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Psychological Underpinning of Emotional Labor in Customer Service Jobs- A Systematic Literature Review

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Abstract

The paper is designed for an in-depth understanding of the psychological consequences of emotional labor that are particularly relevant to the call center industry wherein the idea of customer satisfaction via scripted emotional responses is a critical success factor. It is a systematic literature review that is following an investigator triangulation method of qualitative research. The paper has developed an initial theoretical framework which is then by the help of investigator triangulation validated into final theoretical framework. The paper proposes that by the use of effective employee emotional facilitation centers the psychological consequences of emotional labor can be mitigated to a great extent, given the dynamic customer centric environments and a competition to thrive is in customer services. Contemporary organizations might not be in a position to compromise the customer services by an inch, managing the employees effectively anyhow remains a crucial yet an unaddressed issue, the paper is an attempt to offer psychological facilitation to the employees to combat the negative consequences of emotional labor and it thereby offers a valuable construct for organizations. The paper is a novel attempt to facilitate the researchers as well as the professional in the field of study and operations to deploy a supportive theoretical framework. The developed framework backed by 4 propositions are original

Keywords – psychological consequences, customer services, psychological facilitation, negative, emotional labor

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1: Introduction

Emotional labor has been described as the management of both feelings and expressions to support an organizations and its aims' display norms (Ashtar et al. 2021). Employees in the services industries do emotional labor to comply

with organizational display norms and effectively preserve a service-oriented culture for clients (Hameed et al. 2022). With firms focused on customer-employee service quality interactions and increased study interest in organizations' attempts to control and steer employee emotional displays, literature addressing the impact and influence of emotional labor has garnered interest since the early 1990s (Shin and Hur 2020).

Emotional labor intersects with a number of ideas and notions, including emotion regulation, emotion regulation techniques, emotion management, and impression management (Wang et al. 2021). However, three major groups of emotional labor theory have helped define and explain emotional labor, as well as its determinants and results, throughout the years (Humphrey 2021a). First, it was claimed that because service jobs include regular encounters with consumers, employees must not only regulate their emotions but also have their emotions imposed and supervised by management (Martin, Alvarez, and Taly 2021). Employees can engage in emotional labor under these situations. It was later proposed that emotional work is manifested via two pathways: surface acting and deep acting (Mattar 2021). Surface acting occurs when individuals repress underlying negative feelings while presenting anticipated positive reactions, resulting in emotional dissonance between what they feel and portray. Employees, on the other hand, participate in deep acting by adjusting their moods in order to elicit true good emotions. Second, the definition was modified by include impulsive and real emotion, including the effects emotional labor could have on task efficacy (Mattar 2021). Since deep and surface acting are emotion - focused coping tactics often used conform to show regulations, employees can indeed show emotion that are already in accordance to display rules naturally without needing to change actual feelings (ibid). A front-desk staff, for example, may already be feeling optimistic and happy, and therefore their emotional display is already in compliance with

the display regulations while engaging with a client. As a result, definition of emotional work covers situations where employee emotions are shown without much effort. Third, it was elaborated upon that emotional labor concept by arguing that a critical piece of emotional work is the organization's expectation for employee–customer interactions (Ayers and Gonzales 2020a). Employee emotional labor is heavily influenced by factors such as how frequently, how long, and how intense each employee–customer encounter effects an employee (Yang and Jang 2022). Furthermore, organizational display standards heavily govern anticipated employee expressiveness and have an impact on emotional labor (Zhang et al. 2020). These early studies of emotional work not only helped to shape it, but also sparked a significant increase in the corpus of literature. Despite the vast amount of knowledge on emotional labor, there are several limits in the literature on customers' services (Zhou, Ji, and Jiao 2021). A comprehensive evaluation of the research is should have shown: what causes emotional labor; how emotional labor significantly influences attitudes and actions; and the mediators and regulators of the occupational stress linkages. For researchers remarked that, while emotional labor has captured the interest of many scholars, it lacks an overall framework and paradigm for future research (Li et al. 2021).

Also there is a paucity of uniform conceptualizations and descriptions of emotional work in the research (Ayodeji and Rjoub 2021). Some academics, for illustration, utilize concept labels such as emotional regulation, while others concentrate only on role ambiguity or emotional

effort as emotional labor constructions (ibid). As a result, the current systematic review aims to provide an exhaustive review of emotional labor research from the customer services literature by outlining the theories used in examining emotional labor, the situational factors and consequences of emotional labor, and the mechanisms underlying (i.e. mediators and moderators) of emotional labor (Doshi 2021). Furthermore, this paper will conduct a comprehensive examination of the examined material, highlighting gaps and weaknesses in the customer services literature (Heinze 2020). This study aims to look at the many meanings, conceptual frameworks, and measures of emotional work in order to establish a consistent understanding of what emotional labor is and is not. Third, this study proposes a model that provides a complete framework for research by detailing the numerous antecedents, consequences, mediators, and moderators of emotional labor, as well as matching propositions. Finally, we address the theoretical and practical ramifications (Zhang et al. 2020).

2: Literature Review

2.1: Understanding Emotional Labor

The founder of the term emotional labor, Arlie Hochschild in her book *The Managed Hearts* pioneered the idea of excessively devastating negative consequences of emotional labor for workers (O'Brady and Doellgast 2021). The consequences are directly associated to both rewards as well as costs in both economic and noneconomic domains of existence (ibid). The

study is anyhow derived from the idea of exploration of psychological consequences of the individuals excreting emotional labor in any given environment or conditions (Kumar et al. 2022). The most commonly studied and discussed consequences of emotional labor as discussed in multiple researches is burnout and job satisfaction, which via prism of psychological categorization can only be the tip of the iceberg since the actual consequences are rooted deep into the psychological existence of the workers (van den Boogaard and Santoro 2022). The need of the hour is the understanding and application of cost and value analysis that may offer the workers to decide for themselves that whether becoming a part of such a labor affect them in longer run or not and is it worth compromising their psychological well-being or not (Klingaman et al. 2022). This will serve as the empirical question throughout the research paper.

2.2: Psychological Consequences of Emotional Labor

In order to develop legit insights about the psychological consequences of emotional labor, an in-depth understanding of the term emotional labor is required that might latter support the psychological underpinning of the phenomenon (DeBaylo and Michel 2022). Certain elements have been incorporated in order to operationalize the definition of emotional labor that will serve to direct the findings of the research. Each component of the definition is elaborated in the following section (Huang et al. 2021).

First component is drawn on to the distinction between emotional labor and discrete work

related feelings. According to multiple researchers it has been concluded that work-related feelings are emergent and spontaneous in nature and are an inevitable outcome of social interactions workers have in the organization, on the flip side of the same coin emotional labor is a deliberate effort of an employee to instrumentalize the emotional and non-emotional responses (Özkul, Bilgili, and Koç 2020). Via the view of the same lens other researches made further distinctions between emotional labor and emotional expression. Emotional expression is regarded as an unpremeditated showcase of emotions. In event and explaining the spectrum of work feelings it is critical to identify that the premise of work feelings is limited to the social interactions one experiences at the workplace, emotional labor anyhow is devoid of this element (Nguyen, Quach, and Thaichon 2022).

Having said that the second unanimously radical distinction is the discrepancy between the felt and displayed emotions. As a matter of fact organizational members are required to adhere to the display rule authenticated by the organization in accordance with the organizational culture and services being offered to the customers (Magrizzos and Roumpi 2020). The point of psychological consequences automatically fills in the aura of customer services organizations' where workers do not have the basic autonomy to display their genuine emotions and work feelings (Els, Meyer, and Ellis 2022). The role of emotional management to regulate the emotional expression therefore is used as a buffer or cosmetic term to make workers comfortable with the rationale of managing their emotions or even suppress their genuine emotion to suffice the

need of the organization. Sociologists in the field of study have long held the idea that many individuals have a natural capability of cascading their emotions and fitting into a new or organization specified emotion, but the narrative is naïve for the other workers that lack this capability of adapting artificial emotions (Monroe 2020). The type of workers that might not be able to suffice the organizations need of artifice emotions are the one that are the subject of the research since psychological consequences are more quickly observed and takes longer time to wear off in the said sample of people (Olivas Osuna, Kiefel, and Gartzou Katsouyanni 2021).

The traditional researchers in the field of study are seen emphasizing on the specific jobs that have to be emotionally uniform and standardization is primitive (Faria et al. 2021). The entire scope of the researchers then rotate around how emotions are changing with different job requirements and their effects on the performance of the employees, since those jobs are highly standardized, the workers have no or little autonomy to exercise their unique emotions. The idea of the said research begins with the concept of how and why emotional labor is important, how it has been shaping certain organizations to out-perform others at the expense of its employees well-being (ibid). The psychological consequences are often experienced at the latter stages by the workers therefore it holds comparatively lesser significance in modern and academic literature. Other supportive concepts like work-life balance and employee emotional facilitation is often discussed but seldom seen being implemented in

the organizations that call for rigid standardization in emotional responses by the workers (Silard and Dasborough 2021). The research paper is all together an attempt to initiate the psychological underpinning of the concept via prism of emotive well-being and the need of workers psychological facilitation and job autonomy (Macintosh 2022). This leads towards the development of the first proposition:

P1: High level job standardization results in negative psychological consequences resulting into compromised service quality of the service provider

2.3: The psychology of Emotional Labor and its deeper consequences

Based on the initial red flag raised by Hochschild in 1983, regarding the long term and penetrating effects of emotional labor, she emphasized the consequences that are experienced at the early stages to the most profound and hard to eliminate consequences experienced by workers when emotional labor comes into play (Hamama et al. 2022). The negative consequences start taking roots from the moment a worker experiences a lack of control onto its emotions and hence the state of self-alienation develops since the worker over a passage of time becomes afflicted by the organizations mandated display rules (Seth 2022). Rationally there are certain jobs and industries that may want a standard emotional response by the employees and hence making workers abide by the display rule might not sound alarming as long as the employers and the organizations are giving required level of autonomy to the workers to exercise their

discretion, within the contextual framework of the organization services is not compromised (Ayalon and Shinan-Altman 2021). Two central approaches that makes the idea of endorsing display rules a value laden existence on to the employees is the fact that firstly, the standardization of emotions pose a greater challenge for the employees since mitigating their natural sense of uncertainty handling dwindles and is suppressed by the organizations desire of emotional and service standardization (ibid). The second critical factor is the conflict of interest since the employer is guided by his interest of satisfying customer and creating a uniformity in the service for the clients and the employee is persuaded by his personal achievement and standardization of input might suppress is sense of competing to excel his co-workers by putting their best foot forward (Tsogas 2020). As a matter of fact in the short run organization wins but in the longer run employee and well as the employer fails.

P2: the interpersonal conflict of interest that arises as a result of service standardization have adverse consequences on employees' psychological stability

Mapping the aforementioned debate with the contemporary organization literature the job demand and job resource theory has made an attempt to model this disparity (Mao et al. 2021). When organization offer job without ensuring the provision of the required resources to the employees a subtle sense of disparity begins to emerge and hence make workers uncomfortable within the organization in the environment of felt

deprivation (Browne-Yung et al. 2022). The higher the job demand the greater will be the audacity of the workers to question the resources available to perform the given job, the irony of the situation is the fact that employees often question the physical resources and organizational infrastructure along with the monetary benefits associated to each task (Gjergji, Lazzarotti, and Visconti 2022). The idea of questioning the psychological facilitation tools of the workers is often seen hindering behind the aura of physical resources (Rowan et al. 2021). To make the situation worse workers are never encouraged to question the employer regarding such resources and hence the idea of employee facilitation in jobs that call for tremendous emotional drainage (Sanusi and Johl 2020). The psychological aspects of what a job demands against the resources it provides is never the part of an employee formal contract or any orientation session (ibid). In issues like this three probable conditions emerge, initially there is a set of workers that readily takes up to the job and in their commitment with the job and the desire to excel and outperform others manage to immaculate the job requirements (Bolivar 2021). In second case the workers are seen drawing themselves in the aura of self-alienation it is when they depart from their true self as well as the job role assigned to them, under such circumstances the service quality along with the individual workers capacity is compromised to confront the challenges posed (Coetzer et al. 2022). The third rather the least affective scenario is noted when workers that experience negative consequences of emotional labor manage to protect themselves

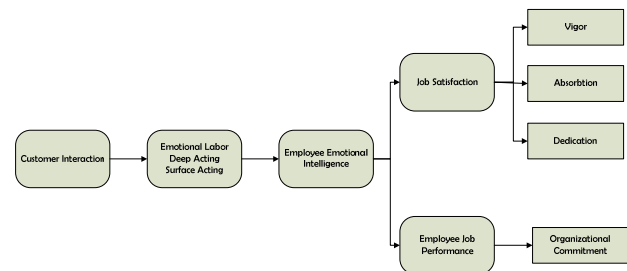
from the psychological traumas but compromise their overall performance on job.

Paradoxically, while employers and customers may favor employees who appear to be sincere in their emotional displays, workers' genuineness may raise their risk of burnout in the long run. This aids in the development of third proposition

P3: employee and job role synchronization seems desirable but results in employee burnout overtime

P4: the extent of emotional disparity is directly associated with exposure to uncertainty while dealing with customers

Figure 1: initial Theoretical Framework



3: Research Methodology

The following section of the paper shall be focusing on the acute strategies needed to validate the initial theoretical model presented in the preceding section. In order to mandate the aforementioned theoretical model investigator triangulation has been used. Investigators triangulation is one of the five types of triangulations. The input and conclusions by various researchers shall be used to manifest workability of the derived initial model (Marchand and Hilpert 2020).

Since the research paper is a qualitative attempt to isolate the structure of emotional facilitation in the service industry the input from various researchers would add value and hence facilitate the research paper's agenda. Since the research is relying heavily on to the researchers interpretation of reality investigators triangulations would serve as a way control validity and reliability (Sánchez Sánchez, Martinez, and Jackson 2020).

The case of systematic literature review developed in the paper shall be aligned by the literature input and investigator triangulations.

4: Data Analysis

4.1: Experiential Emotional Labor

As a matter of fact the very idea composed by Hochschild has been well applied onto the practical aspects of five discrete quantitative and qualitative research horizons (Legood et al. 2022), (1) identifying and mapping the experiences of different people exercising emotional labor; (2) Developing a set of differences between individuals that conform to the display rule contrasted by the non-conformers of emotional labor via display rule; (3) the positive and negative outcomes of emotional labor and how they are termed positive or negative by certain environmental stimuli; (4) level of variations seen amongst the workers in terms of their ability to condition their responses and exercise emotional labor; and (5) the diffusion of the consequences of emotional labor in family life of the workers (Wani, Malhotra, and Clark 2021).

4.2: Analyzing Emotional Labor Actors versus Non Actors

Comparing emotional labor performers for anyone whose professions entail little or no emotional work is one method to study the larger psychosocial repercussions of emotional labor (Spitzer 2022). These research can assist answer the issue of whether professions that need emotional labor are more mentally taxing than other types of employment (ibid). This study provides a systematic technique to analyze the repercussions of emotional labor by looking at the impact of emotional labor on various outcomes while controlling for other job and worker factors. This avenue of inquiry has produced some unexpected outcomes (Curran and Radhakrishnan 2021). Researches, showed that individuals in professions that required a lot of emotional labor were no more susceptible than other workers to develop job-related burnout after adjusting for a number of personality and occupational factors (Richardson 2022). Similar findings were obtained using a different measure of emotional labor (ibid). More traditional employment qualities, such as autonomy and amount of hours worked, were found to be stronger predictors of worker burnout than emotional labor in general. Employees who did emotional labor were also much happier with their occupations than other workers, despite the fact that they were no more likely than others to experience job burnout (Peffer, Tuunanen, and Niehaves 2018). Similar findings were found in research on emotional work among table waiters. This shows that attractive tasks, which also happen to entail greater amounts of emotional

labor, create high work satisfaction, as Adelman says (ibid). It's also possible that appealing professions lead to higher job satisfaction, which pushes people to put in a lot of emotional effort. In any instance, it shows that emotional labor is not highly linked to job responses, either favorably or adversely. Further researches looked into the consequences of emotional labor on workers' sentiments of inauthenticity in subsequent studies. Remember how Hochschild in 1983 suggested that one possible outcome of the emotive dissonance associated with emotional work is emotions of inauthenticity. Workers' experiences of themselves as significant and authentic may be harmed by jobs that necessitate the frequent expression of emotions, independently is not about whether these displays are genuine (LeMahieu 2021). Ones that involve emotional labor, in this opinion, put workers at a higher risk of untrustworthiness than jobs that do not need the exhibition of certain emotions (ibid). Researches further examined inauthenticity using a two-item scale examining how often participants feel they couldn't be genuine at work or had to pretend how they truly felt at work, using same data as the previous research on burnout (Bennett 2021). Emotional labor was broken down into three dimensions: public interaction, time spent interacting with people on the workplace, and how vital it was for workers to "handle people properly." Only one aspect of emotional labor—handling people well—was shown to be positively connected with employees' sentiments of inauthenticity at work, according to this study (Roberts and Krueger 2021). Furthermore, workers in public-contact occupations were no more likely than other

workers to feel inauthentic at work, but individuals in positions that needed a large degree of human connection were much less likely (Davidson and Stryker 2020). In other words, it is the demand that employees deal with others effectively that promotes sentiments of inauthenticity, not the quantity of engagement with coworkers or public contact (Davidson and Stryker 2020).

These findings add to our understanding of the effects of emotional work. First, the assessments of burnout, job satisfaction, and inauthenticity imply that the qualitative literature reviewed earlier, which indicated how employees effectively cope with the demands of emotional labor, is correct. The qualitative and quantitative findings do not necessarily disprove Hochschild's worries about emotional labor's possible negative repercussions, but they do show that these negative implications may arise only under specific circumstances, not most of which have been recognized (Yang and Guy 2021). Second, in compared to certain other forms of employment, assessments between actors and non-actors of emotional labor reveal that occupations requiring emotional labor may offer certain rewards as well as hazards for employees. Occupations that enable employees to engage with people on the workplace, although these encounters are modest, appear to be somewhat more gratifying to employees than jobs that offer for less human connection (Cottingham 2022). Employees see a variety of excellent aim of performing emotional labor according to further researches, and one is its propensity to boost employees' impression that they will be executing their tasks successfully. Furthermore, workers' emotions of inauthenticity diminish as the number

of hours spent engaging with others at work grows (Holliday and Squires 2021).

Although professionals' relationships with coworkers might cause unhappiness and misery in certain cases, these work environments, on the whole, provide more potential for fulfillment than other employment (Toprak and Savaş 2020). Other characteristics of such employment may also contribute to the greater levels of pleasure seen among people who conduct emotional labor. For illustrate, in tasks that involve emotional labor, either management or workers hiring practices may have been more productive; consequently, the match among both job needs and worker traits may be better in these professions than in jobs where emotional labor is not required. This improved fit would also lead to increased levels of pleasure (ibid). The best evidence that emotional labor is harmful to employees comes from a study that found that persons who work in occupations that need them to deal with others well feel more inauthentic than others. People-handling abilities may be necessary in a larger range of occupations than those involving interaction with clients or customers, despite the fact that they were substantially more likely to be found in public-contact jobs than others (Sy and van Knippenberg 2021). Limiting our focus on the latter type of employment may restrict our knowledge of the various ways in which people may be needed to regulate their emotions at work (Davidson and Stryker 2020).

4.3: Assessing the Consequences of Emotional Labor

The researches further looked into whether the distinct variables lead to burnout and job satisfaction between these two types of employees, in relation to the abovementioned comparisons involving actors and nonperformers of emotional labor. Those findings imply that, although emotional workers do not experience higher degrees of burnout than other employees, the origins of burnout and the elements that assist to mitigate it may differ slightly. These findings shed light on the circumstances in which emotional labor might result in work burnout (Feeny et al. 2021). For example, among nonperformers of emotional work, high levels of job participation were linked to decreased levels of burnout, but job involvement failed to reduce burnout among emotional labor performers (ibid). Whenever jobs demand emotional labor, as Hochschild hypothesized, excessive degrees of workplace participation may be hazardous to workers. Job participation, on the other hand, somehow doesn't place this very same expectations on non-performers of emotional labor; consequently, for this group, higher degrees of burnout should be related with lower, rather than higher, levels of job involvement. Furthermore, evidence shows that the importance of interpersonal skills in preserving or increasing vulnerability to burnout at work differs between performers and nonperformers of emotional labor (Xu, Pang, and Xia 2021). Workers who score high on self-monitoring—defined as the ability to monitor and react to the social environment—are better equipped to prevent burnout than those who do not. Self-monitoring abilities, on the other hand, lead to burnout in non-performers of emotional work

(Tober and Kroløkke 2021). Such findings draw attention to the fact that, whereas practitioners and nonperformers of emotional labor may have similar chances of burnout, the mechanisms that cause this outcome may differ. In line with the findings previously stated, the elements that promote job satisfaction appear to differ for performers and nonperformers of emotional labor (Feldman et al. 2022). Job autonomy, in particular, appears to have a bigger impact on the contentment of emotional labor performers than nonperformers, whereas job engagement appears to have a greater impact on the satisfaction of emotional labor nonperformers (ibid).

The findings regarding job autonomy reflect notion that emotional labor is troublesome for employees when their productivity is controlled by their supervisors (Sun, Li, and Liu 2021). Although workplace autonomy is a significant predictor of job satisfaction for all types of workers, further study reveals that it is especially crucial for workers who perform emotional labor. These employees benefit from job autonomy because it allows them to avoid the pitfalls that emotional labor may bring (ibid). In terms of workplace participation, it appears that workers whose professions entail emotional labor do not get the same psychological advantages as nonperformers (Bruhn and Oliveira 2022). While high degrees of workplace participation are pleasant for all sorts of employees, being overly committed in one's profession poses a risk of burnout for workers whose occupations entail emotional labor (Fessehaye Sium et al. 2021). These findings provide additional to our knowledge of emotional labor and its

ramifications. For starters, they aid in the explanation of some qualitative study findings. Emotional labor is not always painful or disappointing to employees (Costa 2020). Emotional labor does not create burnout or low job satisfaction on aggregate when individuals have some influence well over circumstances of their work, avoid overly high levels of workplace engagement, and have some self-monitoring abilities. Indeed, as previously said, employment demanding emotional labor may provide certain benefits when compared to other forms of work (ibid). A significant aspect of this study would be that it suggests whether jobs involving emotional labor could be unique from those other forms of employment in certain ways. Self-monitoring skills, for instance, appear to be a much more valuable psychological resource for emotional labor performers than for employees whose tasks do not need it. Not only can professions demanding emotional labor differ from others in terms of the factors that contribute to burnout and job satisfaction, but they may also have their own set of psychosocial costs and advantages for employees (Yeh et al. 2021).

4.4: Consequences of Paid versus Unpaid Emotional Labor

At least two risks are linked to the juggling of various responsibilities, according to research on work-family relationships (Kusimba 2020). Work-family role eccentric contraction when the sequences with involvement in one institution are in disagreement with participation in another group, and work-family role problems occur when the significant impact with membership in one

organization are in conflict with membership in another group (Cox and Bachkirova 2020). Emotional labor on the workplace, to the degree that employees' family obligations are similarly dictated by emotional expectations, would appear to put workers at risk of both types of work-family stress (Xu et al. 2020). The repercussions of numerous emotional roles are just now beginning to be understood by researchers. The majority of this study has focused on employees in interactive service occupations, which involve the same kind of emotional labor on the workplace that women and, to a smaller degree, men in households are required to perform. Wharton, for example, looked at whether married workers in professions that needed emotional labor were more susceptible to burnout than other workers (Furness 2021). This hypothesis was not supported by the facts. Being married, on the other hand, may be a poor indicator of how much emotion work employees do outside of the job. Furthermore, no consideration was given to putative relationships between married status and gender in this investigation (Nadelson 2021). Women workplace burnout was raised once they did greater degree of emotional emotion work, but that emotional labor on the job had no influence on burnout levels. As a result, it appears that women's workplace well-being is endangered more by their engagement in home emotion work than by performing emotional labor on the job (Nesher Shoshan and Venz 2022). This association, too, doesn't really apply in all situations. The relationship amongst women's family emotional exhaustion and workplace burnout was lessened by their partners' performance in family emotion work. The

favorable connection between women's accomplishment of certain emotional labor at work and their engagement of family emotion household duties was an amazing achievement in this research (Sanders and Galindo 2019). Women whose occupations did not demand any emotional labor and those whose employment did require a lot of this behavior, on the other hand, did much less familial emotion work. Do women who work in occupations that entail a modest degree of emotional labor learn interpersonal tactics that they may use to their home relationships? Do women who conduct high amounts of family emotion work, on the other hand, seek out occupations that allow them to put their abilities to use? (DeMartini et al. 2021) These are still unanswered questions. Overall, the findings imply that the relationships between the kind and quantity of emotional labor performed at work and the type and amount of emotional labor performed at home are more complicated than previously thought. Qualitative researchers have indeed aided our knowledge of how emotional labor affects employees' lives outside of work. Smith and Kleinman, for example, looked at how male and female medical students learnt the emotive style of affective impartiality needed of healthcare professionals and other professions in a 1989 research (Cheung, Wong, and Chiu 2021). Medical students of all genders acquired techniques to deal with the emotions triggered by their experiences with human bodies, according to these researchers. While medical training is beneficial professionally, Smith and Kleinman point out that for certain students, it may be problematic since new connotations for the body

and for physical contact follow them home at night. Though it was not the authors' intention, this study demonstrates how the emotional effort necessary on the job might clash with the emotional labor required to maintain personal relationships in private life (Yeh et al. 2021).

5: Towards the Research Agenda- Final Theoretical Framework

Burnout and job satisfaction are the most commonly studied and discussed consequences of emotional labor, which can only be the tip of the iceberg when viewed through the lens of psychological categorization because the actual consequences are deeply rooted in the psychological existence of the workers (Kim, Kim, and Byun 2020). The understanding and implementation of cost and value analysis is critical, as it allows employees to determine whether or not participating in such a job would affect them in the long run, and whether or not it is worth jeopardising their psychological well-being. Throughout the study article, this will act as the empirical question (Hammiat and Shamsi, 2021).

An in-depth explanation of the phrase emotional labor is essential in order to gain legitimate insights into the psychological implications of emotional work, which may later support the psychological underpinnings of the phenomena. Certain features have been included to operationalize the notion of emotional work, which will help to guide the study findings (Jola-Sanchez 2022).

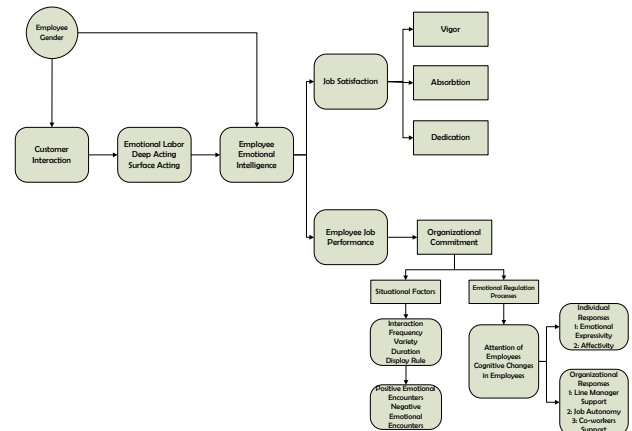
The separation between emotional labor and distinctive work-related sensations is the first

component. Multiple researchers have concluded that work-related feelings are emergent and spontaneous in nature, and that they are an unavoidable result of social interactions that employees have in the workplace (Hammiat and Shamsi, 2021). On the other hand, emotional labor is a deliberate effort by an employee to instrumentalize emotional and non-emotional responses. Other studies, using the same lens, discovered further differences between emotional work and emotional expressiveness. Emotional expression is defined as an unplanned display of feelings. In order to understand and explain the range of work feelings, it's important to recognize that the premise of work feelings is confined to the social contacts one has at work; emotional labor, on the other hand, is devoid of this aspect (Volckmar-Eeg and Vassenden 2022) .

After then, the gap between felt and shown emotions is the second unmistakably radical contrast. In reality, organizational members are obligated to follow the organization's display guideline, which is in conformity with the organization's culture and the services it provides to clients. The air of customer service firms, where individuals lack the basic autonomy to express their actual emotions and job sentiments, is inevitably filled with the point of psychological effects (Pozharliev et al. 2021). As a result, the job of emotional management is utilized as a buffer or cosmetic phrase to make workers comfortable with the reasoning of regulating or even suppressing their actual feelings in order to meet the needs of the corporation (ibid). Many individuals have a natural capacity to cascade their emotions and fit into a new or organization-specific mood, according to sociologists in the

field of research, but the story is naive for the other employees who lack this ability to adapt to manufactured emotions. The sort of workers that may not be able to meet the organization's requirement for fabricated emotions are the ones who are the focus of the study, as psychological effects are more noticeable and take longer to wear off in this group of people (Franzese and Seigler 2020). Traditional field researchers are viewed stressing certain professions that must be emotionally consistent, and uniformity is primitive. The researchers' whole purview is around how emotions change with varied job requirements and their effects on employee performance. Because those jobs are largely standardized, people have little or no autonomy to express their individual feelings. The study's thesis starts with the idea of how and why emotional labor is important, and how it has shaped certain firms to outperform others at the price of their employees' well-being (Nicholas et al. 2021). Because employees generally face psychological implications later in their careers, it is given less attention in contemporary and academic literature. Other helpful notions such as work-life balance and employee emotional facilitation are frequently mentioned but seldom observed in firms that demand tight homogeneity in workers' emotional responses. The study article is an attempt to introduce the concept's psychological underpinnings via the lens of emotional well-being and the need for psychological facilitation and job autonomy among workers.

Figure 2 Final Theoretical Framework



6: Discussion

Hochschild highlighted the early stages to the most severe and difficult to eradicate repercussions experienced by employees when emotional labor comes into play, based on the original red flag raised by Hochschild in 1983 regarding the long-term and penetrating impacts of emotional labor (Macary et al. 2020). The negative repercussions begin to take root the instant a person loses control over his or her emotions, and therefore the condition of self-alienation grows as the individual gets plagued by the organization's compulsory display regulations over time. Rationally, certain vocations and sectors may demand a standard emotional reaction from employees, therefore requiring workers to follow the display rule may not seem scary as long as the employers and organizations provide the workers with the necessary amount of liberty to use their choice, within the contextual framework of the organization services is not compromised (Humphrey 2021b). The fact that, first, the standardization of emotions poses a greater challenge for employees because mitigating their natural sense of uncertainty

handling dwindles and is suppressed by the organizations desire for emotional and service standardization, makes the idea of endorsing display rules a value-laden existence on the employees (ibid). The second critical factor is the conflict of interest, which arises when the employer's interest is to satisfy customers and create uniformity in service for clients, while the employee's interest is to achieve personal success, and standardization of input may suppress the employee's desire to outperform his coworkers by putting their best foot forward. In reality, in the short run, the organization triumphs, but in the long run, both the employee and the company fail (Ayers and Gonzales 2020b).

The work demand and job resource theory has attempted to describe this gap by mapping the aforementioned discussion with modern organizational literature. When a company offers a position without guaranteeing that the necessary resources are provided to the employees, a subtle sense of inequality emerges, making workers feel uneasy within the business in an environment of perceived deprivation (Hammiat 2020). The irony of the issue is that employees frequently question physical resources and organizational infrastructure, as well as the monetary incentives connected with each activity, as the job demand increases (ibid). Questioning employees' psychological facilitation tools is frequently perceived as a hindrance behind the aura of physical resources. To make matters worse, employees are seldom encouraged to query their boss about such resources, leading to the concept of employee facilitation in occupations that need a lot of emotional drain. An employee's legal contract or

any orientation session never includes the psychological components of what a job demands vs the resources it gives (Browne-Yung et al. 2022). In situations like these, three possible scenarios occur. First, there is a group of workers that get right into the task and, by their dedication to the job and desire to succeed and exceed others, manage to flawlessly complete the job requirements.

7: Conclusion

Emotional labor is becoming a need of an increasing number of vocations, according to all indications. Soft skills, interpersonal skills, or simply people work are all terms that suggest that the profession entails some emotional labor (Baghai et al. 2021). Hochschild's key work kick-started the process of conceptualizing these employment needs. The purpose of this article was to look at how later scholars have looked into some of her theories, rather than to judge whether or not her statements were correct. This study uncovered the extent to which jobs impose emotional demeanor requirements on workers, as well as some of the psychological repercussions of these expectations (Matus and Veale 2022). While more research is needed to understand how these expectations become linked to, or disconnected from, employees' identities and sense of self, evidence shows that these processes are occurring. In fact, because emotional labor appears to directly engage the self, it's probable that employees' participation with emotional labor affects them in ways that present research only hint at. Hochschild contends in her most recent book that work is

becoming a more important arena in people's lives. If this is the case, emotional labor's influence on and off the job is expected to increase. As a result, understanding the implications of emotional work will continue to be a hot issue in the future (Bensliman, Casini, and Mahieu 2021).

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