

# An Exploration Of Relationship Between Emotional Labor, Its Antecedents And Outcomes

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## Abstract

Due to its rapid expansion and inclusion of a large number of and diverse health employees, the health industry has several distinct characteristics that set it apart from other industries. And health-care executives adopt a variety of tactics to improve the quality of customer-employee interactions. One of these tactics is to consider employee views and attitudes toward the service they give. This study includes qualitative literature review in conjunction with a theoretically developed path map of major emotional labour dimensions in our research. Various literature were utilised to investigate the interaction between emotional labour and results in various country contexts. Despite the evident importance of emotional labour for employees, organisations, and customers, its development has been constrained by a lack of coherence and clarity regarding the understanding. Present study aimed to identify and analyse various dimensions of emotional labour and its effect on various organizational outcomes that is available in research databases, which have aided in the creation, operationalization, and conceptualization of emotional labour. Given the body of knowledge in this area, the goal of this work is to look into the antecedents and the effects of emotional labour by using a comprehensive literature review.

**Keywords:** Emotional labour, Emotional dissonance, Percieved support, Work performance, Psychological health

## Introduction

The services industry has become increasingly significant in the global economy and in the growth and development of countries. Hochschild proposed almost 40 years ago that the service sector was generating a new type of labour – emotional labour (EL) – in which the employee modulates emotional experiences to assist the company profit. Emotions have a significant influence in our social lives. They act as filters for our feelings, influencing our free actions and, in certain cases, dictating decisions for us. (Pandey, Donning the mask: effects of emotional labour strategies on burnout and job satisfaction in community healthcare, 2016) Although, we routinely find ourselves in situations where our impulsive emotions or reactions have detrimental ramifications. Culture, gender, and age all influence the range of acceptable emotions. Emotional labour, as proposed by the emotional labour theory, is a critical part of

employee effectiveness because every profession demands employees to express some behaviours. Employees' expectations of specific emotions are referred to as "Perception policies" or "Depiction policies". (KIM J. , Aug 2018) Emotional labour refers to the scenario, planning, and control, as well as the employee's effort in displaying the emotions required of him/her during the process of interpersonal contacts. This effect can also be observed in the workplace. It is possible to say that working in a particular occupation is a significant determinant of mankind's social existence, and that it therefore provides a space where various emotions such as love, hate, pity, fear, disappointment, joy, shame, and jealousy can be felt and displayed. (Dinh, 2020).

Emotional work, consists of managing emotions in order to make them visible to others as required by the job, as well as making facial and body demonstrations for the same reason. Hochschild claims that emotional labour is displayed face to face and through body gestures, although later researchers believed that voice tone and pitch were more important. (Manuti, 2019) While "deep acting" has been linked to positive features of emotional labour, such as job satisfaction, increased client involvement, and satisfaction with care "surface acting" has been linked to negative aspects of emotional labour. "Genuine acting" is when someone experiences and delivers the intended emotion organically and without effort. This notion has been examined in a variety of disciplines, including sociology, psychology, medicine, and management with each area conceptualising and investigating the topic in a unique way. (Diogo, Emotional labour in Healthcare: a scoping review of literature, 2018)

Employee adheres to organisational requirements, while the organisation employs pay or other modes of financial value compensation to award or encourage the individual for his or her reactions in accordance with the norms in place, whether explicit or implicit. (M., 2014) When a person expresses his or her emotions solely through external manifestations (such as speech patterns, accent, and morphology), when his or her emotional displays do not fit his or her inner feelings, he or she is said to be superficial performing. (Diago, 2018) Though the emotional guidelines of an institution are expected to hold just emotional outbursts under control, changing one's feelings, i.e. deep acting, may become required. (Dinh, 2020).

According to Google Scholar, about 3270 research titles included the term "emotional labour" as of 2020. In general, emotional labour research can be separated into three stages of evolution. The first phase concentrated on Hochschild, Ashforth and Humphrey, Morris and Feldman, and Morris and Feldman's conceptual formulation of emotional labour. (Fouquereau, 2018) Second, earlier accomplishments and findings were reached in the measuring stage, when the research concentrated on generating measures of emotional labour and assessing links between emotional labour and antecedents and outcomes through cross-sectional research. In the third phase of emotional labour research, researchers use complex and creative research techniques to investigate the antecedents, repercussions, mediating mechanisms, and boundary conditions of emotional work beyond simple associations with achievements (Załoski, 2018).

In previous work, Work outcomes are an important component to consider while learning more about emotional labour. (Shanock, 2013) Emotional labour has been linked to job satisfaction. Employees are the base of every team 's success, thus they must be kept focused and engaged

at all circumstances as a result for the organization to keep up with the competition globally in terms of supplying high-quality products and services to society. (Fortuna, *ROLE AND CONSEQUENCES OF EMOTIONAL LABOR IN THE WORKPLACE*, 2014) Employee job satisfaction is an element in employee motivation, goal performance, and higher job morale in the workplace, according to many evaluations. Job satisfaction is considered to be influenced by a range of things, including sociodemographic attributes including seniority, profession, and longevity. (Kima, 2018) Individual commitment to an organisation, as well as the organization's need to create an atmosphere in which one would be committed to staying, will become especially critical in the years ahead. (Lin, 2016)

Other than that employees' aptitude to convey impulses that adhere to ethical, professional, and administrative requirements is a fundamental part of their work productivity in positions that include client contact. This assumption is frequently accompanied by the awareness that anticipating professionals to routinely exhibit the requisite emotions when dealing with consumers is unsustainable. (Nwosu, 2013) Employees develop compensatory steps to curb their emotional expression in order to meet norms and expectations. To evaluate the combined influence of emotional labour methods, two distinct approaches might be applied. Variable-centered analyses, which are used to see how variables interact with one another, can be used to look for interactions. The person-centered approach to these similar research topics gives an ancillary distinctively insightful of opinion, emphasizing on individual profiles rather than specific relationships among factors.

**Emotional labor in Hotel industry:** The hotel and tourism business is known for being labor-intensive, with long working hours and a heavy workload. Employees in the hospitality industry must connect with others on a regular basis, primarily clients, and undertake emotional labour throughout these exchanges. Organizational psychology and marketing literature emphasise the importance of positive interactions between employees and customers. (Simillidou, 2020). Professionals that experience more peer capital are more motivated to perform surface acting behaviour in their task, as the supportive environment may make them feel safe in doing so, and they will not be penalized if their manufactured smile is noticed by consumers. Men are more likely than women to use surface acting, although deep and genuine acting is not gender-specific; the senior the tourist guides get, the more likely they are to engage in deep and genuine acting. (Igbojekwe, 2017)

**Emotional labor in Teaching industry:** Teaching industry analyses showed that teachers who choose to hide their actual positive or negative emotions are more or less likely to be emotionally fatigued. Those who use true positive expression are less likely toward becoming emotionally exhausted, while those who indulge in surface acting are more likely to become emotionally exhausted. Teachers who do not participate in the intervention programme must establish their own coping methods in order to balance negative emotions and exhibit real positive emotions. (Dhanpat, 2016)

**Emotional labor in Nursing industry:** In nursing care, the combination of complicated technology and extensive human relations creates substantial administrative challenges. It necessitates nurses who are emotionally aware and can cope with their feelings, express

empathy, become self-motivated, and communicate effectively. Nurses are required to approach patients with empathy in order to preserve their morale, to soothe the worry of a patient in agony, or to comfort the families of a deceased patient. Given that nurses seek to demonstrate emotion toward their superiors, coworkers, and patients, emotional labour inclinations are likely to be strong. Nurses with more work experience are likely to be better at assessing and managing emotions, with lower levels of superficial role playing in the emotional labour subdimension. (Kuşaklı, 2021)

As a result, the goal of this research is to look into the complex interactions that exist between emotional labour, a few of its antecedents and outcomes.

## **Literature review**

**Antecedents of Emotional Labor:** There are various Individual qualities which are believed to be predictors of whether or not a person will participate in emotional labour, and whether or not that labour will be harmful. Some of such qualities are discussed below on the basis of previous work done in different industries.

**Affectivity and Emotional labor:** Individuals with a high Positive Affectivity have more positive feelings, such as joy or enthusiasm whereas Individuals with a high Negative Affectivity are more likely to feel negative emotions like irritation or anxiousness. (KAMMEYER-MUELLER, 2013) People who have negative affectivity or neuroticism are more willing to fabricate their sentiments rather than adapt good aspects, whereas individuals with a high level of positive affectivity or emotional stability are more prone to change their feelings and invest in deep acting while delivering emotional responses to clients.. (Boukis, 2020)

**Empathy and Emotional labor:** According to studies, persons who are empathetic are more sensitive to others' needs or desires, and thus are seen as emotionally sophisticated. This ability to relate to people is frequently regarded as an asset. In the service literature, the role of empathy has also been emphasised. It is considered as one of five characteristics of service quality. (HUMPHREY, The bright side of emotional labor, 2015)

**Work experience and Emotional Labor:** Another personal component suggested to impact emotional labour is job experience; longer-tenured workers are supposed to be more susceptible to stress harmonization while generating less emotional effort. Employees with less experience or occupational tenure are prone to suffer more role uncertainty," says one study. Employees' emotional abilities increase over time, but for those with less experience, managing their emotions and according to the display standards is difficult. (Wong, 2013)

**Gender and Emotional labor:** It has been discovered to be a significant factor in influencing the emotions people exhibit and the emotion regulation strategies they employ. Many studies have found that women are more likely than men to show warmth and like during transactions. Nonverbal cues that show power and authority are more common in men, whereas nonverbal signs that reflect warmth and friendliness are more common in women. (Grandey, 2015)

Customer interactions and Emotional labor: When it comes to client service When employees are confronted with aggression, they find it difficult to shift their emotional state and embrace good feelings that would improve service quality. This is due to the fact that emotions are contagious, meaning they can readily be passed from one person to another. Furthermore, when looking into contagious emotions, Negative emotions are easier to communicate than positive emotions. As a result, employees are more likely to accept unpleasant feelings and pass them on to their coworkers. As a result people are more likely to communicate negative emotions and, as a result, disseminate the negative repercussions of these feelings interaction between people. Extroverted persons were discovered to be adept at both surface and deep acting. It was also discovered that neurotic workers frequently engage in surface acting. (Simillidou, 2020).

Social identity and Emotional labor: Emotions occur as a result of community interaction, are moulded by psychological, historical, and contextual factors and are handled by employees in tandem with physical and mental labour in their workplaces. Even though they are socially monitored, they appear to be very natural and learnt as part of predispositions. Gender and social class have different feelings norms in a society. The distinct responsibilities designated to each population group within the work distribution also have a consequence on them which is exerted by the dominant modes of production, and these jobs have different values ascribed to them. People that live in a civilization that is oriented by gender stereotypes are at a disadvantage on multiple categories. (Kang, 2020). Although suppressing feelings and emotional expression reduces behavioural activity, it has been discovered that suppressing feelings and emotional expression increases autonomic nervous system activity. 'Protracted restriction would be associated with elevation in overall physiological activity,' according to some researchers. Emotional suppression has been related to a number of bodily afflictions, including hypertension and tumour, according to research. Emotions and emotional reactions have also been connected to a range of concepts of cognitive and behavioural activation systems.

Moral Values and Emotional labor: Aronfreed identified three forms of cognitive structures — sorrow, terror, and remorse — that may aid in the differentiation of negative emotional experiences in response to violations. Shame is widely regarded as having the potential to harm own's personality by causing feelings of solitude, ecological escape, and susceptibility. Guilt is linked to the subjective impression of a harasser which is defined by the moral assessment of the transgression. Disgrace is intertwined with the transgressor's perception, which is characterised by a psychological disposition toward the transparency of the infraction. (İrigüler, 2016)

### **Outcomes of Emotional Labor:**

Emotional labor and Job satisfaction: The American psychologist determined that emotional work might induce alienation or estrangement from one's genuine sentiments, affecting the employee's well-being, based on her study of flight attendants. It can lead to issues like drug or alcohol misuse and absenteeism. Previous literature suggest that employees may be able to psychologically detach themselves from unfavourable situations by performing emotional labour. According to Mulki et al, emotional tiredness can lead to organisational deviance, or

employee behaviour that goes against organisational norms such as disregarding directives, withholding effort, and taking slower and unproductive actions. Tiredness, non-involvement, and a loss of efficacy are all symptoms of burnout. It has also been linked to detrimental implications for patients, institutions, and, in particular, medical workers. (Pandey, 2016)

Although controlling emotions is necessary in relationships with coworkers, bosses, and customers, the costs of emotional management have rarely been examined in the corporate setting. If emotion inhibition is physically uncomfortable and has health consequences, it can be costly to the company in terms of insurance, turnover, and absenteeism. Burnout occurs when employees who engage with customers frequently get too emotional and have few choices for replenishing their emotional energies. Emotional weariness, depersonalization, and decreased proficiency are the most common indications of burnout (KIM J.-H. , 2021).

Because emotional labour necessitates employee effort, it has been claimed that surface-level discontent may emerge from a disconnect between what you're perceiving and what you're portraying, whereas deep-level contentment may result from the same intended and sensed impulses. The nature of the service business has a significant impact on the association between emotional labour methods and job happiness. Although there has been little research on job satisfaction among Primary Education teachers, it is considered an important component in teaching because of its link to organisational consequences such as revenue and yield, turnover intention, and actual turnover behaviour. (Lee, 2016)

The human services industry is well-known for having a manpower scarcity, which results in excessive fluctuation due to low wage and often hazardous working culture, which disrupts organisational service goals. The demand for human services workers is booming, which perpetuates the situation of rapid volatility, thus increasing employee attrition crisis in this field. The task categorization is often used to explore the association between occupational category and intention to quit, taking into consideration the disparities in tasks and functions of human services job categories. (Costakis, 2021)

Emotional labor and organizational commitment: Groves and Vance attempted to study the association among reactive job involvement and harmonious understanding in the context of high emotional labour employment. Their findings show that reasoning in a single direction (a inclination for discernment and rational thinking) is linked to emotion regulation, convoluted inference (a preference for perception, instinct, and impulses) is linked to using thoughts can encourage you to think precisely, and a balanced use of linear and nonlinear thinking is a predictor of overall Emotional intelligence. Divergent thinking encourages "conceptual EI," also known as "Deep Acting" Emotional Labor, whereas linear thinking promotes "strategic EI," also known as "Surface Acting" in present era. (Modokurti-Mahato, 2014)

Employees who actually demonstrate more positive behaviours (deep acting) in the workplace are more likely to engage in Organizational Citizenship Behaviour than employees who fake and repress their emotions, according to a study looking into the association between Affective Labor and Contextual Performance Attitude. Deep acting involves an employee to adjust his or her emotional state in order to meet a customer's demands which can result in a favourable

emotional climate that supports interpersonal helping, individual initiative, and positive customer orientation. (Ramachandran, 2017)

**Emotional labor and Work performance:** According to new study on flexible deals and non-standard work arrangements, flexible arrangements have a huge potential to influence employee attitudes and behaviours in the workplace. Over time, the beneficial effects of flexible work arrangements on key outcomes including productivity, absenteeism, and job satisfaction tended to fade. Furthermore, the degree of flexibility granted had a substantial impact on the outcomes. People with high levels of negative affect and emotional lability, as well as low openness to experience abilities and emotional intelligence, are unsuitable for employment that demand a lot of connection with others, especially when regulating emotional displays. People with low affective equilibrium (i.e., high neuroticism) oftenly utilise superficial acting and find emotional labour burdensome, according to researchers. (HUMPHREY, 2015)

According to Grandey, Tam, and Brauberger Interpersonal mistreatment was the most common source of anger. Consumers' feedback Supervisors' acknowledgement on the other hand, when it comes to work performance, was the most important source of pride. Positive feelings such as joy, contentment, and pride were elicited as a result of acknowledgment by supervisors and colleagues, participation in decision-making, and goal-achievement. (Ahmad, 2017). Employees experience "emotional harmony" when their articulated feelings match their experienced emotions, which is a sign of a good fit between person and job demand. Personal qualities have long been acknowledged by psychologists from a number of perspectives as influencing one's decisions regarding which circumstances to enter. Individuals have a proclivity to choose conditions that are favourable to them. Allowing them to exhibit their unique personality traits and values, and so methodically creating social settings that are compatible with their personalities. (Chu, 2016)

The demand-control-support model of work stress states that when work's psychological demands are high, choice freedom is low, and social support is minimal, employee health suffers. Up-regulation of happy emotions is arguably especially crucial for low-power employees, who rely more on making a favourable impression on high-power persons, who have greater resources at their disposal to accomplish their objectives. Exaggerating positive emotion expression may raise the risk of appearing insincere, undermining the intended consequences. Customer aggressiveness can cause short and long term psychological stress, in addition to affecting employee motivation and morale. While releasing negative feelings may be cathartic for consumers, the ramifications of such behaviour are far more harmful to employees. (BERKERY, 2017),

## **Methodology**

Five levels of evidence-informed selection governed the quick analysis (EIDM) approach recommended by Dr. Dobbin, Manual for Quick Review Guidelines for undertaking a critical overview. Health Evidence™ tool was integrated for 1) gathering and applying relevant

scientific evidence; 2) reviewing the empirical evidence's psychometric properties; 3) gathering the information together.

### **Search Strategies**

Based on the quick review research objectives and a confluence of varied research areas, the following keywords were derived namely Emotional Labor.

#### **The final search string is as below:**

("Emotional Labor " OR "Labor" OR " Emotional labor and its coorelates " )

Four databases namely Scopus, Google Scholar, PubMed and Cochrane library have indeed been implemented for comprehensive publication search. Scopus, PubMed and Cochrane library offered a decent selection of consensus literature, while Google Scholar has been included to have a wider scope of the academic journals because of the dearth of publications in gerontechnology Emotional labor . The search strategy was augmented with a whirlwind mission to find connections to review papers.

### **Eligibility criteria**

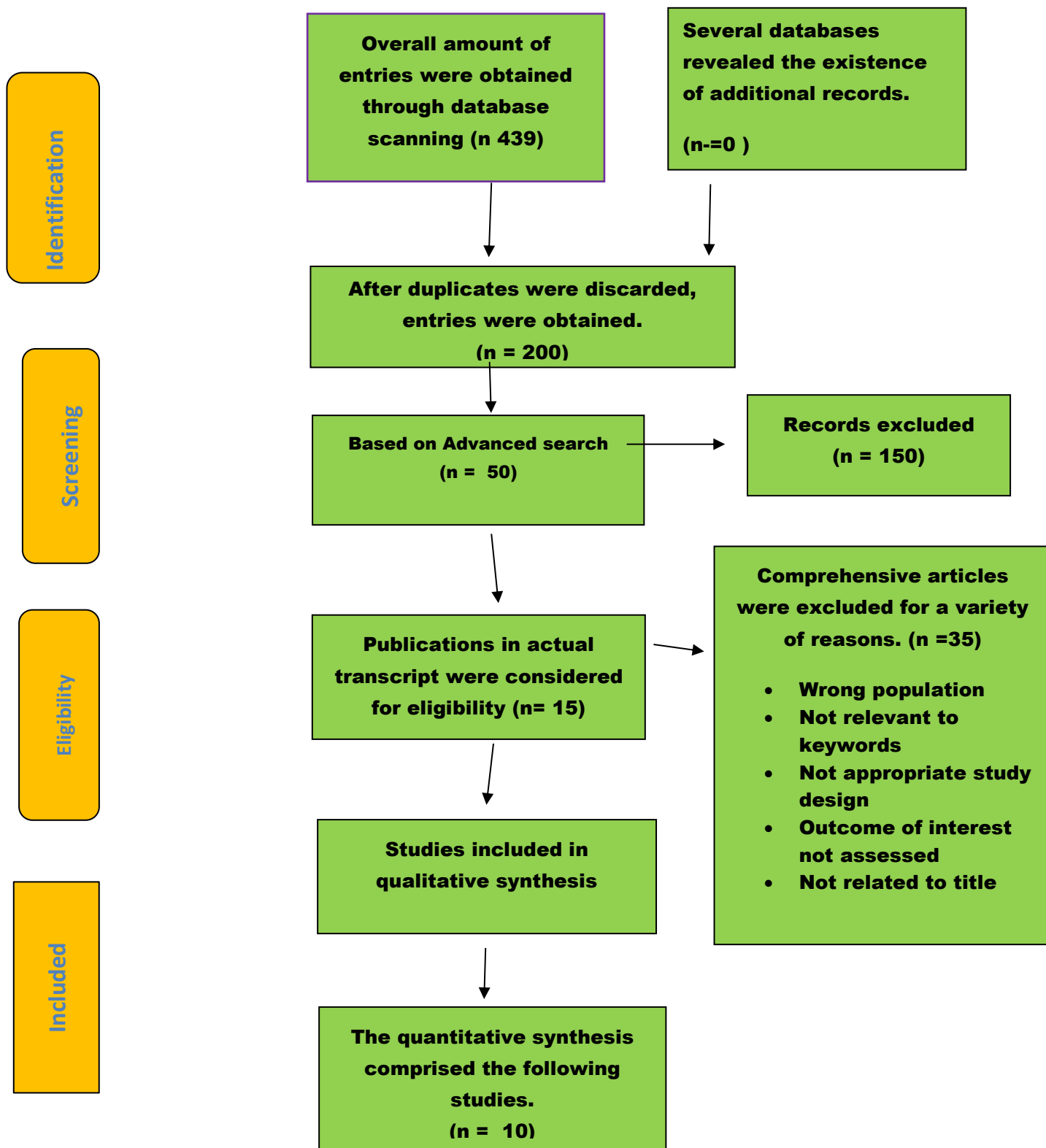
This literature search addressed Emotional Labor articles, theses and review papers published before April 2021, studies conducted in developing countries based on the World Bank checklist and was restricted to English language publications. This review also included studies in theses in view of scarcity of the evidence in this field.

### **Data Extraction**

Two independent reviewers from the public health fraternity have been involved in reviewing the articles to ensure the non-bias of the selection. Both reviewers have reached eighty percent in agreement on the finalized list of articles for further data extraction.



### PRISMA Flow Diagram



## Result

**Table 1: List of studies and gaps/highlighted issues the studies published and authors have stressed upon.**

S.No	Author	Objective	Findings
1	Dogan Gursoy et al	The focus of this research was to investigate the multifaceted links that exist between emotional labour and a few of its determinants and implications.	The analyses revealed a negative association between emotional labour and job satisfaction, as well as an unanticipated significant association between emotional labour and neuroticism. Job autonomy exhibited a positive correlation with job satisfaction, which was influenced by professional experience and conscientiousness.
2	İrigüler, F., Güler, M., E	The focus of this research was to explore into the use of emotional labour in the tour guiding industry in Turkey, along with its workplace climate and exhaustion.	As per the observations, men are more likely than women to engage in surface acting, however deep and real acting does not discriminate between genders; the older the tour guides get, the further likely they are to engage in deep and genuine acting.; with more years on the job, tour guides develop to better assimilate themselves and their sentiments with their occupations; they acquire which emotions accomplish the intended impact, and they don't need to indulge in surface acting when the job-personality integration is adequate.
3	SAMANTHA L. CHAU et al	The purpose of this study was to see if emotional labour is related to actual turnover in either way, and if surface and deep acting had diverse impacts on turnover.	Surface acting had an ancillary, beneficial influence on turnover intentions as well as an indirect effect on voluntary turnover, while deep acting had an unfavorable, unintended effect on turnover through lower turnover expectations, according to the conclusions.
4	Ericson & Grove	The objectives of this paper was to explore at the literature on emotional	Findings suggest that it is necessary to understand the emotional demands faced by healthcare professionals

		labour and health care in attempt to understand how emotional labour emerges in medical settings. patient care of the highest calibre	because that is effective in promoting professionals' happiness and well-being while providing highest.
5	Kornélia Lazányi	The goal of this research was to study the consequences of different types of Emotional labor in the healthcare settings.	Results showed that faking emotions has less negative outcome, leading to decrease in burnout scores and that it is not always practical to be genuine to one's own beliefs.
6	Jatin Pandey and Manjari Singh	Objective was to look into the interaction between surface and deep-level emotional labour, exhaustion, and job satisfaction within Indian women community health workers.	The results indicate that interfacial emotional labour is a more acceptable approach for community healthcare professionals to undertake their responsibilities productively.
7	M. Cossette et al	The objective of this study was to detect the emotion regulation styles adopted by consultants and to link these styles to organisational outcomes and desire to accomplish emotional labour.	Results suggested that Non regulators employees reported reduction in work engagement and expressive loyalty to their company whereas Employees adopting an acting style exhibited a lack of motivation to control their emotions.
8	Jaewon Yoo and Jicheol Jeong	Study intends to explore the impact of individuals' emotional labour on work engagement and precedent creativity from the perspectives of salespeople, using the job demands-resources model.	Affective component has a significant influence on work engagement, however surface acting has a negative effect, according to the findings. Secondly salespeople's participation has a positive influence on boundary spanner creativity. Next, In the interaction between emotional labour and work engagement with customer sustainability, entrepreneurship has a moderate influence, and it has a positive moderating effect in the relationship

			between job involvement and frontier bender innovation.
9	Ambreen Grewal Virk	The purpose of this study intended to see if there was a correlation between emotional work and tiredness across managers from a few various industrial firms.	The findings suggested that individuals in the work arena extensively used emotion Work in their efforts to enhance a customer's moods and feelings.
10	Kevin T. Mahoney et al	Some effects of realistic, simulating, and concealing elements of emotional labour on emotional weariness and job satisfaction were investigated in this study.	With the exception of the association between repressing negative emotional expression and emotional tiredness, the analysis reveals that actual emotional expression, particularly positive emotional expression, had the highest correlation with consequences.

Finding of Studies: Emotional labour in healthcare continues to be undervalued and underappreciated, necessitating more research using diverse methodologies and strategies. Nursing is the group health professional that stands out in the publication on emotional labour, as it has led to a better understanding of the emotions linked with it. It is required to increase research in all occupational groups in the community setting; on the other hand, it is necessary to clarify the performance of emotional labour in different areas of healthcare within each professional group, taking into consideration the concerned characteristics.

While prior research has aided in the creation of emotional labour, it has also left significant study gaps. First, an updated literature review is needed because some key variables are missing from the current review. New emotional labour correlates, such as certain leader behaviours, have been examined. (M.B.Kiyani, 2021). There are some outcome variables that have gotten a lot of attention in the literature but weren't included in the prior review. For example Emotional labour, has a significant impact on customer attitudes and actions or customer happiness. (Zhao, 2020).

### Conclusion

Despite the fact that emotional labour concepts take diverse approaches to healthcare scientific creation, there appears to be a consensus: Health practitioners must control their own emotions in order to have a beneficial impact on their clients' emotional management, but they can also use emotions to give treatment. Emotional labour is essential in healthcare because it promotes the emotional management of the person being cared for, resulting in an emotional state of well-being, prevents emotional exhaustion and burnout among health professionals, and ensures a compassionate and present attitude that inspires the humanization of healthcare. Nurses, managers, psychologists, sociologists, doctors, physiotherapists, and others have

already started to expand the efficacy of the emotional labour process to better understand how their relationships with customers may impact therapeutic outcomes.

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There has been no explicit sponsorship for this research from any government, corporate, or quasi funding agency.

#### Availability of Facts and Resources

Not applicable

#### Disclosures

#### Permission to engage and Ethical clearance

Since no patient data were collected, there is no need for ethical clearance for this comprehensive study.

#### Competing interests

No malpractices exist.

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