

**Transformational leadership and customer service: A moderated mediation model of negative affectivity and emotion regulation**

European Journal of Work and Organizational Psychology  
2012, 21(1), 28–56

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**Abstract**

Integrating theories from leadership, emotion management, affectivity, and customer service, this study examines how transformational leadership leads to favourable customer intentions via the mediation of service employees' emotion regulation, job satisfaction, and their service performance and via the moderation of employee negative affectivity. Results obtained from data of 204 matched sets of managers, service employees, and customers show that the effect of transformational leadership on amplification of pleasant emotions was conditioned on service employees' negative affectivity. Employee service performance partially mediated the effect of job satisfaction on customer outcomes. Finally, overall results reveal that transformational leadership and amplification of pleasant emotions were more strongly related to the customer outcomes, as mediated through the intervening variables in the model, when negative affectivity was high than when negative affectivity was low. Results have implications for how service workers with negative affectivity can manage their emotions to achieve effective service outcomes through interactions with a leader, how the effect of transformational leadership can be bounded, and how transformational leadership and emotion regulation are relevant to customer service.