

# Call Center Workers Emotional Labor and its Influence on their Performance in Dealing with Senior Citizens in Jordan Telecommunication Companies

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## Abstract

The current study examines the influence of the emotional labor of call center workers on their dealing with senior customers in their job on daily bases. The sample of the study consisted of (250) employee within the call center department in the three major telecommunication companies in Jordan. After distributing the questionnaire of the study; (231) questionnaires were properly filled for statistical analysis. The results of the study showed that among the dimensions of EL; surface acting appeared to be the most influential variable on the performance of the employees and the most one used among the sample of the study. In addition to that, it appeared that organizations which have a call center department tend to train their employees on the bases of surface acting in order for them to be able to deal with all types of customers and present the best performance they can.

**Keywords:** Emotional Labor (EL), surface acting, deep acting, genuine emotion

## 1. Introduction

A typical conviction held by numerous businesses is that there is a high connection between's representatives' smiling faces and expanding income. Show friendliness and enthusiasm to provide the service, for instance, are thought to build consumer loyalty, enhance deals instantly, result in expanded rehash business, and at last, budgetary achievement. Therefore, when confronting troublesome clients, workers are still anticipated that by the organization would do what it takes to change the circumstance into a positive interaction. Negative enthusiastic are denied, as well as, positive passionate presentations are required.

According to Chu (2002), a representative's friendly face is no longer a private thing, however an open demonstration that is controlled by business supervision. Rules for emotional presentations are created, and preparing projects are required. Workers experience occasional sessions to figure out how to smile sincerely and how to change private outrage (or restlessness) into open compassion and benevolence. Through these sorts of practices, workers figure out how to smother their actual sentiments and show the feelings that the association wants.

Hochschild (1983) initially uncovered this emotional demand on specialist organizations in her investigation of flight attendants. She instituted the expression "emotional labor" to portray this word related to passionate request. As indicated by Hochschild (1983), enthusiastic work is characterized as the administration of feeling to make a freely detectable facial and substantial show; passionate work is sold for a wage and along these lines has trade esteem. This definition expressly depicts that specialist organizations are required to direct or deal with their feelings and show those feelings for business purposes. These "showed" feelings have monetary esteem, which can be changed into wages, pay rates, or tips.

## 2. The Concept of Emotional Labor

According to Wharton (2009) the term emotional labor refers to *"The process by which workers are expected to manage their feelings in accordance with organizationally defined rules and guidelines"* (P.147). While Lazanyi (2004) noted that emotional labor refers to whatever feeling an employee has to show for their organization, colleagues, customers, and job. On the other hand; Choi and Kim (2015) argued that with the development of the

research on the human behavior field there appeared no clear definition for the term emotional labor noting that the sound of the term itself is somewhat related to the feeling of an individual (employee).

The Emotional Labor Theory manages feelings which workers feel, or claim to feel, to meet their occupation prerequisites. In any case, the possibility of enthusiastic work is the administration of sentiments to make substantial and facial showcases consistent with social necessities. Passionate work has trade esteem, since it is paid wages for (Liu and Zhang, 2014).

This definition recommends that enthusiastic work is principally valuable to the business and association. A uniform conduct by all representatives will bring about productive satisfaction of obligations, arrangement of great administrations, and consistent clients. Enthusiastic work improves the productivity of working, diminishes the need of direct control, and reduces interpersonal issues. Then again, writing information demonstrates that the impacts which passionate work has on people are overwhelmingly pessimistic. A noteworthy reason for the advancement of negative impacts on representatives is that, through executing passionate mandates, managers restrict their workers' entitlement to unconstrained activity (Grandey, 2000).

Moreover, the relatively higher rate of mental-physical illness among experts who perform emotional work is a fact supported by information from clinical reviews. As Schaubroeck and Jones (2000) have pointed out, the underlying engine of higher rates of tumors and cardiovascular disease coming due to a non-renounceable framework is to be seen in permanently hiding emotions.

Integrators distinguish guide with pre-requisites excited regularly as the unit is inseparable with fatigue. In addition, if the individual even neglects to meet the prerequisites at work, the psychic check procedure of his/her social character will be harmed, which will prompt to a feeling of futility and additionally expanded affinity to submit suicide (Burke, 1991).

Payne, Jick and Burke (1982) presumed that enthusiastic work influences intense and lasting perspectives similarly. Therefore of negative impacts, an individual may lose his/her slant or inclination, as well as capacity to perform passionate work.

### **3. Problem Statement**

One of the professions which have been known to deal a lot with the idea of emotional labor is workers in the field of call centers. The profession of a call center is known as a physical place where customer and other telephone calls are handled by an organization, usually with some amount of computer automation. What characterizes the call center professions is the fact that an employee has to deal lively and directly with multiple segments of the society in order to solve technical problems, answer inquiries, and guide customers into certain problem solving techniques.

Given that a call center employee has to deal with different segments of the society, then dealing with senior citizens is one of the segments that an employee has to deal with. It is widely known that with the aging process there come many complications that an individual goes through; one of them is the fact that they need more time in understanding and comprehending stuff such as technology and technical issues. The call center agent (employee) has to be aware of this idea and has to put into perspective that a senior customer inquiring about a certain idea might need more time compared to young customers and other segments of the society.

### **4. Aim of the Study**

Based on the argument above, and launching from the fact that there have been many studies which took into perspective the influence of the idea of emotional labor (EL) on the performance on the employees, and how the customers receive the service; the current research study aims at examining the influence of the call center workers emotional labor on their performance in dealing with senior citizens in Jordan telecommunication companies.

### **5. Hypotheses of the Study**

In order to achieve the aim of the study; the author has focused on some aspects so as to study them through the methodology of the study. The dimensions of the EL have been chosen in order to understand their influence on the performance of the call center employees in dealing with senior citizens.

The main hypothesis will be:

There is a statistically significant relationship between emotional labor and the performance of the employee in dealing with senior citizens.

The sub-hypotheses will be;

**H<sub>01</sub>:** There is a statistically significant influence of surface acting on the performance of the call center employees in dealing with senior citizens in telecommunication companies in Jordan.

**H<sub>02</sub>:** There is a statistically significant influence of deep acting on the performance of the call center employees in dealing with senior citizens in telecommunication companies in Jordan.

**H<sub>03</sub>:** There is a statistically significant influence of genuine emotion on the performance of the call center employees in dealing with senior citizens in telecommunication companies in Jordan.

## 6. Model of the Study

Based on the previous set of hypotheses; the author has developed the following model launching from a study by Monaghan (2006) titled: *Emotional Labor in Customer Service Work: The Perceived Difficulty and Dispositional Antecedents*".

Based on that, the model of the study will be as following:

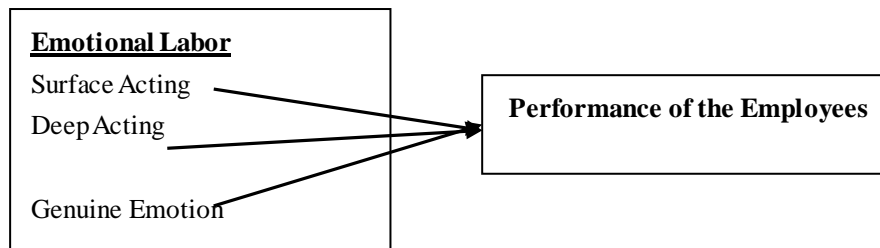


Figure 1. Model of the Study

## 7. Literature Review

### 7.1 Emotional Labor

Emotions are sentiments that individuals encounter, decipher, ponder, express, and oversee. They emerge through social cooperation, and are impacted by social, interpersonal, and situational conditions. Generally, in our day by day lives, we frequently wind up stifling sentiments and presenting all the more socially acknowledged feeling that is regarded more fitting. For instance, demonstrating fervor about an associate's advancement or stifling annoyance while being cut off by somebody in a holding up line. Managing one's feelings to consent to social standards then is alluded to as "Emotional Labor" (Monaghan, 2006).

The sociologist Arlie Russell Hochschild coined the term "Emotional Labor" back in 1983 in her book title: "The Managed Heart: The Commercialization of Feeling". In her book, Hochschild defined emotional labor as "The management of feeling to create a publicly observable facial and bodily display" (P.7). This definition of Hochschild originated from the dramaturgical point of view of client interaction, where the client is the group of onlookers, the worker is the performing artist, and the work setting is the stage. In this viewpoint, the execution includes impression administration of administration workers where performing artists may utilize expressive gadgets keeping in mind the end goal to accomplish a certain objective. At the end of the day, overseeing feelings is one path for workers to accomplish authoritative objectives. In the event that a worker were to express a discouraged temperament or outrage toward a collaborator or client, that would destroy the execution. Hochschild's (1983) dramaturgical viewpoint offered two principle routes for on-screen characters to oversee feelings: through surface acting, where one directs the enthusiastic expressions, and through deep acting, where one intentionally alters sentiments keeping in mind the end goal to express the fancied feeling.

### 7.2 Determinants of EL

According to Choi and Kim (2015) there are two different determinant of emotional labor, the first is the individual characteristics, and the other is the job characteristics, it is said that these two concepts have an influence on the emotional labor in an individual.

Individual characteristics is one of the predecessors that influence emotional labor, the factors identified with individual qualities are (emotional contagion, empathic concern and job emotion). Emotional contagion alludes to an inherent affectability of a characteristic osmosis with the feeling communicated by others, where a procedure of intellectual elucidation is not included in offering the feeling to others. Individuals with emotional contagion effectively relate to others sincerely in light of the fact that they express their feeling effortlessly, however feel focused on immediately when they smother their feeling. In this way, emotional contagion can emphatically influence emotional labor. (Chu (2002) found that emotional contagion significantly affects the

profound acting of representatives. Interestingly, Brotheridge and Grandey (2002) uncovered that emotional contagion influences surface acting. It is derived that the distinction in the outcomes is inferable from the distinction in tests.

### *7.3 Dimensions of Emotional Labor*

There are many dimensions of emotional labor, for instance, Morris and Feldman (1996) noted that there are four dimensions for the concept of emotional labor which are (*frequency of appropriate emotional display, attentiveness to required display rules, variety of emotions to be displayed, and emotional dissonance generated by having to express organizationally desired emotions not genuinely felt*) (P.1).

On the other hand, Hochschild (1979, 1983) stemmed her dimensions of the emotional labor based on their approach of performing. Hochschild depicts two sorts of emotional labor: surface acting and deep acting. Surface acting includes worker's recreating feelings that are not really felt, by changing their outward appearances (facial gestures, motions, or voice tone) when displaying required feelings. Deep acting happens when representative's sentiments don't fit the circumstance; then they utilize their preparation or past experience to work up fitting feelings.

However, Ashforth & Mael (1989) presented the idea of emotional labor with one more item launching from Hochschild's dimensions, they argued that emotional labor is a concept that is based on three main dimensions which are {surface acting, Deep acting and Genuine Emotions }.

As for the surface acting, it refers to the group of emotions that an individual feel but at the same time manages to cover these feeling through some of the surface factors like the face gestures, the appearance, the voice tone and the reactions (Brotheridge & Lee, 2003). The deep acting is the set of emotions that individuals have which don't suit the situation that they are in, so, they use their experience in working out these feeling and transform them into a feeling that is much appropriate to the scene. As for the third dimension which is the genuine emotion, it refers to the state were the surface acting and the deep acting are disabling the individual from showing their true feelings towards a certain situation (Choi, Kim and Kin, 2014).

### *7.4 EL and Performance*

Performance is defined as the set of skills, abilities, duties, and knowledge that are required in order to be able to measure a certain level of achievement (Dobre, 2013). Based on that definition, the idea of performance is deeply influenced by the external environment factors that impose some certain aspects of changes on the employees. One of these factors is the emotional labor. On that notion; Chao, Xinmei and Zizhen (2013) noted that emotional labor along with its dimensions deeply influence the creativity of the employee which in it turn can influence their performance. The authors argue that when there is a logical level of emotional labor, and with some support from the supervisors and the top management in organizing the set of emotions that employees develop towards their job with the course of time; the creativity of the employee can highly be influenced which may lead to a better performance.

On the other hand, Mohan Bursalı, Bağcı and Bayrak Kök (2014) noted that there is a relationship between emotional labor and the performance of the job. The authors add that there is no way that an individual can separate between emotions and the job they are doing, positive emotions lead to better work, negative emotions lead to a low performance. In addition to that, the authors noted through the study that natural (genuine) emotions were valued more compared to surface of deep acting emotions which gives an indication that genuine emotions in the work place are mostly appreciated by employees in developing their performance.

### *7.5 EL and Call Center Profession*

In a study by Goodwin, Groth and Frenkel (2011) in which the authors aimed at examining the influence of EL strategies (surface acting and deep acting) on the overall performance of call center employees. Through an online survey which was completed by call center employees from two different large financial services organizations the employees were asked about their use of the surface and deep acting strategies in order to overcome some of the obstacles that face them in their job. The results of the study noted that employees of the call center department were more attached to the surface acting strategy which has lead them to a certain level of emotional exhaustion while the deep acting was not attached to the employees daily reactions and emotions.

Another study by Holman, Chissick and Totterdell (2002) about the role of performance monitoring on the emotional labor of the employees. The study was applied on a sample of 347 call center employees in two different UK call centers. The results of the study showed that the intensity in the performance monitoring has lead to some sort of emotional exhaustion which negatively influence the performance of the employees in dealing with daily problems and negatively influence the problem solving skills that employees had.

## 8. Methodology

The nature of the current research is positivist. Positivist research is some type of researches in which the author seeks to gain knowledge using scientific approaches in accordance with the chosen tool of the study. In this sense, the method of the current research is quantitative in its approach and aims at extracting knowledge from the environment on which the application is taking place.

### 8.1 Tool of the Study

The current research study has adopted a questionnaire in order to collect the needed data from the sample of the study. The questionnaire was built by the researcher himself with some aid from previous researches which examined one or more of the variables of the current study.

### 8.2 Population and Sample

The population of the study consisted of all telecommunications companies in Jordan which was only 3 companies so the author has chosen to take them all as the sample of the study. Call center employees were chosen to form the sample of the study. A convenience sample of (250) employees were chosen to complete the questionnaire. However, (231) employees filled the questionnaire in a proper way that enabled the statistical processing.

### 8.3 Statistical Processing

The following statistical processes were used to analyze the collected data of the current research study.

1. Multiple Regressions
2. Descriptive Analysis
3. Reliability Test

## 9. Analysis and Discussion

The following section will present the analysis of the data which were gathered through the questionnaire. The section will be divided into two parts; the first is the demographic variables while the second part is the analysis of the variables of the study in accordance with the questions of the survey.

### 9.1 Demographic Variables

Percentages and frequencies were computed to the responses of the sample of the study.

Table 1. Sample's Distribution According to Demographic Information

Category	Freq.	%
<b>Gender</b>		
Male	160	69.3
Female	71	30.7
<b>Age</b>		
22-27	122	53
28-33	85	37
34 - 40	24	10
Over 41	-	-
<b>Marital Status</b>		
Single	170	74
Married	44	19
Divorced	17	7
<b>How long have you been a call center employee ?</b>		
2 - 4	201	87
5 - 7	30	13
8 - 10	-	-
Over 10	-	-
<b>Total</b>		<b>231</b>

According to table 1 above, more than half of the sample was males with a percentage of 69.3% while the percentage of the females was 30.7% which reveals that most of the workers in the three major telecommunication companies in Jordan were males. This result can be attributed to the nature of the work which requires long and late hours of working which appeared to be suiting males more than females. As for the variable of the age; it appeared that 53% of the sample was young employees with age range of 22-27 years old; this result can be attributed to the fact that most people don't look at call center as a profession more than a source of income. The marital status here also showed that the highest rank came for single people with a percentage of 74% while 19% of the sample was married people and 7% of the sample was divorced, again the

result here matches the result of the age range. The question which was asked in the questionnaire: "How long have you been a call center employees?" assures what was mentioned before of the fact that people don't look at call center as a profession; it is more of a source of income or a temporary job with a percentage of 87% of the respondents who have been working as call center employee for 2-4 years and 13% worked from 5-7 years, none of the respondents spent more than 7 years in the job.

### 9.2 Variables of the Study

The following table presents the descriptive analysis of the questionnaire paragraphs according to the responses of the sample.

Table 2. Descriptive analysis of questionnaire

	N	Minimum	Maximum	Mean	Std. Deviation
<b>Performance</b>					
My job requirements go beyond my physical or mental duties	231	1.00	5.00	3.8095	1.48268
I tend to avoid my feelings at work when dealing with senior customers	231	1.00	5.00	3.7359	1.47868
I don't connect my feelings to the job that I do, it is just a job	231	1.00	5.00	4.0563	1.31920
I find it challenging when I face angry or unpleasant senior customers	231	1.00	5.00	3.8182	1.44818
My company has trained me to deal with angry and dissatisfied customers	231	1.00	5.00	3.8918	1.48074
The feelings that I have for my job influences my personal life	231	1.00	5.00	3.8701	1.48924
The feelings that I have towards unpleasant customers influences my performance	231	1.00	5.00	3.7489	1.58723
<b>Surface Acting</b>					
I fake positive emotions if I had to with senior customers	231	1.00	5.00	3.9091	1.41589
I always get caught when faking emotions with customers	231	1.00	5.00	3.8528	1.55059
I will actively feel the required emotion of the organization, not only change my expression	231	1.00	5.00	3.6970	1.56148
I often take senior customers easily even if I was angry	231	1.00	5.00	3.6883	1.54013
I always fix my mood when dealing with senior customers	231	1.00	5.00	3.6017	1.57613
I always show emotions that I don't feel at work	231	1.00	5.00	4.4805	1.05018
<b>Deep Acting</b>					
When I talk to a senior customer I always think of my parents to be patient with them	231	1.00	5.00	4.4589	1.07412
All of customers are the same so I show my true feelings	231	1.00	5.00	4.2468	1.27336
It is very easy for me to feel senior customers' emotion in the process of communication with them	231	1.00	5.00	4.2121	1.36510
The emotion I display before the customer is consistent with the abilities and the age of the customer not the regulations of the organization	231	1.00	5.00	4.1732	1.36585
When I need display joyful emotion before the customer, I will imagine the things in life which make me happy	231	1.00	5.00	4.1299	1.46273
<b>Genuine Emotion</b>					
I don't collocate my feeling according to the requirements of the job	231	1.00	5.00	4.2424	1.30621
I always let the customer know what I really feel	231	1.00	5.00	4.3247	1.18807
I can't feel something and act something else	231	1.00	5.00	4.1991	1.35909
I always hide my true emotions when I talk to a senior customer	231	1.00	5.00	4.1342	1.41550
I perform better when my supervisor knows my true feelings	231	1.00	5.00	4.0649	1.51518
Valid N (listwise)	231				

In analyzing the paragraphs that are related to the performance of the employees, and through the analysis in the above table (2), it was found out that the most influential paragraph of all was the 3<sup>rd</sup> paragraph articulated "I don't connect my feelings to the job that I do, it is just a job" with a mean of 4.0563 which indicates that employees are trained not to connect their feelings to their job circumstances in order to achieve the best performance available. According to Shmailan (2016) employees who connect their feelings to their jobs and tasks, or even show their feelings on their behavior towards the job tend to present a lower performance compared to those who separate between their real feelings and emotions. At the same time, Warholm (2010) noted that it is totally true to connect good feelings with the job but to a certain degree this may influence the performance of the employees because when the good feelings vanish from the job the performance of the employee will take another scheme and it will surely be badly influenced in a negative way.

The second variable of the study was the dimensions of the emotional labor which are the (surface acting, deep acting and the genuine emotion).

As for the variable of surface acting, as it is shown in the table above, the most influential paragraph appeared to

be the 13<sup>th</sup> paragraph articulated "I always show emotions that I don't feel at work" with a mean of 4.4805. This matches the results which came in the performance variable meaning that employees at the call center tend not to connect their true feelings to the job in order to give a good performance to the organization. In that sense, Lutgen-Sandvik and Fletcher (2011) noted that there must be a space for positive emotions in the job that an individual doing; but the positive emotions that the employee show don't have to be their real and genuine emotions, it might come as a temporary set of emotions that the employee interact with in a positive way in order to perform better and deal with the nature of the job that they are supposed to do. From that point, it can be seen that showing unreal emotions don't mean that a person act in a certain way that might be fake; but it is more of building a set of emotions that ease the process on the employee and at the same time give a better performance.

The following variable in the analysis is the deep acting; in the analysis, it appeared that the most influential paragraph was the 14<sup>th</sup> paragraph articulated: "When I talk to a senior customer I always think of my parents to be patient with them" with a mean of 4.4589. The idea behind the question was to match what came in the previous sections which revolve around building positive emotions in order to deal with a certain situation. In dealing with senior customers in the call center job; employees noted that they think of their parents in order to understand the situation of senior customers and help in understanding their attitude. In a report by Avaya (2011) it was highlighted that employees would be able to deal with any age range as long as they were aware of the fact that in a call center approach they are supposed to present the best customer experience there is. Being aware of that idea; employees would be able to connect the mission to the customer and help them.

The final variable here is the genuine emotion. In that variable, the most influential paragraph appeared to be the 20<sup>th</sup> paragraph articulate: "I always let the customer know what I really feel" with a mean of 4.3247. This indicates that some employees tend to give out their true emotions and feelings through the job tasks knowing that it wouldn't be the best choice to go through but they still have no control over their feelings. This appeared in an argument by Sharma and Sharma (2015) noting that genuine emotions are not that much apparent in the job performance as it deals directly with the idea of real inner emotions that an individual goes through.

### 9.3 Reliability

A reliability test was carried out using Cronbachs' alpha, to measure the internal consistency of a construct.

The recommended minimum acceptable limit of reliability (alpha) for this measure is (0.60). (Sekaran, 2003) The value was = 0.908 for the questionnaire. All values are accepted since they are more than 0.60.

Table 3. Reliability Statistics

<b>Reliability Statistics</b>	
Cronbach's Alpha	N of Items
.908	23

### 9.4 Regression

The hypotheses of the study appeared as follows:

H<sub>0</sub>1: There is a statistically significant influence of surface acting on the performance of the call center employees in dealing with senior citizens in telecommunication companies in Jordan.

H<sub>0</sub>2: There is a statistically significant influence of deep acting on the performance of the call center employees in dealing with senior citizens in telecommunication companies in Jordan.

H<sub>0</sub>3: There is a statistically significant influence of genuine emotion on the performance of the call center employees in dealing with senior citizens in telecommunication companies in Jordan.

Multiple regression is used to test above hypotheses, following results are found:

Table 4. Model Summary

<b>Model Summary</b>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.637 <sup>a</sup>	.406	.398	.74681
a. Predictors: (Constant), Genuine, Surface, Deep				

It is found out that R (0.637) is the correlation of the independent variables and the dependent variable. Also it is found that R Square (0.406), what the results mean is that (40.6 %) of the variance (R-Square) in the dependent variable has been significantly explained by the independent variables.

Table 5. ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	86.600	3	28.867	51.758	.000 <sup>a</sup>
Residual	126.602	227	.558		
Total	213.202	230			

a. Predictors: (Constant), Genuine, Surface, Deep

b. Dependent Variable: dep

Above table shows that F- value= 51.758 is significant at 0.05 level, that there is a statistically significant effect of independent variables on the dependent variable.

Also according to the coefficient test below; it was found that t \_value for independent variables (Surface and Deep) are significant at 0.05 levels, that means there is significant effect of each of them on the dependent variable.

Table 6. Coefficient Test

Model		Standardized Coefficients	
			Beta
1	(Constant)		
	Surface		.406
	Deep		.296
	Genuine		.051

According to Liu (2013); the training that the call center employees are subjugated to through their career path is based on the surface acting for the sake of being able to deal with all types of customers and specifically the senior ones bearing in mind their comprehension abilities and the fact that they might be dealing with something that they don't understand.

## 10. Findings and Conclusion

The current research study aimed at examining the emotional labor with its dimensions (surface acting, deep acting, and genuine emotion) and its influences on the performance of the call center employees when dealing with senior citizens. A questionnaire was used o a total of (231) call center employee in three major telecommunications companies in Jordan. the results of the study that in order to keep up the good performance; employees stick with the surface acting which refers to showing positive emotions through the changes in the external appearances like (facial gestures, motions, or voice tone).

Emotional labor is one of the factors that influence many aspects of the business. It can influence the employees' performance, organizational performance, organizational outcomes, and brand image among customers.

The concept of emotional labor along with its dimensions (surface acting, deep acting, and genuine emotion) that the employee show to customers can influence the overall evaluation of the service and the organization in general. Positive feelings and emotions can deeply change the evaluation of the service among customer; when an employee deals in a positive way an angry customer there would be a space for a certain degree of understanding and appreciation of the error that took place and a chance to regain the trust of the customer.

.According to the analysis of the study; the following set of findings was reached:

1. The sample of the study appeared to be facing a problem when dealing with emotions towards their job. Most of them appeared to be struggling in having the appropriate feelings towards the appropriate situation which influence their performance as they relied more on their feelings towards their job.
2. Individuals who had a certain level of management over their feelings had the chance to cope with their job and present the suitable emotions regardless of what they really feel.
3. Surface acting appeared to be the most influential dimensions of the chosen dimensions of emotional labor. Basically, surface acting refers to the state of 'faking' positive emotions when dealing with senior customers putting into perspective the nature and the abilities of this segment of the society in understanding technological terms and devices.
4. Thinking of appositive idea appeared to be a very good approach to overcome feelings of anger or distress during the working day for call center employees.
5. The training that companies provide for employees is one of the most important steps that frames their performance and guarantee the best outcomes of them.
6. The support of the supervisor 'management' is a very beneficial idea to support employees whose emotional labor has delivered them to emotional exhaustion.



7. There can be a space where employees can depend on the genuine emotions with their management but stick to the surface acting with the customers; this can be seen as a form of relief for employees to blow off some steam.

8. Most of the individual who appeared to be influenced by the emotional labor was females, while males were able to neglect their feelings and do what has to be done by them.

9. Most employees prefer to show fake feelings rather than actual genuine feelings in order to complete their job and reach the outcomes that are needed from them.

### 11. Future Recommendations

According to the conclusion, and looking at the findings of the study; the author recommends the following:

1. Training is a key factor in dealing with customers; employees must be trained on how to deal with angry or dissatisfied customers in a way that may resolve the problem without influencing the feelings of the employees.

2. Call center workers deal with different segments of the society, they are exposed to many types of people which in its turn may leave an influence on their personalities and may put them off working in such field; it is recommended that special rehabilitation programs must be built to train and guide people who work in that field.

3. All service organizations that have a call center must encourage their employees to stick to a certain degree of embracement with the customers so as to avoid emotional exhaustion among employees.

4. A smart employee would definitely develop emotions for their job and get attach to it as a daily activity that they do for a living; but, there shouldn't be a chance for the emotional labor to lead the employee to the state of emotional burnout which will influence their performance on the long run.

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