Emotional Labor and Job Performance of Ground Personnel in Thailand's Airline Industry

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Abstract

Background and Aims: In the airline industry, client satisfaction and service quality are critical, thus, understanding the impact of emotional labor on job performance is essential. While previous research has highlighted the importance of emotional labor, the specific effects of its dimensions - Surface Acting, Deep Acting, Emotional Consonance, and Suppression - on job performance remained underexplored. This study filled this gap by examining how these emotional labor strategies influence job performance among airline ground personnel.

Methodology: This study utilized a cross-sectional quantitative research design, employing purposive sampling to gather data from 100 airline ground personnel. A validated and adapted questionnaire was used to measure the dimensions of emotional labor and job performance. Descriptive statistics, including means and standard deviations, were calculated, and Pearson correlation analysis was conducted to assess the relationships between emotional labor strategies and job performance.

Results: The findings revealed high levels of Surface Acting (M = 4.03), Emotional Consonance (M = 4.04), and Suppression (M = 3.93), with moderate levels of Deep Acting (M = 2.81). Overall, job performance was rated positively (grand M = 4.07). Strong, significant correlations were observed

between emotional labor and job performance, particularly for Deep Acting (r = .743, p < .001) and Suppression (r = .753, p < .001). These results suggested that employees who engage more frequently in these strategies tend to demonstrate higher job performance.

Conclusions: The study underscores the critical role of emotional labor in the airline industry, demonstrating that specific emotional labor strategies are closely associated with enhanced job performance. For managers and policymakers, these findings highlight the importance of supporting employees in effectively managing their emotional labor to optimize job performance and overall service quality. The insights gained can inform targeted interventions and training programs aimed at improving employee satisfaction and performance.

Keywords: Emotional Labor; Job Performance; Non-experimental Quantitative Design; Correlation; Airline Industry

Introduction

Emotional labor plays a crucial role in the airline industry where client satisfaction and service quality are paramount. Employees are often required to manage and regulate their emotions to maintain a positive and customer-oriented demeanor, even in the face of demanding and challenging situations (Simillidou et al., 2020; Zhang et al., 2021). This emotional regulation is not just a matter of professionalism but a key component of delivering high-quality service. The broader implications of emotional labor extend beyond immediate customer interactions, influencing organizational outcomes such as employee well-being, turnover rates, and overall job performance (Hülsheger et al., 2020). Understanding the dynamics of emotional labor is thus crucial for both organizational success and the well-being of ground staff employees.

Despite the recognized importance of emotional labor, the specific ways in which its various dimensions - Surface Acting, Deep Acting, Emotional Consonance, and Suppression - impact job performance remain underexplored. Previous research has largely focused on the effects of emotional labor on employee turnover and well-being (Johnson et al., 2019), but there is a notable gap in understanding how these emotional labor strategies affect specific aspects of job performance. This is particularly relevant in the airline industry, where ground personnel face unique challenges such as high passenger turnover, inconsistent work hours, and emotionally demanding environments (Gabriel et al., 2018; Hur et al., 2018; Lee & Cheung, 2020). These factors

add complexity to the emotional labor required in service roles, making it essential to investigate how different strategies for managing emotions influence job performance metrics like stress levels, work environment satisfaction, and compensation (Ahmed & Ramzan, 2013; Li et al., 2021).

This study addressed the identified research gap by examining the relationship between emotional labor and job performance across various dimensions of emotional labor strategies. Drawing on Hochschild's Emotional Labor Theory, the research explores how Surface Acting, Deep Acting, Emotional Consonance, and Suppression influence job performance within the airline industry, particularly among ground personnel. The study employed a quantitative method, utilizing data collected from 100 airline ground personnel to analyze these relationships. By doing so, it aimed to contribute to the existing body of knowledge on emotional labor and provide actionable insights for improving employee well-being and service quality. The findings of this study are expected to offer valuable recommendations for management practices and employee training programs, ultimately enhancing both job performance and organizational outcomes in the airline industry (Kariou et al., 2021; Tang & Chen, 2023).

Objectives

The study aims to investigate the impact of emotional labor on job performance among employees in the airline industry. Specifically, the objectives of the research are:

1. To evaluate participants' levels of emotional labor in terms of the following identified dimensions:

    1.1 surface acting

    1.2 deep acting

    1.3 emotional consonance

    1.4 suppression

2. To assess participants' job performance about:

    2.1 stress management

    2.2 working environment condition

    2.3 workload

    2.4 salary
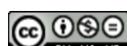
3. To examine the relationship between emotional labor and job performance within the context of the airline industry.

Hypothesis

H_{o1}: There is no significant relationship between emotional labor and the job performance of employees in the airline industry.

Theoretical Framework

The research is founded on Hochschild's Emotional Labor Theory, which exhibits how employees manage and control their emotions as part of their performance in doing their job responsibilities (Hochschild, 2012). Utilizing different techniques, emotional labor entails controlling, managing, and regulating one's feelings and emotions, conforming to organizational standards (Hur et al., 2013; Zhang et al., 2021). Kim and Wang (2022) pointed out that emotional regulation is essential for upholding professional conduct and aligning with organizational goals.

Emotional labor can be categorized into several strategies: surface acting, deep acting, emotional consonance, and suppression. Surface acting involves changing outward emotional expressions without altering internal feelings, while deep acting requires modifying internal emotions to align with organizational expectations. Emotional consonance involves expressing genuine emotions, and suppression entails the inhibition of true feelings (Hochschild, 2012).

Service providers are generally expected to deliver "service with a smile," as noted by Rajavi et al. (2023), considering the profession often involves high levels of customer interaction. This expectation draws attention to how emotional labor influences how employees behave and do their jobs. Surface acting happens when there is a gap between what someone truly feels and what they show on the outside, which may give rise to higher stress and poor working conditions (Choi & Kim, 2020) explained that surface. This phenomenon can lead to performance issues and a decrease in job satisfaction.

Conversely, deep acting - where employees adjust their internal feelings to align with the expected emotional displays can reduce stress and improve job performance by fostering authentic interactions and creating a more positive work atmosphere (Chi & Grandey, 2019; Zhang et al., 2018). Similarly, emotional consonance, where employees' expressed emotions genuinely

reflect their internal feelings, is likely to enhance job performance by reducing emotional strain and improving interpersonal interactions (Hochschild, 2012; Riley & Weiss, 2016). However, suppression, which involves the effortful inhibition of true emotions, can increase stress and negatively impact job performance due to the cognitive and emotional toll of managing suppressed feelings (Opoku et al., 2021).

Finally, the literature reviewed indicates that employing strategies to handle emotions has an impact on the job performance of airline ground personnel. Understanding the effect of labor on all dimensions of job performance is crucial, for a company's success. By introducing measures related to regulating emotions during work tasks, service providers can improve emotional well-being, increase job satisfaction, and ultimately boost job performance.

Conceptual Framework

Regulating and managing emotions and expressions to meet work requirements, including deep acting, emotional consonance, surface acting, and repression, is known as emotional labor. Surface acting modifies outward expression, conforming to expectations while keeping the emotions constant. Deep acting involves changing one's inner emotions and feelings to meet other people's expectations. On the other hand, emotional consonance refers to displaying genuinely felt emotions, and suppression is the inhibition of true emotions.

Consequently, job performance which is influenced by emotional labor, includes factors such as stress, working environment, workload, and salary. Surface acting may increase stress and negatively affect the working environment due to the dissonance between felt and expressed emotions. In contrast, deep acting can reduce stress and improve job performance by fostering more authentic interactions and a better working atmosphere. Emotional consonance is likely to enhance job performance by aligning genuine emotional expressions with job expectations, leading to improved interactions and reduced emotional strain, while suppression might increase stress and negatively impact job performance due to the effort required to inhibit true emotions.

Figure 1 shows the interplay of the variables of interest, illustrating that the way people manage their emotions at work affects their job performance.
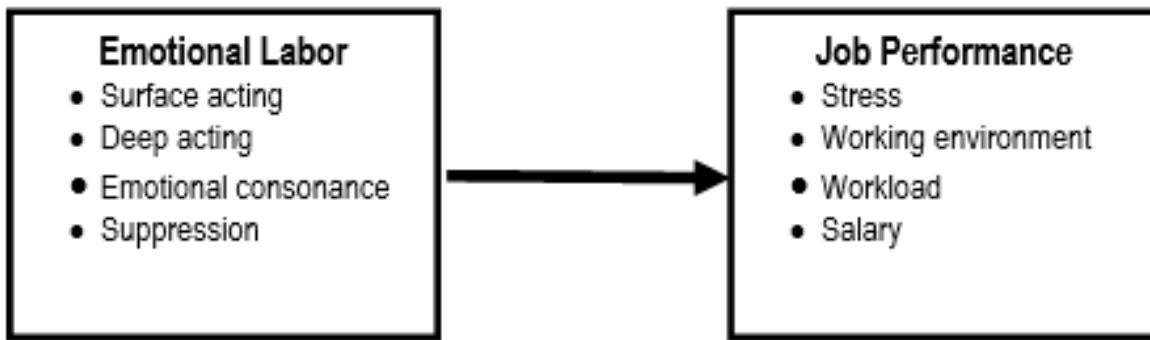
Figure 1 Schematic Diagram of the Study

Methodology

Research Design

This study used a cross-sectional quantitative research design to explore the effect of emotional labor on the job performance of ground personnel in the airline industry. In this design, data were collected at a single moment to evaluate how the variables of concern relate without any modification or interference (Johnson & Christensen, 2019). A structured questionnaire was used to collect the data.

Research Instrument

This study utilized an adapted questionnaire originally developed by Briët et al. (2005) and Firma et al. (2018), specifically tailored to assess emotional labor and job performance. The questionnaires were modified to suit the context of the airline industry. The original emotional labor instrument by Briët et al. (2005) was adjusted to reflect the unique emotional demands of ground personnel. Similarly, the job performance tool from Firma et al. (2018) was refined to capture airline-relevant performance metrics.

Pilot testing was conducted to ensure the validity and reliability of the adapted instruments. This process ensured that the modified items accurately measured the intended constructs. Feedback from the pilot testing led to further adjustments, enhancing the clarity and relevance of the questionnaires. The final instruments were then subjected to statistical tests (i.e. Cronbach's alpha for reliability: emotional labor scale=.89 and job performance measurement scale=.82) confirming their suitability for the current study.

The variables of interest, including surface acting, deep acting, emotional consonance, suppression, and job performance, were measured using Likert scales. These scales ranged from

[1 = never to 5 = always], capturing both the frequency and intensity of emotional labor strategies, as well as the respondents' self-assessed job performance.

Meanwhile, the variables of interest in the present attempt were scored and measured on the following scales:

A. Emotional Labor

Scale	Range	Description	Interpretation
5	4.20 – 5.00	Always	Very highly practiced
4	3.40 – 4.19	Often	Highly practiced
3	2.60 – 3.39	Sometimes	Moderately practiced
2	1.80 – 2.59	Rarely	Slightly practiced
1	1.00 – 1.79	Never	Not practiced at all

B. Job Performance

Scale	Range	Description	Interpretation
5	4.20 – 5.00	Always	Very high interest in repeating the performance.
4	3.40 – 4.19	Often	High interest in repeating the performance.
3	2.60 – 3.39	Sometimes	Moderate interest in repeating the performance.
2	1.80 – 2.59	Rarely	Slight interest in repeating the performance.
1	1.00 – 1.79	Never	No interest in repeating the performance

Research Participants

The study included a total of 100 participants, all of whom were ground personnel of different airlines. The participants were selected using a purposive sampling technique, which was chosen due to practical constraints, such as limited access to the entire employee population and the need for timely data collection. While this method facilitated easy recruitment, it is important to acknowledge that purposive sampling may introduce certain biases, as the sample may not be fully representative of the broader population.

Meanwhile, the recruitment process involved approaching potential participants through direct invitations at their workplaces, where they were informed about the study's objectives and procedures. Inclusion criteria required participants to be currently employed as ground staff at the airport, directly interacting with passengers, and engaged in tasks that demanded emotional

labor. Participation in the study was entirely voluntary, with no incentives offered to ensure that responses were not influenced by external factors.

Finally, the sample size of 100 participants was determined based on practical considerations, including the availability of resources and the need to obtain a sufficiently diverse sample. While a power analysis was not conducted, the chosen sample size was deemed adequate for exploring the relationships between emotional labor and job performance. Nonetheless, the study acknowledges potential limitations related to sample size, particularly in terms of the generalizability of the findings and the statistical power to detect smaller effects.

Data Description and Data Analytic Techniques

Participants responded to indicators measuring two key variables: Emotional Labor Strategies and Job Performance. To analyze these variables, several statistical techniques were employed to align with the research objectives and ensure the results were robust and meaningful.

Descriptive statistics were used to summarize and describe the data. Mean scores and standard deviations were calculated for each dimension of emotional labor - surface acting, deep acting, emotional consonance, and suppression - as well as for job performance indicators including stress management, working environment, workload, and salary. This approach provided a clear overview of the data, highlighting general trends and patterns among participants.

To explore the relationship between emotional labor strategies and job performance, the Pearson correlation coefficient was utilized. This method was selected because it is well-suited for assessing linear relationships between continuous variables, which is essential for understanding how different dimensions of emotional labor relate to various aspects of job performance.

Meanwhile, to ensure the validity of the Pearson correlation results, several assumptions were tested. These included examining the linearity of relationships through scatterplots, checking for normality, and evaluating homoscedasticity to ensure consistent variance across the range of values.

Results and Discussions

Participants' assessment of their level of emotional labor

Table 1 presents the perceptions of 100 participants regarding their level of emotional labor, specifically focusing on various emotional labor strategies. The indicators are categorized into four

main areas: Surface Acting, Deep Acting, Emotional Consonance, and Suppression. Each indicator was rated using a 5-point Likert scale, with descriptive statistics including mean, standard deviation (SD), and corresponding descriptive terms provided to evaluate the extent to which these emotional labor strategies are practiced by the employees.

Table 1 Perception of participants on their level of emotional labor

Indicators	Mean	SD	Descriptive
A. Surface Acting			
1. I put on a show at work.	4.14	0.090	Often
2. I put on a mask to express the right emotions For my job.	4.01	0.100	Often
3. I pretend to have the emotions I need to display for my job.	3.99	0.090	Often
4. I fake a good mood.	3.97	0.100	Often
Composite Mean	4.03	0.380	Highly Practiced
B. Deep Acting			
1. I work hard to feel the emotions that I need to show to others.	3.89	0.090	Often
2. I make an effort to feel the emotions I need to display toward others.	4.00	0.100	Often
3. I work at conjuring up the feelings I need to show to passengers.	3.97	0.100	Often
Composite Mean	2.81	0.290	Moderately Practiced
C. Emotional Consonance			
1. I react to passengers' emotions naturally and easily.	4.05	0.090	Often
2. I easily express positive emotions to passengers as expected for my job.	4.04	0.090	Often
Composite Mean	4.04	0.180	Highly Practiced
D. Suppression			
1. I hide my anger about something someone has done.	3.93	0.090	Often
2. I hide my disgust over something someone has done.	3.85	0.100	Often
3. I hide my fear of passengers who appear threatening.	4.01	0.090	Often

Indicators		Mean	SD	Descriptive
Composite Mean		3.93	0.280	Highly Practiced
	Grand Mean	3.70	0.283	**Highly Practiced**

Rating Scale: 4.20-5.00 (Always/Very highly practiced)   3.40-4.19 (Often/Highly practiced)
         2.60-3.39 (Sometimes/Moderately practiced)   1.80-2.59 (Rarely/Slightly practiced)
         1.00-1.79 (Never/Not practiced at all)

The data reveal that Surface Acting is highly practiced among the participants, with a composite mean of 4.03 and SD = .308, indicating that data points are relatively close to the mean. The descriptive result implies that employees often put on a show and wear a professional mask while at work. Several studies suggest that wearing a service mask is paramount for providing high-quality service and customer satisfaction. However, airline ground personnel who constantly put on an occupational mask to fulfill their roles, can drain them emotionally, eventually leading to burnout and negatively affecting their overall well-being (Cao et al., 2022; Zhang et al., 2018).

Deep Acting has a composite mean of 2.81 suggesting it is moderately practiced, with efforts to genuinely feel required emotions being less frequent. The standard deviation of 0.290 indicates that the data points are fairly close to the mean, with low variability. Emotional Consonance is also highly practiced, with a composite mean of 4.04 and SD = 0.180, indicating that employees often naturally and easily express expected positive emotions and the data points are very close to the mean, showing very little variability. Suppression of emotions is highly practiced, with a composite mean of 3.93 and SD = 0.280, showing frequent efforts to conceal negative emotions like anger, disgust, and fear. The overall grand mean of 3.70 and SD = 0.283, suggests that emotional labor strategies are highly practiced within the company, and with some variation of the data set. This result highlights the importance of managing behavior and regulating emotion among service employees. Gabriel et al. (2018) and Zhang et al., (2018) noted that emotional regulation is paramount for airline industry staff amidst the high level of interaction at work.

The analysis indicates that airline ground personnel engage in various emotional labor strategies, with a high prevalence of Surface Acting, Emotional Consonance, and Suppression. These findings suggest that employees often need to alter or hide their true emotions to meet job requirements and expectations. The moderate level of Deep Acting suggests a lower emphasis on genuinely aligning internal feelings with outward expressions. The high grand mean illustrates the substantial emotional demands placed upon employees. The result implies an elevated

general dependence on emotional labor strategies while at work and as part of the organizational requirements.

The findings have significant implications for the airline industry, especially in light of the emotional demands placed on employees and the possible effects on well-being and productivity. The need for interventions promoting and training ground personnel' emotional regulation and lessening the stress connected to these activities is evidenced by the high levels of Surface Acting and Suppression. The high levels of surface acting and emotional suppression suggest an intervention program to help reduce the stress caused by these practices. Similarly, the moderate use of deep acting suggests that service-oriented companies can provide opportunities to promote authentic emotional interaction between the guest and the workforce, which could improve job satisfaction and performance. Service-oriented organizations should explore should take into consideration to formulate strategies to minimize the negative impact of emotional labor. This includes providing emotional support, creating a healthy work environment, and encouraging genuine emotional interactions with guests and coworkers (Simillidou et al, 2020). These measures will enhance the well-being of employees and improve their job performance. Consequently, employees will be more capable of delivering high-quality service ultimately leading to advantages for the company.

Participants' assessment of their level of job performance

Table 2 presents the perceptions of 100 participants regarding their level of job performance. The indicators are categorized into four main areas: Stress Management, Working Environment Conditions, Workload, and Salary. Each indicator was rated using a 5-point Likert scale, with descriptive statistics including mean, standard deviation (SD), and corresponding descriptive terms provided to evaluate the participants' job performance.

Table 2 Perception of participants on their level of job performance

Indicators	Mean	SD	Descriptive
A. Stress Management			
1. I am a self-motivated person.	4.17	0.080	Often
2. I enjoy my work.	4.22	0.090	Always
3. I am well-trained in my work.	4.10	0.080	Often
4. I am clear about my duties and responsibilities.	4.21	0.080	Always
5. I am willing to accept my faults.	4.14	0.080	Often
6. I receive the respect I deserve from my colleagues.	4.13	0.080	Often
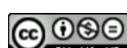
Indicators	Mean	SD	Descriptive
7. I tend to see problems as challenges rather than as obstacles.	4.07	0.090	Often
8. The rewards for success are greater than the penalties for failure.	4.02	0.100	Often
9. The superior encourages me at work.	4.09	0.100	Often
10. I always receive positive feedback from my employers.	4.16	0.090	Often
Composite Mean	4.13	0.870	High interest in repeating the performance
B. Working Environment Condition			
1. I gain personal growth by learning various skills in my work.	4.13	0.080	Often
2. The management appreciates my suggestions and leadership.	4.00	0.100	Often
3. Supervisors encourage me to do well in my work.	4.03	0.080	Often
4. I am rewarded for the quality of my efforts.	4.06	0.090	Often
5. I am valued by my supervisor.	4.07	0.090	Often
6. The company has a positive image towards my friends and family.	4.09	0.100	Often
7. My job brings positive changes to me.	3.99	0.090	Often
8. I can solve problems immediately to satisfy my superiors.	4.09	0.090	Often
9. I understand the importance of valuing and respecting my colleagues.	4.06	0.080	Often
10. I am happy with my job.	4.10	0.090	Often
Composite Mean	4.06	0.890	High interest in repeating the performance
C. Workload			
1. I gain personal accomplishment through my work.	4.03	0.080	Often
2. I have the tools and resources to do my job well.	4.07	0.090	Often
3. I feel encouraged to come up with new and better ways of doing things.	4.13	0.080	Often
4. I could clearly define quality goals in my work.	4.03	0.080	Often
5. My skills and abilities are put to good use in my work.	4.03	0.080	Often

Indicators	Mean	SD	Descriptive
6. The company does an excellent job of keeping employees informed about matters affecting us.	4.06	0.080	Often
7. I am satisfied with the information given by the management on what is going on in my department.	4.08	0.080	Often
8. I am satisfied with my involvement in decisions that affect my work.	4.04	0.090	Often
9. I feel safe sharing my plans, programs, and policies with my management.	4.06	0.090	Often
10. My superior is committed to finding win-win solutions to problems at work.	4.12	0.080	Often
Composite Mean	4.07	0.830	High interest in repeating the performance
D. Salary			
1. I am satisfied with my current salary.	3.82	0.090	Often
2. I am satisfied with my benefit packages.	3.97	0.090	Often
3. I am satisfied with my most recent increment.	4.03	0.090	Often
4. I am satisfied with the company's pay structure.	4.05	0.090	Often
5. I am satisfied with the amount the company pays for my benefits.	3.95	0.090	Often
6. I am satisfied with the pay raise interval in the company.	4.02	0.100	Often
7. I am rewarded for the quality of my efforts.	3.97	0.090	Often
8. I experience personal growth financially in this company.	4.06	0.090	Often
9. Performance appraisal influences pay raise.	4.00	0.080	Often
10. There are opportunities for career advancement in this company.	4.15	0.080	Often
Composite Mean	4.00	0.890	High interest in repeating the performance
Grand Mean	**4.07**	**0.870**	**High interest in repeating the performance**

Rating Scale: 4.20-5.00 (Always/ Very high interest in repeating the performance)

3.40-4.19 (Often/ High interest in repeating the performance)

2.60-3.39 (Sometimes/ Moderate interest in repeating the performance)

1.80-2.59 (Rarely/ Slight interest in repeating the performance)
1.00-1.79 (Never/ No interest in repeating the performance)

Table 2 reveals the high job performance of employees in different areas. Stress management with a mean of 4.13 and SD = 0.870 implies that ground personnel have good stress management skills and responses are clustered around the mean. Good stress management suggests that employees are dedicated to keeping up their performance. In terms of working environment conditions with Mean=4.06 and SD = 0.890, the result implies that their work environment is supportive and rewarding. The workload dimension with Mean=4.07 and SD = 0.830, suggests that airline ground personnel are content with the resources and equipment provided to deliver their job roles. On the other hand, the salary category has a Mean = 4.00 and SD =0 .890 received the lowest mean among the four areas, indicating that employees are often satisfied with their salary and benefits. The overall grand mean of 4.0 and SD =0.870 suggests a strong interest in maintaining high job performance among employees. On the other hand, the salary category (Mean=4.00) received the lowest mean among the four areas, indicating that employees are often satisfied with their salary and benefits. The overall grand mean of 4.07 suggests a strong interest in maintaining high job performance among employees.

Employee responses indicate that the ground personnel industry is favorable to their jobs. A high mean score across all categories suggests that employees are inspired, engaged in their work, well-managed and supported by the management, and are satisfied with their workload and compensation. These consistently high ratings imply that employees are confident in their abilities and the support they receive, which contributes to their overall job satisfaction and performance. On the other hand, the slightly lower mean in Salary shows a possible course of action in compensation-related aspects. The data suggests that the airline industry has established a work environment that promotes encouragement, support, and satisfaction among employees regarding their performance. This positive work environment results in greater job satisfaction, enhanced work productivity, and improved overall performance among employees belonging to the airline industry. Al-Alawi et al. (2005) and Yao et al. (2022) argued that these factors are essential for retaining talent and enabling employees to maximize their contributions to the organization. However, the relatively lower satisfaction with salary points to a potential area for improvement. Addressing compensation concerns can improve employee satisfaction and motivation. Companies should continue to support stress management, encourage a positive work

environment, and manageable workloads, and examine compensation packages to uphold high levels of job performance and employee satisfaction.

Correlating Emotional Labor and Job Performance

The main concern of the present study was to explore the relationship between emotional labor and job performance among employees in the airline industry. Consequently, in this industry, where customer interactions are crucial, managing emotions to meet job demands - known as emotional labor - plays a key role. By examining different aspects of emotional labor, such as surface acting, deep acting, emotional consonance, and suppression, and their impact on job performance factors like stress management, working environment, workload, and salary satisfaction, the study aims to uncover how these strategies affect overall job performance. Finally, this research intended to provide insights into how emotional labor influences employees' well-being and performance, highlighting areas for potential improvement within the airline sector.

Table 3 Correlation Matrix

Variables	r	p-value	Interpretation
1. Emotional Labor (Surface acting) vs. Job Performance	0.684	< 0.001	Strong, significant correlation
2. Emotional Labor (Deep acting) vs. Job Performance	0.743	< 0.001	Strong, significant correlation
3. Emotional Labor (Emotional consonance) vs. Job Performance	0.652	< 0.001	Strong, significant correlation
4. Emotional Labor (Suppression) vs. Job Performance	0.753	< 0.001	Strong, significant correlation

Table 3 displays the correlation matrix between all dimensions of emotional labor and job performance among employees in the airline industry. Data reveal that there is a statistically significant and strong positive correlation between all dimensions of emotional labor and job performance. In particular, there are strong relationships between job performance and surface acting ($r = 0.684$, $p < 0.001$), deep acting ($r = 0.743$, $p < 0.001$), emotional consonance ($r = 0.652$, $p < 0.001$), and suppression ($r = 0.753$, $p < 0.001$). The statistical results imply that as the level of

emotional labor increases, so does the job performance of ground personnel. The data imply that emotional labor strategies are closely linked to how well employees perform their jobs. The strong positive correlations for all four dimensions of emotional labor—surface acting, deep acting, emotional consonance, and suppression - indicate that employees who frequently use these strategies tend to have higher job performance. Notably, suppression (r = 0.753) and deep acting (r = 0.743) exhibit the strongest correlations with job performance. The strong correlation suggests that the authentic of ground personnel with their responsibilities leads to better job performance. Kumar et al., (2022) posited that these forms of emotional regulation are particularly effective in enhancing job performance, especially in interactions with colleagues, management, and clients.

Emotional labor plays a significant role in the airline industry. The result of the study suggests employees perform to the highest extent on their job responsibilities when given support for managing their emotions while at work. This support could come from training programs that help employees regulate and control their emotions, resources that offer emotional support, and a work environment that genuinely values their emotional efforts. According to Hussain et al. (2020), employee recognition is an essential factor in their performance at the workplace since employees who feel valued within their careers perform better. Since deep acting and emotional suppression have a strong influence on job performance, focusing on these strategies through targeted interventions could be particularly effective. By acknowledging and addressing the emotional labor employees put in, organizations can foster a more positive and productive workplace where both performance and well-being are improved.

The data highlights the significant role of emotional labor in the airline industry. The data reveal that employees excel in their job duties when they receive support in managing their emotions while at work. This support can be provided through training programs that help them handle and regulate their emotions, offer assistance, and a work environment that genuinely appreciates their efforts. Employee recognition, as emphasized by Hussain et al. (2020) is key to enhancing performance as employees who feel valued tend to perform in their roles. Strategies such as acting and emotional suppression significantly impact job performance making targeted interventions focusing on these aspects particularly effective. By recognizing and addressing the labor of employees organizations can cultivate a positive and productive work environment where both performance and well-being.

Recommendations

Based on the insights from the study, several recommendations can be made to help enhance employees' job performance and overall well-being. Initially, to come up with training programs where ground staff handle difficult passengers, delayed flights, or baggage issues. This training enables the airline ground staff to practice calm and empathetic responses while managing their own emotions. The training program must also highlight teaching airline ground staff strategies like deep acting and feeling suppression during interaction in different situations, which have been shown to have the strongest correlation with job performance. This training program must emphasize the genuine feeling of emotion to display while dealing with passengers.

In addition, fostering a culture that supports, values, and respects employees is imperative. Similarly, service-oriented companies must promote a culture of positive feedback and recognition. This effort will mitigate the stress level as a result of emotional labor, and create a conducive work space for high job performance.

It is important to offer engaging activities and resources to help employees manage the emotional demands of their work. This could include regular counseling services, workshops on stress management, and peer support sessions. Encouraging ground staff to have genuine interactions with guests can also help reduce emotional strain. Additionally, gathering employee feedback is crucial - it allows organizations to make better decisions about workplace policies and ensures they are continuously improving in how they support their staff's emotional well-being.

Furthermore, it is recommended that airline companies promote a work environment that values work-life balance by offering schedules and uninterrupted breaks. This approach can help alleviate the stress experienced by ground staff resulting from their guest interaction. Additionally, service-oriented organizations can enhance their incentive programs and rewards system to inspire employees to uphold job standards in demanding roles. Finally, airline companies must set specific KPIs related to employee well-being, such as reduced turnover rates, improved employee satisfaction scores, and fewer reported incidents of emotional burnout. By implementing these recommendations into practice, the airline industry can greatly boost the well-being of its workforce resulting in productivity and ultimately contributing to the success of the company.

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