

## Emotional Labor in Service Work: Its Impact on Satisfaction and Performance

**Berilian Ayu Kusuma**

Universitas Islam Indonesia

Email: [berilianayu21new@gmail.com](mailto:berilianayu21new@gmail.com)

Entered : February 04, 2026  
Accepted: April 12, 2026

Revised : March 26, 2026  
Published : April 27, 2026

### ABSTRACT

*Emotional labor has become a critical component in service-oriented organizations, where employees are required to regulate their emotions to meet organizational expectations and enhance customer satisfaction. While emotional labor can improve service quality and performance, it also poses risks to employee well-being, particularly when poorly managed. This study aims to analyze the impact of emotional labor strategies surface acting, deep acting, and genuine acting on employee satisfaction and performance. The research adopts a qualitative approach using a systematic literature review and document analysis of recent peer-reviewed studies. Data are analyzed through thematic and qualitative content analysis to identify key patterns related to emotional regulation, employee well-being, and performance outcomes. The findings reveal that surface acting leads to emotional exhaustion, burnout, and reduced job satisfaction and performance, whereas deep acting and genuine acting contribute to higher satisfaction, lower stress, and improved service performance. The discussion highlights the importance of organizational support, emotional intelligence, and service climate in moderating these effects. In conclusion, effective management of emotional labor requires a shift toward human-centered practices that promote authentic emotional engagement and sustainable performance..*

**Keywords:** Emotional Labor, Employee Satisfaction, Employee Performance, Surface Acting, Deep Acting

### INTRODUCTION

The rapid expansion of service-oriented industries in the contemporary economy has intensified the importance of emotional interactions between employees and customers, positioning *emotional labor* as a central component of organizational performance and customer satisfaction. Emotional labor refers to the process by which employees regulate their emotions and emotional expressions to meet organizational expectations during service delivery. In sectors such as hospitality, healthcare, retail, and customer service, employees are often required to display positive emotions—such as friendliness, empathy, and enthusiasm—regardless of their actual internal feelings. While such emotional regulation can enhance customer experiences and strengthen organizational reputation, it simultaneously introduces psychological demands that may affect employee well-being. The increasing emphasis on service excellence and customer-centric strategies has therefore elevated emotional labor from a peripheral concern to a critical managerial issue, particularly in the context of sustaining employee satisfaction



and performance in high-pressure service environments (Amissah et al., 2021; Chou, 2023).

A key phenomenon underlying emotional labor is the distinction between different emotional regulation strategies, namely *surface acting*, *deep acting*, and *genuine acting*. Surface acting involves modifying outward emotional expressions without changing internal feelings, essentially requiring employees to “fake” emotions to comply with organizational display rules. This strategy has been consistently associated with negative psychological outcomes, including emotional exhaustion, burnout, and reduced job satisfaction. The discrepancy between felt and displayed emotions creates emotional dissonance, which over time leads to stress and decreased well-being. Empirical studies indicate that employees who frequently engage in surface acting are more likely to experience fatigue, lower motivation, and diminished job performance, particularly when the emotional demands of the job are high and persistent (Amissah et al., 2021; Verma & Agrawal, 2025; Chehab et al., 2021; Tao, 2025; Humphrey, 2021).

In contrast, deep acting involves an internal modification of emotions to align genuine feelings with organizational expectations. Rather than merely displaying appropriate emotions, employees actively attempt to feel them, thereby reducing emotional dissonance. Research suggests that deep acting is generally associated with more positive outcomes, including higher job satisfaction, lower levels of stress, and improved customer interactions. Employees who engage in deep acting tend to experience a greater sense of authenticity and emotional alignment, which enhances their engagement and overall work experience. However, the impact of deep acting on performance is not entirely uniform, as it may depend on contextual factors such as workload, organizational support, and individual emotional capabilities. Nonetheless, a substantial body of literature supports the view that deep acting contributes to more sustainable emotional regulation and better service outcomes compared to surface acting (Mabotja & Ngcobo, 2024; Hwang & Park, 2022; Del Villar et al., 2025; Vashdi et al., 2021).

A third form of emotional labor, often referred to as genuine or naturally felt emotions, represents a state in which employees authentically experience and express the emotions required by their role. This strategy is considered the least psychologically taxing, as it eliminates the need for emotional dissonance and reduces the cognitive effort associated with emotion regulation. Employees who naturally align their emotions with organizational expectations tend to report higher levels of job satisfaction, better well-being, and stronger performance outcomes. Furthermore, genuine emotional expression fosters more authentic interactions with customers, which can enhance service quality and customer satisfaction. These findings highlight the importance of aligning individual dispositions with job roles and creating work environments that support authentic emotional expression (Lam et al., 2022; Ngcobo et al., 2022; Amissah et al., 2021).

The relationship between emotional labor and employee outcomes is particularly evident in its impact on job satisfaction and performance. The literature consistently demonstrates that surface acting negatively affects job satisfaction, as employees experience emotional strain and reduced psychological well-being. In contrast, deep acting and genuine acting are associated with higher levels of job satisfaction, as they promote emotional congruence and reduce stress. This distinction is critical, as job satisfaction is closely linked to employee retention, engagement, and organizational commitment. Moreover, emotional labor directly influences service performance, as the quality of emotional interactions plays a significant role in shaping customer perceptions and experiences. Employees who effectively manage their emotions through deep or genuine acting are more likely to deliver high-quality service,

leading to improved customer satisfaction and organizational outcomes (Çekmecelioğlu et al., 2025; Chou, 2023; Del Villar et al., 2025; Hwang & Park, 2022).

However, the positive effects of emotional labor are contingent upon the presence of supportive organizational conditions. Without adequate support, high emotional demands can lead to adverse outcomes, including burnout, anxiety, and decreased performance. This is particularly evident in situations where employees are required to engage in frequent surface acting without sufficient resources or autonomy. The accumulation of emotional strain in such contexts can result in reduced work quality and increased turnover intentions. Studies indicate that when emotional labor is poorly managed, it can undermine both employee well-being and organizational effectiveness, highlighting the need for strategic interventions that address the underlying causes of emotional strain (Alsakarneh et al., 2023; Borah et al., 2024; Rughoobur-Seetah, 2023).

Despite the extensive research on emotional labor, several important gaps remain in the literature. One major gap is the lack of integrative studies that simultaneously examine the interplay between different emotional labor strategies, employee satisfaction, and performance outcomes within a unified framework. Most existing studies focus on individual aspects of emotional labor, such as burnout or job satisfaction, without considering their interrelationships. Additionally, there is limited research on the contextual factors that influence the effectiveness of emotional labor strategies, particularly in diverse cultural and organizational settings. This limitation restricts the generalizability of existing findings and underscores the need for more comprehensive analyses that account for variability across industries and regions. Furthermore, there is a scarcity of longitudinal studies that explore the long-term effects of emotional labor on employee well-being and performance, making it difficult to understand the sustainability of different emotional regulation strategies (Chou, 2023; Del Villar et al., 2025).

Another significant research gap يتعلق dengan kurangnya eksplorasi terhadap peran dukungan organisasi dan faktor individu dalam memoderasi dampak emotional labor. While previous studies have identified factors such as emotional intelligence, self-efficacy, and organizational support as important determinants of employee outcomes, their interaction with different emotional labor strategies remains underexplored. Understanding how these factors influence the relationship between emotional labor and employee well-being is essential for developing effective management practices. Moreover, the role of service climate and organizational culture in shaping emotional labor dynamics has not been sufficiently examined, particularly in terms of how these elements can promote positive emotional regulation and mitigate negative outcomes (Ahmad et al., 2024; Yikilmaz et al., 2021; Vashdi et al., 2021).

In response to these gaps, this study offers a novel contribution by integrating the analysis of emotional labor strategies with employee satisfaction and performance within a comprehensive conceptual framework. The novelty of this research lies in its emphasis on the differential effects of surface acting, deep acting, and genuine acting, as well as the moderating role of organizational support and contextual factors. By synthesizing insights from recent empirical studies, this research seeks to provide a more holistic understanding of how emotional labor can be managed to enhance both employee well-being and organizational performance. Additionally, the study highlights the importance of aligning emotional labor practices with sustainable human resource management (HRM) strategies, thereby contributing to the development of more resilient and employee-centered organizations.

Furthermore, this study emphasizes the practical implications of emotional labor management in service organizations. Effective management of emotional labor requires

a combination of training, support, and organizational culture that encourages authentic emotional expression. Training programs that enhance emotional intelligence and self-regulation skills can help employees engage in deep acting rather than surface acting, thereby reducing emotional strain. Similarly, supportive leadership and organizational policies that provide autonomy and recognition can create an environment where employees feel valued and empowered. These practices not only improve employee well-being but also enhance service quality and customer satisfaction, demonstrating the strategic importance of emotional labor management in achieving organizational success (Çekmecelioğlu et al., 2025; Hwang & Park, 2022).

Based on the aforementioned background, phenomena, and identified research gaps, the primary objective of this study is to analyze the impact of emotional labor particularly surface acting, deep acting, and genuine acting on employee satisfaction and performance, while examining the role of organizational support and contextual factors in shaping these relationships. This objective reflects the need to develop a more integrated understanding of emotional labor as both a psychological and organizational phenomenon, with implications for sustainable workforce management in service-oriented industries.

## **METHOD**

This study employs a qualitative research design with an exploratory approach to examine the impact of emotional labor on employee satisfaction and performance within service-oriented organizations. The research is grounded in organizational behavior and human resource management (HRM) perspectives, particularly focusing on emotional labor theory and its dimensions: surface acting, deep acting, and genuine acting. Data collection is conducted through a systematic literature review and document analysis, targeting peer-reviewed journal articles, conference proceedings, and empirical studies relevant to emotional labor, job satisfaction, and employee performance. The inclusion criteria consist of publications indexed in reputable databases such as Scopus and SINTA, relevance to the research variables, and publication recency (primarily between 2021–2025) to ensure current and valid insights. The data collection process follows a structured procedure, including identification of sources, screening for relevance, eligibility assessment, and final inclusion. Additional supporting data from organizational reports and service industry case studies are incorporated to provide contextual depth and strengthen the analytical framework.

The data analysis utilizes thematic analysis combined with qualitative content analysis to systematically identify patterns, relationships, and key themes emerging from the collected data. The analysis begins with open coding to extract core concepts related to emotional labor strategies, employee well-being, job satisfaction, and performance outcomes. These concepts are then organized through axial coding into broader categories such as emotional regulation strategies, psychological impacts, performance implications, and organizational support mechanisms. Subsequently, selective coding is applied to integrate these categories into a comprehensive framework that explains how different forms of emotional labor influence employee satisfaction and performance. To ensure the validity and reliability of the findings, data triangulation is conducted across multiple sources, and theoretical alignment is established with existing frameworks in emotional labor and HRM literature. This analytical approach enables a nuanced understanding of the interplay between emotional labor strategies and organizational outcomes, as well as the identification of practical implications for sustainable service management.



Figure 1. Diagram Conceptual Research

## RESULT AND DISCUSSION

Based on the results of the thematic and qualitative content analysis conducted on the selected literature, the findings reveal several key dimensions that explain how different emotional labor strategies influence employee satisfaction and performance in service-oriented organizations. The analysis highlights the contrasting effects of surface acting, deep acting, and genuine acting, as well as the role of organizational support and contextual factors in shaping these outcomes. The synthesis of these findings is presented in the following table.

Table 1. Synthesis of Emotional Labor Strategies, Employee Satisfaction, and Performance Outcomes

No	Emotional Labor Strategy	Key Characteristics	Impact on Employee Satisfaction	Impact on Performance and Service Quality	Supporting Factors / Moderators
1	Surface Acting	Faking emotions, suppressing true feelings, emotional dissonance	Low satisfaction, high stress and burnout	Decreased performance, lower service quality	High workload, low support, low emotional intelligence
2	Deep Acting	Modifying internal feelings to match required emotional display	Higher satisfaction, reduced emotional exhaustion	Improved service quality, generally positive performance	Training, emotional intelligence, supportive leadership
3	Genuine Acting	Naturally felt and authentic emotional expression	Highest satisfaction, low psychological strain	Strong performance, better customer relationships	Person-job fit, positive organizational climate
4	Emotional Dissonance	Gap between felt and displayed emotions	Emotional fatigue, reduced well-being	Indirect decline in performance through burnout	Lack of autonomy, strict display rules
5	Organizational Support	Leadership support,	Increased satisfaction	Enhanced performance	HRM practices,

		autonomy, and recognition	and engagement	and service consistency	supportive culture
6	Emotional Intelligence	Ability to regulate and understand emotions	Reduced stress and better emotional regulation	Improved interaction quality and performance	Training and development programs
7	Service Climate	Organizational focus on service quality and employee well-being	Higher motivation and job satisfaction	Better service delivery and customer satisfaction	Balanced workload, clear expectations
8	Workload Intensity	Level of emotional and task-related demands	Increased stress when excessive	Performance decline when unmanaged	Work design, resource availability
9	HRM Interventions	Training, emotional support programs, and well-being initiatives	Improved well-being and job satisfaction	Sustainable performance improvement	Strategic HRM implementation

The table demonstrates that emotional labor is not a uniform construct but consists of distinct strategies with significantly different implications for employee outcomes. Surface acting emerges as the most detrimental form, consistently associated with emotional exhaustion, low job satisfaction, and reduced performance due to the psychological strain of emotional dissonance. In contrast, deep acting and genuine acting are shown to produce more positive outcomes, as they reduce internal conflict and promote authenticity in emotional expression. These strategies not only enhance employee satisfaction but also contribute to higher service quality and customer satisfaction, highlighting their strategic importance in service management.

Furthermore, the findings emphasize that the impact of emotional labor is strongly influenced by contextual and organizational factors. Elements such as organizational support, emotional intelligence, and service climate play a critical role in moderating the relationship between emotional labor and employee outcomes. When employees are supported through effective HRM practices, training, and a positive organizational culture, the negative effects of emotional labor can be mitigated, and its positive potential can be maximized. Overall, the results suggest that managing emotional labor effectively requires a holistic approach that integrates individual capabilities with organizational strategies to achieve both employee well-being and sustainable performance.

## Discussion

The findings derived from the methodological approach and the synthesized data in Table 1 provide a comprehensive understanding of how emotional labor strategies influence employee satisfaction and performance in service-oriented organizations. In line with the research objective—to analyze the impact of emotional labor on employee satisfaction and performance—this discussion demonstrates that emotional labor is a multidimensional construct whose outcomes depend significantly on the strategies adopted by employees, namely surface acting, deep acting, and genuine acting. These

strategies differ not only in their psychological processes but also in their consequences for employee well-being and organizational effectiveness.

The analysis confirms that surface acting represents the most problematic form of emotional labor, primarily due to the phenomenon of emotional dissonance, where there is a mismatch between felt emotions and displayed emotions. Employees engaging in surface acting are required to suppress their genuine feelings and present emotions that conform to organizational expectations, which creates a persistent psychological strain. This strain manifests as emotional exhaustion, burnout, and decreased job satisfaction, as consistently highlighted in the literature. The findings in the table align with previous studies indicating that surface acting is strongly associated with negative employee outcomes, including increased stress and reduced well-being. Over time, this emotional dissonance undermines employees' intrinsic motivation and engagement, leading to deteriorating job satisfaction and organizational commitment (Amissah et al., 2021; Chou, 2023; Verma & Agrawal, 2025; Chehab et al., 2021; Tao, 2025; Humphrey, 2021).

Moreover, the negative implications of surface acting extend beyond individual well-being to affect organizational performance. The table shows that surface acting is linked to decreased service quality and lower performance outcomes. This relationship can be explained by the cognitive and emotional burden associated with maintaining inauthentic emotional expressions, which reduces employees' ability to focus on task performance and customer interactions. When employees are emotionally exhausted, they are less likely to engage in proactive behaviors, provide high-quality service, or respond effectively to customer needs. Empirical evidence supports this conclusion, demonstrating that high levels of emotional dissonance are associated with poorer job performance, particularly in high-demand service environments. In such contexts, the gap between internal emotions and external expressions becomes a critical determinant of performance decline (Alsakarneh et al., 2023; Borah et al., 2024; Nauman et al., 2023).

In contrast, deep acting emerges as a more adaptive and sustainable emotional labor strategy. Unlike surface acting, deep acting involves aligning internal emotions with required emotional displays, thereby reducing emotional dissonance. The findings indicate that employees who engage in deep acting experience higher levels of job satisfaction and lower levels of emotional exhaustion. This can be attributed to the fact that deep acting promotes emotional congruence, allowing employees to authentically engage with their roles and customers. As a result, employees are more likely to experience positive emotions, which enhance their overall work experience and well-being. This is consistent with existing research showing that deep acting is associated with improved psychological outcomes and greater job satisfaction compared to surface acting (Amissah et al., 2021; Mabotja & Ngcobo, 2024; Hwang & Park, 2022; Del Villar et al., 2025).

The impact of deep acting on performance is also generally positive, although it may vary depending on contextual factors. The table suggests that deep acting contributes to improved service quality and customer satisfaction, as employees are able to deliver more authentic and emotionally engaging interactions. This is particularly important in service contexts where customer perceptions are heavily influenced by the emotional behavior of employees. By fostering genuine emotional engagement, deep acting enhances the quality of customer experiences and strengthens organizational reputation. However, the effectiveness of deep acting may depend on factors such as workload, organizational support, and individual emotional capabilities. For instance, when employees are under excessive pressure, even deep acting may become difficult to

sustain, highlighting the importance of supportive work environments (Vashdi et al., 2021; Hwang & Park, 2022).

Genuine acting represents the most beneficial form of emotional labor, as it involves the natural alignment of employees' emotions with organizational expectations. The findings indicate that genuine acting is associated with the highest levels of job satisfaction and the lowest levels of psychological strain. This is because employees do not need to engage in emotional regulation or suppression, allowing them to express their emotions authentically. As a result, genuine acting reduces the cognitive and emotional effort required to perform emotional labor, leading to improved well-being and job satisfaction. Furthermore, genuine emotional expression enhances the quality of customer interactions, as customers are more likely to perceive authenticity and sincerity. This contributes to stronger customer relationships and improved service outcomes, reinforcing the strategic importance of fostering genuine emotional engagement in service organizations (Lam et al., 2022; Ngcobo et al., 2022).

The relationship between emotional labor and job satisfaction is particularly significant, as job satisfaction serves as a key indicator of employee well-being and organizational success. The findings clearly demonstrate that surface acting consistently reduces job satisfaction, while deep acting and genuine acting enhance it. This distinction underscores the importance of emotional regulation strategies in shaping employee experiences. Employees who frequently engage in surface acting are more likely to experience dissatisfaction and disengagement, which can lead to higher turnover rates and reduced organizational commitment. In contrast, employees who engage in deep or genuine acting are more likely to experience positive work attitudes, contributing to higher levels of engagement and retention. These findings are consistent with prior research emphasizing the role of emotional labor in influencing job satisfaction and organizational outcomes (Çekmecelioğlu et al., 2025; Chou, 2023; Del Villar et al., 2025).

In terms of performance, the findings indicate that emotional labor can both enhance and undermine employee performance, depending on how it is managed. When employees engage in deep or genuine acting, emotional labor contributes to improved performance by enhancing customer interactions and service quality. However, when emotional labor is dominated by surface acting, it can lead to performance decline due to burnout, stress, and reduced cognitive capacity. This dual effect highlights the importance of distinguishing between different emotional labor strategies and understanding their respective impacts. It also suggests that organizations must carefully manage emotional labor demands to ensure that they do not exceed employees' capacity to cope, thereby preventing negative performance outcomes (Alsakarneh et al., 2023; Rughoobur-Seetah, 2023; Nauman et al., 2023).

The discussion also emphasizes the critical role of organizational support and contextual factors in moderating the relationship between emotional labor and employee outcomes. The findings indicate that factors such as leadership support, autonomy, emotional intelligence, and self-efficacy play a significant role in reducing the negative effects of emotional labor and enhancing its positive outcomes. For example, employees with high emotional intelligence are better able to regulate their emotions and engage in deep acting, thereby reducing the risk of burnout. Similarly, supportive leadership and organizational policies can create an environment that encourages authentic emotional expression and provides resources for managing emotional demands. These findings align with the literature suggesting that organizational support is a key determinant of employee well-being and performance in service contexts (Chou, 2023; Hwang & Park, 2022; Ahmad et al., 2024; Nauman et al., 2023).

Service climate also plays a crucial role in shaping emotional labor dynamics. Organizations that prioritize service quality and employee well-being are more likely to foster deep acting and genuine emotional expression, leading to improved performance outcomes. A positive service climate provides employees with clear expectations, adequate resources, and supportive relationships, enabling them to manage emotional labor more effectively. Conversely, a negative service climate characterized by high demands and low support can exacerbate the negative effects of emotional labor, leading to burnout and performance decline. This highlights the importance of aligning organizational culture with service objectives to create a supportive environment for emotional labor (Vashdi et al., 2021).

Overall, the discussion demonstrates that emotional labor is a critical determinant of employee satisfaction and performance in service organizations. The findings highlight the importance of distinguishing between different emotional labor strategies and understanding their respective impacts on employee outcomes. Surface acting emerges as a significant risk factor for burnout and performance decline, while deep acting and genuine acting offer more sustainable and beneficial approaches to emotional regulation. The role of organizational support, emotional intelligence, and service climate further underscores the need for a holistic approach to managing emotional labor.

In conclusion, this study successfully addresses its research objective by demonstrating that the impact of emotional labor on employee satisfaction and performance is contingent upon the strategies employed and the organizational context in which they occur. By promoting deep acting and genuine emotional expression, and by providing supportive organizational environments, organizations can enhance both employee well-being and service performance. These findings contribute to the development of more sustainable HRM practices in service industries, emphasizing the need to balance emotional demands with adequate resources and support systems.

## **CONCLUSION**

This study concludes that emotional labor significantly influences employee satisfaction and performance in service-oriented organizations, with outcomes largely dependent on the type of emotional regulation strategy employed. Surface acting consistently produces negative effects, including emotional exhaustion, burnout, low job satisfaction, and declining service performance due to emotional dissonance. In contrast, deep acting and genuine acting are associated with higher job satisfaction, reduced psychological strain, and improved service quality, as they promote emotional alignment and authenticity. Furthermore, the findings demonstrate that the effectiveness of emotional labor is not solely determined by individual strategies but is strongly shaped by organizational context, including leadership support, emotional intelligence, and service climate. Therefore, emotional labor can function as both a risk and a strategic resource, and its positive contribution to organizational performance can only be realized when supported by appropriate management practices and a conducive work environment.

## **IMPLICATIONS**

The implications of this study highlight the need for organizations to adopt a strategic and human-centered approach in managing emotional labor. Practically, organizations should minimize reliance on surface acting by fostering environments that encourage deep and genuine emotional engagement through training in emotional

intelligence, supportive leadership, and employee empowerment. Human resource management (HRM) practices should incorporate well-being programs, emotional support systems, and realistic service expectations to reduce emotional strain and prevent burnout. Additionally, organizations should cultivate a positive service climate that aligns performance goals with employee well-being, ensuring sustainable service quality. For policymakers and scholars, this study provides a foundation for further research on emotional labor by emphasizing the importance of contextual and cultural factors, as well as the need for longitudinal and sector-specific studies to better understand its long-term impact on employee well-being and organizational performance.

## **BIBLIOGRAPHY**

- Adil, A., Kamal, A., & Ghulam, I. (2022). Mediating role of deep and surface acting between display rules and job satisfaction among customer services representatives. *Организационная психология*. <https://doi.org/10.17323/2312-5942-2022-12-3-57-69>
- Ahmad, N., Mehmood, S., Javed, A., & Akhtar, R. (2024). Investigating how emotional labor in service-oriented jobs customer service contributes to interpersonal conflicts and employee well-being. *Review of Applied Management and Social Sciences*. <https://doi.org/10.47067/ramss.v7i4.454>
- Alsakarneh, A., Sakarneh, B., Fraihat, B., Bataineh, M., Nawasra, M., & Al-Smadi, A. (2023). The link between emotional labor and employee performance in the services sector. *Corporate Governance and Organizational Behavior Review*. <https://doi.org/10.22495/cgobrv7i1p10>
- Amissah, E., Blankson-Stiles-Ocran, S., & Mensah, I. (2021). Emotional labour, emotional exhaustion and job satisfaction in the hospitality industry. *Journal of Hospitality and Tourism Insights*. <https://doi.org/10.1108/jhti-10-2020-0196>
- Borah, T., Saikia, J., & Begum, A. (2024). Emotional labour: Its effect on work performance. *Asian Journal of Agricultural Extension, Economics & Sociology*. <https://doi.org/10.9734/ajaees/2024/v42i62491>
- Çekmecelioğlu, H., Balkaş, J., Altaş, S., & Güler, D. (2025). The effect of health professionals' perceptions of organizational impediments on emotional labor and job satisfaction. *Frontiers in Psychology*, 16. <https://doi.org/10.3389/fpsyg.2025.1537830>
- Chehab, O., Ilkhanizadeh, S., & Bouzari, M. (2021). Impacts of job standardisation on restaurant frontline employees: Mediating effect of emotional labour. *Sustainability*. <https://doi.org/10.3390/su13031525>
- Chou, H. (2023). The effects of job demands and resources on emotional labour and employees' psychological well-being.
- Del Villar, J., Promduang, A., Janiam, N., Chainarin, P., Meekoh, S., Espejo, A., Sekar, S., & Mando, D. (2025). Emotional labor and job performance of ground personnel in Thailand's airline industry. *Interdisciplinary Academic and Research Journal*. <https://doi.org/10.60027/iarj.2025.281196>
- Humphrey, N. (2021). Emotional labor and employee outcomes: A meta-analysis. *Public Administration*. <https://doi.org/10.1111/padm.12818>

- Hwang, W., & Park, E. (2022). Developing a structural equation model from Grandey's emotional regulation model to measure nurses' emotional labor, job satisfaction, and job performance. *Applied Nursing Research*, 64, 151557. <https://doi.org/10.1016/j.apnr.2021.151557>
- Lam, R., Cheung, C., & Lugosi, P. (2022). The impacts of cultural intelligence and emotional labor on the job satisfaction of luxury hotel employees. *International Journal of Hospitality Management*. <https://doi.org/10.1016/j.ijhm.2021.103084>
- Mabotja, T., & Ngcobo, N. (2024). Navigating emotional labour: The role of deep acting in enhancing job performance and customer relations in the South African racecourse industry. *International Journal of Research in Business and Social Science*. <https://doi.org/10.20525/ijrbs.v13i5.3475>
- Nauman, S., Malik, S., Saleem, F., & Elahi, S. (2023). How emotional labor harms employee's performance: Unleashing the missing links through anxiety, quality of work-life and Islamic work ethic. *The International Journal of Human Resource Management*, 35, 2131–2161. <https://doi.org/10.1080/09585192.2023.2167522>
- Ngcobo, N., Chiwawa, N., & Wissink, H. (2022). Emotional labour: The effects of genuine acting on employee performance in the service industry. *SA Journal of Human Resource Management*. <https://doi.org/10.4102/sajhrm.v20i0.1583>
- Rughoobur-Seetah, S. (2023). An assessment of the impact of emotional labour and burnout on the employees' work performance. *International Journal of Organizational Analysis*. <https://doi.org/10.1108/ijoa-09-2022-3429>
- Tao, S. (2025). A review of the research progress on emotional labor of service employee in service encounter. *International Journal of Educational Research and Development*. <https://doi.org/10.56028/ijerd.2.4.42.2024>
- Vashdi, D., Katz-Navon, T., & Delegach, M. (2021). Service priority climate and service performance among hospitality employees: The role of emotional labor and workload pressure. *Cornell Hospitality Quarterly*, 63, 504–518. <https://doi.org/10.1177/19389655211029912>
- Verma, R., & Agrawal, A. (2025). Emotional labor in the food and beverage sector: Impacts, challenges, and organizational interventions. *Journal of Science Innovations and Nature of Earth*. <https://doi.org/10.59436/jsiane.339.2583-2093>
- Yikilmaz, I., Taşdemir, D., & Çekmecelioğlu, H. (2021). The assessment of the intermediation role of emotional labor dimensions in the relationship between cultural intelligence and individual work performance. *Business and Economics Research Journal*, 12, 157–172. <https://doi.org/10.20409/berj.2021.316>