

EMOTIONAL LABOUR IN CUSTOMER SERVICE OCCUPATIONS

Dr. Nandini Mehra

Assistant Professor

Department of Psychology

Faculty of Social Sciences

University of Delhi, New Delhi, India

Abstract

Customer service occupations require workers to manage not only tasks, information, and transactions but also the emotional tone of interactions with customers. Employees in retail outlets, hospitality establishments, call centres, banking services, transport operations, health support desks, and digital customer-care platforms are commonly expected to remain polite, attentive, calm, and reassuring even when customers are impatient, distressed, demanding, or abusive. This performance of organisationally desired emotion is widely described as emotional labour. It has become a central feature of contemporary service work because customer experience, brand reputation, and repeat patronage are often linked to the manner in which frontline employees communicate.

This review-based study examines emotional labour in customer service occupations with emphasis on its conceptual foundations, core strategies, occupational demands, consequences, and organisational supports. The paper considers surface acting, deep acting, genuine emotional expression, display rules, customer incivility, supervisory practices, workload, autonomy, recovery, and employee well-being. It also analyses how emotional labour affects customer perceptions, service quality, work engagement, emotional exhaustion, turnover intention, and the longer-term sustainability of service careers.

The study finds that emotional labour is neither uniformly harmful nor automatically beneficial. Its outcomes depend on the strategy used, the intensity and frequency of interaction, the degree of employee control, the fairness of organisational expectations, the availability of training and support, and the social climate of the workplace. Customer service organisations can reduce unnecessary emotional strain by setting realistic display expectations, protecting employees from abuse, improving staffing and breaks, developing emotionally intelligent supervision, and recognising emotional work as a skilled component of service delivery. Such measures can support both employee dignity and reliable customer care.

Keywords: Emotional labour; Customer service occupations; Surface acting; Deep acting; Customer incivility; Service quality; Employee well-being; Emotional exhaustion; Frontline work; Organisational support

1. INTRODUCTION

Customer service occupations are built around direct interactions between employees and customers. In these settings, employees do more than explain products, process payments, resolve complaints, respond to requests, or provide information. They also create a social experience through their voice, facial expression, patience, empathy, and ability to remain composed. A customer may assess the quality of a service encounter not only by whether a problem is solved but also by whether the employee appears respectful, engaged, and responsive. As a result, organisations frequently establish explicit or implicit expectations about how employees

should appear and feel while serving the public.

The term emotional labour refers to the effort involved in managing emotional expression to meet occupational expectations. The idea is especially relevant in customer service because workers may be required to show warmth while tired, confidence while uncertain, sympathy while under time pressure, and calmness while confronting complaints. These demands are often embedded in customer-care scripts, performance targets, training manuals, monitoring systems, brand standards, and informal norms set by supervisors and colleagues. Emotional labour is therefore not

simply a personal characteristic; it is a work requirement shaped by the design of the job and the culture of the organisation.

The expansion of service economies has made emotional labour increasingly visible. Retail associates, hotel staff, call-centre agents, reception personnel, bank employees, food-service workers, airline staff, e-commerce support executives, and customer relationship officers operate in roles where interaction is continuous and outcomes are publicly judged. Digital technologies have also changed the nature of this work. Calls may be recorded, chats may be rated, customer feedback may be displayed immediately, and response time may be measured in seconds. These systems can improve accountability, but they can also intensify pressure to maintain a positive emotional display throughout the working day. Emotional labour has important implications for employees. When workers repeatedly suppress irritation, disappointment, fear, or sadness and replace those emotions with a required expression, they may experience emotional dissonance. Over time, this gap between felt emotion and displayed emotion can contribute to fatigue, detachment, lower job satisfaction, and emotional exhaustion. At the same time, emotionally skilled service delivery can produce positive outcomes. Employees who can connect sincerely with customers may feel pride in their work, receive appreciation, improve customer trust, and develop stronger professional identities. The central question is not whether emotional labour exists, but how it is organised, supported, and evaluated.

This paper studies emotional labour in customer service occupations through a review-based perspective. It outlines the main theoretical approaches, describes the demands faced by frontline workers, examines the effects of different emotional labour strategies, and identifies practical measures that organisations can adopt. The purpose is to present emotional labour as a legitimate and measurable dimension of service work rather than an invisible expectation that employees must manage alone.

2. LITERATURE REVIEW

The study of emotional labour is commonly associated with Hochschild's analysis of occupations in which workers manage feelings

and expressions as part of paid employment. This perspective established that emotional display is not merely spontaneous behaviour; in many jobs it is guided by institutional rules and commercial objectives. Later scholarship expanded the concept by distinguishing between the visible expression of emotion, the regulation of internal feelings, and the social context in which customer interactions take place. Researchers have shown that emotional labour is relevant across hospitality, retail, health care, aviation, financial services, education, contact centres, and other occupations involving sustained interaction with clients or the public.

A major contribution of the literature is the distinction between surface acting and deep acting. Surface acting occurs when employees modify outward expression without changing what they actually feel. A worker may use a polite tone or a friendly facial expression while internally feeling frustration or fatigue. Deep acting involves attempts to modify inner feelings so that the displayed emotion becomes more authentic. For example, an employee may consciously focus on a customer's difficulty in order to generate genuine patience or concern. Some researchers also describe naturally felt emotion, where employees experience and express a response that already aligns with organisational expectations.

Studies consistently show that the effects of emotional labour are shaped by context. Surface acting is often associated with emotional dissonance and strain because it requires continuous monitoring of expression while feelings remain unresolved. Deep acting may be less damaging when employees have time, autonomy, and supportive relationships, although it can still be demanding during long or hostile encounters. The quality of supervision, fairness of performance evaluation, staffing levels, customer behaviour, job security, and access to recovery opportunities all influence whether emotional labour becomes a source of professional satisfaction or persistent depletion.

The literature also moves beyond employee outcomes to consider the customer perspective. Customers may respond positively when employees appear attentive, calm, and genuinely helpful, but they may notice when a display seems artificial or

scripted. A service interaction therefore involves reciprocal emotional signals. The employee's expression can influence the customer's mood, and the customer's behaviour can influence the employee's capacity to regulate emotion. This interactional character makes emotional labour an important area for organisational policy, service design, leadership development, and occupational health.

2.1 CONCEPTUAL MEANING AND FORMS OF EMOTIONAL LABOUR

Emotional labour can be understood as the management of emotion to satisfy role-based expectations in a work setting. In customer service, these expectations are often communicated through display rules: informal or formal norms that specify which emotions should be expressed, suppressed, or avoided. A service worker may be expected to greet customers warmly, speak respectfully, apologise for inconvenience, remain patient during delays, and avoid showing anger or boredom. Such display rules vary across occupations, organisations, cultures, and customer segments, but they typically operate as part of the service brand.

Surface acting is the most visible form of emotional labour because it concerns the deliberate adjustment of speech, posture, facial expression, or tone. It can help employees manage difficult situations in the short term, particularly when a customer interaction is brief or when safety requires emotional restraint. However, frequent surface acting may become burdensome when employees have little control over workload or cannot recover between interactions. The energy required to maintain a display that differs from one's feelings can reduce concentration and increase the sense of being emotionally detached from the work.

Deep acting involves an effort to align internal emotion with the required display. Employees may use perspective taking, self-talk, empathy, reappraisal, or attention-shifting to create a more sincere response. In a complaint situation, for instance, a customer-care executive may focus on the customer's inconvenience rather than on the customer's hostile tone. Deep acting is not simply pretending more effectively; it is a form of emotion regulation that may allow an

employee to act with greater consistency and authenticity. Yet it also requires psychological resources and should not be treated as an unlimited personal responsibility.

Naturally felt emotion occurs when the employee's genuine reaction matches what the role expects. This may arise when workers identify strongly with the service purpose, enjoy helping others, feel competent, or interact with appreciative customers. Organisations often benefit from such authentic engagement, but they should avoid assuming that employees will remain naturally positive under conditions of understaffing, repeated abuse, low pay, or unfair monitoring. Authentic service is more likely when the work environment protects employees and gives them practical means to solve customer problems.

2.2 EMOTIONAL LABOUR IN CUSTOMER SERVICE SETTINGS

Customer service work differs from many other occupations because the employee's emotional display is frequently part of the service product. In hotels and restaurants, guests may expect warmth, reassurance, and personal attention. In retail, customers may look for enthusiasm, product confidence, and patience. In call centres, voice becomes the primary channel through which competence and courtesy are communicated. In banking, insurance, health support, and public-service helpdesks, employees may need to explain complex procedures while calming anxious or dissatisfied users. The emotional demands of these jobs are therefore closely connected to the service context and the stakes of the customer's concern.

Customer incivility is a major challenge in frontline service roles. Employees may face raised voices, personal criticism, repeated interruptions, unreasonable demands, discriminatory remarks, or threats of negative online ratings. Even when such behaviour does not reach the level of formal harassment, it can create a hostile emotional environment. Workers are often expected to de-escalate the situation without responding defensively. This expectation can be particularly difficult when organisational policies prioritise the idea that the customer is always right, regardless of the employee's safety or dignity.

Technology can intensify emotional labour by making service interactions more observable and measurable. Customer satisfaction scores, call recordings, mystery shopping, response-time targets, live dashboards, chat transcripts, and social-media reviews may make employees feel that every interaction is being judged. These tools can provide useful feedback, but they can also encourage rigid scripting and continuous self-monitoring. When performance systems value smiles, greetings, or closing phrases more than problem resolution and employee well-being, emotional labour can become performative rather than genuinely service-oriented.

The occupation-specific pattern of emotional labour also reflects employment conditions. Temporary staff, new recruits, outsourced workers, and employees with limited bargaining power may have fewer opportunities to challenge unfair expectations or seek support. Workers in high-volume environments may have little time between customers, while those in complaint-handling roles may absorb the emotional consequences of organisational failures they did not create. A meaningful analysis of emotional labour must therefore include workload, authority, staffing, pay, supervision, and employment security rather than focusing only on individual coping skills.

3. OBJECT OF STUDY

The primary object of this study is to examine emotional labour in customer service occupations and to understand how emotional display requirements shape employee well-being, customer experience, and organisational outcomes. The study focuses on frontline roles in which workers interact directly with customers through face-to-face, telephone, digital, or mixed channels.

The analysis considers the main emotional labour strategies used by service workers, including surface acting, deep acting, and naturally felt emotional expression. It also examines the conditions that increase or reduce emotional demands, such as interaction frequency, customer incivility, role clarity, performance monitoring, staffing, autonomy, peer support, supervisory behaviour, and access to breaks or recovery time.

A further objective is to identify the pathways through which emotional labour affects

occupational outcomes. These pathways include emotional dissonance, fatigue, burnout, job satisfaction, work engagement, customer trust, perceived service quality, complaint resolution, turnover intention, and professional identity. The paper treats these outcomes as interconnected rather than separate because employee experience and customer experience are often produced within the same service encounter.

Finally, the study explores organisational practices that can make emotional labour more sustainable. These include realistic display rules, respectful customer conduct policies, training in conflict management, fair evaluation systems, supervisor support, adequate staffing, meaningful employee voice, recovery opportunities, and recognition of emotional effort as part of skilled service work.

3.1 CORE DIMENSIONS OF EMOTIONAL LABOUR

This subsection identifies the dimensions through which emotional labour is experienced and assessed in customer service occupations.

- Frequency of interaction: the number of customer encounters that require emotional regulation during a work period.
- Duration of interaction: the time for which employees must maintain a regulated emotional display during a call, meeting, transaction, or complaint process.
- Intensity of display rules: the degree to which an organisation requires warmth, enthusiasm, calmness, empathy, apology, or deference.
- Surface acting: alteration of outward expression while felt emotion remains different from the expression shown to the customer.
- Deep acting: effort to change internal feeling through empathy, reappraisal, perspective taking, or other emotion-regulation strategies.
- Emotional dissonance: the tension experienced when employees repeatedly display emotions that conflict with their actual feelings.
- Customer incivility and conflict: exposure to rude, hostile, unreasonable, or abusive customer behaviour that increases emotional regulation demands.

- Recovery and support: access to breaks, peer support, supervisory assistance, debriefing, and resources that help employees restore emotional energy.

Together, these dimensions show that emotional labour is not a single behaviour. It is a combination of job demands, regulation strategies, interpersonal conditions, and organisational resources.

3.2 OCCUPATIONAL AND ORGANISATIONAL CONDITIONS

The emotional demands of customer service are strongly influenced by job design. High interaction volume, tight response-time targets, unpredictable customer flow, insufficient staffing, limited decision-making authority, and unclear escalation procedures can make it difficult for employees to provide calm and respectful service. In such conditions, workers may be required to absorb customer frustration while lacking the authority to correct the underlying problem. Emotional labour then becomes more demanding because employees must manage both the customer's emotions and their own sense of powerlessness.

Supervisory practice is another major condition. Supervisors influence emotional labour when they model respectful communication, intervene during abusive encounters, distribute workload fairly, provide feedback privately, and acknowledge the strain of complaint handling. Conversely, supervisors may intensify emotional demands when they monitor workers only for scripted friendliness, dismiss customer abuse as normal, or penalise employees for setting reasonable boundaries. Supportive leadership can therefore change the meaning of emotional labour from forced compliance to professional care supported by the organisation.

Organisational culture also shapes whether employees can express concerns. A workplace that allows workers to discuss difficult encounters, request assistance, and report harassment is more likely to prevent chronic emotional depletion. In contrast, a culture that treats emotional strain as a personal weakness may encourage silence and turnover. The availability of employee voice is particularly important in service settings because frontline workers often possess direct knowledge of recurring customer problems, confusing

processes, product failures, and policy gaps that generate emotional conflict.

3.3 OUTCOMES FOR EMPLOYEES, CUSTOMERS, AND ORGANISATIONS

For employees, emotional labour may affect well-being through both short-term and long-term routes. Short-term effects can include irritability, tiredness, reduced concentration, and difficulty recovering after a shift. When emotional dissonance is frequent and support is weak, longer-term outcomes may include emotional exhaustion, cynicism, sleep disturbance, reduced job satisfaction, and intention to leave. These outcomes are not inevitable, but they become more likely when workers face repeated conflict without control, recognition, or relief.

For customers, emotional labour can influence perceptions of courtesy, trust, competence, and fairness. A calm and respectful interaction may help a customer feel heard even when the requested outcome cannot be provided. However, customers can often detect scripted or inauthentic expression, especially in longer conversations. Service quality is therefore better supported by employees who have accurate information, discretion to solve problems, and enough time to engage sincerely rather than by employees who are required to perform positivity under impossible conditions.

For organisations, unmanaged emotional labour can lead to absenteeism, turnover, lower service consistency, complaints, and hidden costs related to recruitment and training. Sustainable emotional labour practices, by contrast, can support retention, customer loyalty, teamwork, and organisational reputation. This makes emotional labour a strategic issue as well as an occupational health issue. The emotional climate of frontline work influences not only how employees feel but also how customers experience the organisation.

4. RESEARCH METHODOLOGY

The present study adopts a review-based, descriptive, analytical, and comparative methodology to examine emotional labour in customer service occupations. The approach draws on foundational and contemporary literature in organisational behaviour, occupational psychology, service management, emotion regulation, and

employee well-being. It synthesises conceptual models and empirical findings in order to explain how emotional demands arise in customer-facing roles and how they influence work outcomes.

The study uses secondary sources including scholarly books, peer-reviewed journal articles, review studies, and established theoretical contributions on emotional labour, service encounters, customer behaviour, burnout, and workplace emotion regulation.

Component	Description
Research Type	Review-based, descriptive, analytical, comparative
Approach	Occupational psychology, service management, and organisational behaviour analysis
Data Source	Peer-reviewed literature, foundational texts, review studies, and empirical research
Analysis Method	Thematic synthesis of emotional demands, regulation strategies, outcomes, and supports
Focus Area	Frontline customer service roles in retail, hospitality, call centres, banking, transport, and service support

4.2 SOURCES AND ANALYTICAL CATEGORIES

The study considers the following evidence categories for evaluation:

- Foundational theories and conceptual models of emotional labour and emotion regulation at work.
- Empirical studies on service employees, customer interactions, burnout, job satisfaction, performance, and turnover.
- Research on customer incivility, supervisory support, display rules, service quality, and workplace recovery.
- Comparative literature covering face-to-face, telephone-based, and digital customer service settings.

Each source is analysed with reference to:

- The emotional demand or display rule involved in the customer service role.
- The employee strategy used to manage expression and internal feeling.
- The individual, customer-related, or organisational outcome linked to that strategy.
- The job resources or workplace practices that may reduce strain or improve service sustainability.

5. DATA ANALYSIS

The reviewed literature indicates that emotional labour operates through a sequence of linked processes. Organisations establish

The material is interpreted through a thematic framework that connects emotional labour strategies with job demands, workplace resources, customer interactions, and organisational consequences.

4.1 RESEARCH DESIGN

The research follows a descriptive and comparative design to synthesise established knowledge on emotional labour and its relevance for customer service occupations.

service expectations, workers interpret those expectations during customer encounters, employees use one or more regulation strategies, and the resulting interaction affects both employee well-being and customer perception. This sequence is influenced by the practical conditions of work. A supportive environment can make emotional regulation manageable, while a high-pressure environment can turn routine interaction into continuous strain.

Surface acting appears most likely when workers feel required to display a particular emotion but do not have the time, authority, or psychological space to genuinely engage with the customer's concern. This strategy can be useful for short, routine, or safety-sensitive interactions, because it helps prevent an immediate escalation. Its costs rise when it becomes the dominant approach across long shifts. Repeatedly performing friendliness while feeling anger, anxiety, or helplessness may increase emotional dissonance and reduce the worker's sense of authenticity.

Deep acting may be more sustainable when employees have training, autonomy, and access to information that enables them to resolve the customer's issue. Perspective taking and cognitive reappraisal can help employees interpret customer frustration as a response to a difficult situation rather than as a

personal attack. However, deep acting should not be romanticised. It still requires mental effort, and it cannot compensate for systems that expose employees to unreasonable demands, abusive conduct, or policies they cannot explain or change.

Interaction intensity is a key factor. An employee who handles a few complex conversations with sufficient time may experience emotional labour differently from an employee who handles dozens of rapid interactions under monitoring. High-volume customer service reduces opportunities for recovery and may increase the use of surface acting because employees must move quickly from one emotional situation to another. The cumulative effect of many small demands can be as important as a small number of severe conflicts.

Customer incivility strengthens the relationship between emotional labour and strain. When customers are disrespectful, employees may need to suppress natural defensive responses while still meeting service standards. The problem becomes more serious when workers believe that supervisors will not support them or when negative customer feedback is accepted without investigation. Clear escalation channels, manager intervention, and consistent policies against abuse can reduce this burden by showing that respectful service is a mutual expectation rather than a one-sided obligation.

The evidence also suggests that employee well-being and customer satisfaction should not be treated as competing goals. Customers are more likely to receive calm, accurate, and caring service when employees are adequately staffed, trained, trusted, and protected. Policies that improve job resources can therefore enhance both employee experience and customer outcomes. The strongest service systems are not those that demand constant positivity; they are those that give workers the capacity and authority to respond effectively and humanely.

6. DISCUSSION

The findings show that emotional labour is a core part of customer service work, not a peripheral quality that employees provide voluntarily. Organisations often rely on emotional expression to create a consistent service identity, but the effort involved is

frequently overlooked because it is difficult to quantify. This invisibility can lead managers to evaluate employees only through observable behaviour, such as greeting style or customer ratings, without recognising the emotional regulation required to maintain that behaviour in difficult circumstances.

An important implication is that service organisations should distinguish between professional courtesy and enforced emotional submission. Professional courtesy involves respectful communication, patience, and a commitment to problem solving. Emotional submission occurs when employees are expected to tolerate humiliation, abuse, or unreasonable demands in order to preserve a customer-facing image. The first can be supported through training and service standards; the second should be prevented through clear organisational boundaries and worker protection policies.

The discussion also indicates that display rules should be realistic and context-sensitive. A warm, enthusiastic style may be appropriate in retail or hospitality, while a calm, reassuring style may be more suitable in banking, health support, or complaint handling. Requiring the same expressive behaviour in every situation can make service feel artificial and may undermine trust. Organisations should allow employees to adapt their communication while maintaining core principles of respect, accuracy, and responsiveness.

Managerial support is critical because supervisors determine how emotional labour is acknowledged in daily practice. Supportive supervisors notice signs of overload, assist with escalated interactions, provide constructive feedback, and prevent customer abuse from being normalised. They also help employees learn from difficult encounters without turning every mistake into a personal failure. In contrast, a monitoring-heavy approach that rewards only scripted positivity can increase anxiety and discourage employees from reporting genuine problems.

Customer service technologies should be designed with emotional sustainability in mind. Performance dashboards, quality monitoring, automated customer ratings, and conversational scripts can be useful, but they should not reduce employees to visible emotional outputs. Metrics should include

problem resolution, accuracy, fairness, and employee workload alongside friendliness scores. Organisations should also provide clear mechanisms for employees to challenge unfair ratings, report abusive interactions, and access support after severe incidents.

Finally, the findings reinforce that emotional labour is connected to broader questions of fairness in service employment. Gendered expectations, status differences, contract insecurity, and unequal exposure to customer abuse can shape who performs the most emotional work and who receives recognition for it. A responsible service organisation should therefore examine emotional labour through the lenses of job quality, inclusion, dignity, and occupational health, not only through customer satisfaction indicators.

7. CONCLUSION

This study concludes that emotional labour is an essential dimension of customer service occupations because frontline employees are regularly required to regulate expression, manage interpersonal tension, and create a respectful service environment. The emotional component of service work influences how customers interpret quality, how employees experience their jobs, and how organisations maintain their reputation.

The analysis shows that emotional labour can produce both positive and negative outcomes. Surface acting, especially when frequent and unsupported, is associated with emotional dissonance and exhaustion. Deep acting and naturally felt expression may support better interaction quality when employees have adequate autonomy, training, and organisational resources. The most damaging conditions arise when employees are expected to absorb customer hostility while lacking authority, support, recovery time, or protection from unfair treatment.

Sustainable customer service requires organisations to recognise emotional labour as skilled work. Effective policies should combine realistic display rules, respectful customer conduct standards, supportive supervision, fair performance systems, adequate staffing, employee voice, and accessible well-being resources. By doing so,

9. REFERENCES

1. Ashforth, B. E., and Humphrey, R. H. (1993). *Emotional labor in service roles: The influence of identity*. *Academy of Management Review*, 18(1), 88-115.

organisations can protect employee dignity while strengthening customer trust and service quality.

8. RECOMMENDATIONS

Based on the study, the following recommendations may strengthen the management of emotional labour in customer service occupations:

- Recognise emotional labour explicitly in job descriptions, training programmes, performance discussions, and workforce planning.
- Develop clear, realistic display rules that emphasise respect and problem solving rather than compulsory cheerfulness in every interaction.
- Establish zero-tolerance procedures for customer abuse, harassment, discriminatory remarks, threats, and repeated intimidation of employees.
- Provide supervisors with training in de-escalation, supportive feedback, trauma-informed response, and fair handling of customer complaints.
- Ensure adequate staffing, manageable interaction volume, and protected breaks so that employees can recover between emotionally demanding encounters.
- Give frontline employees sufficient authority to resolve common customer issues without unnecessary escalation or helplessness.
- Use customer ratings and quality-monitoring systems alongside indicators of problem resolution, workload, fairness, and employee well-being.
- Create confidential mechanisms for employees to report abusive interactions, unfair ratings, emotional strain, and recurring service barriers.
- Offer practical training in emotion regulation, communication, conflict management, empathy, boundary setting, and peer support.
- Review emotional labour risks regularly through employee feedback, turnover data, absenteeism patterns, customer complaints, and occupational health assessments.

2. Bolton, S. C. (2005). *Emotion Management in the Workplace*. Palgrave Macmillan.
3. Brotheridge, C. M., and Grandey, A. A. (2002). Emotional labor and burnout: Comparing two perspectives of "people work". *Journal of Vocational Behavior*, 60(1), 17-39.
4. Brotheridge, C. M., and Lee, R. T. (2003). Development and validation of the Emotional Labour Scale. *Journal of Occupational and Organizational Psychology*, 76(3), 365-379.
5. Diefendorff, J. M., Croyle, M. H., and Gossierand, R. H. (2005). The dimensionality and antecedents of emotional labor strategies. *Journal of Vocational Behavior*, 66(2), 339-357.
6. Grandey, A. A. (2000). Emotion regulation in the workplace: A new way to conceptualize emotional labor. *Journal of Occupational Health Psychology*, 5(1), 95-110.
7. Grandey, A. A. (2003). When "the show must go on": Surface acting and deep acting as determinants of emotional exhaustion and peer-rated service delivery. *Academy of Management Journal*, 46(1), 86-96.
8. Grandey, A. A., Diefendorff, J. M., and Rupp, D. E. (Eds.). (2013). *Emotional Labor in the 21st Century: Diverse Perspectives on Emotion Regulation at Work*. Routledge.
9. Groth, M., Hennig-Thurau, T., and Walsh, G. (2009). Customer reactions to emotional labor: The roles of employee acting strategies and customer detection accuracy. *Academy of Management Journal*, 52(5), 958-974.
10. Gross, J. J. (1998). The emerging field of emotion regulation: An integrative review. *Review of General Psychology*, 2(3), 271-299.
11. Gross, J. J. (2015). Emotion regulation: Current status and future prospects. *Psychological Inquiry*, 26(1), 1-26.
12. Hochschild, A. R. (1983). *The Managed Heart: Commercialization of Human Feeling*. University of California Press.
13. Hülshager, U. R., and Schewe, A. F. (2011). On the costs and benefits of emotional labor: A meta-analysis of three decades of research. *Journal of Occupational Health Psychology*, 16(3), 361-389.
14. Kim, H. J. (2008). Hotel service providers' emotional labor: The antecedents and effects on burnout. *International Journal of Hospitality Management*, 27(2), 151-161.
15. Kruml, S. M., and Geddes, D. (2000). Exploring the dimensions of emotional labor: The heart of Hochschild's work. *Management Communication Quarterly*, 14(1), 8-49.
16. Mann, S. (1999). Emotion at work: To what extent are we expressing, suppressing, or faking it? *European Journal of Work and Organizational Psychology*, 8(3), 347-369.
17. Martinez-Inigo, D., Totterdell, P., Alcover, C. M., and Holman, D. (2007). Emotional labour and emotional exhaustion: Interpersonal and intrapersonal mechanisms. *Work and Stress*, 21(1), 30-47.
18. Morris, J. A., and Feldman, D. C. (1996). The dimensions, antecedents, and consequences of emotional labor. *Academy of Management Review*, 21(4), 986-1010.
19. Pugh, S. D. (2001). Service with a smile: Emotional contagion in the service encounter. *Academy of Management Journal*, 44(5), 1018-1027.
20. Rafaeli, A., and Sutton, R. I. (1987). Expression of emotion as part of the work role. *Academy of Management Review*, 12(1), 23-37.
21. Scott, B. A., and Barnes, C. M. (2011). A multilevel field investigation of emotional labor, affect, work withdrawal, and gender. *Academy of Management Journal*, 54(1), 116-136.
22. Totterdell, P., and Holman, D. (2003). Emotion regulation in customer service roles: Testing a model of emotional labor. *Journal of Occupational Health Psychology*, 8(1), 55-73.
23. Van Kleef, G. A. (2009). How emotions regulate social life: The emotions as social information model. *Current Directions in Psychological Science*, 18(3), 184-188.
24. Wharton, A. S. (1993). The affective consequences of service work: Managing emotions on the job. *Work and Occupations*, 20(2), 205-232.
25. Wharton, A. S. (2009). The sociology of emotional labor. *Annual Review of Sociology*, 35, 147-165.
26. Zapf, D. (2002). Emotion work and psychological well-being: A review of the literature and some conceptual considerations. *Human Resource Management Review*, 12(2), 237-268.

27. Zapf, D., Vogt, C., Seifert, C., Mertini, H., and Isic, A. (1999). Emotion work as a source of stress: The concept and development of an instrument. *European Journal of Work and Organizational Psychology*, 8(3), 371-400.
28. Zhan, Y., Wang, M., and Shi, J. (2016). Interpersonal process of emotional labor: The role of negative and positive customer treatment. *Personnel Psychology*, 69(3), 525-557.