutes a distinctive feature of being moved with positive consequences for the service provider. Results show that customers that are moved experience higher level of surprise (see path *a* in Table 6) which, in turn, increases customers' propensity to engage in positive word of mouth ( $b = 0.090$ ,  $p < 0.05$ ) and their loyalty & commitment ( $b = 0.112$ ,  $p < 0.05$ ) as well as positively impacting the evaluation of the organizations workplace environment ( $b = 0.076$ ,  $p < 0.05$ ). Accordingly, also the indirect effects of being moved on the outcome variables via surprise are significant. A surprise does not affect the perceived level of the organization's social & environmental responsibility ( $b = 0.009$ ,  $p > 0.1$ ) and also the indirect effect is non-significant. Thus, providing customers with a moving experience during the service encounter increases their level of surprise which, in turn, has a positive effect on customers' behavior and, in part, evaluation.

**Sadness.** Although sadness is commonly associated with being moved, we argued that this emotion does not have a meaningful action tendency in the investigated context. The results point in this direction. Sadness does not affect word of mouth ( $b = 0.004$ ,  $p > 0.1$ ) and loyalty & commitment ( $b = -0.104$ ,  $p > 0.1$ ) as well as the customers' evaluation of the organizations workplace environment ( $b = -0.108$ ,  $p > 0.1$ ) and environmental and social responsibility ( $b = -0.047$ ,  $p > 0.1$ ). As a result, the indirect paths *ab* are also non-significant. Thus, while being moved slightly increases the likelihood of experiencing sadness at the 10% level (see the path *a* in Table 6), it affects customers' behavior and evaluations neither positively nor negatively.

**Guilt & Shame.** Supporting *H5c&d*, costumers' level of guilt associated with being moved (see the path *a* in Table 6) significantly increases their propensity to engage in word of mouth ( $b = 0.185$ ,  $p < 0.05$ ) resulting in a significant indirect effect. Guilt also positively affects customers' loyalty and commitment ( $b = 0.155$ ,  $p < 0.1$ ) and their evaluation of the workplace environment ( $b = 0.120$ ,  $p < 0.1$ ), however, to a lesser extent and only significant at the 10%

level. The corresponding indirect effects are also significant at the 10% level. Experiencing guilt, however, has no significant effect on the social and environmental responsibility evaluation of the organization ( $b = 0.042, p > 0.1$ ).

As opposed to guilt, the level of shame associated with being moved has the predicted negative effect on loyalty and commitment ( $b = -0.195, p < 0.05$ ), resulting in a significant indirect effect. To a lesser extent, shame also decreases customers' propensity to engage in positive word of mouth ( $b = -0.126, p < 0.1$ ) and their evaluation of the workplace environment ( $b = -0.120, p < 0.1$ ). The corresponding indirect effects are also significant at the 10% level. Shame, however, does not affect the social and environmental responsibility evaluation of the organization ( $b = -0.058, p > 0.1$ ). Thus, corresponding with the postulated retreat and avoidance behavior (H5e&f), shame associated with being moved decreases customers' loyalty and commitment and, to some extent, also their positive word of mouth.

#### **4.3 A Closer Look at Guilt and Shame**

Being moved is a mixed emotion that potentially, but not necessarily, involves the simultaneous experience of various discrete emotions. This is particularly interesting with regard to guilt and shame, as both are considered negative emotions that would commonly not be expected to be activated during a service encounter and moreover have opposing effects on customers' word of mouth and loyalty and commitment.

In order to gain a deeper insight, we first inspected the accounts given by responders that experienced guilt and a comparatively low level of shame (see examples in Table 8). A recurring theme in these accounts is the host's personalized investment that goes beyond what can be expected by a service provider such as giving personal attention and dedicating personal time to the customer. Instead of duty—what can be expected—the accounts rather resemble personal favors and kind gestures that are not part of the job. These acts of kindness may cause

a sense of indebtedness in the customer and evoking the repair behavior commonly associated with feelings of guilt (Tangney et al., 2007; Wolf et al., 2010), resulting in its positive effect on word of mouth and, to some extent, customer loyalty. Conversely, the recurring theme of the accounts involving shame and comparably low levels of guilt involves negligence or a mishap that was caused by the customer and the service personnel responded with acts of kindness to save the situation (see examples in Table 8). The potentially resulting avoidance behavior that is typically associated with shame (Wolf et al., 2010) is reflected in the negative effects of shame on the outcome variables.

-----  
Insert Table 8.  
-----

Although the avoidance behavior elicited by shame is detrimental for the service organization, recall that shame is not always activated—only 36.6 % of the responders in the being moved group and 19.9 % in the being satisfied group experienced some level of shame. Thus, when customers do not experience shame, the overall effects of being moved should improve. Table 9a shows the overall effect of being moved (*c*) without considering the effects occurring via the other experienced emotions (*ab*) and Table 9b shows the same model but only for the responders that did not experience any shame ( $\text{shame} < 2$ ).

-----  
Insert Table 9a.

Insert Table 9b.  
-----

As can be seen in Table 9a, the overall additional effect of being moved compared to being satisfied without considering the effects of the co-activated emotion is minimal. However, when considering only the cases in which the customer did not experience shame (see Table

9b), being moved has a significant beneficial effect on top of satisfaction for word of mouth and customer loyalty as well as the evaluation of the workplace environment and the organization's social and environmental responsibility. These results further corroborate the potential beneficial effect of being moved and also suggest that a crucial aspect is to minimize potential shame experienced by the customer.

Finally, we inspect the effects of shame in conjunction with guilt more closely. Although being distinct emotional states that exhibit opposing action tendencies in the context of our investigation, they often co-occur (Wolf et al., 2010). That is, also when shame is dominant, individuals are likely to experience some levels of guilt and vice versa. Thus, it is plausible to assume that the experienced guilt may act as an antagonist to the experienced shame and reduce the detrimental effects of the latter. In order to investigate the cushioning effects of guilt on shame we calculate the conditional effect of shame contingent on the experienced level of guilt (Brambor, Clark, & Golder, 2006). Figure 2 shows the corresponding marginal effect plots ((Brambor, Clark, & Golder, 2006) that depict the effect of shame on the outcome variable at different levels of experienced guilt. The marginal effect plot for social & environmental responsibility was omitted as shame had no significant effect on this variable.

-----

Insert Figure 3.

-----

In all three instances, the marginal effect plots show that the effect of shame is different from zero at the 95% level only with low levels of guilt (around 2 to 3 with the variable measured on a scale from 1 to 7)—the detrimental effects of shame become non-significant once the individuals co-experience higher levels of guilt. Thus, the analyses suggest that guilt has a cushioning effect on the detrimental effect of shame when co-experienced with the latter.

However, the analyses have to be interpreted with caution as only a limited number of participants experienced higher levels of guilt together with shame.

## **5. Discussion**

Customer emotions experienced during a hospitality service encounter are important yet underexplored resources for improving what the service organization offers and how it does so. Our study introduces being moved as a new concept that enables service providers and hospitality organizations to gain a competitive advantage. Specifically, feeling moved has the potential to improve customer loyalty, positive WoM, and the organization's evaluation above and beyond merely satisfying the customer.

Ensuring that customers feeling moved, however, requires a different approach than merely satisfying them. If customer satisfaction can be achieved by meeting their expectations, moving customers involves providing unexpected acts of personal kindness.

Service research indicated that perceived CSR has a significant impact on customer trust and loyalty and that customer trust serves as a critical mediating variable in service recovery, and also attempting to deepen the understanding of how customer perceptions of firm CSR are connected with other customer-related outcomes during service recovery (e.g., Choi & La, 2013). In this study, customers' evaluation of the organizations' workplace environment is primarily improved by the customers' happiness, surprise, and—to some extent—guilt experienced during the moving interaction with the service personnel. The perception of an organization's social and environmental responsibility is also improved by having customers feeling moved; however, it does not occur via co-activated emotions. This suggests that are additional variables that are affected by being moved and maybe an exciting avenue of future research.

Following prior research (e.g., Menninghaus et al., 2015; Tokaji, 2003), we investigated discrete emotions that are co-activated when individuals are feeling moved. This provides a more detailed picture of what distinguishes being moved from being satisfied and also highlights the effects of being moved to depend on which emotion is co-activated. Joy and happiness significantly increase customers' loyalty and the extent to which they engage in positive word of mouth. While a vital component of being moved that is responsible for the positive effects achieved by having customers feeling moved, joy and happiness are equally activated by being satisfied. The critical distinction between being moved and being satisfied is that the primer increases the likelihood that customers experience surprise, guilt, and shame.

Generating feelings of surprise is a central element in gaining competitive advantage (Kumar et al., 2001; Rust & Oliver, 2000). Our results show that moved customers are more likely to experience surprise, which, in turn, increases the extent to which they engage in positive word of mouth and their loyalty and commitment.

Guilt and shame are most likely the least expected emotional states in hospitality and service encounters. However, our results show that both are activated in a sizable proportion of our sample, and both affect customers' behavior and evaluations. Feelings of guilt evoked by unexpected personal acts of kindness significantly increase the likelihood that customer engages in positive word of mouth and, to a lesser extent, their loyalty and commitment. This is most likely associated with a sense of indebtedness that activates repair behavior commonly associated with guilt (Tangney et al., 2007; Wolf et al., 2010). Conversely, shame is activated when the act of kindness is in response to an adverse event that involved the customers' own negligence or a mishap. The associated avoidance behavior (Wolf et al., 2010) diminishes customers' loyalty and commitment. Notably, shame does not affect word of mouth. As opposed to commitment, word of mouth does not require personal involvement—the customer



does not have to visit the place where s/he experienced shame again—and is this way less likely to be affected by the avoidance behavior.

Service literature has already addressed joy and happiness (Oliver, Rust & Varki, 1997; Falk, Hammerschmidt & Schepers, 2010; Finn, 2005; Barnes, Ponder & Dugar, 2011; Sivakumar, Mei & Beibei, 2014) and also surprise (Kumar et al., 2001; Rust & Oliver, 2000), guilt and shame are yet unexplored. However, our results show that they may be a hitherto overlooked component of the service encounter with both beneficial and detrimental effects. Our results provide preliminary evidence that solving the problem or responding with acts of kindness is not sufficient but that they should also be accompanied by shame-reducing acts such as highlighting that it was not the customers' fault or that it could happen to anybody. Moreover, our additional analyses show that the positive effects of being moved can be significantly increased when reducing shame. Similarly, the positive impact of guilt on loyalty is weaker than the effects on word of mouth. A likely explanation is the co-activation of shame and related avoidance behavior. Reducing the involved shame may also increase the positive effects stemming from guilt.

Finally, the positive effects of customers who are feeling moved have stronger loyalty than what can be achieved with satisfying customers. A recent neurobiological account differentiates between diencephalon-centered effects and hippocampus-centered effects (Koelsch et al., 2015). Whereas the former relates to reward-related feelings of pleasure, similar to what we refer to as satisfaction, the latter evokes attachment-related effects that comprise tender positive feelings such as being moved (Koelsch et al., 2015). A crucial difference between the two is that diencephalon-centered affects satiate—once the expectation or need is fulfilled, the stimulus generating the emotion becomes less effective. Conversely, hippocampus-centered tender feelings that are, for instance, related to social inclusion and

belonging, do not satiate (Koelsch et al., 2015). Thus, it may have a longer-lasting effect than a satisfying customer and increase customer lifetime value.

Customer emotion has been regarded as a principal element in understanding perceptions of service experiences (e.g., Oliver, Rust & Varki, 1997; Mattila & Enz, 2002). In this study, we explored the concept of being moved in the service experience context, although the concept of being moved has not been clearly defined in academia yet. While the rise of digital channels and technologies make it harder to build an emotional connection with customers. However, it's been suggested in this study that it is critical for service providers to emotionally interact with customers at the right moment by the appropriate level of maneuver.

## 4.1 Limitations & Outlook

The prime aim of this study was to investigate ‘being moved’ as novel concept in hospitality and establish its usefulness and potential for hospitality research and practice. Thus, we opted for a cross-sectional study including both qualitative and quantitative elements with a heterogenous sample. This does not come without its limitations.

First, we employed a heterogenous sample and gained the qualitative and quantitative data from a single source. While this made it possible to consider a broad spectrum of service encounters with responders from different socio-demographic and cultural backgrounds, it did not allow us to focus on specific subsamples and we only considered the general appraisal. Investigating and comparing the specific appraisals in different subsamples such as different types of service encounters (e.g., restaurants vs. hotels; upperclass vs. mid-range locations; service recovery) would constitute an interesting avenue for future research. This would not only provide additional insights and more detailed practical guidelines for service providers but also corroborate the findings presented in this study.

Similarly, the study relied on recall data with participants describing the event of a previous service encounter that caused them to feel moved or satisfied. Recall techniques are a common method in emotion research (Menninghaus et al., 2015), however, they rely on the participants to report the event accurately and in sufficient detail. Collecting observational data or performing in depth interviews instead of short episodes resembling critical incidents would also provide more detailed insights from which practical guidelines for hospitality providers can be derived.

Third, we employed several control variables and the mediation analysis allowed to disentangle direct and indirect effects. Yet, the design does not provide the means to ultimately establish causal pathways. Experimental designs using, for instance, emotion induction techniques or controlled service personnel-guest interactions would provide more detailed

insights into the working mechanism underlying the appraisal and action tendency of 'being moved.'

Finally, the study provided preliminary insights into the working mechanism of guilt and shame, two emotions are not intuitively associated with service encounters. However, the results show that both impact customers' loyalty and word of mouth. The results are not only interesting from a theoretical but also from a practical perspective. Closely investigating the occurrence of guilt and shame during service encounters and their effect on customers' decision making and behavior constitutes a promising and novel area of research. Many of the accounts that triggered shame and reduced customers' loyalty and commitment (but not word of mouth) such as being late for a flight, forgetting the key in the room, or spilling drinks are regular occurrences in hospitality. Thus, identifying measures to reduce customers' shame in such instances may prove a valuable method to increase customers' loyalty and commitment.

The present study also provided preliminary evidence that 'being moved' affects customers' perception of the workplace and environment and the service provider's social and environmental social responsibility, two core factors of CSR. Exploring these and similar spillover effects in greater detail and other variables that are potentially affected by moving customers could further establish the usefulness of the concept introduced in this article.

## References

- Allen, C. T., Machleit, K. A., & Kleine, S. S. (1992). A Comparison of Attitudes and Emotions as Predictors of Behavior at Diverse Levels of Behavioral Experience. *Journal of Consumer Research*, 18(4), 493-504. doi:10.1086/209276
- Barnes, D. C., Beauchamp, M. B., & Webster, C. (2010). To delight, or not to delight? This is the question service firms must address. *Journal of Marketing Theory & Practice*, 18(3), 275-283. doi:10.2753/MTP1069-6679180305
- Barnes, D. C., Ponder, N., & Dugar, K. (2011). Investigating the Key Routes to Customer Delight. *Journal of Marketing Theory and Practice*, 19(4), 359-376. doi:10.2753/MTP1069-6679190401
- Barsky, J., & Nash, L. (2002). Evoking Emotion: Affective Keys to Hotel Loyalty. *The Cornell Hotel and Restaurant Administration Quarterly*, 43(1), 39-46. doi:10.1016/s0010-8804(02)80007-6
- Bartl, C., Gouthier, M. H. J., & Lenker, M. (2013). Delighting Consumers Click by Click. *Journal of Service Research*, 16(3), 386-399. doi:10.1177/1094670513479168
- Baumann, C., Burton, S., Elliott, G., & Kehr, H. M. (2007). Prediction of attitude and behavioural intentions in retail banking. *International Journal of Bank Marketing*, 25(2), 102-116. doi:10.1108/02652320710728438
- Bolton, R. N., & Drew, J. H. (1991). A Multistage Model of Customers' Assessments of Service Quality and Value. *Journal of Consumer Research*, 17(4), 375. doi:10.1086/208564
- Brambor, T., Clark, W. R., & Golder, M. (2006). Understanding interaction models: Improving empirical analyses. *Political Analysis*, 14(1), 63-82. doi:10.1093/pan/mpi014

- Brown, T. J., & Kirmani, A. (1999). The influence of preencounter affect on satisfaction with an anxiety-provoking service encounter. *Journal of Service Research, 1*(4), 333-346. doi:10.1177/109467059914005
- Carver, C. S., & Scheier, M. F. (1990). Origins and functions of positive and negative affect: A control-process view. *Psychological Review, 97*(1), 19-35. doi:10.1037/0033-295X.97.1.19
- Chaudhuri, A., & Holbrook, M. B. (2002). Product-class effects on brand commitment and brand outcomes: The role of brand trust and brand affect. *Journal of Brand Management, 10*(1), 33-58. doi:10.1057/palgrave.bm.2540100
- Chitturi, R., Raghunathan, R., & Mahajan, V. (2008). Delight by Design: The Role of Hedonic versus Utilitarian Benefits. *Journal of Marketing, 72*(3), 48-63. doi:10.1509/JMKG.72.3.048
- Choi, B., & La, S. (2013). The impact of corporate social responsibility (CSR) and customer trust on the restoration of loyalty after service failure and recovery. *Journal of Services Marketing, 27*(3), 223-233. doi:10.1108/08876041311330717
- Cohen, T. R. (2010). Moral emotions and unethical bargaining: The differential effects of empathy and perspective taking in deterring deceitful negotiation. *Journal of Business Ethics, 94*(4), 569-579. doi:10.1007/s10551-009-0338-z
- Cohen, T. R., Wolf, S. T., Panter, A. T., & Insko, C. A. (2011). Introducing the GASP scale: A new measure of guilt and shame proneness. *Journal of personality and social psychology, 100*(5), 947-966. doi:10.1037/a0022641
- Cova, F., & Deonna, J. A. (2014). Being moved. *Philosophical Studies, 169*(3), 447-466. doi:10.1007/s11098-013-0192-9
- Cronin, J. J., & Taylor, S. A. (1992). Measuring Service Quality: A Reexamination and Extension. *Journal of Marketing, 56*(3), 55-68. doi:10.1177/002224299205600304

- Crotts, J. C., Pan, B., & Raschid, A. E. (2008). A survey method for identifying key drivers of guest delight. *International Journal of Contemporary Hospitality Management*, 20(4), 462-470. doi:10.1108/09596110810873552
- de Hooge, I. E. (2012). The exemplary social emotion guilt: Not so relationship-oriented when another person repairs for you. *Cognition and Emotion*, 26(7), 1189-1207. doi:10.1080/02699931.2011.640663
- De Leersnyder, J., Koval, P., Kuppens, P., & Mesquita, B. (2018). Emotions and concerns: Situational evidence for their systematic co-occurrence. *Emotion*, 18(4), 597-614. doi:10.1037/emo0000314
- Duhan, D. F., Johnson, S. D., Wilcox, J. B., & Harrell, G. D. (1997) Influences on consumer use of Word-of-Mouth recommendation sources. *Journal of the Academy of Marketing Science*, 25(4), 283-295. doi:10.1177/0092070397254001
- Falk, T., Hammerschmidt, M., & Schepers, J. J. L. (2010). The service quality-satisfaction link revisited: exploring asymmetries and dynamics. *Journal of the Academy of Marketing Science*, 38(3), 288-302. doi:10.1007/s11747-009-0152-2
- File, M. K., Judd, B. B., & Prince, R. A. (1992). Interactive marketing: The influence of participation on positive word-of-mouth and referrals. *Journal of Services Marketing*, 6(4), 5-14. doi:10.1108/08876049210037113
- Finn, A. (2005). Reassessing the Foundations of Customer Delight. *Journal of Service Research*, 8(2), 103-116. doi:10.1177/1094670505279340
- Finn, A. (2012). Customer Delight. *Journal of Service Research*, 15(1), 99-110. doi:10.1177/1094670511425698
- Fombrun, C. J., Gardberg, N. A., & Sever, J. M. (2000). The Reputation Quotient: A multi-stakeholder measure of corporate reputation. *Journal of Brand Management*, 7(4), 241-255. doi:10.1057/bm.2000.10

- Frijda, N. H. (1986). *The Emotions*. Cambridge, NY: Cambridge University Press.
- Frijda, N. H., Kuipers, P., & Ter Schure, E. (1989). Relations among emotion, appraisal, and emotional action readiness. *Journal of personality and social psychology*, 57(2), 212. doi:10.1037//0022-3514.57.2.212
- Goyette, I., Ricard, L., Bergeron, J., & Marticotte, F. (2010). e-WOM Scale: word-of-mouth measurement scale for e-services context. *Canadian Journal of Administrative Sciences*, 27(1), 5-23. doi:10.1002/cjas.129
- Gundlach, G., Achrol, R. S. & Mentzer, J. T. (1995) The structure of commitment in exchange. *Journal of Marketing*, 59(1), 78–92. doi:10.1177/002224299505900107.
- Han, S., Lerner, J. S., & Keltner, D. (2007). Feelings and Consumer Decision Making: The Appraisal-Tendency Framework. *Journal of Consumer Psychology*, 17(3), 158-168. doi:10.1016/s1057-7408(07)70023-2
- Hartline, M. D., Maxham, J. G., & McKee, D. O. (2000). Corridors of influence in the dissemination of customer-oriented strategy to customer contact service employees. *Journal of Marketing*, 64(2), 35-50. doi:10.1509/jmkg.64.2.35.18001
- Hayes, A. F. (2009). Beyond Baron and Kenny: Statistical mediation analysis in the new millennium. *Communication Monographs*, 76(4), 408-420. doi:10.1080/03637750903310360
- Hayes, A. F. (2013). *Introduction to Mediation, Moderation, and Conditional Process Analysis*. New York: The Guilford Press.
- Hicks, J. M. (2005). Delighted customers buy again: An investigation into the impact of consumer knowledge on consumer satisfaction and delight of flowering potted plants. (M.S.). Michigan State University, Ann Arbor. Retrieved from <https://search.proquest.com/docview/305426616?accountid=11929> ProQuest Dissertations & Theses A&I database. (1426427)



- Higgins, E. T. (1989). Self-discrepancy theory: What patterns of self-beliefs cause people to suffer? In L. Berkowitz (Ed.), *Advances in Experimental Social Psychology* (Vol. 22, pp. 93-136): Academic Press.
- Jones, T. O., & Sasser Jr, W. E. (1995). Why Satisfied Customers Defect. *Harvard business review*, 73(6), 88-91. Retrieved from <http://search.ebscohost.com/login.aspx?direct=true&db=bth&AN=9512052733&lang=ja&site=ehost-live>
- Keaveney, S. M. (1995). Customer switching behavior in service industries: An exploratory study. *Journal of Marketing*, 59(2), 71-82. Retrieved from <https://search.proquest.com/docview/227798936?accountid=11929>
- Kelley, S. W. (1992). Developing customer orientation among service employees. *Journal of the Academy of Marketing Science*, 20(1), 27-36. doi:10.1177/009207039202000103
- Keltner, D., & Lerner, J. S. (2010). Emotion. In S. T. Fiske, D. T. Gilbert, & G. Lindzey (Eds.), *Handbook of Social Psychology* (pp. 317-352). Hoboken, NJ: John Wiley and Sons.
- Ketelaar, T., & Tung Au, W. (2003). The effects of feelings of guilt on the behaviour of uncooperative individuals in repeated social bargaining games: An affect-as-information interpretation of the role of emotion in social interaction. *Cognition and Emotion*, 17(3), 429-453. doi:10.1080/02699930143000662
- Knowles, P. A., Grove, S. J., & Pickett, G. M. (1999). Mood versus service quality effects on customers' responses to service organizations and service encounters. *Journal of Service Research*, 2(2), 187-199. doi:10.1177/109467059922006
- Koelsch, S., Jacobs, A. M., Menninghaus, W., Liebal, K., Klann-Delius, G., von Scheve, C., & Gebauer, G. (2015). The quartet theory of human emotions: An integrative and

neurofunctional model. *Physics of Life Reviews*, 13, 1-27.

doi:10.1016/j.plrev.2015.03.001

Konecni, V. J. (2005). The aesthetic trinity: Awe, being moved, thrills. *Bulletin of Psychology and the Arts*, 5(2), 27-44.

Kuehnast, M., Wagner, V., Wassiliwizky, E., Jacobsen, T., & Menninghaus, W. (2014).

Being moved: Linguistic representation and conceptual structure. *Frontiers in Psychology*, 5(1242). doi:10.3389/fpsyg.2014.01242

Kumar, A., Olshavsky, R. W., & King, M. F. (2001). Exploring alternative antecedents of customer delight. *Journal of Consumer Satisfaction, Dissatisfaction and Complaining Behavior*, 14, 14-26.

Lam, S. Y., Shankar, V., Erramilli, M. K., & Murthy, B. (2004). Customer value, satisfaction, loyalty, and switching costs: An illustration from a business-to-business service context. *Journal of the Academy of Marketing Science*, 32(3), 293-311.

doi:10.1177/0092070304263330

Laros, F. J. M., & Steenkamp, J.-B. E. M. (2005). Emotions in consumer behavior: a hierarchical approach. *Journal of Business Research*, 58(10), 1437-1445.

doi:10.1016/j.jbusres.2003.09.013

Lazarus, R. S. (1991). *Emotion and Adaptation*. New York, NY: Oxford University Press.

Lerner, J. S., & Keltner, D. (2000). Beyond valence: Toward a model of emotion-specific influences on judgement and choice. *Cognition and Emotion*, 14(4), 473-493.

doi:10.1080/026999300402763

Lerner, J. S., Li, Y., Valdesolo, P., & Kassam, K. S. (2015). Emotion and decision making. *Annual Review of Psychology*, 66(1), 799-823. doi:10.1146/annurev-psych-010213-115043

- Loewenstein, G., & Lerner, J. S. (2003). The role of affect in decision making. In R. J. Davidson, K. R. Sherer, & H. H. Goldsmith (Eds.), *Handbook of Affective Science* (pp. 619-642). Oxford: Oxford University Press.
- MacKinnon, D. P., Lockwood, C. M., & Williams, J. (2004). Confidence limits for the indirect effect: Distribution of the product and resampling methods. *Multivariate Behavioral Research*, *39*(1), 99-128. doi:10.1207/s15327906mbr3901\_4
- Mattila, A. S., & Enz, C. A. (2002). The role of emotions in service encounters. *Journal of Service Research*, *4*(4), 268-277. doi:10.1177/1094670502004004004
- Mattila, A. S., Hanks, L., & Zhang, L. (2013). Existential guilt and preferential treatment: The case of an airline upgrade. *Journal of Travel Research*, *52*(5), 591-599. doi:10.1177/0047287513478504
- Mauss, I. B., & Robinson, M. D. (2009). Measures of emotion: A review. *Cognition and Emotion*, *23*(2), 209-237. doi:10.1080/02699930802204677
- McChain, S.-L. C., Jang, S., & Hu, C. (2005). Service quality gap analysis toward customer loyalty: practical guidelines for casino hotels. *International Journal of Hospitality Management*, *24*(3), 465-472. doi:10.1016/j.ijhm.2004.09.005
- Menninghaus, W., Wagner, V., Hanich, J., Wassiliwizky, E., Kuehnast, M., & Jacobsen, T. (2015). Towards a psychological construct of being moved. *PloS one*, *10*(6), e0128451. doi:10.1371/journal.pone.0128451
- Menon, K., & Dubé, L. (2000). Ensuring greater satisfaction by engineering salesperson response to customer emotions. *Journal of Retailing*, *76*(3), 285-307. doi:10.1016/S0022-4359(00)00034-8
- Mittal, B., & Lassar, W. M. (1996). The role of personalization in service encounters. *Journal of Retailing*, *72*(1), 95-109. doi:10.1016/S0022-4359(96)90007-X

- Morgan, R. M. & Hunt, S. D. (1994) The commitment-trust theory of relationship marketing, *Journal of Marketing*, 58(3), 20–38. doi:10.1177/002224299405800302.
- Morris, M. W., & Keltner, D. (2000). How emotions work: The social functions of emotional expression in negotiations. *Research in Organizational Behavior*, 22, 1-50.  
doi:10.1016/S0191-3085(00)22002-9
- Namasivayam, K., & Hinkin, T. R. (2003). The Customers's role in the Service Encounter: The Effects of Control and Fairness. *Cornell Hotel and Restaurant Administration Quarterly*, 44(3), 26-36. doi:10.1177/001088040304400303
- Oliver, R. L., & Desarbo, W. S. (1988). Response Determinants in Satisfaction Judgments. *Journal of Consumer Research*, 14(4), 495. doi:10.1086/209131
- Oliver, R. L. (1993). Cognitive, Affective, and Attribute Bases of the Satisfaction Response. *Journal of Consumer Research*, 20(3). doi:10.1086/209358
- Oliver, R., Rust, T. R., & Varki, S. (1997). Customer delight: Foundations, findings, and managerial insight. *Journal of Retailing*, 73(3), 311-336.
- Oliver, R. L. (1999). Whence Consumer Loyalty? *Journal of Marketing*, 63(4\_suppl1), 33-44. doi:10.1177/00222429990634s105
- Petty, R. E., Wegener, D. T., & Fabrigar, L. R. (1997). Attitudes and attitude change. *Annual Review of Psychology*, 48(1), 609-647. doi:10.1146/annurev.psych.48.1.609
- Preacher, K. J., & Hayes, A. F. (2004). SPSS and SAS procedures for estimating indirect effects in simple mediation models. *Behavior Research Methods, Instruments, & Computers*, 36(4), 717-731. doi:10.3758/bf03206553
- Price, L. L., Arnould, E. J., & Deibler, S. L. (1995). Consumers' emotional responses to service encounters: the influence of the service provider. *International Journal of Service Industry Management*, 6(3), 34-63. doi:10.1108/09564239510091330

- Price, L. L., Arnould, E. J., & Tierney, P. (1995). Going to extremes: Managing service encounters and assessing provider performance. *Journal of Marketing*, 59(2), 83-97. doi:10.1177/002224299505900207
- Pugh, S. D. (2001). Service with a smile: Emotional contagion in the service encounter. *Academy of Management Journal*, 44(5), 1018-1027. doi:10.5465/3069445
- Rafaeli, A., & Sutton, R. I. (1990). Busy stores and demanding customers: How do they affect the display of positive emotion? *Academy of Management Journal*, 33(3), 623-637. doi:10.5465/256584
- Rust, R. T., & Oliver, R. L. (2000). Should we delight the customer? *Journal of the Academy of Marketing Science*, 28(1), 86. doi:10.1177/0092070300281008
- Scherer, K. R. (2001). Appraisal considered as a process of multilevel sequential checking. In K. R. Scherer, A. Schorr, & T. Johnstone (Eds.), *Appraisal processes in emotion: Theory, methods, research* (Vol. 92, pp. 92-120). Oxford: Oxford University Press.
- Schiffman, L. G., & Kanuk, L. L. (2004). *Consumer Behavior*. Upper Saddle River, NJ: Prentice Hall Pearson.
- Schlossberg, H. (1990). Satisfying Customers Is a Minimum; You Really Have to 'Delight' Them; *Marketing News*, 24(11), 10-11. Retrieved from <https://search.proquest.com/docview/216409014?accountid=11929>
- Schubert, T. W., Zickfeld, J. H., Seibt, B., & Fiske, A. P. (2018). Moment-to-moment changes in feeling moved match changes in closeness, tears, goosebumps, and warmth: Time series analyses. *Cognition and Emotion*, 32(1), 174-184. doi:10.1080/02699931.2016.1268998
- Shostack, G. L. (1985). Planning the service encounter. In A. J. Czepiel, Solomon, R.M. and Surprenant, F.C. (Ed.), *The Service Encounter* (pp. 243-254). New York: Lexington Books.

- Sivakumar, K., Li, M., & Dong, B. (2014). Service Quality: The Impact of Frequency, Timing, Proximity, and Sequence of Failures and Delights. *Journal of Marketing*, 78(1), 41-58. doi:10.1509/jm.12.0527
- Stel, M., van Baaren, R. B., & Vonk, R. (2008). Effects of mimicking: Acting prosocially by being emotionally moved. *European Journal of Social Psychology*, 38(6), 965-976. doi:10.1002/ejsp.472
- Strick, M., & van Soolingen, J. (2018). Against the odds: Human values arising in unfavourable circumstances elicit the feeling of being moved. *Cognition and Emotion*, 32(6), 1231-1246. doi:10.1080/02699931.2017.1395729
- Swan, J. E., & Oliver, R. L. (1989). Postpurchase Communications By Consumers. *Journal of Retailing*, 65(4), 516-533. Retrieved from <https://search.proquest.com/docview/228615798?accountid=11929>
- Tan, E. S.-H. (2009). Being moved. In D. Sander & K. R. Scherer (Eds.), *Oxford Companion to Emotion and the Affective Sciences* (pp. 74). Oxford: Oxford University Press.
- Tangney, J. P., & Dearing, R. L. (2002). *Shame and Guilt*. New York, NY: Guilford Press.
- Tangney, J. P., Stuewig, J., & Mashek, D. J. (2007). Moral emotions and moral behavior. *Annual Review of Psychology*, 58(1), 345-372. doi:10.1146/annurev.psych.56.091103.070145
- Taylor, S. A., & Baker, T. L. (1994). An assessment of the relationship between service quality and customer satisfaction in the formation of consumers' purchase intentions. *Journal of Retailing*, 70(2), 163-178. doi:10.1016/0022-4359(94)90013-2
- Tokaji, A. (2003). Research for determinant factors and features of emotional responses of “kandoh” (the state of being emotionally moved). *Japanese Psychological Research*, 45(4), 235-249. doi:10.1111/1468-5884.00226

- Tse, D. K., & Wilton, P. C. (1988). Models of Consumer Satisfaction Formation: An Extensive. *Journal of Marketing Research (JMR)*, 25(2), 204-212.  
doi:10.2307/3172652
- Wang, Y., Kandampully, J. A., Lo, H.-P., & Shi, G. (2006). The roles of brand equity and corporate reputation in CRM: A Chinese study. *Corporate Reputation Review*, 9(3), 179-197. doi:10.1057/palgrave.crr.1550027
- Watkins, P., Scheer, J., Ovnicek, M., & Kolts, R. (2006). The debt of gratitude: Dissociating gratitude and indebtedness. *Cognition and Emotion*, 20(2), 217-241.  
doi:10.1080/02699930500172291
- Watson, D., Clark, L. A., & Tellegen, A. (1988). Development and validation of brief measures of positive and negative affect: the PANAS scales. *Journal of personality and social psychology*, 54(6), 1063-1070.
- Westbrook, R. A., & Oliver, R. L. (1991). The Dimensionality of Consumption Emotion Patterns and Consumer Satisfaction. *Journal of Consumer Research*, 18(1), 84-91.  
doi:10.1086/209243
- Williams, J., & MacKinnon, D. P. (2008). Resampling and distribution of the product methods for testing indirect effects in complex models. *Structural Equation Modeling: A Multidisciplinary Journal*, 15(1), 23-51.  
doi:10.1080/10705510701758166
- Wolf, S. T., Cohen, T. R., Panter, A. T., & Insko, C. A. (2010). Shame proneness and guilt proneness: Toward the further understanding of reactions to public and private transgressions. *Self and Identity*, 9(4), 337-362. doi:10.1080/15298860903106843

Table 1. Profiles of the Respondents (n = 252).

Characteristics	Frequency (n)	Percentage (%)
<b>Group</b>		
Being Moved	120	47.5
Being Satisfied	132	52.5
<b>Gender</b>		
Male	125	49.6
Female	127	50.4
<b>Purpose</b>		
Traveled for business	35	13.8
Traveled for fun	217	86.2
<b>Company</b>		
Traveled in the company	202	80
Traveled alone	50	20
<b>Accommodation</b>		
Middle-upper class	191	75.6
Budget Accommodation	61	24.4
<b>Regions</b>		
Asia	84	33.2
USA, Europe, and Canada	43	17.2
South America	12	4.6
other region or non-disclosed	113	45
	<b>Mean</b>	<b>SD</b>
Average age	30	9.17



Table 2. Treatment Check.

	<b>being moved</b>	<b>being satisfied</b>	p
	Mean (SD)	mean (SD)	
degree of being moved	5.94 (0.91)	5.04 (1.44)	0.000
degree of satisfaction	6.16 (0.99)	5.92 (1.00)	0.050

Table 3. Cross-tabulation of Coding Results by Two Independent Coders.

		Condition		
		being moved	being satisfied	
Coders	being moved	110 (84 %)	30 (25 %)	140
	being satisfied	18 (14 %)	84 (69 %)	102
	other	3 (2 %)	7 (6 %)	10
		131	121	252

Table 4. Examples of Customers' Service Encounter Descriptions.

<p style="text-align: center;"><b>Being Satisfied</b></p> <p style="text-align: center;">Meeting Customers' Expectations</p>	<p style="text-align: center;"><b>Being Moved</b></p> <p style="text-align: center;">Providing the Customer with Unexpected Acts of Kindness</p>
<p><i>When I was staying at a hotel in Ankara, Turkey I was really felt satisfied because of the reaction of management of the hotel to a problem I had encountered. The beds of the room that I was supposed to rent was utterly unuseable because the smell of the inner stuffing of the mattress was despicable. When I asked, they immediately responded and changed my room with a larger one, free of charge.</i></p>	<p><i>I knew the manager of a accommodation very well and used to visit there over the years. However, when I went there last year, the manager apparently has retired and I wasn't able to meet her. But as I was leaving the accommodation, the retired manager waited to greet me because she heard that I am in town. That makes me feel touched.</i></p>
<p><i>Once when I was a child, me and my whole family stayed in a hotel called Grand Preanger Bandung in Indonesia. It's our first 4-stars hotel that we ever stayed at the moment, and we are very satisfied with their hospitality. Of course, because it is 4-starred hotel, the price / room rate is a little bit high, but it's okay anyway, because the one who paid is not me, but my parents..... this experience of breakfast and dining is very satisfying...And when we cannot go to the dining room, they will deliver our meals to our room with a various cuisine just like in the dining room. Also they asked us if there are any other foods we want. And then, when my sister had birthday there, the hotel staff helped us to prepare a surprise for her.</i></p>	<p><i>I was checked in a Hotel in Bangkok with 3 other friends. There was a night of celebration where much alcohol was consumed. Unfortunately, one of our friends threw up in the middle of the night and made quite a big mess. Two other friends were deep asleep thus couldn't help with the clean up. When I contacted the hotel staff, they came up immediately to provide fresh mattress and also helped to clean up the area. The incident happened way past midnight and yet the staff was quick and helpful. When I apologized for causing the trouble, he only smiled and waved both his hands saying "No problem, no problem, please enjoy." Despite our language barriers, I could feel the hospitality from him. I did not expect such service attitude coming from a hotel of that price point.</i></p>
<p><i>I was staying in a hostel in Tokyo, and the experience I had was satisfying. The facilities were well prepared, and the employees were very friendly. They even went out of their way to try and explain many things about the rules and helped me whenever I need something.</i></p>	<p><i>Stayed in one of the hotel that has great staffs and services. My family realised that one of our luggages had gone missing when we reached hotel, we approached the staffs from the reception if they could help to locate our luggage even though the luggage did not go missing in the hotel. One of the staff was kind</i></p>

<p><i>I stayed in XXX hotel in Shanghai. I lived there three days with my friend. It was very clean and tidy. Quite quiet, which is a big plus for Shanghai. Staff was polite. Forehead is very good and polite when we needed something we called the reception desk and they always helped us. Every morning from 9 to 11, we had breakfast and it was quite normal....</i></p>	<p><i>enough to help out, and called the restaurant, where we last ate, to ask if they are able to check the CCTV footage of the restaurant. When we realised that it was the driver, who drove us to the hotel, that took our luggage, the staff even even went through great lengths to call up the travel agency that hired the driver, and had them to contact the driver and settled it for us. In the end we managed to get our luggage back and everything that was in the luggage. The manager of the hotel, who was standing beside the staff the whole time when she tried to settle the problem for us, even gave us a small gift in order to compensate the unpleasant incident we had in the country. In whole, the staffs in the hotel are all tremendous and flexible enough to think out of the box by offering services that we could possibly asked for.</i></p>
<p><i>Our hotel's staff are very friendly, were very warm when greeting us at check in, rooms are comfy, everything you need in a hotel</i></p>	

Table 5. Mean Comparisons of Associated Emotions.

	<b>being moved</b>		<b>being satisfied</b>		p
	Mean (SD)	%	mean (SD)	%	
Joy & Happiness	5.05 (1.40)	97.6	4.81 (1.32)	99.3	0.172
Surprise	5.46 (1.52)	95.9	4.71 (1.73)	89.7	0.000
Sadness	1.36 (1.01)	15.4	1.18 (0.72)	8.8	0.101
Guilt	1.74 (1.35)	30.9	1.23 (0.70)	14.7	0.000
Shame	1.92 (1.49)	36.6	1.37 (0.94)	19.9	0.000

Table 6. Emotions Associated with Being Moved (Paths  $a_n$ ).

	<b>Joy &amp; Happiness</b>		<b>Surprise</b>		<b>Guilt</b>		<b>Shame</b>		<b>Sadness</b>	
	path $a_n$		path $a_n$		path $a_n$		path $a_n$		path $a_n$	
	(SE)	$p$	(SE)	$p$	(SE)	$p$	(SE)	$p$	(SE)	$p$
Constant	4.307 (0.404)	0.000	3.866 (0.466)	0.000	1.917 (0.317)	0.000	2.052 (0.366)	0.000	1.711 (0.263)	0.000
Being Moved	0.156 (0.172)	0.365	0.758 (0.199)	0.000	0.519 (0.135)	0.000	0.580 (0.156)	0.000	0.190 (0.112)	0.090
Female	0.114 (0.151)	0.453	-0.188 (0.175)	0.282	-0.109 (0.119)	0.362	-0.360 (0.137)	0.009	0.004 (0.098)	0.971
Age	0.011 (0.009)	0.214	0.037 (0.011)	0.001	-0.011 (0.007)	0.133	-0.004 (0.008)	0.652	-0.005 (0.006)	0.449
Fun	0.295 (0.265)	0.266	-0.182 (0.305)	0.552	-0.251 (0.208)	0.228	-0.477 (0.240)	0.048	-0.192 (0.172)	0.266
Travel in company	-0.289 (0.241)	0.232	0.566 (0.279)	0.044	0.208 (0.190)	0.275	0.207 (0.219)	0.346	-0.013 (0.157)	0.933
Middle-upperclass	0.137 (0.211)	0.517	-0.528 (0.244)	0.031	-0.345 (0.166)	0.039	-0.183 (0.192)	0.342	-0.295 (0.137)	0.033
R <sup>2</sup>	0.020		0.119		0.086		0.090		0.044	

N = 251; \* $p < 0.1$ , \*\* $p < 0.05$ , \*\*\* $p < 0.01$ ; standard errors in parentheses

Table 7a. Effect of Being Moved (path  $b_n$ ) and Emotions (path  $b_n$ ) on Word of Mouth and Loyalty & Commitment.

	Word of Mouth			Loyalty & Commitment		
	$b_n$ & $c'$ (SE)	$p$	Indirect Effect ( $a_n b_n$ )	$b_n$ & $c'$ (SE)	$p$	Indirect Effect ( $a_n b_n$ )
constant	3.496 (0.405)	0.000		3.479 (0.461)	0.000	
Joy & Happiness	0.321 (0.051)	0.000	0.050 (0.059)	0.277 (0.058)	0.000	0.043 (0.050)
Surprise	0.090 (0.043)	0.038	0.068 (0.041) **	0.112 (0.049)	0.023	0.085 (0.047) **
Guilt	0.185 (0.078)	0.018	0.096 (0.047) **	0.155 (0.088)	0.082	0.080 (0.060) *
Shame	-0.126 (0.065)	0.053	-0.073 (0.044) **	-0.195 (0.074)	0.009	-0.113 (0.067) ***
Sadness	0.004 (0.082)	0.960	0.001 (0.018)	-0.104 (0.094)	0.269	-0.020 (0.024)
Being Moved	0.129 (0.130)	0.320		0.154 (0.148)	0.299	
Female	0.247 (0.110)	0.025		0.016 (0.125)	0.901	
Age	0.002 (0.007)	0.804		0.000 (0.008)	0.956	

Fun	-0.184 (0.191)	0.336	-0.325 (0.217)	0.136
Travel in company	0.023 (0.175)	0.898	-0.058 (0.200)	0.772
Middle- upperclass	0.051 (0.154)	0.743	0.162 (0.176)	0.358
R <sup>2</sup>	0.268		0.216	

---

N = 251; \*p < 0.1, \*\*p < 0.05, \*\*\*p < 0.01; standard errors in parentheses



Table 7b. Effect of Being Moved (path  $b_n$ ) and Emotions (path  $b_n$ ) on Workplace Environment and Social & Environmental Responsibility.

	Workplace Environment			Social & Environmental Responsibility		
	$b_n$ & $c'$ (SE)	$p$	Indirect Effect ( $ab_n$ )	$b_n$ & $c'$ (SE)	$p$	Indirect Effect ( $a_nb_n$ )
constant	4.280 (0.362)	0.000		4.177 (0.372)	0.000	
Joy & Happiness	0.210 (0.046)	0.000	0.033 (0.040)	0.247 (0.047)	0.000	0.039 (0.046)
Surprise	0.076 (0.038)	0.049	0.058 (0.035) **	0.009 (0.040)	0.824	0.007 (0.030)
Guilt	0.120 (0.069)	0.084	0.062 (0.047) *	0.042 (0.071)	0.560	0.022 (0.040)
Shame	-0.120 (0.058)	0.039	-0.070 (0.049) *	-0.058 (0.060)	0.334	-0.034 (0.040)
Sadness	-0.108 (0.074)	0.143	-0.021 (0.025)	-0.047 (0.076)	0.540	-0.009 (0.022)
Being Moved	0.131 (0.116)	0.260		0.382 (0.119)	0.002	
Female	-0.041 (0.098)	0.678		-0.080 (0.101)	0.432	
Age	0.005 (0.006)	0.414		-0.001 (0.006)	0.837	

Fun	-0.370 (0.170)	0.031	-0.150 (0.175)	0.392
Travel in company	0.143 (0.157)	0.361	-0.097 (0.161)	0.550
Middle- upperclass	-0.020 (0.138)	0.888	-0.043 (0.142)	0.764
R <sup>2</sup>	0.205		0.193	

---

N = 251; \*p < 0.1, \*\*p < 0.05, \*\*\*p < 0.01; standard errors in parentheses

Table 8. Exemplary Accounts With High Levels of Guilt or Shame.

<b><i>Guilt</i></b>	<b><i>Shame</i></b>
<p>(Guest stayed at a youth hostel in Japan)</p> <p><i>‘The hostel was very cheap and I didn’t have much expectations for it, especially when I only booked it for a night. (...) He helped me to carry my heavy luggage up two flights of stairs. (...) At night, he welcomed me to join him for supper at the first floor and we talked for hours about Japan, ourselves. It was a very enjoyable interaction. I was overwhelmed by his hospitality and warmth.’</i></p>	<p>(The guest overslept and almost missed the plane)</p> <p><i>‘Just when I was very anxious and didn’t know what to do, the hotel staff took the initiative to drive and quickly took me to the airport. When I arrived, there was just 15 minutes for the plane to take off. The experience of the hotel made me very moved, and I believe that there is still a goodwill in the world.’</i></p>
<p>(The guest was on a solo trip abroad. S/he got lost, was picked up by the owner of the ryokan who invited him/her for dinner and brought him/her a chair so s/he did not have to sit on the floor in the traditional Japanese way)</p> <p><i>‘Soon after, the owner picked me up. She came with her husband who suddenly approached me and asked worriedly if I was alright. (...) As someone who hadn’t talked in native language for days, his effort to calm</i></p>	<p>(The guest missed the opening hours of the restaurant, forgot to buy food, all the shops were closed)</p> <p><i>‘I tried to sleep off the hunger but in the end I decided to give the front desk a call at 11pm. I was informed the restaurant and kitchen staffs were already not around so there isn’t any proper food to be served. However he went ahead to deliver cup noodles with simple toppings over to my room and ask if I could make do with that. I</i></p>

*me down by speaking in my native language, made me feel moved. (...)*

*When I asked them if that's how their dinner usually looked like, they said it's because I was having my birthday. They knew my birthday because they had to check my passport beforehand, and noticed that I was going to spend my birthday in their ryokan. They deliberately prepared those food for me, which made me so touched. (...)*

*Few minutes later, the owner left the room and came back bringing a small chair, offering me to sit on it instead of doing 'seiza' like them. They're worried if a foreigner like me didn't use to sit that way and couldn't enjoy the meals that night. I was so moved that even up until now, I still wonder if they actually noticed me sitting uncomfortably.'*

*was shock because it was my fault for missing the meal timings and yet he not within his scope, he chose to make me some food so I don't have to go hungry.'*

*(Guest stayed at a high end hotel in Tokyo and asked for tourist information)*  
*'Besides, they help me to check the information of the places I am visiting. What*

*(The guest slipped in a restaurant and spilled the food)*

<p><i>surprised and touched me is that they did a thorough research and handed me the printed material the next morning.'</i></p>	<p><i>'All my food went all over the place. Within seconds, around 10 staff members rushed towards me and helped me stand up. I was fine, but afterwards they felt so bad that they got me to sit down on a table and brought small portions of all the dishes available. They kept on asking me if I'd want more. Of course, I found this incident very sweet.'</i></p>
<p><i>(Guest stayed at a small family run hotel)</i></p> <p><i>'As there was no restaurant nearby and the hotel itself, so the mother kindly cooked us something herself and we wouldn't be hungry. (...)</i></p> <p><i>They offered us a tour for the next morning were the father would drive us and another couple staying at the hotel around visiting different sights in the area. He himself woke up at 5 am to drive and show us around. (...)</i></p> <p><i>Then surprisingly, his wife asked us if we wanted to eat dinner at their house with their family. At first we didn't know what to say (...)</i> <i>When we got there the grandparents and</i></p>	<p><i>(The guest lost his/her wallet)</i></p> <p><i>'A staff noticed my panic and asked me what was wrong. I explained to her and she quickly helped me by asking some fellow staffs to comb the places that I recalled going. In the end it was found at the gym that I had went to previously. It moved me that they were willing to help me comb the entire hotel to find my wallet. I felt that it was very nice of them to offer help without me asking them first. It was very initiative of them hence I felt that it was a touching experience for me.'</i></p>

*children were assembled to eat and invited us to join. They didn't start until we were eating and were very interested in having conversations with us about our background.*

*(...)*

*The experience at the hotel made me feel touched because everything they said or done during our stay seemed very genuine.*

*They went out of their way to be accommodating to us and were always happy to help, for example cooking for us when we arrived late or driving us around to have a tour of the area in their family car. Especially the experience one night where their friends and family members invited us to join their dinner when we didn't even know them was very touching and surprising to me.*

*Coming from my cultural background, I'm not used to this kind of hospitality to strangers and was sceptical at first but surprised in the best way. I had the best experience eating at their house because they*

*were so open, friendly and warm towards us. They didn't have much themselves but were excited to share that with us who are complete strangers to them. At their house and at our hotel the hosts made me feel like I was an old friend or a family member rather than a hotel guest.'*

(Guest stayed at a hotel he described as 'pretty standard but clean' and the 'breakfast was ok')

*'(...) but I have a really great experience with the hospitality of the staffs, especially the drivers.*

*(...) the driver was very friendly and on time, and never complain to drive us to visit some places, and he still drove us to have a late night dinner even though the service hour is already passed. There are a few hotels which actually have better rooms and food in the area but they have no such a free transportation and friendly driver. That's why I always choose that hotel whenever I travel into the area.'*

(The guest locked him/herself out of the room and got a replacement key. S/he managed to lock him/herself out a second time with te replacement key in the room)

*'Instead of putting on any mocky or angry face, their reaction was quite friendly and the lady staff went all the way to the room with a master key and solved the problem in a way that I didn't expect.'*

<p>(Guest was staying at a private accommodation in New Zealand)</p> <p><i>‘The house was nice and cosy but did not have the most striking look amongst all the accomodation I had stayed before. However, she had the best touch of hospitality that I enjoyed the stay immensely and had the fondest memories. Out of her goodwill, she had offered to personally cook my wife and I dinner. She was also sharing with us how difficult she experienced in life as a single mother and she cherished those simple moments with her daughter over dinner. It was moments like this that I felt the true connection between people and also a heartfelt sincerity from host to guest which was memorable for me. She reminded me how not to take life for granted and to always hope for the best.’</i></p>	<p>(The guest’s friend threw up in the hotel room after night out)</p> <p><i>‘When I contacted the hotel staff, they came up immediately to provide fresh mattress and also helped to clean up the area. The incident happened way past midnight and yet the staff was quick and helpful. When I apologized for causing the trouble, he only smiled and waved both his hands saying “No problem, no problem, please enjoy.” Despite our language barriers, I could feel the hospitality from him. I did not expect such service attitude coming from a hotel of that price point.’</i></p>
<p>(Guest was staying at a bad and breakfast)</p> <p><i>‘Her English was not so good and our Spanish was not too good either but we mixed the languages to try and understand</i></p>	<p>(The guest had a private party with his friend and they were disturbing other guests)</p> <p><i>‘But as some were possibly a little bit too loud, the staff member came and even</i></p>



<p><i>each other. She was patient and genuine. She spent half a day trying to help me find a place to rent gear for kitesurfing and every day she gave us a new kind of breakfast to show the cuisine of her country and culture. The combination of her genuineness towards us, her kindness, her willingness to show us her culture and that she spent so much time trying to help me with something she really didn't have to do gave me the satisfying feeling.'</i></p>	<p><i>excused that they have to interfere into our activity and asked us kindly to try to be a little bit more quiet and they even cleaned and helped us to clean. The next day there was also no aftermath and they were still extraordinarily friendly. In other countries this would have never happened and they might have kicked us out immediately the same night or be at least angry after it.'</i></p>
------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

Table 9a. Overall Effect of Being Moved (*c*).

	<b>Word of Mouth</b>		<b>Loyalty &amp; Commitment</b>		<b>Workplace Environment</b>		<b>Social &amp; Environmental Responsibility</b>	
	coeff.	<i>p</i>	coeff.	<i>p</i>	coeff.	<i>P</i>	coeff.	<i>p</i>
	(SE)		(SE)		(SE)		(SE)	
constant	5.330	0.000	4.823	0.000	5.276	0.000	5.155	0.000
	(0.326)		(0.363)		(0.281)		(0.284)	
Being Moved	0.271	0.052	0.229	0.140	0.193	0.108	0.406	0.001
	(0.139)		(0.155)		(0.120)		(0.121)	
Female	0.292	0.018	0.079	0.561	-0.001	0.990	-0.037	0.728
	(0.122)		(0.136)		(0.105)		(0.106)	
Age	0.007	0.342	0.007	0.383	0.010	0.129	0.002	0.776
	(0.007)		(0.008)		(0.006)		(0.006)	
Fun	-0.092	0.667	-0.189	0.427	-0.274	0.138	-0.053	0.775
	(0.214)		(0.238)		(0.184)		(0.186)	
Travel in company	-0.007	0.970	-0.082	0.708	0.127	0.451	-0.166	0.330
	(0.195)		(0.217)		(0.168)		(0.170)	
Middle- upperclass	0.005	0.975	0.154	0.419	-0.018	0.901	-0.004	0.980
	(0.171)		(0.190)		(0.147)		(0.148)	
R <sup>2</sup>	0.04		0.02		0.03		0.05	

N = 251; \**p* < 0.1, \*\**p* < 0.05, \*\*\**p* < 0.01; standard errors in parentheses

Table 9b. Overall Effect of Being Moved (*c*) Without Cases Experiencing Shame.

	<b>Word of Mouth</b>		<b>Loyalty &amp; Commitment</b>		<b>Workplace Environment</b>		<b>Social &amp; Environmental Responsibility</b>	
	coeff.	<i>p</i>	coeff.	<i>p</i>	coeff.	<i>p</i>	coeff.	<i>p</i>
	(SE)		(SE)		(SE)		(SE)	
Constant	5.565	0.000	4.991	0.000	5.407	0.000	5.409	0.000
	(0.363)		(0.403)		(0.313)		(0.330)	
Being Moved	0.373	0.023	0.484	0.008	0.313	0.028	0.437	0.004
	(0.163)		(0.181)		(0.141)		(0.149)	
Female	0.141	0.371	-0.161	0.358	-0.053	0.696	-0.204	0.157
	(0.158)		(0.175)		(0.136)		(0.143)	
Age	0.005	0.551	0.008	0.389	0.009	0.201	0.002	0.836
	(0.008)		(0.009)		(0.007)		(0.007)	
Fun	-0.191	0.439	-0.333	0.226	-0.240	0.260	-0.095	0.672
	(0.246)		(0.274)		(0.213)		(0.224)	
Travel in company	0.029	0.900	-0.041	0.872	-0.021	0.914	-0.278	0.184
	(0.229)		(0.255)		(0.198)		(0.209)	
Middle- upperclass	0.054	0.786	0.270	0.227	0.004	0.983	0.065	0.723
	(0.200)		(0.223)		(0.173)		(0.182)	
R <sup>2</sup>	0.041		0.063		0.047		0.082	

N = 179; \**p* < 0.1, \*\**p* < 0.05, \*\*\**p* < 0.01; standard errors in parentheses

Figure 1. Conceptual Model

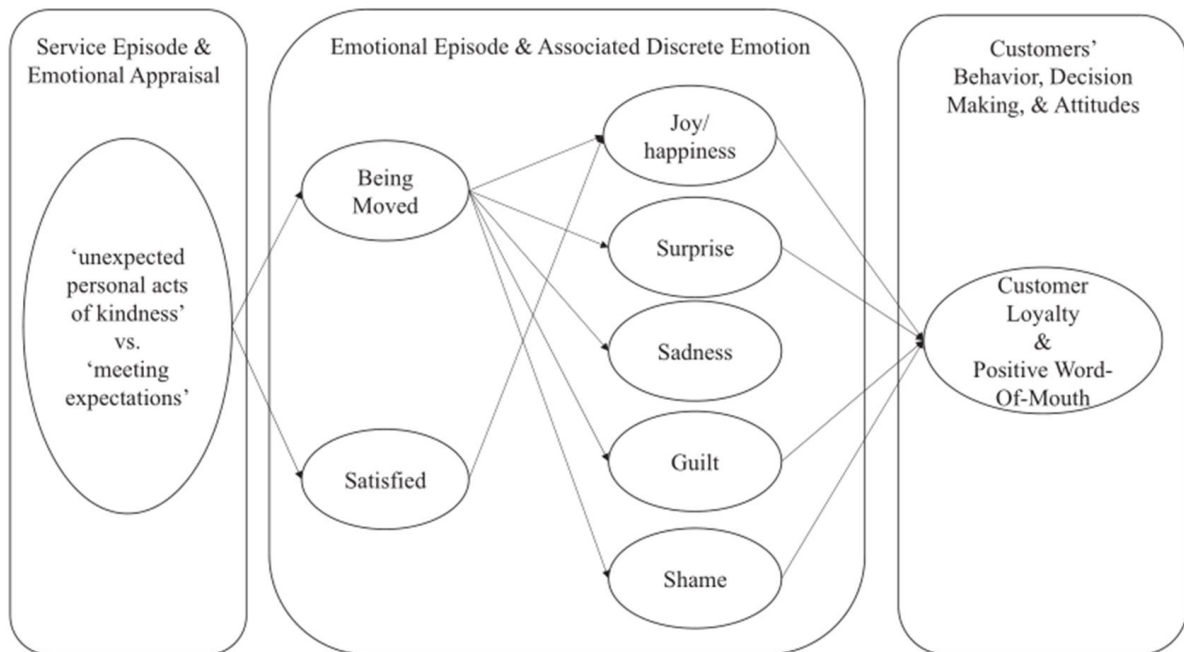


Figure 2. Intervening Variable Analysis.

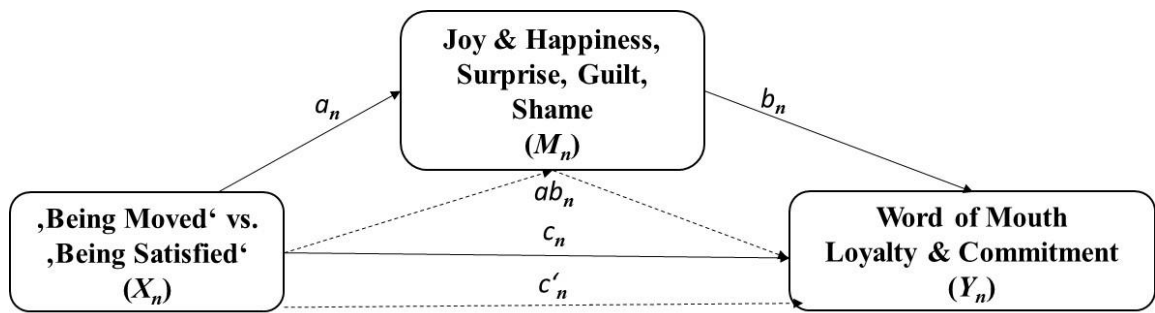


Figure 3. Marginal Effect Plots (Conditional Effects of Shame Contingent on Guilt).

