

# **Customer Reactions to Emotional Labor: Moderating Role of Human Resource Practices between Emotional Labor and Customer Outcomes**

Samra Tariq

Putra Business School, Universiti Putra Malaysia, Selangor, Malaysia

Email: [samratariq.1@hotmail.com](mailto:samratariq.1@hotmail.com)

Arsala Marium Khan

Department of Business Administration, National Central University, Taoyuan, Taiwan

Email: [arsalamariumkhan@yahoo.com](mailto:arsalamariumkhan@yahoo.com)

Sanan Waheed Khan

Department of Mass Communication, University of Southern Punjab, Multan, Pakistan

Department of Communication, Universiti Putra Malaysia, Selangor, Malaysia

Email: [sannankharal@gmail.com](mailto:sannankharal@gmail.com)

Julian Ming-Sung Cheng

Department of Business Administration, National Central University, Taoyuan, Taiwan

School of Management, University of Economics Ho Chi Minh City, Ho Chi Minh City,  
Vietnam

E-mail: [mingsungcheng@yahoo.com](mailto:mingsungcheng@yahoo.com)

## **ABSTRACT**

Frontline employees' emotional labor, which involves regulating emotions to deliver "service with a smile," plays a critical role in shaping customer experiences. While prior research extensively addresses the impact on employees' well-being, the effect on customers and customer-focused outcomes remains largely unexplored. To address this gap, the present study draws on dyadic data from 220 employee-customer pairs of frontline

employees and customers in the banking sector to investigate the role of human resource practices in shaping the link between employees' emotional labor strategies and customer outcomes, focusing on perceived service quality and customer orientation. Guided by the Ability–Motivation–Opportunity (AMO) framework, this study investigates how HR practices that enhance employees' skills and motivation facilitate better emotional regulation, which in turn influences customer orientation and improves customers' evaluation of service. The findings demonstrate that emotional labor strategies, including deep acting and surface acting, have a significant impact on customer outcomes, and that skill-enhancing and motivation-enhancing HR practices moderate these relationships. The findings of this study provide new insights into how organizations can align their HR practices to support emotional labor and enhance customer experiences. Theoretical implications include the integration of emotional labor and HR management (HRM) literature, while managerial implications offer HR strategies in the service industries.

**Keywords:** Emotional labor, Emotions, Customer outcomes, HR practices, AMO framework, Perceived service quality, Surface acting, Deep acting

## INTRODUCTION

In today's service-driven economy, delivering emotionally engaging customer experiences has become a critical source of competitive advantage. Frontline employees in fields such as hospitality, retail, and healthcare often serve as the primary emotional link between the organization and its customers (Perearau & Banabo, 2025). Frontline employees are consistently required to project positive emotions, such as warmth and enthusiasm, even when these feelings do not accurately reflect their true emotional state, while simultaneously suppressing any negative reactions. This process, known as emotional labor, involves regulating both feelings and expressions to achieve organizational goals (Lennard et al., 2019). Employees typically use two strategies to manage emotional labor: deep acting, which involves altering internal feelings to express desired emotions genuinely, and surface acting, where employees feign emotions without changing their actual affect (Grandey & Sayre, 2019; C. Yang & Chen, 2021). Emotional labor has become pivotal for service roles, essentially for frontline employees who must align their emotional expressions with organizational expectations (Lo et al., 2024).

Although it is increasingly acknowledged that frontline employees' when frontline employees display emotions, they profoundly shape customers' perceptions of perceived

service quality and organizational trust; nevertheless, the literature on emotional labor predominantly focuses on employee outcomes such as burnout, emotional exhaustion, and job dissatisfaction (Chen & Chi, 2022; Choi et al., 2019; Jeung et al., 2018; Karakus et al., 2024; Riforgiate et al., 2022). This oversight is significant, given that service encounters are fundamentally emotional and relational. Customers routinely assess service quality, trustworthiness, and authenticity by interpreting the emotional cues expressed by employees during these interactions (Bitner, 1990; Hatfield et al., 1992). Most emotional labor research focuses on intra-employee outcomes (Grandey & Gabriel, 2015), such as burnout (Choi et al., 2019) and turnover intention (Lim & Moon, 2023), neglecting downstream effects on job satisfaction and customer perceptions (Lam & Cheung, 2024). The downstream consequences of emotional labor approaches on customer outcomes, including perceived service quality, customer orientation, loyalty, and repurchase intention, remain relatively understudied due to this gap (Y. Yang et al., 2023). Moreover, a few studies have examined the impact of human resource management systems on the relationship between emotional labor and customer outcomes. Most research considers HR practices as static antecedents rather than dynamic tools that could reduce or modify the effects of emotional labor in frontline roles (Lee & Madera, 2019).

To address this gap, this study examines the connection between customer outcomes, specifically perceived service quality, and customer orientation, and employee emotional labor strategies. Emotional labor plays a crucial role in shaping customer experiences and upholding organizational reputation across various service sectors, including hospitality (Amissah et al., 2022; Costa & Mfolo, 2024), healthcare (Vinson & Underman, 2025), and retail (Al Khoury et al., 2023). This study applies Bailey's (1993) Ability–Motivation–Opportunity (AMO) framework to analyze how skill- and motivation-enhancing HR practices influence these relationships. By incorporating the AMO perspective, this study provides a more comprehensive, system-level understanding of how organizational practices influence the relational and emotional dynamics within service interactions.

This theoretical integration enriches the emotional labor literature by underscoring the moderating role of HR practices, an area that has been previously overlooked. It also links individual emotional efforts to wider organizational mechanisms. Unlike earlier studies (Chen & Chi, 2022; Choi et al., 2019; Karakus et al., 2024), this application of AMO theory conceptualizes emotional regulation as an outcome driven by HR system design, thereby addressing a key theoretical gap in how organizations can systematically shape emotional labor. This study offers meaningful theoretical, empirical, and practical

contributions through its use of a dyadic research design. It provides a fresh perspective on emotional labor by redirecting attention toward how employees' emotional strategies influence customer perceptions and behavioral responses. Furthermore, this work advances the literature by presenting HR practices as active moderators in the link between emotional labor and customer outcomes. Ultimately, it offers service managers practical guidance on aligning HR practices with emotional display expectations to foster genuine employee behavior and enhance customer experiences.

The remainder of the paper is organized according to this structure: the next section covers the literature on emotional labor, customer outcomes, and the AMO framework; next, it develops hypotheses regarding the moderating role of HR practices. The methodology section discusses the dyadic research design and analytical approach. The study then presents the findings and discusses the theoretical and managerial implications. It concludes by discussing the study's limitations and outlining directions for future research.

## **LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT**

The following section outlines the study's theoretical background and develops the corresponding hypotheses (As shown in Figure 1). Table 1 summarizes the key constructs.

### **Theoretical Background**

This study draws on the Ability–Motivation–Opportunity (AMO) framework to develop the proposed conceptual framework. This framework suggests that employee performance is a function of their abilities (skills and knowledge), motivation (the desire to perform), and opportunities (a supportive environment) (Bos-Nehles et al., 2023). The AMO framework is widely recognized as a fundamental approach to enhancing employee performance through targeted HR practices. In HRM, AMO-based HR practices are vital for how employees manage their emotions in interactive service settings (Al-Tit, 2020). Unlike macro-level frameworks such as service-profit chain and high-performance work systems, which focus on the overall performance of the organization (Dastmalchian et al., 2020; Lambert et al., 2021), the AMO framework offers a more nuanced, micro-level perspective by dissecting how specific HR practices influence individual employees' capabilities and behaviors. By providing a well-defined framework, this approach facilitates a clearer understanding of how HR interventions can impact employee behavior, particularly in roles that require a high level of emotional engagement.

This research employs the AMO framework to examine how individuals manage emotional labor at work, highlighting why this model is particularly effective for studying these dynamics. In line with established literature, which frequently treats 'skill' and 'ability' as interchangeable within the AMO framework (Bos-Nehles et al., 2023; Gardner et al., 2011), we employ skill-enhancing HR practices to align with established terminology. In this study, opportunity-enhancing practices were not considered as moderators, as strict, predefined protocols in banking limit employee autonomy, making skills- and motivation-enhancing HR practices more relevant in regulated service settings (Sung et al., 2024; Ybema et al., 2020)

### **Effect of Emotional Labor Strategies on Customer Outcomes**

Hochschild (1983) first introduced the concept of emotional labor as the effort required to regulate both internal feelings and outward emotional expressions in the course of work. Two primary strategies of emotional labor are widely recognized: deep acting and surface acting (Z. Wang & Xie, 2020). When employees engage in deep acting, they make a conscious effort to truly feel the emotions they need to display during their interactions with customers, rather than merely pretending to feel them (Ngcobo et al., 2022). By doing so, their emotional responses come across as sincere, allowing customers to sense genuine care and authenticity in every exchange. Emotional intelligence plays a vital role in this process, as it enables employees to recognize, understand, and manage both their own emotions and those of others (Mayer et al., 2008; Mehta, 2021). Employees with higher emotional intelligence are better equipped to engage in deep acting by aligning their internal emotional states with required emotional displays (Kashif et al., 2022). This authenticity is crucial because customers frequently rely on emotional cues to assess the sincerity and reliability of service providers (Hur et al., 2022). Perceived service quality refers to the customer's overall perception of the service received, particularly in terms of its excellence and ability to meet or exceed expectations (Chatterjee et al., 2022). Emotional labor strategies, essentially deep acting, positively influence loyalty and customer satisfaction by enriching the perceived service quality (Kashif et al., 2022).

When employees regulate their emotions through deep acting, they can convey empathy, enthusiasm, and warmth more effectively, which enhances the relational quality of the service experience. Customers interpret these cues as indicators that employees are attentive and motivated to address their unique needs. As a result, perceptions of service quality improve, particularly regarding aspects such as responsiveness, reliability, and

assurance. Employees who are genuinely emotionally engaged are also more likely to handle complex or stressful service encounters with greater ease, thereby reinforcing customers' confidence in the organization (Wu et al., 2024).

Beyond immediate customer interactions, the benefits of deep acting extend to long-term relationship building. Customers who regularly encounter employees who express authentic emotions are more likely to develop emotional attachments to the service provider. These attachments foster loyalty and positive word of mouth, both of which are critical for achieving a sustainable competitive advantage in service industries (Hur et al., 2022). Moreover, organizations that invest in employees' training to practice deep acting not only improve perceived service quality but also enhance employees' job satisfaction and retention, creating a positive feedback loop that benefits both customers and the business (Wu et al., 2024; Zhao et al., 2020). So, deep acting represents a powerful emotional labor strategy that significantly elevates customers' perceptions of service quality by fostering genuine emotional engagement, building trust, and ensuring consistent performance. Based on this discussion, the following hypothesis is formulated:

***H<sub>1a</sub>:** Deep acting by frontline employees is positively associated with customers' perceived service quality.*

Deep acting, known by genuine emotional expressions, signals to customers that frontline employees are sincerely interested in their well-being and driven to provide customized care (Marques et al., 2018). According to Oh et al. (2024), customer orientation reflects how genuinely an employee prioritizes the customer's individual needs, shows empathy, and demonstrates a customer-focused attitude during the interaction. It covers both how well their individual needs are being met and the behavioral efforts of the service provider. Customer orientation is a critical antecedent of customer satisfaction (Lopes et al., 2024), and emotional labor strategies convey a direct influence on customer orientation (Shafiee et al., 2020). Credible emotional displays indicate reliability and foster relational warmth, thereby strengthening the sense of genuine service intent and customer orientation. For instance, in the banking sector, higher customer orientation and customer loyalty have been linked to deep acting (Kashif et al., 2022).

In service contexts that require frequent customer interactions, such as retail, hospitality, and the banking sector, the role of deep acting becomes primarily pivotal. Employees who practice deep acting tend to demonstrate proactive service behaviors and

meaningful conversations, which foster a genuine customer orientation. This emotional congruence, where employees' inner feelings match with their outward expressions, not only strengthens customer trust and emotional connection with the organization but also improves service quality (Lopes et al., 2024). Consequently, organizations that foster emotional authenticity amplify the positive effects of deep acting on customer orientation and ultimately on business performance. Hence, it is hypothesized:

***H<sub>1b</sub>: Deep acting by frontline employees is positively associated with customer orientation***

Surface acting involves faking emotions; altering only external expressions without modifying internal states leads to perceived inauthenticity (Z. Wang & Xie, 2020). In surface acting, employees feign inauthentic emotions, which can undermine customers' perceptions of service quality. When emotional expressions seem forced or inauthentic, customers may question the employee's intentions and reliability, which leads to reduced confidence in the service provider. Even subtle discrepancies between felt and displayed emotions can erode trust and reduce perceptions of responsiveness and professionalism, particularly in high-contact service settings (Liu et al., 2019). One of the most significant negative outcomes of surface acting is the erosion of perceived service quality (Amissah et al., 2022). When customers sense that employees are faking their emotions, whether through forced smiles or scripted responses, they are more likely to perceive the service encounter as deceitful. This perception weakens trust in the service provider, reduces the credibility of the service encounter, and ultimately diminishes satisfaction.

Moreover, emotional dissonance caused by surface acting is not only noticed by customers but also weakens frontline employees' aptitude to engage in service interactions. Employees who frequently engage in surface acting experience higher levels of emotional exhaustion, detachment from their roles, and burnout. Eventually, emotional dissonance diminishes the consistency and quality of service delivery (Liu et al., 2019). When customers perceive emotional insincerity from frontline employees, they are more likely to respond with rudeness (Y. Yang et al., 2023). This becomes increasingly critical in highly competitive markets, where customers have several service options and quickly switch service providers due to negative interpersonal experiences. Organizations that fail to address the negative consequences of surface acting risk undermining perceived service quality over the long term (Z. Wang & Xie, 2020). It is therefore crucial for service organizations to distinguish the risks of encouraging emotional suppression without

support systems. Surface acting, by fostering emotionally disconnected interactions that customers notice as inauthentic, ultimately weakens customers' perceived service quality (Y. Yang et al., 2023). Therefore, the following hypothesis is proposed:

***H<sub>2a</sub>: Surface acting by frontline employees is negatively associated with customers' perceived service quality.***

Surface acting, which involves faking emotions, negatively impacts customer orientation (Cheng et al., 2022). Customer orientation refers to the extent to which employees exhibit a sincere commitment to understanding and addressing customer needs during service interactions (Oh et al., 2024). When employees' expressions appear forced or insincere, customers may conclude that there is a lack of genuine concern, leading to skepticism about the employee's motivation to serve (Theodosius et al., 2021). Moreover, surface acting can be mentally tiring, potentially damaging the employee's attentiveness and aptitude to understand customer needs, consequently decreasing customer orientation (Zhao et al., 2020). Furthermore, Amissah et al. (2022) contended that when employees rely on surface acting, customers are more likely to experience dissatisfaction. Customers perceive such interactions as transactional rather than relational, often feeling that their needs are not fully acknowledged. These interactions may also be perceived as robotic, raising doubts in customers' minds about whether employees are genuinely interested in resolving their concerns.

Surface acting can also impede the development of relationships between frontline employees and customers, which is essential for customer orientation. Relationship building relies on authenticity, empathy, and emotional congruence, which are key elements typically absent during surface-acted interactions. When customers sense incongruity between the words and emotions, it becomes difficult for them to connect emotionally with the service provider. As a result, customers become less willing to communicate openly or build trust (Zhan et al., 2021). Based on this discussion, the following hypothesis is proposed:

***H<sub>2b</sub>: Surface acting by frontline employees is negatively associated with customer orientation.***

## **The Moderating Role of HR Practices**



Skill-enhancing HR practices aim to improve employees' knowledge, skills, and abilities necessary to perform job tasks effectively (Jiang et al., 2012). These practices are essential in equipping frontline employees with emotional intelligence, communication, and interpersonal skills necessary to meet the demands of service-oriented roles. These practices encompass targeted recruitment and selection strategies that prioritize traits such as empathy, extraversion, and emotion regulation capabilities (Edullan & Sergio, 2021). Moreover, Mehta (2021) highlighted the importance of integrating emotional intelligence assessments into the hiring process. Employees with higher emotional intelligence tend to exhibit better job performance and interpersonal interactions.

Skill-enhancing HR practices emphasize training frontline employees in emotional labor strategies, especially deep acting. While emotional intelligence provides the capacity to recognize and regulate emotions effectively, deep acting is a behavioral strategy that enables employees to align their felt emotions with organizational display rules. Training programs are designed to strengthen deep acting skills through exercises in emotion regulation, micro-expression recognition, and engagement techniques. These programs help frontline employees express their emotions more authentically and reduce their reliance on surface acting. By improving their ability to genuinely experience required emotions, employees can minimize emotional dissonance and enhance their psychological well-being (Döllinger et al., 2023). Furthermore, Mehta (2021) argued that emotional intelligence training has been linked to improved customer outcomes. Organizations that invest in emotional intelligence training programs for their frontline employees often report improvements in customer satisfaction and service quality. This is likely due to employees' enhanced ability to manage emotional encounters effectively.

Organizations focused on emotional regulation skills during hiring, selection, and training can better develop their frontline employees' abilities to perform emotional labor effectively. These practices help frontline employees develop emotional regulation skills and enhance their ability to express emotions authentically during service interactions. Employees trained and selected for emotional intelligence are more likely to engage in deep acting and less likely to rely on surface acting (Domi & Domi, 2021). As a result, this capability has a positive influence on how customers perceive service quality and customer orientation. Skill-enhancing HR practices can buffer the negative effects of surface acting by equipping employees to handle challenging emotional demands more effectively (Döllinger et al., 2023).

Furthermore, cultural context plays a key role in shaping the efficacy and

interpretation of HR practices. For instance, in collectivist cultural settings, skill-enhancing HR practices may highlight shared emotional norms and interpersonal sensitivity. This approach reinforces the internalization of deep acting not only as a job requirement but as a means of maintaining social respect and group cohesion. On the other hand, in individualist cultures, HR practices may need to emphasize emotional regulation, individual rewards, and self-growth. Skill-enhancing HR practices in such cultures focus on personalized development programs and training that build self-control of emotions and individual skills (Gooderham et al., 2022).

Therefore, these practices are expected to moderate the impact of emotional labor strategies on both customer-related outcomes. Based on this rationale, we propose the following hypotheses:

**H<sub>3</sub>:** *Skill-enhancing HR practices strengthen the positive effects of deep acting on a) customers' perceived service quality and b) customer orientation; as well as weaken the negative effects of surface acting on c) customers' perceived service quality and d) customer orientation.*

Motivation-enhancing HR practices aim to encourage discretionary effort through performance appraisals, incentives, rewards, and career development (Jiang et al., 2012). These practices play a critical role in influencing frontline employees' inclination to engage in emotionally demanding work. These practices encompass performance-based incentives, appraisal systems, and recognition programs (Li et al., 2022). Hur et al. (2022) highlighted that performance-based pay systems can proficiently motivate frontline employees to engage in deep acting, thus enhancing task performance. Similarly, Figueiredo et al. (2025) argued that properly structured reward systems validate emotional labor efforts and can reinforce deep-acting behaviors while discouraging surface-acting behaviors. However, these practices require careful implementation; excessive monitoring, such as emotion detection software or strict call evaluations, may erode psychological well-being if not paired with developmental feedback. Electronic monitoring can increase job dissatisfaction and stress, potentially undermining the benefits of motivation-enhancing HR practices (Siegel et al., 2022). Preferably, motivational systems should identify emotional labor as a legitimate form of work performance. They should also provide both external incentives and supportive structures to maintain authenticity. This approach ensures that frontline employees are not only motivated extrinsically but also want to be intrinsically valued for

their emotional contributions.

Moreover, cultural differences suggest that a “one-size-fits-all” HR strategy may be suboptimal. In collectivist cultures, motivation-enhancing HR practices emphasize team-based rewards and group recognition. These practices strengthen frontline employees’ commitment and encourage them to act with deep responsibility, recognizing it as a shared responsibility (Gooderham et al., 2022). In individualistic cultures, HR practices such as recognition and performance-based pay are likely to be more effective (Al Shaer et al., 2023; Dastmalchian et al., 2020).

When genuine motivation-enhancing HR practices drive emotional labor, employees are more likely to exhibit authentic emotional expressions. Customers perceive and appreciate these authentic emotional expressions. This emotional consistency fosters trust and emotional connection with customers. This has been linked to improved service evaluations, customer orientation, and perceived service quality (W. Zhang et al., 2022). Accordingly, the following hypotheses are formulated:

***H4:*** *Motivation-enhancing HR practices strengthen the positive effects of deep acting on a) customers’ perceived service quality and b) customer orientation; as well as weaken the negative effects of surface acting on c) customers’ perceived service quality and d) customer orientation.*

**Table 1** *Summary of Key Constructs*

Constructs	Dimensions	Definition	Role in Conceptual Framework
<b>Emotional Labor Strategies</b>	<b>Deep Acting (DA)</b>	Deep acting involves genuine internal emotions regulation, where employees attempt to truly feel the emotions they are expected to display (Ngcobo et al., 2022).	Independent Variable
	<b>Surface Acting (SA)</b>	Surface acting involves faking emotions by changing outward expressions without genuinely feeling them (Z. Wang & Xie, 2020).	
<b>Customer Outcomes</b>	<b>Perceived Service Quality (PSQ)</b>	Perceived service quality refers to the customer's overall perception of the service received, particularly in terms of its excellence and ability to meet or exceed expectations (Chatterjee et al., 2022).	Dependent Variable
	<b>Customer Orientation (CO)</b>	Customer orientation reflects how genuinely an employee prioritizes the customer's individual needs, shows empathy, and demonstrates a customer-focused attitude during the interaction (Oh et al., 2024).	
<b>AMO-Based HR Practices</b>	<b>Skill-Enhancing HR Practices (SK)</b>	Skill-enhancing HR practices aim to improve employees' knowledge, skills, and abilities necessary to perform job tasks effectively (Jiang et al., 2012).	Moderators
	<b>Motivation-Enhancing HR Practices (MOT)</b>	Motivation-enhancing HR Practices are designed to encourage employees to exert discretionary effort through incentives, rewards, and career development (Jiang et al., 2012).	

## RESEARCH METHODOLOGY

### Measurement Scales and Questionnaire Design

All construct scales used in this research were taken from established research pertinent to service settings. A seven-point Likert scale was used for responses (see Appendix A). Emotional labor strategies were assessed using a scale developed by Brotheridge and Lee (2003), which comprised four items for deep acting and six items for surface acting. Customer outcomes were measured using two scales: perceived service quality (a three-item scale adopted from Gong et al., 2020) and customer orientation (a six-item scale adopted from Walsh & Beatty, 2007). Consistent with Kroon et al. (2013), skill-

enhancing and motivation-enhancing HR practices were assessed using five-item and six-item measures, respectively, as the two moderators. Demographic variables, including age, gender, and qualification, were included as control variables in line with prior dyadic research to ensure the robustness of the results (Christ-Brendemühl & Schaarschmidt, 2020; Y. Yang et al., 2023). To ensure accuracy, the survey was first translated into Urdu and then back-translated into English. Minor phrasing changes were made following a pre-test conducted with 30 respondents outside the main sample, which validated the reliability and validity of the scale items.

### **Data Collection**

A dyadic research design was employed, which is ideal for capturing interpersonal dynamics between frontline service employees and customers (Christ-Brendemühl & Schaarschmidt, 2020; S. Wang & Hall, 2023; Y. Yang et al., 2023). Data were gathered from the nine largest banks in Pakistan, selected based on their total number of employees (KPMG Taseer Hadi & Co., 2019). The banking sector is a service-intensive industry where banks' frontline staff and consumers are frequently involved in emotionally charged settings (Hameed et al., 2022), providing a pertinent context for examining emotional labor dynamics. Pakistan, the fifth most populous country in the world and among the most densely populated in South Asia (United Nations, Department of Economic and Social Affairs, Population Division, 2024), has a rapidly expanding, service-oriented banking sector. Its large customer base and emotionally charged service encounters make it a valuable context to examine emotional labor and its effects on customer outcomes.

Adapting the field study approach outlined by M. Zhang et al. (2020), each dyad consisted of one frontline employee (such as a branch manager, relationship manager, operations manager, or customer service officer) and one customer, with the customer surveyed immediately, through post-interaction with that employee. Unique numerical codes on each questionnaire ensured precise matching of the employee and customer responses. According to the authors' guidelines, 25 trained undergraduate students collected the data by visiting bank branches during working hours, following a standardized procedure. The objective of the study was explained to participants, who received assurances of anonymity and a small token of appreciation (sweets), and the student researchers earned academic credit. Customers were approached post-service (inside or outside the bank) and invited to complete an anonymous questionnaire immediately to minimize recall bias and ensure response accuracy. To form dyadic pairs,

260 customer questionnaires were administered to both frontline employees and their matched customers. The final sample comprised 220 matched employee–customer dyads after excluding incomplete responses and matching errors (84.6% usable response rate).

To ensure analytical robustness, the sample size was aligned with prior dyadic research in service organizations (Chan et al., 2022; Kalra et al., 2021; Y. Yang et al., 2023). Du and Wang (2016) recommended a minimum of 100 dyads for detecting significant effects; thus, 220 matched dyads meet established methodological standards for dyadic analysis.

The sample's demographics (see Table 2) show the professional makeup and variety of Pakistan's largest commercial banks, supporting the generalizability of our findings to the country's formal banking sector. Both customers and employees reflected a balanced gender distribution (customers: 47.3% female, 52.7% male; employees: 36.4% female, 63.6% male) and spanned a wide range of ages, with nearly 55% of customers and 67% of employees aged 30 or above. Educational attainment was high in both groups, as over 59% of customers and 45% of employees held at least a master's degree. Employee tenure was broadly distributed, with a substantial proportion of staff having more than five years of organizational experience. The inclusion of participants from nine leading banks, such as Habib Bank Limited (13.6%), Bank Al Habib (11.8%), and Meezan Bank (10.5%), ensures sector-wide coverage. This demographic diversity, including variations in employee tenure and employee designation, enhances the robustness of the dyadic analysis and provides a solid foundation for understanding how emotional labor strategies and HR practices work in real-world service settings.

**Table 2** *Sample Demographic Characteristics*

	<b>Frontline Employees (% of N = 220)</b>	<b>Customers (% of N = 220)</b>
<b><i>Gender</i></b>		
Male	63.6	52.7
Female	36.4	47.3
<b><i>Age</i></b>		
21–30 years	12.3	22.3
31–40 years	30.0	26.8
41–50 years	37.0	22.7
Above 50 years	20.5	28.2
<b><i>Qualification</i></b>		
Intermediate	7.3	11.4
Bachelor's	44.1	20.0
Master's	29.5	37.7
PhD	15.5	21.4
Other	3.6	9.5
<b><i>Employee Designation</i></b>		
Branch Manager	15.0	
Operations Manager	17.7	
Relationship Manager	25.0	
Customer Service Officer	42.3	
<b><i>Employee Tenure</i></b>		
Less than 3 years	20.0	
3-5 years	35.5	
5-10 years	32.2	
More than 10 years	12.3	
<b><i>Bank Name</i></b>		
Habib Bank Limited	13.6	13.6
Bank Al Habib	11.8	11.8
Muslim Commercial Bank	7.7	7.7
National Bank of Pakistan	11.4	11.4
United Bank Limited	10.0	10.0
Bank Alfalah	9.1	9.1
Allied Bank Limited	11.8	11.8
Meezan Bank	10.5	10.5
Faisal Bank	14.1	14.1

## RESULTS AND ANALYSIS

To test the research framework, SmartPLS software with bootstrapping (using 5,000 random samples) was employed (Ringle et al., 2015) to assess measurement models, direct effects, and moderation.

### Common Method Bias

Both procedural and statistical methods were employed, following the guidelines of Podsakoff et al. (2003), to mitigate the potential impact of common method bias. The procedural remedies included guaranteeing respondent anonymity, reducing respondent anxiety, and the use of pre-validated scales. Additionally, as the data were collected from two different sources, customers and frontline employees, the possibility of common method bias was decreased by limiting shared method variance (Chan et al., 2022). To statistically evaluate the presence of common method bias, we conducted two separate tests. First, Harman's one-factor test showed that the first factor accounted for only 29.7% of the variance, which is well below the threshold value of 50%, indicating no problem with common method bias. Second, all constructs showed VIF values ranging from 1.245 to 2.274, which is well below the suggested limit of 3.3 (Chang et al., 2019), indicating that the results are not influenced by common method bias.

### Scale Accuracy Analysis

The measurement model was assessed using multiple criteria, including convergent validity, reliability, and discriminant validity (Tables 3 and 4 present the results). Convergent validity was confirmed, as all item loadings exceeded or equaled the threshold value of 0.70, except for one customer orientation item (CO4), which was subsequently deleted. For reliability, composite reliability (CR) and Cronbach's alpha values for all constructs were greater than the threshold of 0.70, and the average variance extracted (AVE) values exceeded the acceptable minimum of 0.50, indicating strong internal consistency and convergent validity. Furthermore, discriminant validity was established using three different types of indices. First, the results of HTMT (Heterotrait-Monotrait) ratios were less than the limit of 0.85. Second, each item loaded more strongly on its corresponding construct than on any other construct. Lastly, each AVE square root was higher than the correlation for the paired constructs, fulfilling the Fornell-Larcker criterion (Hair et al., 2014). Thus, results indicate that the measurement model shows satisfactory convergent validity, discriminant validity, and reliability (Hair et al., 2014).



**Table 3** *Measurement Accuracy Assessment*

Constructs	Scale item no. <sup>a</sup>		<i>A</i>	CR <sup>b</sup>	AVE <sup>c</sup>	Item loadings/Highest cross-loadings					
	Original	Final				Item1	Item2	Item3	Item4	Item 5	Item 6
Deep Acting	4	4	.881	.918	.737	.869/.520	.853/.569	.859/.545	.854/.523		
Surface Acting	6	6	.905	.927	.679	.840/.288	.855/.251	.803/.198	.810/.162	.827/.209	.808/.208
Perceived Service Quality	3	3	.780	.872	.694	.840/.542	.813/.518	.845/.619			
Customer Orientation	6	5	.836	.884	.604	.754/.506	.781/.505	.809/.544	.766/.545	.776/.515	
Skill	5	5	.881	.911	.671	.854/.293	.779/.226	.779/.298	.820/.280	.860/.282	
Motivation	6	6	.909	.928	.684	.844/.417	.797/.381	.809/.367	.866/.424	.844/.379	.799/.323

Note. <sup>a</sup> Based on a seven-point Likert scale; <sup>b</sup> Composite Reliability; <sup>c</sup> Average Variance Extracted

**Table 4** *Measurement Accuracy Analysis—Discriminant Validity Assessment*

Constructs	DA	SA	PSQ	CO	SK	MOT
Deep Acting (DA)	<b>.859</b>	.517	.708	.729	.128	.515
Surface Acting (SA)	-.473	<b>.824</b>	.677	.557	.302	.178
Perceived Service Quality (PSQ)	.589	-.569	<b>.833</b>	.831	.087	.230
Customer Orientation (CO)	.628	-.488	.673	<b>.777</b>	.122	.305
Skill (SK)	.111	.267	.042	.073	<b>.819</b>	.374
Motivation (MOT)	.465	.152	.204	.277	.333	<b>.827</b>

Note. The diagonal bolded elements refer to the square root of AVE, while the parts below and above the diagonal are bivariate correlations and HTMTs, respectively.

## Model Fit Analysis

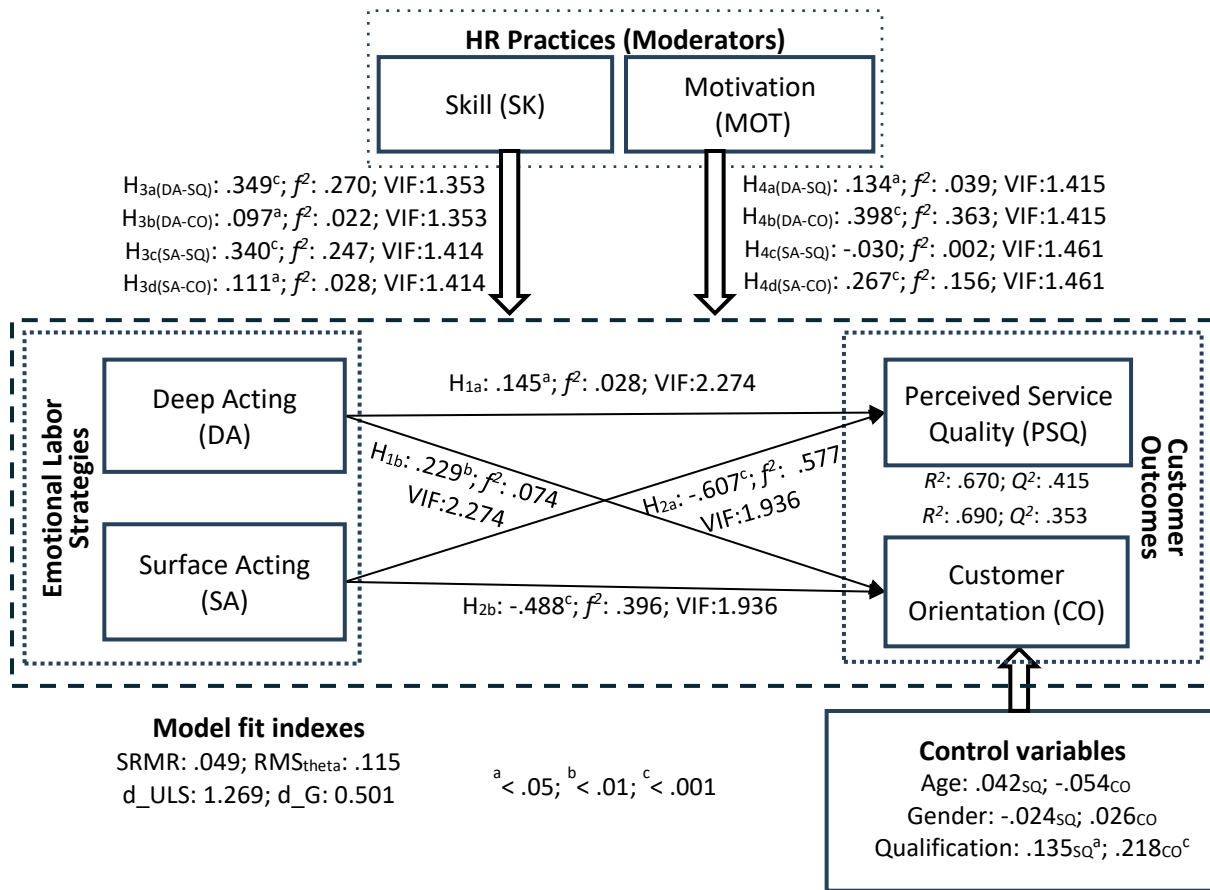
Model fit was assessed using SRMR and RMSttheta indices. The SRMR value of 0.049 and the RMSttheta value of 0.115 indicate a good fit for the conceptual framework. The model demonstrated strong predictive relevance, with  $Q^2$  values ranging from 0.353 to 0.415, indicating a satisfactory level of predictive accuracy above the acceptable threshold of 0. The research model exhibits substantial explanatory power, with  $R^2$  values ranging from 0.670 to 0.690, exceeding the minimum level of 0.10.

## Hypothesis Testing

*Direct effects ( $H_1$ - $H_2$ ):* Path coefficients and  $p$ -values supported all direct effect hypotheses. Precisely, deep acting exhibited a significant positive effect on the perceived

service quality ( $H_{1a}$ ) at the 95% confidence level and on customer orientation ( $H_{1b}$ ) at the 99% confidence level. Surface acting ( $H_{2a}$  and  $H_{2b}$ ) demonstrated a significant negative effect on both perceived service quality and customer orientation. Thus, hypotheses  $H_{1a}$ ,  $H_{1b}$ ,  $H_{2a}$  and  $H_{2b}$  were supported. To provide a more inclusive assessment of these hypothesized relationships, Cohen's effect sizes ( $f^2$ ) were also calculated. The  $f^2$  values for  $H_{1a}$  and  $H_{1b}$  were 0.028 and 0.074, indicating a small effect size. Similarly,  $f^2$  values for  $H_{2a}$  and  $H_{2b}$  were 0.577 and 0.396, representing a large effect size. Additionally, the control variables, customer gender and age, were not significant in either perceived service quality or customer orientation, while qualification had a significant effect on both perceived service quality and customer orientation.

*Moderating effects ( $H_3$ – $H_4$ ):* To examine the moderating effects, we included interaction terms alongside the main effects in the analysis. Results showed that the moderating effects of skills-enhancing HR practices were supported for  $H_{3a}$ – $H_{3d}$ . Specifically,  $H_{3a}$  and  $H_{3c}$  showed significant effects at a 99.9% confidence level, and  $H_{3b}$  and  $H_{3d}$  at a 95% confidence level. Corresponding  $f^2$  values ranged from 0.022 to 0.270, indicating a small to medium effect size. Motivation-enhancing HR practices significantly moderated the effects tested in  $H_{4a}$  through  $H_{4d}$ , specifically,  $H_{4a}$  was significant at a 95% confidence level, while  $H_{4b}$  and  $H_{4d}$  were significant at a 99% confidence level; however,  $H_{4c}$  did not receive empirical support. Cohen's  $f^2$  values between 0.156 and 0.390 indicate a medium to large effect size.

**Figure 1** *Conceptual Model and Propositions*

The main findings from the hypothesis testing are presented in Table 5 to provide a concise overview of the study's key results.

**Table 5** *Summary of Hypotheses and Results*

<b>Hypothesis</b>	<b>Statement</b>	<b>Result</b>
H <sub>1a</sub>	Deep acting by frontline employees is positively associated with customers' perceived service quality.	Supported
H <sub>1b</sub>	Deep acting by frontline employees is positively associated with customer orientation.	Supported
H <sub>2a</sub>	Surface acting by frontline employees is negatively associated with customers' perceived service quality.	Supported
H <sub>2b</sub>	Surface acting by frontline employees is negatively associated with customer orientation.	Supported
H <sub>3a</sub>	Skill-enhancing HR practices strengthen the positive effect of deep acting on customers' perceived service quality.	Supported
H <sub>3b</sub>	Skill-enhancing HR practices strengthen the positive effect of deep acting on customer orientation.	Supported
H <sub>3c</sub>	Skill-enhancing HR practices weaken the negative effect of surface acting on customers' perceived service quality.	Supported
H <sub>3d</sub>	Skill-enhancing HR practices weaken the negative effect of surface acting on customer orientation.	Supported
H <sub>4a</sub>	Motivation-enhancing HR practices strengthen the positive effect of deep acting on customers' perceived service quality.	Supported
H <sub>4b</sub>	Motivation-enhancing HR practices strengthen the positive effect of deep acting on customer orientation.	Supported
H <sub>4c</sub>	Motivation-enhancing HR practices weaken the negative effect of surface acting on customers' perceived service quality.	Not Supported
H <sub>4d</sub>	Motivation-enhancing HR practices weaken the negative effect of surface acting on customer orientation.	Supported

## DISCUSSION AND CONCLUSION

This study underscores how HR practices influence the emotional terrain of customer service interactions, which in turn has a direct impact on customer outcomes. Our central hypothesis is that by using the AMO framework to direct HR interventions strategically, businesses can create a service environment where employees are both able and inspired to make genuine emotional displays, strengthening customer relationships and improving overall perceived service quality. It shifts the lens from a solely employee-centered view to an organizationally embedded perspective, where HR practices play a pivotal role in shaping how emotional labor unfolds in service contexts.

Our results confirm that deep acting improves customers' perceived service quality and customer orientation through authentic emotional expressions. Contrarily, surface acting by displaying fake emotions adversely affects these outcomes, following earlier studies (Hur et al., 2022; Zhao et al., 2020). Skill-enhancing HR practices strengthen the positive impact of deep acting while also helping to mitigate the negative consequences associated with surface acting. Motivation-enhancing HR practices amplify the benefits of deep acting and reduce the adverse impact of surface acting on customer orientation, but do not significantly moderate the relationship between surface acting and perceived service quality ( $H_{4c}$ ). A possible reason could be that external incentives alone may be inadequate to mitigate the detrimental consequences of fake emotional displays.

These findings not only validate our hypotheses but also offer novel theoretical contributions. Specifically, this study advances the field by putting the AMO framework at the center of aligning HR practices with the emotional needs of frontline service roles, which helps explain how HR interventions influence emotional expression in service roles. Secondly, the study shows that HR practices can help people express their true emotions, especially when engaging in deep acting. This benefits both employees and customers. In this way, this study integrates emotional labor and strategic HRM theory, offering a cohesive model supported by empirical evidence that paves the way for future research across diverse organizational and cultural contexts.

However, this study is not without limitations. Its cross-sectional design limits the ability to draw causal interpretation, and the sample is restricted to the Pakistani banking sector, which may affect the generalizability of findings. Future research could incorporate longitudinal designs or examine other cultural contexts to gain a deeper understanding of the evolving dynamics between HR practices and emotional labor. Moreover, examining the role of AI-based emotion monitoring tools and digital HR solutions offers promising avenues for future research. Overall, this study bridges a significant gap by presenting emotional labor as a strategic HR issue rather than an individual concern. When managed effectively, emotional labor not only enhances customer satisfaction but also promotes employee authenticity and contributes to the organization's growth.

### **Theoretical Implications**

This study deepens the understanding of emotional labor by moving beyond its traditional focus on individual emotional regulation to a more organizationally embedded perspective. Specifically, it introduces skill-enhancing and motivation-enhancing HR

practices (e.g., targeted emotional intelligence training and developmental feedback systems) as key moderators that shape how employees engage in deep or surface acting. Emotional labor is positioned not merely as a personal effort but as a function of organizational capability and design, addressing a critical gap in the literature that has historically overlooked how HRM infrastructure influences emotional regulation strategies. This reconceptualization views emotional regulation as a co-produced outcome where the organization, through strategic HR practices, actively enables or constrains effective emotional labor. This theoretical expansion contributes to a more nuanced understanding of emotional labor strategies as both an intrapersonal and organizational phenomenon.

Moreover, by using dyadic data from matched employee-customer pairings instead of self-reported or single-source data, this study offers a unique, empirically tested viewpoint that directly connects employee emotional labor strategies to real customer perceptions. This methodical strategy grounds the conceptual assertions in multi-source, empirical data, thereby strengthening them.

Existing studies have established that emotional labor strategies impact customer satisfaction and perceived service quality (Y. Yang et al., 2023; Zhao et al., 2020). However, this framework introduces a moderation pathway that explains *how* and *when* these effects occur. It posits that skill-enhancing HR practices can amplify the positive effects of deep acting and buffer the negative effects of surface acting on customer perceptions. For example, employees who have developed emotional intelligence through HR initiatives are more likely to engage in authentic emotional displays that resonate positively with customers (Edullan & Sergio, 2021). Conversely, when organizations neglect such development, employees may rely on inauthentic surface acting, which can be perceptible to customers and result in lower service ratings (Y. Yang et al., 2023). This insight is particularly salient in high-contact service environments, where the emotional authenticity of frontline employees significantly shapes the customer experience (Matthews & Eilert, 2022).

Traditionally, HRM functions have prioritized technical competencies and performance metrics, often overlooking the emotional skills necessary for high-quality service interactions. This study repositions emotional regulation as a strategic capability that HR can actively cultivate. Emotional labor is not merely an innate trait but a trainable skill; employees' capacity for deep acting can be strengthened through structured HR interventions. Recent meta-analytic findings support this, showing that emotional

competencies, such as emotion regulation and empathy, are developable and linked to positive outcomes, including job satisfaction and performance (Mehler et al., 2024). Moreover, surface acting is not inevitable; it can be reduced through HR practices that foster psychological safety, encourage feedback and build emotional literacy. Research has found that when employees rely on surface acting, they often experience emotional exhaustion and become less committed to their organizations; however, a supportive HR environment can help reduce these negative outcomes (Kuok et al., 2022). Additionally, HRM can promote emotional congruence by aligning organizational display rules with employee values and capabilities, creating conditions for authentic emotional expression. Emotional authenticity has been shown to enhance both employee engagement and customer satisfaction, further positioning HRM as a proactive force in managing the emotional dynamics of the workplace (Pisnar & Foust, 2024).

The effectiveness of HR practices in moderating emotional labor strategies is context-dependent, varying across different organizational settings and cultural backgrounds. In collectivist cultures, for instance, employees may suppress negative emotions to maintain group harmony, even at the cost of personal emotional strain. Research indicates that in Eastern cultures, suppression may not be viewed negatively but rather as a mechanism to maintain interpersonal harmony; however, this strategy can deplete cognitive resources and potentially damage relationships over time (W. Zhang et al., 2022). This highlights the importance of culturally contingent AMO-based HR interventions. For instance, skill-enhancing HR practices may prioritize social peace and role-based emotional expectations in collectivist cultures while emphasizing personal expressiveness and autonomy in emotional regulation in individualist cultures. In individualist cultures, motivation-enhancing practices may involve individual bonuses or recognition, whereas in collectivist cultures, team-based incentives or collective recognition may be more effective. These cultural differences demonstrate that the universal application of the AMO framework is inadequate; instead, HR systems should be thoughtfully adapted to reflect the specific cultural values and norms of the workforce (Gooderham et al., 2022; Kaur & Malik, 2024).

Therefore, HR interventions must be culturally adaptive, integrating elements such as cultural intelligence training or localized emotional display norms to ensure alignment with employee values and expectations. When employees possess high cultural intelligence, they consistently deliver more proactive service, especially when organizations provide cultural training and encourage deep acting as an emotional labor strategy (Al Shaer et al., 2023). In sectors with high emotional labor demands, such as hospitality, healthcare, and

customer service, this framework highlights the need to tailor HR practices to each industry's unique emotional requirements and stressors. For example, in the hospitality sector, factors such as manager-employee relationships, job demands, and emotional labor training significantly influence the emotional regulation strategies employees adopt (Xu et al., 2020; F. X. Yang & Lau, 2019)

### **Managerial Implications**

This study highlights the strategic role HR practitioners have in shaping and managing emotional labor within service organizations. By aligning HR systems with the AMO framework, organizations can proactively enable emotional authenticity in service interactions, enhancing customer satisfaction and loyalty while safeguarding employee well-being. Emotional labor, encompassing deep acting and surface acting, is a critical determinant of customer perceptions and outcomes.

By employing matched employee–customer pairings, this study offers a significant practical contribution, providing managers with actionable, evidence-based insights that incorporate the perspectives of both employees and customers. This method enhances the effectiveness of emotional labor management techniques by enabling HR directors to develop interventions based on actual service experiences. HR practitioners should incorporate emotional labor into the hiring, training, and performance review processes to convert theoretical ideas into practical procedures. For example, incorporating emotional intelligence tests [e.g., Mayer-Salovey-Caruso Emotional Intelligence Test (MSCEIT)] into the employment process can assist in identifying applicants who are prone to genuine emotional outbursts. Secondly, implementing comprehensive training programs including virtual reality-based simulations for emotion regulation can provide employees with practical tools to handle emotional demands more effectively, encouraging the use of deep acting rather than surface acting. In the hospitality industry, for example, VR modules can simulate interactions with challenging guests, preparing employees for real-world scenarios (Lv et al., 2025). Thirdly, managers should implement motivation-enhancing practices, such as performance metrics tied to customer feedback on authenticity, which can incentivize genuine emotional engagement. Meanwhile, peer recognition programs further reinforce positive emotional behaviors. HR managers should incorporate “emotion recovery breaks” during shifts (e.g., 10-minute mindfulness sessions after intense interactions).

Furthermore, leveraging AI-driven workforce management tools can help predict



high-stress periods and facilitate employee rotation between high- and low-contact tasks, mitigating emotional fatigue (Vora, 2024). Lastly, fostering an emotionally aware culture and implementing support networks, such as employee assistance programs, can enhance psychological safety and reduce burnout risks. By embedding these evidence-based practices, HR managers can proactively manage the emotional landscape of the workplace, thereby improving employee well-being and customer satisfaction.

### **Future Research**

In the future, researchers should undertake empirical investigations across diverse organizational, sectoral, and cultural contexts. Since this study is cross-sectional, in future longitudinal research designs could offer a deeper understanding of how specific skill-enhancing HR interventions, such as emotional intelligence training or structured feedback systems, influence employees' use of deep versus surface acting over time and how these emotional labor strategies subsequently affect customer perceptions of perceived service quality (Kashif et al., 2022). Furthermore, future studies should investigate the mediating mechanisms that link emotional labor strategies to customer outcomes. Constructs such as emotional dissonance, employee authenticity, and emotional exhaustion may help explain how HR practices translate into customer-facing behavior (Costakis et al., 2021). We also emphasize the importance of exploring emotional intelligence as a potential moderator. Future work might investigate how different dimensions of emotional intelligence (e.g., cognitive, motivational, and behavioral) interact with HRM practices to facilitate effective emotional regulation, particularly in multicultural service settings (Rafiq et al., 2020). Researchers are also encouraged to use mixed-method designs, combining survey data with qualitative interviews or customer feedback to capture the complexity of emotional labor in real-world settings. Experimental or quasi-experimental studies that test the effectiveness of specific HR interventions, such as empathy-based leadership training or adaptive scheduling systems, aim to isolate the causal mechanisms.

Future research should focus on three areas to further develop this empirically tested framework. To begin, employing experimental and longitudinal research designs would help further validate and broaden the generalizability of the moderating effects associated with AMO-driven HR bundles. For instance, determining whether authenticity-linked incentives enhance the benefits of deep acting in retail or whether virtual reality-based emotion-regulation training mitigates the adverse effects of surface acting on client orientation in the hospitality industry. Secondly, to further address common method bias,

future research should utilize dyadic data or biometric sensors to examine moderators, such as cultural intelligence, and mediators, like emotional exhaustion (Van Oort, 2019). Thirdly, examining new environments that are altering the dynamics of emotional labor, such as AI-driven emotional analytics and post-pandemic hybrid service delivery. Lastly, enhancing theoretical and practical significance will be cross-disciplinary approaches (e.g., behavioral nudges, neurological correlates of authenticity) (Mastracci & Adams, 2019) and cross-cultural comparisons (e.g., flexible scripts in collectivist vs. individualist civilizations) (Nixon et al., 2020).

## REFERENCES

- Al Khoury, G., Thrassou, A., Papasolomou, I., & Vrontis, D. (2023). The requisite role of emotional intelligence in customer service in the retail banking sector. *International Journal of Organizational Analysis*, 31(7), 3315–3347.  
<https://doi.org/10.1108/IJOA-04-2022-3229>
- Al Shaer, A. S., Jabeen, F., Jose, S., & Farouk, S. (2023). Cultural intelligence and proactive service performance: mediating and moderating role of leader's collaborative nature, cultural training and emotional labor. *Journal of Health Organization and Management*, 37(3), 379–406. <https://doi.org/10.1108/JHOM-04-2022-0103>
- Al-Tit, A. A. (2020). The impact of AMO-HR systems on proactive employee behavior: the mediating contribution of leader-member and team-member exchange. *International Journal of Engineering Business Management*, 12, Article 1847979020947236. <https://doi.org/10.1177/1847979020947236>
- Amissah, E. F., Blankson-Stiles-Ocran, S., & Mensah, I. (2022). Emotional labour, emotional exhaustion and job satisfaction in the hospitality industry. *Journal of Hospitality and Tourism Insights*, 5(5), 805–821. <https://doi.org/10.1108/JHTI-10-2020-0196>
- Bailey, T. (1993). *Discretionary effort and the organization of work: Employee participation and work reform since Hawthorne*. Teachers College and Conservation of Human Resources, Columbia University.
- Bitner, M. J. (1990). Evaluating service encounters: the effects of physical surroundings and employee responses. *Journal of Marketing*, 54(2), 69–82.  
<https://doi.org/10.1177/0022242990054002>
- Bos-Nehles, A., Townsend, K., Cafferkey, K., & Trullen, J. (2023). Examining the

- Ability, Motivation and Opportunity (AMO) framework in HRM research: Conceptualization, measurement and interactions. *International Journal of Management Reviews*, 25(4), 725–739. <https://doi.org/10.1111/ijmr.12332>
- Brotheridge, C. M., & Lee, R. T. (2003). Development and validation of the emotional labour scale. *Journal of Occupational and Organizational Psychology*, 76(3), 365–379. <https://doi.org/10.1348/096317903769647229>
- Chan, K. W., Gong, T., Sharma, P., & Chu, C. (2022). Demystifying the impact of customer participation on citizenship behaviors through interpersonal attraction and its contingencies. *Journal of Business Research*, 150, 297–310. <https://doi.org/10.1016/j.jbusres.2022.06.023>
- Chang, S. J., Van Witteloostuijn, A., & Eden, L. (2019). Common method variance in International Business Research. In: Eden, L., Nielsen, B.B., Verbeke, A. (eds) *Research Methods in International Business* (pp. 385–398). Cham: Springer International Publishing. [https://doi.org/10.1007/978-3-030-22113-3\\_20](https://doi.org/10.1007/978-3-030-22113-3_20)
- Chatterjee, S., Ghatak, A., Nikte, R., Gupta, S., & Kumar, A. (2022). Measuring SERVQUAL dimensions and their importance for customer-satisfaction using online reviews: A text mining approach. *Journal of Enterprise Information Management*, 36(1), 22–44. <https://doi.org/10.1108/JEIM-06-2021-0252>
- Chen, P. C., & Chi, N. W. (2022). Service-oriented human resource practices and customer outcomes: the service-profit chain perspective. *Personnel Review*, 51(4), 1427–1448. <https://doi.org/10.1108/PR-06-2020-0495>
- Cheng, P., Jiang, J., Xie, S., & Liu, Z. (2022). Dysfunctional customer behavior influences on employees' emotional labor: the moderating roles of customer orientation and perceived organizational support. *Frontiers in Psychology*, 13, Article 966845. <https://doi.org/10.3389/fpsyg.2022.966845>
- Choi, H. M., Mohammad, A. A., & Kim, W. G. (2019). Understanding hotel frontline employees' emotional intelligence, emotional labor, job stress, coping strategies and burnout. *International Journal of Hospitality Management*, 82, 199–208. <https://doi.org/10.1016/j.ijhm.2019.05.002>
- Christ-Brendemühl, S., & Schaarschmidt, M. (2020). The impact of service employees' technostress on customer satisfaction and delight: A dyadic analysis. *Journal of Business Research*, 117, 378–388. <https://doi.org/10.1016/j.jbusres.2020.06.021>
- Costa, K., & Mfolo, L. (2024). An evidence synthesis protocol for exploring African customers' experiences in the hospitality industry: A review of service perceptions

- in post-apartheid South Africa. *Journal of Research Methodologists*, 3(1).  
<https://doi.org/10.63591/GCAR.JRM.3.1.73>
- Costakis, H. R., Gruhlke, H., & Su, Y. (2021). Implications of emotional labor on work outcomes of service workers in not-for-profit human service organizations. *Human Service Organizations: Management, Leadership & Governance*, 45(1), 29–48.  
<https://doi.org/10.1080/23303131.2020.1818157>
- Dastmalchian, A., Bacon, N., McNeil, N., Steinke, C., Blyton, P., Satish Kumar, M., Bayraktar, S., Auer-Rizzi, W., Bodla, A. A., Cotton, R., Craig, T., Ertenu, B., Habibi, M., Huang, H. J., İmer, H. P., Isa, C. R., Ismail, A., Jiang, Y., Kabasakal, H., ... Varnali, R. (2020). High-performance work systems and organizational performance across societal cultures. *Journal of International Business Studies*, 51(3), 353–388. <https://doi.org/10.1057/s41267-019-00295-9>
- Döllinger, L., Högman, L. B., Laukka, P., Bänziger, T., Makower, I., Fischer, H., & Hau, S. (2023). Trainee psychotherapists' emotion recognition accuracy improves after training: emotion recognition training as a tool for psychotherapy education. *Frontiers in Psychology*, 14, Article 1188634.  
<https://doi.org/10.3389/fpsyg.2023.1188634>
- Domi, S., & Domi, F. (2021). The interplay effects of skill-enhancing human resources practices, customer orientation and tourism SMEs performance. *European Journal of Training and Development*, 45(8/9), 737–761. <https://doi.org/10.1108/EJTD-06-2020-0111>
- Du, H., & Wang, L. (2016). The impact of the number of dyads on estimation of dyadic data analysis using multilevel modeling. *Methodology*, 12(1), 21–31.  
<http://doi.org/10.1027/1614-2241/a000105>
- Edullan, R., & Sergio, R. P. (2021). The perspectives on emotional intelligence and its integration in the hiring process as perceived by HR practitioners. *Psychology and Education*, 58(1), 2356–2365. <https://doi.org/10.17762/pae.v58i1.1111>
- Figueiredo, E., Margaça, C., García, J. C. S., & Ribeiro, C. (2025). The contribution of reward systems in the work context: A systematic review of the literature and directions for future research. *Journal of the Knowledge Economy*, 1–35.  
<https://doi.org/10.1007/s13132-024-02492-w>
- Gardner, T. M., Wright, P. M., & Moynihan, L. M. (2011). The impact of motivation, empowerment, and skill-enhancing practices on aggregate voluntary turnover: The mediating effect of collective affective commitment. *Personnel Psychology*, 64(2),

315–350. <https://doi.org/10.1111/j.1744-6570.2011.01212.x>

- Gong, T., Park, J., & Hyun, H. (2020). Customer response toward employees' emotional labor in service industry settings. *Journal of Retailing and Consumer Services*, 52, Article 101899. <https://doi.org/10.1016/j.jretconser.2019.101899>
- Gooderham, P. N., Pedersen, T., Sandvik, A. M., Dasí, À., Elter, F., & Hildrum, J. (2022). contextualizing AMO explanations of knowledge sharing in MNEs: The role of organizational and national culture. *Management International Review*, 62(6), 859–884. <https://doi.org/10.1007/s11575-022-00483-0>
- Grandey, A. A., & Gabriel, A. S. (2015). Emotional labor at a crossroads: where do we go from here?. *The Annual Review of Organizational Psychology and Organizational Behavior*, 2(1), 323–349. <https://doi.org/10.1146/annurev-orgpsych-032414-111400>
- Grandey, A. A., & Sayre, G. M. (2019). Emotional labor: Regulating emotions for a wage. *Current Directions in Psychological Science*, 28(2), 131–137. <https://doi.org/10.1177/0963721418812771>
- Hair, J. F., Hult, G. T. M., Ringle, C. M., & Sarstedt, M. (2014). *A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM)*, 2nd ed., Sage Publications, Thousand Oaks, CA.
- Hameed, F., Anwar, M. M., Bashir, T., Qurrahtulain, K., & Iqbal, Z. (2022). Performing in bank means performing emotional labor: A case of front-line female service providers in public sector banks. *Journal of Public Affairs*, 22(1), Article e2344. <https://doi.org/10.1002/pa.2344>
- Hatfield, E., Cacioppo, J. T., & Rapson, R. L. (1992). *Primitive emotional contagion*. In M. S. Clark (Ed.), *Review of personality and social psychology: Emotion and social behavior*: 151–177. Newbury Park, CA: Sage.
- Hochschild, A. R. (1983). *The Managed Heart: Commercialization of human feeling*. Berkeley: University of California Press.
- Hur, W. M., Shin, Y., & Moon, T. W. (2022). Linking motivation, emotional labor, and service performance from a self-determination perspective. *Journal of Service Research*, 25(2), 227–241. <https://doi.org/10.1177/1094670520975204>
- Jeung, D. Y., Kim, C., & Chang, S. J. (2018). Emotional labor and burnout: A review of the literature. *Yonsei Medical Journal*, 59(2), 187–193. <https://doi.org/10.3349/ymj.2018.59.2.187>
- Jiang, K., Lepak, D. P., Han, K., Hong, Y., Kim, A., & Winkler, A. L. (2012). Clarifying the construct of human resource systems: relating human resource management to

- employee performance. *Human Resource Management Review*, 22(2), 73–85.  
<https://doi.org/10.1016/j.hrmr.2011.11.005>
- Kalra, A., Agnihotri, R., & Briggs, E. (2021). The role of frontline employees' competitive intelligence and intraorganizational social capital in driving customer outcomes. *Journal of Service Research*, 24(2), 269–283.  
<https://doi.org/10.1177/1094670520958070>
- Karakus, M., Toprak, M., Caliskan, O., & Crawford, M. (2024). Teachers' affective and physical well-being: Emotional intelligence, emotional labour and implications for leadership. *International Journal of Educational Management*, 38(2), 469–485.  
<https://doi.org/10.1108/IJEM-07-2023-0335>
- Kashif, M., Ahmad, M. H., & Khan, M. W. A. (2022). An empirical study of emotional labor on customer loyalty intentions with the mediating role of perceived service quality in banking sector. *International Journal of Industrial Management*, 13, 479–490. <https://doi.org/10.15282/ijim.13.1.2022.7037>
- Kaur, H., & Malik, P. (2024). HR practices and subjective well-being: a systematic review and conceptual model based on the AMO framework. *Human Systems Management*, 0(0) 1–28. <https://doi.org/10.1177/01672533251339610>
- KPMG Taseer Hadi & Co. (2019). Banking results 2018: Commercial banks operating in Pakistan. KPMG International.  
<https://assets.kpmg.com/content/dam/kpmg/pk/pdf/2019/05/Banking%20Results%202018%20%20.pdf>
- Kroon, B., Van De Voorde, K., & Timmers, J. (2013). High performance work practices in small firms: A resource-poverty and strategic decision-making perspective. *Small Business Economics*, 41, 71–91. <https://doi.org/10.1007/s11187-012-9425-0>
- Kuok, K. O. M., Chan, S. H. J., Kou, H. K. W., Kong, S. H., & Mac, L. V. I. (2022). Sustainable human resources management in learning organizations: Consequences of customer incivility and surface acting. *The Learning Organization*, 29(5), 548–566. <https://doi.org/10.1108/TLO-01-2022-0015>
- Lam, R., & Cheung, C. (2024). Synthesizing cultural intelligence, emotional labor, and job satisfaction in the concept of a social cognitive model. *Journal of Hospitality and Tourism Management*, 60, 280–290. <https://doi.org/10.1016/j.jhtm.2024.08.001>
- Lambert, A., Jones, R. P., & Clinton, S. (2021). Employee engagement and the service profit chain in a quick-service restaurant organization. *Journal of Business Research*, 135, 214–225. <https://doi.org/10.1016/j.jbusres.2021.06.009>

- Lee, L., & Madera, J. M. (2019). A systematic literature review of emotional labor research from the hospitality and tourism literature. *International Journal of Contemporary Hospitality Management*, 31(7), 2808–2826. <https://doi.org/10.1108/IJCHM-05-2018-0395>
- Lennard, A. C., Scott, B. A., & Johnson, R. E. (2019). Turning frowns (and smiles) upside down: a multilevel examination of surface acting positive and negative emotions on well-being. *Journal of Applied Psychology*, 104(9), 1164. <https://doi.org/10.1037/apl0000400>
- Li, S., Jia, R., Seufert, J. H., Hu, W., & Luo, J. (2022). The impact of ability-, motivation- and opportunity-enhancing strategic human resource management on performance: The mediating roles of emotional capability and intellectual capital. *Asia Pacific Journal of Human Resources*, 60(3), 453–478. <https://doi.org/10.1111/1744-7941.12293>
- Lim, J., & Moon, K. K. (2023). Exploring the effect of emotional labor on turnover intention and the moderating role of perceived organizational support: Evidence from Korean firefighters. *International Journal of Environmental Research and Public Health*, 20(5), 4379. <https://doi.org/10.3390/ijerph20054379>
- Liu, X. Y., Wang, J., & Zhao, C. (2019). An examination of the congruence and incongruence between employee actual and customer perceived emotional labor. *Psychology & Marketing*, 36(9), 863–874. <https://doi.org/10.1002/mar.21241>
- Lo, Y. C., Lu, C., Chang, Y. P., & Wu, S. F. (2024). Examining the influence of organizational commitment on perceived service quality through the lens of job involvement as a mediator and emotional labor and organizational climate as moderators. *Heliyon*, 10(2). <https://doi.org/10.1016/j.heliyon.2024.e24130>
- Lopes, L., Mangini, E., & Esteves, S. (2024). The role of value co-creation, delight and satisfaction on tourism loyalty: An empirical study in hospitality. *European Journal of Tourism, Hospitality and Recreation*, 14(2), 214–230. <https://doi.org/10.2478/ejthr-2024-0016>
- Lv, G., Jing, R., Gai, W., Luan, H., Li, P., & Yang, C. (2025). Enhancing emotion expression (3e): A novel virtual reality tool for improving alexithymia and its psychological outcomes from a multi-dimensional perspective. *Journal of Affective Disorders*, 373, 253–264. <https://doi.org/10.1016/j.jad.2024.12.087>
- Marques, G. S., Correia, A., & Costa, C. M. (2018). The influence of customer orientation on emotional labour and work outcomes: A study in the tourism industry. *European*

- Journal of Tourism Research*, 20, 59–77. <https://doi.org/10.54055/ejtr.v20i.340>
- Mastracci, S., & Adams, I. (2019). Is emotional labor easier in collectivist or individualist cultures? An east–west comparison. *Public Personnel Management*, 48(3), 325–344. <https://doi.org/10.1177/0091026018814569>
- Matthews, A. L., & Eilert, M. (2022). Signaling authenticity for frontline service employees. *Journal of Services Marketing*, 36(3), 416–431. <https://doi.org/10.1108/JSM-12-2020-0486>
- Mayer, J. D., Salovey, P., & Caruso, D. R. (2008). Emotional intelligence: new ability or eclectic traits? *American Psychologist*, 63(6), 503–517. <https://doi.org/10.1037/0003-066X.63.6.503>
- Mehler, M., Balint, E., Gralla, M., Pöbnecker, T., Gast, M., Hölzer, M., Kösters, M., & Gündel, H. (2024). Training emotional competencies at the workplace: A systematic review and meta analysis. *BMC Psychology*, 12(1), Article 718. <https://doi.org/10.1186/s40359-024-02198-3>
- Mehta, P. (2021). Authenticity and employee wellbeing with reference to emotional work: a review. *Mental Health and Social Inclusion*, 25(2), 146–158. <https://doi.org/10.1108/MHSI-11-2020-0077>
- Ngcobo, N. F., Chiwawa, N., & Wissink, H. (2022). Emotional labor: The effects of genuine acting on employee performance in the service industry. *SA Journal of Human Resource Management*, 20, 1–8. <https://doi.org/10.4102/sajhrm.v20i0.1583>
- Nixon, A. E., Ceylan, S., Nelson, C. E., & Alabak, M. (2020). Emotional labour, collectivism and strain: a comparison of Turkish and US service employees. *Work & Stress*, 34(2), 168–188. <https://doi.org/10.1080/02678373.2019.1598515>
- Oh, H., Linda, I. J., & Jo, W. (2024). Customer-oriented behavior in full-service restaurants: a moderated-mediation model of emotional intelligence, work engagement, and customer-oriented attitude. *Journal of Quality Assurance in Hospitality & Tourism*, 1–24. <https://doi.org/10.1080/1528008X.2024.2394953>
- Perearau, O., & Banabo, E. (2025). Customer experience marketing and business performance in the hospitality industry in Sagbama, Bayelsa State. *BW Academic Journal*, 2, 108–126. <https://www.bwjjournal.org/index.php/bsjournal/article/view/2889>
- Pisnar, M., & Foust, M. (2024). Authentic employee engagement: How emotions support engagement. *Journal of Behavioral and Applied Management*, 24(1), 26–34. <https://doi.org/10.21818/001c.115892>.



- Podsakoff, P. M., MacKenzie, S. B., Lee, J. Y., & Podsakoff, N. P. (2003). Common method biases in behavioral research: A critical review of the literature and recommended remedies. *Journal of Applied Psychology*, 88(5), 879–903. <https://doi.org/10.1037/0021-9010.88.5.879>
- Rafiq, N., Abbasi, A. S., Ali Sair, S., Mohiuddin, M., & Munir, I. (2020). Emotional labor and its association with emotional exhaustion through cultural intelligence. *Transnational Corporations Review*, 12(4), 392–405. <https://doi.org/10.1080/19186444.2020.1846670>
- Riforgiate, S. E., Howes, S. S., & Simmons, M. J. (2022). The impact of daily emotional labor on health and well-being. *Management Communication Quarterly*, 36(3), 391–417. <https://doi.org/10.1177/08933189211041352>
- Ringle, C., Wende, S., & Becker, J. M. (2015). *SmartPLS 3*, Bonningstedt, Germany. <http://www.smartpls.com/>.
- Shafiee, M. M., Tabaeian, R. A., & Mehri, M. (2020). Performance excellence through spirituality, emotional labour and customer orientation in insurance industry. *International Journal of Business Excellence*, 21(4), 513–529. <https://doi.org/10.1504/IJBEX.2020.108557>
- Siegel, R., König, C. J., & Lazar, V. (2022). The impact of electronic monitoring on employees' job satisfaction, stress, performance, and counterproductive work behavior: a meta-analysis. *Computers in Human Behavior Reports*, 8, Article 100227. <https://doi.org/10.1016/j.chbr.2022.100227>
- Sung, S. Y., Choi, J. N., & Ko, Y. J. (2024). Do employees and firms benefit from autonomous work practice? Curvilinear effects on collective turnover and productivity of firms. *The International Journal of Human Resource Management*, 35(13), 2191–2221. <https://doi.org/10.1080/09585192.2024.2330991>
- Theodosius, C., Koulouglioti, C., Kersten, P., & Rosten, C. (2021). Collegial surface acting emotional labour, burnout and intention to leave in novice and pre-retirement nurses in the United Kingdom: A cross-sectional study. *Nursing Open*, 8(1), 463–472. <https://doi.org/10.1002/nop2.649>
- United Nations, Department of Economic and Social Affairs, Population Division. (2024). *World population prospects 2024: Summary of results*. [https://population.un.org/wpp/assets/Files/WPP2024\\_Summary-of-Results.pdf](https://population.un.org/wpp/assets/Files/WPP2024_Summary-of-Results.pdf)
- Van Oort, M. (2019). The emotional labor of surveillance: Digital control in fast fashion retail. *Critical Sociology*, 45(7-8), 1167–1179.

<https://doi.org/10.1177/0896920518778087>

- Vinson, A. H., & Underman, K. (2025). *Clinical empathy as emotional labor in medical work 1*. In *Sociology through emotions* (pp. 165–186). Routledge.  
<https://doi.org/10.1016/j.socscimed.2020.112904>
- Vora, N. (2024, October 16). *How AI-driven emotional intelligence is transforming HR*. ETHRWorld. Available at <https://hr.economictimes.indiatimes.com/news/trends/ai-in-hr/how-ai-driven-emotional-intelligence-is-transforming-hr/114287932>
- Walsh, G., & Beatty, S. E. (2007). Customer-based corporate reputation of a service firm: Scale development and validation. *Journal of the Academy of Marketing Science*, 35, 127–143. <https://doi.org/10.1007/s11747-007-0015-7>
- Wang, S., & Hall, K. K. L. (2023). Bridging employee engagement and customer engagement in a service context. *Journal of Business Research*, 160, Article 113803. <https://doi.org/10.1016/j.jbusres.2023.113803>
- Wang, Z., & Xie, Y. (2020). Authentic leadership and employees' emotional labour in the hospitality industry. *International Journal of Contemporary Hospitality Management*, 32(2), 797–814. <https://doi.org/10.1108/IJCHM-12-2018-0952>
- Wu, T. J., Zhang, R. X., & Li, J. M. (2024). How does emotional labor influence restaurant employees' perceived service quality during COVID-19? The roles of work fatigue and supervisor–subordinate Guanxi. *International Journal of Contemporary Hospitality Management*, 36(1), 136–154.  
<https://doi.org/10.1108/IJCHM-09-2022-1060>
- Xu, S. T., Cao, Z. C., & Huo, Y. (2020). Antecedents and outcomes of emotional labour in hospitality and tourism: A meta-analysis. *Tourism Management*, 79, Article 104099. <https://doi.org/10.1016/j.tourman.2020.104099>
- Yang, C., & Chen, A. (2021). Emotional labor: A comprehensive literature review. *Human Systems Management*, 40(4), 479–501. <https://doi.org/10.3233/HSM-200937>
- Yang, F. X., & Lau, V. M. C. (2019). Evil customers, an angel boss and cooperative coworkers: Burnout of frontline employees. *International Journal of Hospitality Management*, 83, 1–10. <https://doi.org/10.1016/j.ijhm.2019.04.004>
- Yang, Y., Qin, Y., Wang, Z., & Sun, A. (2023). The influence of emotional labor of service employees on customer service misbehavior and repurchase intention: The role of face. *Psychology Research and Behavior Management*, 1109–1124.  
<https://doi.org/10.2147/PRBM.S396775>

- Ybema, J. F., van Vuuren, T., & van Dam, K. (2020). HR practices for enhancing sustainable employability: Implementation, use, and outcomes. *The International Journal of Human Resource Management*, 31(7), 886–907.  
<https://doi.org/10.1080/09585192.2017.1387865>
- Zhan, X., Luo, W., Ding, H., Zhu, Y., & Guo, Y. (2021). Are employees' emotional labor strategies triggering or reducing customer incivility: A sociometer theory perspective. *Journal of Service Theory and Practice*, 31(3), 296–317.  
<https://doi.org/10.1108/JSTP-01-2020-0009>
- Zhang, M., Geng, R., Hong, Z., Song, W., & Wang, W. (2020). The double-edged sword effect of service recovery awareness of frontline employees: From a job demands-resources perspective. *International Journal of Hospitality Management*, 88, Article 102536, <http://doi.org/10.1016/j.ijhm.2020.102536>
- Zhang, W., Guo, S., Liu, J., He, Y., Song, M., & Chen, L. (2022). Linking emotion regulation strategies to employee motivation: The mediating role of guanxi harmony in the Chinese context. *Frontiers in Psychology*, 13, Article 837144.  
<https://doi.org/10.3389/fpsyg.2022.837144>
- Zhao, X., Fu, N., Freeney, Y., & Flood, P. C. (2020). Revisiting the effect of emotional labor: A multi-level investigation in front-line service teams. *Frontiers in Psychology*, 11, 1–10. <https://doi.org/10.3389/fpsyg.2020.570048>

**Dr. Samra Tariq** is an academic and researcher with a PhD from Putra Business School, Malaysia. Her research focuses on talent management and the emotional and behavioral dynamics of employees, with a particular emphasis on how workplace emotions influence individual and organizational performance. She has taught at multiple universities, including Imperial College of Business Studies, Pakistan, and has actively contributed to the academic community by reviewing manuscripts for peer-reviewed journals. She continues to engage in research and scholarly writing in the fields of organizational behavior and human resource management.

**Arsala Marium Khan (Corresponding author)** is a researcher with over 12 years of combined experience in corporate and higher education settings, specializing in marketing, human resource management, and internationalization in higher education. She is currently pursuing a PhD in Marketing at National Central University, Taiwan. Her research interests include consumer behavior, digital marketing transformation, social media and tourism, and sustainable business practices. She has published in indexed journals, contributed to book chapters, and actively

participated in international conferences. She has also served as an associate editor for the Journal of Management and Research and Empirical Economic Review.

**Sanan Waheed Khan** is a dedicated researcher in the field of media and communication and currently pursuing PhD research at University Putra Malaysia. He is a Lecturer at Department of Mass Communication, University of Southern Punjab, Pakistan. Experienced in writing research articles on CSR communication, corporate reputation, organizational communication, leadership, advertising, and social media. He has worked with the Asian Institute of Cambodia and Bahauddin Zakariya University, Multan, Pakistan, for 5 years in the Department of Mass Communication.

**Prof. Julian Ming-Sung Cheng** is a distinguished scholar in the field of marketing, renowned for his prolific research and impactful publications in digital marketing, consumer behavior, e-commerce, and brand management. Professor Cheng's research is characterized by a rigorous methodological approach and a commitment to addressing contemporary issues, including sustainable marketing practices and consumer well-being in digital contexts. He has led and contributed to numerous funded projects exploring cutting-edge topics. Professor Cheng's scholarly output is both substantial and influential, with a robust portfolio of articles published in high-impact, leading journals in the field. Through his dedication to advancing marketing theory and practice, Professor Cheng continues to shape scholarly discourse and inform industry practices, solidifying his reputation as a leading figure in contemporary marketing research.

## Appendix A - Scale Items

Questionnaire – for Frontline Employees		
Variables	Dimensions	Scale Items
Emotional Labor Strategies	Deep Acting (DA)	I try to actually experience the emotions I need to display to customers.
		I make an effort to actually feel the emotions that I need to display toward others.
		I try to feel the emotions I am required to display.
		I work on developing the feelings inside me that I need to show to customers.
	Surface Acting (SA)	I put on an act to deal with customers in an appropriate manner.
		I fake a good mood when interacting with customers.
		I put on a “show” or “performance” when interacting with customers.
		I hide my true feelings about a situation.
		I just pretend to have the emotions I need to display for my job.
		I fake the emotions I show when dealing with customers.

Questionnaire – for Frontline Employees		
Variables	Dimensions	Scale Items
HR Practices	Skill (SK)	<p>Our organization provides learning opportunities for employee development.</p> <p>Within our organization, it is possible to follow formal internal training courses.</p> <p>Our organization offers the possibility to follow external training courses.</p> <p>Employees are offered training courses to develop their interpersonal and communication skills.</p> <p>Our organization actively supports the development of job-related skills.</p>
	Motivation (MOT)	<p>Our company pays above-average salaries.</p> <p>In addition to base salary, employees receive bonuses or other financial incentives.</p> <p>The organization has formal career development plans in place for its employees.</p> <p>Employees are regularly informed about the organization's strategic plans.</p> <p>Employees are informed about the organization's financial performance.</p> <p>In our organization, employees are informed about the organization's vision and mission.</p>
Questionnaire – for Customers		
Customer Outcomes	Perceived Service Quality (PSQ)	<p>Perceived service quality is excellent.</p> <p>Perceived service quality is superior.</p> <p>Perceived service quality meets high standards.</p>
	Costumer Orientation (CO)	<p>The employees are genuinely concerned about my needs as a customer.</p> <p>The employees treat me with courtesy and respect.</p> <p>This organization cares about its customers.</p> <p>This organization treats its customers fairly.</p> <p>This organization takes customer rights seriously.</p> <p>This company values all customers equally, regardless of their spending amount.</p>

*Note.* All scale items were measured using a seven-point Likert scale