

# THE LINK BETWEEN EMOTIONAL LABOR AND EMPLOYEE PERFORMANCE IN THE SERVICES SECTOR

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## Abstract

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The lack of clarity related to the concept of emotional labor has impeded its development regardless of the conspicuous importance of emotional labor for the external and internal environments which include the employees, organizations, structure, operations, and clients. Thus, this research aims to highlight the connection between emotional labor and its impact on employee performance. This study is concerned with the employees in the services sector in the period between January 2011 and June 2022 and included a total of 21 articles. In general, this review found that emotional labor can result in positive results for the business, as enhancing workers' satisfaction as well as performance, on the other hand, burnout and poor job performance when people are compelled to express emotions differently than their own, the findings were highlighting the consistent connection between surface acting (SA) and employee performance. Nonetheless, the findings of deep acting (DA) and the employee's performance were blended (Çağlıyan et al., 2013; Alsakarneh et al., 2019). Searches were conducted using ProQuest, EBSCO, Emerald Insight, PsycINFO, Science Direct, and Google Scholar. The research team systematically reviewed each article and relative reports, eliminating those not relevant to the review.

**Keywords:** Emotional Labor, Employee Performance, Deep Acting (DA), Surface Acting (SA), Literature Review, Systematic Review

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## 1. INTRODUCTION

In the recent era, emotional management has become an important field that attracts analysts and researchers worldwide. Previous studies found that

managing emotional labor is the cornerstone of establishing service fields, as well as the significance of emotions has been widely explored in different areas of management (Sorrentino et al., 2022). Hochschild (1983) defined emotional labor as

managing sentiments and substantial articulation and body expressions while serving the client. While other researchers expounded on emotional labor as the display of behaviour during service rendering and expected by service agents. Usually, emotional labor is linked with some important careers, for example, clinical experts, teachers, aviation crew, marketing and sales staff, consultant, and tour guide, thus leading organizations for applying emotional labor management where these careers are in direct interaction with students or patients, customer, and consumer (Ashforth & Humphrey, 1993; Alias, 2022).

A general methodical and systematic review of the literature plays a vital role in bridging the gap of misunderstanding in any field of study. For this reason, this method review comes to fill the gap by providing an overview of the connection between emotional labor and the employee's performance, as well as to provide great value to the literature, a management library, academics, and professionals where are interested with emotional labor and employee performance (Lee & Madera, 2019; Kariou et al., 2021).

The remainder of this paper is structured as follows. Section 2 reviews the relevant literature. Section 3 analyses the methodology that has been used to conduct the investigation. Section 4 presents the findings of this study as well as answers the research questions and fulfils the research objectives. Finally, Section 6 presents the conclusions of the systematic review.

## 2. LITERATURE REVIEW

### 2.1. Emotional labor

Researchers examined emotional labor from two points of view, as the surface acting (SA) and deep acting (DA). Noor and Zainuddin (2011) define SA as acting as transforming emotions in other words to present the opposite of the real feelings. For example, a sad employee offers a smile to customers. On the other hand, they define DA as transforming emotional expressions through the surrounding feelings by endeavouring to change the feelings displayed. For example, a sad employee will try to be happy in the working environment. Thus, DA needs more effort than SA, as well as SA drains the employee's energy and thus his/her ability to perform his/her job (Yang et al., 2021).

Nowadays, the terminology of emotional labor has been developed to be not only explained by the SA and the DA but also it is extended to include the natural element (Hochschild, 1983). Diefendorff et al. (2005) found that naturally, an element is an important element when measuring emotional labor. SA and DA are discussed as the proper reaction that emerges from the assumptions for the job (Hochschild, 1983; Grandey, 2000; Lee & Madera, 2019). researchers explained the difference between SA and DA in main categories, SA includes fake and non-incorporated feelings, while natural emotions include real feelings. The assimilation level in DA is more than that of SA and less than real emotions. Surface acting can prompt sensations of inauthenticity or cacophony, hence deterring workers from responding with uplifting outlooks and ways of behaving (Hill et al., 2020). SA

procedures that outcome in disharmony and weariness mean lower levels of fulfilment of employee fundamental psychosocial necessities at work, which are themselves known to anticipate a debilitated working process (Huyghebaert et al., 2018). On the other hand, there is proof that deep acting does not need many knowledge assets as surface acting (Goldberg & Grandey, 2007).

Hochschild (1983) characterizes emotional labor as the up close and personal or voice-to-voice connection. Meanwhile, the meaning of emotional labor by Hochschild (1983) certainly assumes that servicers pretty much deliberately and meticulously endeavour to deal with feelings by taking part in SA — employees adjust their showcases without forming internal emotion or DA — workers change inward emotion to be predictable with show rules (Hochschild, 1983). Emotional labor was defined by Ashforth and Humphrey (1993) as communicating socially wanted feelings during job duties. Additionally, they consider the statement of real feeling as a third method for achieving emotional labor given SA and DA. Specialists could normally feel what the person should communicate without examining working-up feelings (Ashforth & Humphrey, 1993). Their definition both underlines conduct and decouples the experience of feeling from the declaration of feeling, which varies to some degree from Hochschild's (1983) definition.

Moreover, emotional labor is a set of personal and psychological things such as the effort, planning, and control expected to communicate authoritatively wanted feeling through work operations. As per this definition, emotional labor has four aspects: frequency of appropriate emotional display, attentiveness to required display rules, a variety of emotions to be displayed, and emotional dissonance. Their definition is not just implanted in an interactionist model of feeling yet is additionally reliable with the interactionist model of feeling. Significantly, this definition gives a few guidelines or decisions that indicate how and when feelings ought to be communicated, adding to the further investigation of emotional labor (Eneizan et al., 2019; Wang et al., 2021).

While Grandey (2000) defines emotional labor in simple words as the cycle of managing the two sentiments and articulations for hierarchical objectives. With an emphasis on SA and DA. Schaubroeck and Jones (2000) explored emotional labor as operationalized necessities from the components of stifling negative efference and communicating positive efference.

As a rule, the meaning of emotional labor watches out for explicit and unbending. It centres not just on the social results that meet organizational prerequisites and assumptions yet additionally on the powerful feeling guideline for the executives. Overall, these meanings of emotional labor indicate that the outflow has turned into an outflow on the lookout (Santos & Fontenelle, 2019).

### 2.2. Employee performance

The term "employee performance" relates to the activities and ways of behaving that singular controls add to authoritative objectives and is connected with the impression of the individuals

about their positions (Hajiali et al., 2022). In the area of support and services arrangement, the employees' performance connotes substantial help conveyance and subtle features, like the relational way of behaving and feeling showcased (Muchiri, 2022). Since clients frequently rely on employee behavior in the support and services arrangement, such as empathy, friendliness, and workers as the most important element of service quality, emotional labor systems, including SA and DA, are essentially vital in client assistance (Hur et al., 2022). Positive feelings presented by the individuals are especially vital for the client administration experience and are connected with ideal appraisals of the client. The centrality and the routine of the individuals' DA summonsed pessimistic client reactions to prompt us to recommend the pessimistic connection between the degree of worker support for emotional labor and their assignment related to their execution (Goodwin et al., 2011; Birze et al., 2022).

Duke (2009) explores the feeling of presentation, it is connected with performance and got proof demonstrating that profound showcase standards and performance are fundamentally connected in cases with a high impression of authoritative help of workers. While the specialists mentioned used a proportion of general emotional labor that evaluates the feeling showcase or burnout norms rather than profound work fundamentally. These outcomes present fundamental help to lay out that profound work shows a relationship with performance, even though earlier examination has not investigated feeling techniques as an indicator of the general exhibition of individuals. Likewise, utilizing SA might deplete the energy of novices to help clients and address their necessities (Chuaychoo & Tunjoy, 2022). In general, employee performance can be portrayed as the ways of behaving and activities that can be shown by workers which support the association with accomplishing its defined objectives and targets (Ogalo, 2022). Taking a gander at employee performance according to the perspective standards of the association has to accomplish work viability, quality, and proficiency while doing a task (Ogalo, 2022). Budur and Poturak (2021) mention that individuals' performance is significant because it assists an association with being powerful and gaining better market share (Iskamto, 2021). Employees' performance is essential for organizational performance from the perspective of financial performance and the performance of the organizational functions, to assist the business in achieving its stated goals and objectives, individuals should work to reach better performance standards by being driven and keeping a pleasant attitude when interacting with consumers (Inuwa, 2016).

In the recent era, performance become an important and significant field to study and this refers to the high impact of employee performance on the total performance of companies as well as the changeable environment of a business which refers to business globalization and changes in individual work necessities significantly affecting the performance idea (Ren et al., 2022). Performance can be explained as conduct or activity that is pertinent to organization objectives and that is heavily influenced by individual workers. Moreover,

different academic research found significant results in job performance, such as characterized work execution as versatile activities, conduct, and results that workers take part in or achieve that are connected with and add to companies' objectives (Limsangpetch et al., 2022).

The social and outcome perspectives are frequently seen to be related, but those elements do not always cover the impact on performance, this indicates that human behavior is not the only element that influences job performance (Khan et al., 2022). However, only behaviours or actions that are pertinent to the organization's goals are considered to be individual performance in this emphasis, nonetheless to the concept of disagreement regarding which of these two views' ways of behaving, or outcomes, should be labeled as performance or workers' efficiency (Alagah, 2022). The previous studies on employee performance were interested in the explanation of the point of view of individual attributes like character qualities and psychosocial capacity (Alsakarneh et al., 2019). As well as emotional abilities (Kim et al., 2017), managerial skills (Bing et al., 2011), job description (Wingerden et al., 2016) and individual capacity (Jayaram & Xu, 2016).

### 2.3. Emotional labor and employee performance

Various pieces of research on the link between emotional labor and employee performance have been conducted. Emotional labor has positive psychosocial influences on employees' performance, as per investigations (Ashforth & Humphrey, 1993; Alsakarneh et al., 2019; Hwang & Park, 2022). It is possible for these psychosocial impacts to express positive or pessimistic results in the amount of emotional labor shown. From this perspective, previous studies revealed that circumstances where workers need to show a few feelings at various times and where there are longer collaborations with clients could prompt a cacophony of feelings. Thus, if employees circumstances where workers are obliged to show feelings in opposition to their genuine feelings, and diminished work fulfilment which prompts unfortunate help conveyance and decreased efficiency. This could be because of the way that the more extended the presentation of emotional labor, the more probable that the positions will turn out to be less prearranged which requires more noteworthy consideration and feeling endurance prompting burnout (Francisco et al., 2022). Additionally, emotional labor could prompt individuals to have psychosocial issues like low confidence. Workers might start to feel misled; consequently, they find it hard to truly put themselves out there while doing their tasks for their clients which may probably cause an unfortunate conveyance and low efficiency (Upendo & Kamara, 2022).

Furthermore, previous studies found a superior positive effect of emotional labor on workers than the pessimistic outcomes exhibition. Thus, emotional labor can achieve positive results for the associations and employee performance (Kim & Leach, 2021; Kang & Jang, 2022). Ashforth and Humphrey (1993) found that emotional labor as being positive because emotional labor assists develop a common connection between individuals,

which led to better employee performance. In other words, when workers become accustomed to emotional labor, they will generally avoid terrible circumstances. Thus, emotional labor supports employees in achieving their tasks by diminishing their pressure, as well as consequently expanding their fulfilment and execution conveyance and efficiency (Ashforth & Humphrey, 1993).

To accomplish the organization's objectives, suitable guidelines, rules of sentiments, and feelings by employees in the working environment are generally requested, thus employee discernment and consciousness have a reasonable effect on feeling articulations and genuine work. Feeling discord can be different which can decide the response of laborers in the work environment. Situational factors are significant, however, employee consciousness is a higher priority for better performance (Grandey, 2003). Feelings and emotional expressions are important and have a significant impact on work and employee performance, in the same vein, Grandey (2003) found that emotional labor is the most widely recognized variable for investigating employee performance.

Individuals always choose different methods of emotional labor. The strategy showed that either it will go for DA or SA. Moreover, the choice of dimensions depends upon circumstances and situations as it changes and varies among individuals, organizations, and groups. SA was doubtful, but DA was deemed superior in comparison. Additionally, SA causes stress and discontent at work, which in turn breeds personal difficulties (Venkatesh & Balaj, 2013).

Many studies examined the relationship between emotions (Goodwin et al., 2011), as well as feeling management (Liu et al., 2013) that influences individuals' performance (Grandey & Gabriel, 2015) and organization performance (Kim et al., 2017; Alsakarneh et al., 2019). Thus, they were focused on the emotional labor in assistance connections among employees, individuals, and clients to comprehend the ability of employees to control clients more effectively by really dealing with their real feelings. Thus, the connection between emotional labor procedures and employee performance shows that DA prompts more good results than SA. For more accuracy, these results were agreed upon and evaluated by most of the previous studies. The findings of Kim et al. (2017) indicate a negative correlation between SA and worker performance, on the other hand, the outcomes show a positive connection between DA and worker performance. For confirmation, a study by Grandey and Gabriel (2015) posted that the impact of emotional labor procedures has two points of view on performance, first, SA is not significant to employee performance, while the second view shows a significant relationship between DA and employee performance. In the same vein, of a negative result, some studies found a negative relationship between emotional labor (SA and DA) on employee performance. For example, previous studies have indicated that contended workers who participated in emotional labor would encounter adverse results, for example,

work pressure and burnout. The reason for these results was the hole between the feelings that are shown and the genuine feelings that are felt (Ghalandari et al., 2012; Grandey & Gabriel, 2015). In a nutshell, the majority of prior research agrees that SA requires more effort than DA. As a result, SA procedures cause strain to expand, whereas DA procedures cause employee performance to improve, this is because DA elicits a genuine emotion, and emotions will have a favourable impact on the outcomes of employee performance (Ghalandari et al., 2012).

### 3. RESEARCH METHODOLOGY

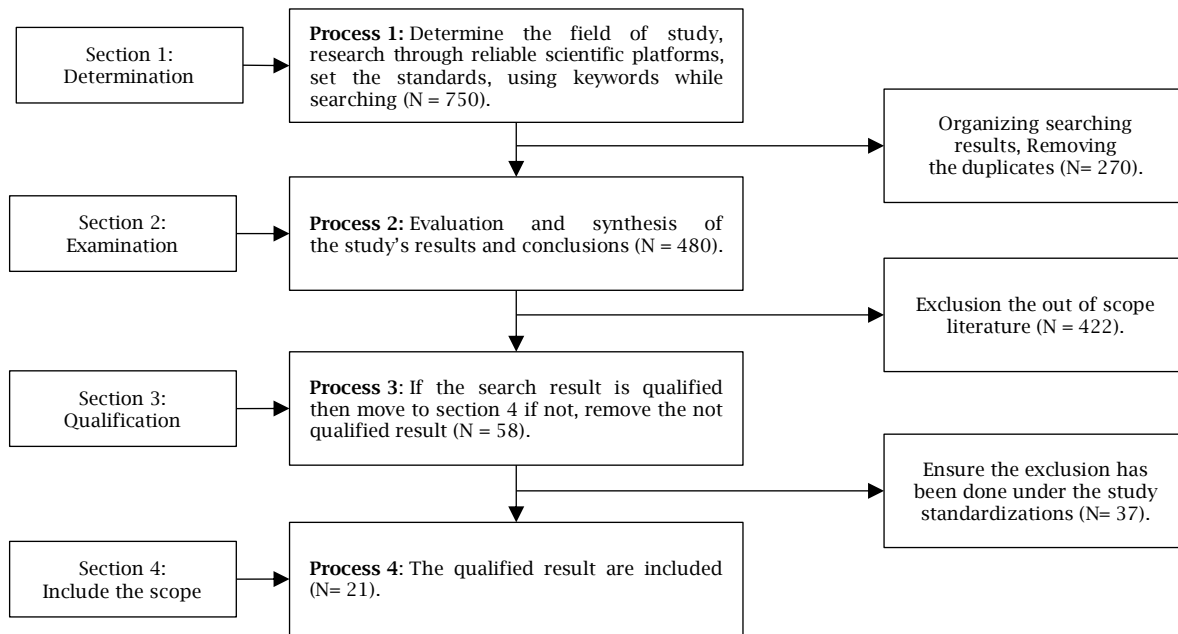
The purpose of this systematic review is to arrange scholarly information sources and to analyse the connections between emotional labor and employee performance. An extensive data set search was done to distinguish the study variables. Thus, the processes of Prisma were used to achieve the purpose of this paper (Page et al., 2021).

The research team determined the research scope through main variables which are emotional labor, surface acting (SA), deep acting (DA), and employee performance. The searches were done by using the most popular scientific platforms such as Scopus, Emerald Insight, ProQuest, Science Direct, Google Scholar, PubMed, Web of Science, and EBSCO. After collecting the reports and articles, each of them was verified dispensing with any considered not applicable to emotional labor and employee performance.

Between January 2011 and June 2022 the study used "emotional labor" and "employee performance" as search terms. Initially, "emotional labor" and "employee performance" were the search terms used in every database. The search performed yielded 750 results. Table 1 demonstrates the articles found across specific databases. After discarding the duplicate records, 480 documents were selected as eligible documents. After reading the respective titles and abstracts, 422 were discarded for not complying with the selection criterion (reason — language, not related to emotional labor or employee performance); thus, 58 documents were eligible for review. In a full-text reading of the documents, 37 were discarded because they were not related to emotional labor or came from a poor-quality source. Figure 1 shows the selection process of the articles included in the review. The review is composed of 21 articles.

**Table 1.** Literature survey

<i>Name of database</i>	<i>Number of articles</i>
Business Source Complete (EBSCO)	110
Scopus	97
Emerald Insight	90
PsycINFO (ProQuest)	86
ScienceDirect	73
PubMed	110
Web of Science	80
Google Scholar	104

**Figure 1.** The processes of selection of the review documents

#### 4. RESULTS

The database search yielded 750 records that fitted the eligibility criteria. In total, 21 studies were included in the systematic review. Study characteristics are reported in Table 2. Specifically,

in 2011, one study was published, two in 2012, three in 2013, one in 2015, three in 2016, and three in 2017. Two studies were published in 2019 and three in 2020, two studies were published in 2021 and finally, one study was published in 2022.

**Table 2.** Literature organizing (Part 1)

No.	Author(s)	Year of publication	Journal	Key areas	Main findings/Outcomes
1	Ngcobo, Chiwawa, and Wissink	2022	<i>SA Journal of Human Resource Management</i>	Emotional labor, employee performance	The study outcomes show that not having real emotions (fake emotions) will adversely affect first-line management since it causes them to feel separated from the occasions they experience at work.
2	Rajak, Kunja, and Singh	2021	<i>International Journal of Economic Policy in Emerging Economies</i>	Emotional labor, employee performance	This study mentions that emotional labor has a significant impact on employee performance.
3	Kariou, Koutsimani, Montgomery, and Lainidi	2021	<i>International Journal of Environmental Research and Public Health</i>	Emotional labor	According to this study, the high level of SA scores anticipated higher depletion and pessimism levels on the other hand DA will decrease individual viability.
4	Hur, Shin, and Moon	2020	<i>Journal of Service Research</i>	Emotional labor	Inspiration significantly impacts resulting emotional labor and the individuals' performance.
5	Ma, Silva, Trigo, and Callan	2020	<i>International Journal of Public Administration</i>	Emotional labor, performance	Emotional labor had a significant impact on performance, as emotional intelligence can moderate the connection between emotional labor and performance.
6	Baridam and Oburu	2020	<i>Strategic Journal of Business &amp; Change Management</i>	Emotional labor, employee performance	The finding of this study demonstrates the way that emotional labor could deliver a few positive results like expanded work fulfillment and performance.
7	Alsakarneh, Hong, Eneizan, and AL-kharabsheh	2019	<i>Current Psychology</i>	Emotional labor, employee performance	The outcomes show the insignificant impact of SA on employee performance. While DA significant impact on employee performance.
8	Kamassi, Boulahlib, Abd Manaf, and Omar	2020	<i>Management Research Review</i>	Emotional labor, employee performance	The study agreed that there is a relationship between emotional labor and employee performance.
9	van Gelderen, Konijn, and Bakker	2017	<i>The International Journal of Human Resource Management</i>	Emotional labor, performance	The paper agreed that surface acting can play a mediating role between strain and performance.
10	Tang, Gu, and Cui	2017	<i>Social Behavior and Personality: An International Journal</i>	Emotional labor, performance	Results demonstrate that surface acting emphatically impacts workers, also deep acting decidedly affected employee performance.

Table 2. Literature organizing (Part 2)

No.	Author(s)	Year of publication	Journal	Key areas	Main findings/Outcomes
11	Okabe	2017	<i>Transportation Research Procedia</i>	Performance	Active cabin crew members reported having a low level of role ambiguity and a high level of overall job performance.
12	Lee	2016	<i>Social Behavior and Personality: An International Journal</i>	Employee performance	In this study, the demographic variables such as age, have a positive significance on job performance as well as on emotional labor.
13	Wang, Wang, and Hou	2016	<i>Social Behavior and Personality: An International Journal</i>	Performance	The research outcomes pointed out that employees' deep acting attitude was emphatically connected with the occupation performance as well as the employees' productivity, while employees' surface acting was adversely connected with job behavior and occupation performance.
14	Akhter	2016	<i>Doctoral dissertation, Capital University</i>	Emotional labor, employee performance	The finding of this study mentions that emotional labor plays a pessimistic and positive role in employee performance, where this relies upon the arrangement of surface acting, deep acting, and real emotions.
15	Lin and Chang	2015	<i>Journal of Health Management</i>	Deep acting, surface acting	Path analysis showed that emotional exhaustion plays a fully mediated role in the relationship between deep acting and job performance as well as plays a partially mediated role in the relationship between surface acting and job performance.
16	Liu, Liu, and Geng	2013	<i>Journal of Applied Business Research</i>	Deep acting, surface acting, performance	The outcomes show that surface acting declines worker imagination and additional job performance, while deep acting increments employee inventiveness, job endorsement, and additional job performance.
17	Çağhyan, Fındık, and Doğanalp	2013	<i>Mediterranean Journal of Social Sciences</i>	Emotional labor, employee performance	The article secured that work performance was diminishing as burnout levels were expanding and there was a measurably critical connection between emotional labor and employee performance.
18	Shuck, Shuck, and Reio	2013	<i>Children's Health Care</i>	Emotional labor and performance	Researchers found that child life specialists need outlets for expressing their emotional labor feelings.
19	Chen, Sun, Lam, Hu, Huo, and Zhong	2012	<i>The International Journal of Human Resource Management</i>	Emotional labor and work performance	This study observed that surface acting was adversely connected with individuals' satisfaction and emphatically connected with burnout. On the other hand, deep acting was emphatically connected with individuals' satisfaction and adversely connected with burnout. Job satisfaction and burnout were also discovered to be mediators between emotional labor and job performance.
20	Ghalandari, Jogh, Imani, and Nia	2012	<i>World Applied Sciences Journal</i>	Emotional labor strategies, job performance	The outcomes revealed that emotional labor techniques have an impact on work performance and the commitment of organizations, thus emotional intelligence is a moderator of these effects.
21	Goodwin, Groth, and Frenkel	2011	<i>Journal of Vocational Behavior</i>	Surface acting and job performance	The findings demonstrate that emotional delivery mediated the link between SA and work performance.

Overall, the literature evaluation confirms the strong links between emotional labor and employee performance, as the majority of findings emphasize the persistent link between surface acting and performance output. On the other hand, The correlation between deep acting and employee performance produced conflicting results.

In particular, Anomneze et al. (2016) posted that SA leads to depletion and pessimism while emotional labor score was an indicator of individuals' viability (Anomneze et al., 2016). Moreover, modern research adds further bits of knowledge concerning the relationship between emotional labor and employee performance, such as Alsakarneh et al. (2019) discovered that SA essentially and decidedly influences employee performance. Furthermore,

many studies agreed with these findings, for example, Ghalandari et al. (2012) and Liu et al. (2013) posted that employee SA is adversely connected with performance, as well as Grandey and Gabriel (2015) and Kim et al. (2017) mention that DA linked positively with employees performance.

Previous research has shed further light on why SA is occasionally associated with unfavourable outcomes. Employees express sentiments that conflict with how they are feeling, which is referred to as emotional dissonance (Diefendorff et al., 2005). Emotional dissonance theory proponents argue that this can lead to feelings of alienation from oneself and unpleasant tension, both of which can lead to undesirable results (Xanthopoulou et al., 2013). Furthermore, SA necessitates more effort than is

often required, which is likely to have contributed to the dismal outcomes (Grandey & Gabriel, 2015). While the constructive outcome of DA might be attributable to the low surface emotion which is related to playing out this sort of emotional labor. Likewise, it was a result of good pride, which would have superseded the pessimistic sensation of being, depleted (Kim et al., 2017).

The results of the previous studies could be made sense that employees need feelings for additional useful types of emotional labor in the performance of their tasks, thus emotional labor is a particularly fundamental asset for employees. Thus, this implies that emotions are a crucial trait that allows employees to effectively adapt the fit technique to the scenario, this is in line with the idea that individuals with more elevated levels of emotions are more able to recognize the need to express emotions as a feature of their job and to use emotional labor tactics because of these response requests. Thus, emotional regulation will have an impact on performance, particularly in positions that include client and employee engagement (Ghalandari et al., 2012).

The current study has expanded our understanding of emotional labor and attempts to fill in any gaps in previous literature. This study also advances our understanding of emotional intelligence as an emotional resource and the relationship between employee performance and emotional labor. Our research also highlighted the requirement of emotional effort and emotional abilities if there is continuous communication with individuals. The study is also a valuable replication of prior research on the relationships between emotional labor and employee performance.

The findings of this study give practical insights to businesses and employees on the value of emotional labor in the business environment. They provide a deeper knowledge of the emotional process and enable employees to communicate with each other as well as with customers more effectively. Furthermore, the study may help the HR department with better procedures and build an atmosphere that encourages emotional performance in order to increase service quality and meet their objectives. Earlier studies had shown that emotional labor is extremely significant for employees (Carmeli & Josman, 2006). Emotional labor, it may be argued, improves employee performance.

## 5. DISCUSSION

The majority of studies on emotional labor show that the more devoted employees were submitting to the emotional norms, the more grounded the connections of those show norms are with the utilization of emotional techniques including SA and DA (Chen et al., 2012). Thus, research strives to characterize how employees deal with their feelings as part of their professional tasks, in other words, the purpose of this study was to investigate the link between both emotional labor and employee performance.

It is important to understand how individuals genuinely feel and respond when they express such emotions at work, but it has received little research. Employee performance may be defined as the behaviors and activities that workers

demonstrate to assist a company in achieving its specified aims and goals. Considering employee performance from the perspective of individuals in the company has to do with work performance, reliability, and effectiveness while achieving tasks.

According to Rajak et al. (2021), employee performance is crucial because performance assists businesses to be more productive as well as establishing competitive market shear. On the same hand, Baridam and Oburu (2020) found that employee performance is essential for hierarchical development, as well as for revenues and profits. Employees should strive for high-performance standards by being persuaded and keeping pleasant behaviors while connecting with clients, this will assist the firm reach its defined aims (Baridam & Oburu, 2020; Rajak et al., 2021). From a methodological perspective, the findings of this research shed light on the relevance of emotional labor in the business; particularly, this study provides a superior comprehension of the course of feeling and assists workers with performing better while interfacing with clients. Besides that HR department can profit from the review to work on their practices and establish a climate that upholds employee performance to upgrade the quality of the job and accomplish the organization's mission.

## 6. CONCLUSION

This review of the literature on emotional labor and employee performance provides various conclusions. This study shows that emotional labor influences and has an impact on the services sector industry at the individual and organizational levels. Therefore, this suggests that frontline managers and industry leaders investing in selecting and training employees at the individual level could have positive employee performance. The findings imply that effective customer service and corporate performance depend on individual and organizational-level emotional labor tactics and expectations. This consequence is particularly important for the services industry since providing excellent customer service depends on personnel naturally showing the appropriate emotions. These anticipated emotional outbursts have a direct relationship with customer service standards, an intangible good produced by the services sector industry. A cornerstone of the services sector industry success that managers use for organizational success is improving and delivering higher levels of customer service through employee performance. The services sector industry differentiates and distinguishes itself from competitors based on customer service. Finally, the results of this analysis reveal that a range of mediators and moderators can affect the impact of emotional labor on employee performance. By reducing the negative effects of SA or enhancing the positive effects of DA, individual mediators such as job satisfaction or organizational moderators such as transformational leadership may be employed to influence the results of emotional labor. To put it another way, firms that utilize stress management training to lessen the strain associated with emotional labor tactics may affect both employee and customer performance.

The results from this review point to the possibility of enhancing to improve various aspects of emotional labor competencies in a way that often benefits employee performance in the services sector. However, further studies are required to verify that emotional labor interventions boost productivity at work and academic performance. More research is also needed in order to better understand the potential mediators and moderators of such improvements, more study is also required. In addition to providing researchers with a comprehensive and clear picture of the field of emotional labor interventions, it is our hope that the current review will provide them with useful details for developing theoretically sound and methodologically sound interventions that will advance this field of study. The potential benefits of emotional labor interventions in the services industry are also discussed in our paper. From this perception, the scope of this examination was confined and limited to employee performance. As well as pertains the results were built on journals and publications published between 2011 and 2022. Therefore, we understand that if we expand the period to material from 2006 or 2000, the findings might be different.

The notion of emotional labor and its impact on employee performance was reviewed. After evaluating different kinds of literature our

systematic review used attention to emotions, regularity of emotions, and variety of emotions as aspects of emotional labor. As a result, a thorough examination of the literature revealed that emotional labor had two approaches to impact. This indicates that the practices of emotional labor have either beneficial or bad consequences for the employees (Bucher et al., 2020). Thus, individuals, communities, and businesses must treat emotional labor as a major personality trait that is considered one of the important and influencing factors in business (Hur et al., 2022). It can also have an influence on client satisfaction as well as the performance of the employee in businesses (Lu et al., 2013).

Also, our research indicated that while emotional labor can result in positive results for the business, such as enhanced work satisfaction and performance, it can also result in burnout and poor job performance when people are compelled to express emotions different than their own (Bartram et al., 2012; Çağlıyan et al., 2013). As a result, despite the negative consequences of emotional labor, when individuals are self-selected and trained in this area, they are more likely to discover fulfilment, higher job satisfaction, and performance as a result of their passion and personality qualities for dealing with emotions at work (Alsakarneh et al., 2019).

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