The Relationship of Emotional Labor to Job Performance in Frontline Employees of CV Mufidah Gorontalo City

AnggiPutri Maulidiah,[1]Fendi Ntobuo,[2] Lenny Syamsuddin,[3] Fahri Kamuli,[4]

[1,2,3,4] *University of Muhammadiyah Gorontalo*

Email:anggiputrimaulidiah228@gmail.com.1 fendintobuo@umgo.ac.id.2
lennysyansuddin@umgo.ac.id.3 fahri@umgo.ac.id.4

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Abstract: This study aims to determine the relationship between *emotional labor* and *job performance* in frontline employees at CV Mufidah, Gorontalo City. The method used is a quantitative approach with a correlational design. The research population amounted to 113 frontline employees consisting of cashiers, salespeople, and security. The research sample of 71 respondents was determined using the Slovin formula with an error rate of 10%. Data collection was carried out through a questionnaire with a Likert scale. The research instrument has been tested for reliability with a Cronbach's Alpha value of 0.887 for *emotional labor* and 0.866 for *job performance*. The data analysis technique used is Pearson correlation. The results showed that there was a positive and significant relationship between *emotional labor* and *job performance* with a value of ($r = 0.304$; $p = 0.010$). This shows that the better the employee's ability to manage emotions, the higher the performance shown in the implementation of daily tasks. The contribution of this research lies in strengthening the empirical evidence on the role of *emotional labor* in improving *job performance*, especially in frontline employees who interact directly with customers in the local business sector. Based on the findings of the research, it is recommended that companies improve employee emotional management skills through training and human resource development to support optimal performance improvement.

INTRODUCTION

In the context of today's business context, company productivity is an important foundation in creating great competitiveness. Workforce capabilities are an important element in the smooth operation of the company (Fernanda & Hutabarat, 2023). Labor also has value in business competition, it is related to factors that affect in terms of company productivity. Therefore, companies need an efficient workforce. The achievement of human resource effectiveness in the company will be reflected in optimal performance (Laughter) *et al*., 2024). As the need for a workforce that is truly able to work effectively increases, the retail sector is one of the fastest-growing business fields and faces increasingly fierce competition. The background is the increasing proliferation of retail companies as distribution channels that take advantage of good opportunities to market products to end consumers (Dewi & Parahyanti, 2022). According to data compiled by the Indonesian Retail Entrepreneurs Association or APRINDO in 2024, retail business in Indonesia remains positive, although not as high as it was a few years ago. In the second quarter of 2024, growth is expected to reach 4.8% on an annual basis higher than in the first quarter. This still shows that retail expansion is relatively moderate in the broader economic context (Arif, 2024).

The positive growth shown by the retail sector certainly has consequences for the increasing demands on the quality of the workforce involved in it. In line with this condition, the government through the Regulation of the Minister of Trade of the Republic of Indonesia Number 55 of 2019 concerning the implementation of the Indonesian National Qualification Framework (KKNI) level 2 in the field of modern retail, it is stated that retail workers not only need to be able to complete operational tasks, but also must have a work attitude that is in accordance with standards. This attitude is divided into two, namely general attitudes and special attitudes. A special attitude is its emphasis on things that are really needed in the field, such as the ability to interact directly with customers (*Engage*), sales-oriented, communicative with the team and superiors, and meticulous and clean. In addition, the retail workforce is also required to be innovative, technologically literate, and able to appreciate diversity because the retail work environment is often multicultural. This means that work attitudes in the modern retail world cannot be considered trivial, because they greatly affect the quality of service and overall business success (Gazette, 2019)

Quoted from *DataIndonesia.id* in 2023, the number of retail stores in Indonesia was recorded at 3.97 million units (Mustajab, 2024). Data from *PoiData.io* It is recorded that the number of retail stores in Gorontalo itself amounts to 492 as of October 2025. The highest number of retail stores in Gorontalo are in Gorontalo Regency and Gorontalo City, 191 businesses and 141 businesses respectively. One of these developments occurred in the retail company CV.Mufidah Gorontalo. CV. Mufidah Gorontalo is one of the retail businesses that is quite well-known in Gorontalo City, especially in providing various needs for stationery, school supplies, and other items that are often used by the community. As a store that has been operating for a long time, Mufidah has a variety of customers, ranging from students, students, to agencies that often make large purchases. This makes Mufidah quite prominent as one of the centers for stationery needs in the area (Randio & Ardianyah, 2023).

CV. Mufidah also developed several other complementary business lines. One of them is **Mufidah*Baby Shop***, which focuses on providing a wide range of baby and child needs, ranging

from baby clothes, toddlers, to children, as well as supporting equipment such as diapers, formula milk, shoes, and educational toys. In the field of creative services, CV. Mufidah manages **Mufidah*Studio***, known as a service provider *newborn photography*. This business unit offers baby photography services with a choice of studio and session sessions *Home Service*. In addition, Mufidah*Studio* also provide supporting services such as photo printing, manufacturing *Photobook*, custom photo frames, as well as rentals *Photobooth* for various special occasions, such as birthdays and weddings. Meanwhile, **Mufidah*Terminal Print*** Acting as a business unit in the field of professional digital printing that serves various printing needs, including billboards, banners, stamps, posters, and book binding services (Mapiasse et al., 2025). However, along with the accelerating development of the retail world, CV. Mufidah also faced various challenges to maintain his existence. Competition comes not only from similar retail stores, but also from large convenience stores and *Platform* Shopping *online* which is increasingly in demand by the public. This condition makes companies must be able to adapt, both in terms of services and operational management, in order to remain relevant and able to compete in the midst of ongoing market changes (Sholihah & Eryandra, 2024)

In facing these dynamics, one of the aspects that needs to be considered is employee performance *(Job Performance*). In a retail business like Mufidah, employees have a direct role in providing experience to customers. Their performance can be seen from the way they serve, the meticulousness in working, the ability to manage work when the store is crowded, to how they maintain a professional attitude when dealing with various customer characters (Telaumbanua et al., 2022)

In a study conducted by Mapiasse (2025), employees at CV. Mufidah has actually tried to provide good service. They follow the order of the customers and try to adjust to the various characters that come. But there are still some customers who feel that the service is not optimal. The store also prepares a "reprimand us if we're not friendly" brooch, it's just that most customers are shy or reluctant to deliver a reprimand. From the customer side, the service at Mufidah is considered quite good, it's just that it still seems ordinary, which indicates that the quality of service provided has met basic service standards, but has not shown significant excellence or added value. Some employees who look less friendly or display expressions that make customers uncomfortable. Such things can affect their shopping experience. This condition is clearly related to *Job Performance*, because attitudes, the way employees communicate, and how they carry themselves while working are part of their performance. If these aspects can be further improved, the service will feel better and customers will also be more comfortable to return.

In an interview conducted with HRD Mufidah. The results of the interview show that CV. Mufidah faces various problems related to employee performance. *Employee turnover* is quite high from 2021 to 2025, so companies must repeatedly recruit and train new employees. Many employees also work just to "try and trick" and eventually resign because they do not fit in with the work rhythm. In addition, some employees lack focus when working because they chat too often with their *shift* mates, so service to customers becomes slow. Another problem that arises is the difficulty of dealing with customers with different characters, which sometimes triggers miscommunication. Not only that, fellow employees sometimes have personal problems that are brought into the work environment, thus disrupting the atmosphere and teamwork. These various factors make employee work performance unstable and challenging for companies in maintaining service quality.

These challenges show that CV. Mufidah is not only dealing with the problem of daily work behavior, but also the long-term impact of unstable internal conditions. This situation is even more pronounced when the numbers *Turnover* The high ones begin to place an additional burden on employees who remain on hold. High numbers *Turnover* can have a direct or indirect impact on *Job Performance* employees who are still staying in the company. When many employees leave, the workload often becomes unbalanced because it has to be borne by the remaining employees, which can ultimately decrease productivity, work motivation, and create psychological stress in the work environment. In addition, this condition can also interfere with operational continuity and the team's adaptation process, potentially hindering the achievement of overall work targets (Asmara, 2017). The high rate of employee exits proves that there is a problem in the *Job Performance* in the company CV Mufidah.

These problems show that *Job Performance* Employees are not only influenced by technical abilities, but also by deeper non-technical factors. In this case, it is important to understand that *Job Performance* is not something that just appears. *Job performance* Influenced by various factors, ranging from motivation, work environment conditions, leadership, to the psychological condition of employees (Khaeruman et al., 2021). One of the aspects that often goes unnoticed, but has a great influence on *Job Performance* is *emotional labor.* This concept refers to the employee's efforts to organize and display certain emotions according to the demands of the job, such as smiling while serving customers, being polite in stressful situations, or staying calm when facing complaints (Hao, 2024). In positions such as *Frontline* i.e. cashier, salesman and *Security*, *emotional labor* become an integral part of the work routine. Employees should still be friendly and professional even if they may be feeling tired, disappointed, or even angry. If not managed properly, this emotional burden can build up and lead to emotional exhaustion (*emotional exhaustion*), which can ultimately lower *Job Performance*. But on the other hand, if an employee is able to manage emotions appropriately and feels supported by the work environment, then this can actually be capital in improving *Job Performance* optimal (Hartini et al., 2023)

Research conducted in the Division *Operation Incoming* and *Outgoing* AIESEC East Java shows that there is an empirical relationship between *emotional labor* with *Job Performance,* but only in certain aspects, namely *Surface Acting* with *Task Performance* and *contextual performance. Surface acting*In this context it seems to help individuals maintain professionalism when interacting. However, the relationship is not found in all aspects *emotional labor*. That is, the influence *emotional labor* against *Job Performance* can be specific depending on the dimensions. (Putri & Cholichul, 2019).

In addition, other research explains emotional expression *Surface Acting* lecturers have a significant negative impact on *Relationship Performance* and *Task Performance*. This shows that when lecturers only display surface emotions, it can hinder the effectiveness of their interactions with students and their overall teaching performance. On the other hand, the expression *Deep acting* and *Productive Authenticity* lecturers contribute positively to *Relationship Performance*, *Task Performance*, and *Adaptability Performance.* This shows that when lecturers are able to express their emotions in depth, they are better able to adapt and interact well in an academic environment (Susanti & Hurriyati, 2024). But in a study conducted on the hospital workforce, it was found that *Surface Acting* significant with job satisfaction and *Deep acting* correlated with job satisfaction. However, two aspects *emotional labor* this is not correlated with *Job Performance*. But in the mediation model, research results in that *Surface Acting* related to sleep problems.

In addition, sleep problems correlate with job satisfaction and *Job Performance*. The conclusion of the results is that the mediation model of sleep problems is an important factor to connect *emotional labor* with job satisfaction and *Job Performance* (Yeh et al., 2020).

The results of a study by the Jordanian Insurance Industry (2019) show that there is a significant negative relationship between *Surface Acting* (surface actions) and employee performance. Employees involved in *Surface Acting*, i.e. those who pretend or suppress their emotions, tend to experience a decline in performance and job satisfaction. This suggests that the pressure to always show positive emotions can result in emotional exhaustion and reduce work effectiveness. Instead, *Deep acting* (in-depth action) shows a positive relationship with employee performance. Employees who are able to feel and express emotions that match the demands of their job tend to have better performance. (Alsakarneh et al., 2019).

Although there is quite a lot of research on *emotional labor* and *job performance*, most of it is still done in different contexts, such as the health, education, and non-profit sectors. So, in this case, the researcher wants to research in the context of one of the retail companies. The results of previous research have also not shown the same pattern, especially related to how *surface acting* and *deep acting* affect various aspects of performance. The inconsistency of these findings shows that the relationship *between emotional labor* and *job performance* is greatly influenced by job characteristics and organizational context. In addition, there are not many studies that specifically look at the relationship between the two aspects of *emotional labor* and the three aspects of *overall job performance*, so there is still room for further research. Therefore, it is important to know how the role of these 2 variables is in the retail industry. Therefore, it is important to understand more deeply how *emotional labor* is related to *job performance*, especially for employees who hold positions as *frontline*, namely cashiers, salespeople and *security* who often face customers directly and as the face of the store. The researcher hopes that this study can provide a clearer picture of the role of *emotional labor* on *job performance*, especially in Mufidah's CV. As an effort to overcome the problems described above, the researcher is interested in conducting a research entitled "The Relationship *of Emotional Labor* to *Job Performance* in Frontline Employees of CV Mufidah Gorontalo City".

RESEARCH METHODS

This study uses a quantitative approach. The quantitative method is a research approach based on the positivism paradigm, which is used to research certain populations or samples with data collection techniques using research instruments and quantitative or statistical data analysis to test the hypothesis that has been established (Sugiyono, 2013). This research was carried out in Gorontalo City, precisely at CV. Mufidah. The research period lasted from November to December 2025, with the data collection process carried out directly at the research site. This study uses a survey method with data collection techniques through the distribution of questionnaires to respondents. The questionnaire was distributed directly to 113 CV employees. Mufidah, then the researcher waited until the respondents filled in and returned it directly. The variables in this study consist of two types, namely independent variables in the form of emotional labor and dependent variables, namely job performance. Variables are attributes or characteristics of individuals, objects, or activities that have certain variations and are determined by researchers to be studied and drawn conclusions. The population in this study is all frontline employees of CV. Mufidah who worked in the positions of cashier, salesman, and security with a total of 113 people.

A population is a whole of objects or subjects that have certain characteristics that have been determined by the researcher to be studied and then drawn conclusions. A sample is a part of a population that has certain characteristics that can represent the entire population. The sampling technique in this study uses non-probability sampling with the type of purposive sampling, which is a sample determination technique based on certain criteria or considerations in accordance with the research objectives (Sugiyono, 2013). The sample criteria in this study include: at least 19 years old, working as a cashier, salesperson, or security, having a minimum working period of 1 month, and being an active employee of CV. Mufidah. The number of samples was determined using the Slovin formula with an error rate of 10% or a confidence rate of 90%. The Slovin formula is used when the population size is known with certainty, making it easier to determine a representative sample size (Sukwika, 2023). The data collection method in this study uses the Likert scale. The Likert scale is used to measure the attitudes, perceptions, and opinions of individuals or groups towards a social phenomenon, where the research variables are described into indicators that are then compiled into items of positive statements *(favourable)* or negative *(unfavorable).*

RESEARCH RESULTS

Results

4.1 Results of the Relationship between Emotional Labor and Job Performance in Frontline Employees of CV Mufidah Gorontalo City,

1. Description of Research Respondents

In this study, the author distributed 113 questionnaires to respondents. Of these, the sample used was determined by 53 respondents by considering *an* error rate of 10% using the slovin formula. The distribution process was carried out directly, and the author waited for the respondents to finish filling out the questionnaire before returning it. Of the total distributed, the questionnaires that returned amounted to 73. However, after checking, there are 2 questionnaires that cannot be used due to incomplete filling. That way, the number of questionnaires that can finally be processed in this study is 71. This number has met the minimum limit of 53 respondents.

Table 1. Distribution by Gender

Gender	Quantity (N)	Present (%)
Male	27	38,0 %
Women	44	62,0%
Total	**71**	**100,0 %**

Source: Data Processing, 2025

Based on Table 1, it can be seen that out of a total of 71 respondents, as many as 27 people (38.0%) are men and 44 people (62.0%) are women. From these results, it can be seen that the number of female respondents is more than men. This means that the majority of respondents in this study are dominated by women.

Table 2. Distribution by Age

Age	Quantity (N)	Present (%)
19-29	46	64,8%
30-39	20	28,2%
40-54	5	7 %
Total	**71**	**100,0 %**

Source: Data Processing, 2025

Based on Table 2, it can be seen that of the 71 respondents, as many as 46 people (64.8%) are in the age range of 19-29 years, 20 people (28.2%) are in the age range of 30-39 years, and 5 people (7%) are in the age range of 40-54 years. From this figure, it can be seen that the most respondents are in the age group of 19-29 years

Table 3. Distribution Based on Working Time

Long Time Working	Quantity (N)	Present (%)
1 month-5 years	49	69%
6 years-9 years	7	9,9%
10 years-14 years	15	21,1%
Total	**71**	**100,0 %**

Source: Data Processing, 2025

Based on Table 3, it can be seen that out of a total of 71 respondents, the majority had a working period of between 1 month and 5 years, which was 49 people (69%). Meanwhile, respondents who had a long working period, namely 6 to 9 years, amounted to 7 people (9.9%) and respondents who had a longer working period, namely 10 to 14 years, amounted to 15 people (21.1%).

2 Description of Research Data

Table 4. Description of Variable Statistics*Emotional labor* and *Job performance*

Variable	N	Min	Max	Red	SD
Emotional labor	71	74	104	89,93	7,428
Job performance	71	28	52	40,42	5,400

Source: Data Processing, 2025

Based on Table 4, *the emotional labor* variable was measured in 71 respondents with a minimum score of 74 and a maximum of 104. The mean value obtained was 89.93 with a standard deviation of 7.428. Meanwhile, for *the job performance variable*, data was also obtained from 71 respondents with a minimum score of 28 and a maximum of 52. The mean value obtained is 40.42 with a standard deviation of 5.400.

Table 5. Statistical Description of Each Aspect of the Variable*Emotional labor*&*Job performance*

Aspects	N	Min	MaX	Red	SD
SA	71	38	99	49,46	7,874
DA	71	32	48	41,38	3,611
TP	71	8	20	15,37	2,294
CP	71	12	32	23,15	3,988
CWB	71	0	8	1,90	2,139

Description: SA: *Surface acting*; DA: *Deep acting*; TP: *Task performance*; CP:*Contextual performance*; CWB: *Counterproductive work behavior*
Source: Data Processing, 2025

Based on Table 5, the results of the descriptive analysis show that in the aspect *of Surface acting* (SA), the respondents' scores were in the range of 38 to 99, with an average score of 49.46 and a standard deviation of 7.874. In *the Deep acting* (DA) aspect, the score was between 32 and 48, with an average of 41.38 and a standard deviation of 3.611. Meanwhile, for *Task performance* (TP), the score obtained was between 8 and 20, with an average of 15.37 and a standard deviation of 2.294. *Contextual Performance* (CP) has a vulnerable score of 12 to 32 with an average of 23.15 and a standard deviation of 3.988. For *Counterproductive work behavior* (CWB), the score obtained was in the range of 0 to 8, with an average of 1.90 and a standard deviation of 2.139.

Table 6. Categorization Formula

Formula	Categories
X ≤ M-1SD	Low
M-1SD ≤ X < M+1SD	Medium
M+1SD ≤X	Height

Description:
X = Total score
M = Red
SD = Standard Deviation

Table 7. Categorization of *Emotional labor variables*

Categories	Frequency	Present (%)
Low X < 83	14	19,7%
Medium ≤ 83 X <97	45	63%
Height X > 97	12	16,9%
Total	**71**	**100 %**

Source: Data Processing, 2025

Based on Table 7, it can be seen that out of a total of 71 respondents, most of them were in the medium category with a total of 45 people (63%). Meanwhile, respondents who were included in the low category amounted to 14 people (19.7%) and in the high category amounted

to 12 people (16%). This data shows that the majority of respondents have *a moderate level of emotional labor*, so it can be concluded that they tend to display emotional management in their work.

Table 8. Categorization of *Job Performance Variables*

Categories	Frequency	Present (%)
Low X < 35	11	15,6 %
Medium ≤35 X < 75	60	84,5 %
Total	**71**	**100 %**

Source: Data Processing, 2025

In Table 8, it can be seen that most of the respondents have *job performance* in the medium category, which is as many as 60 people (84.5%). Respondents who were in the low category amounted to 11 people (15.6%) and no respondents with *high job performance* were found . These results illustrate that in general respondents' performance is at a moderate level, with only a few very low.

Table 9. Categorization of *Emotional Labor Variables (Surface Acting)*

Categories	Frequency	Present (%)
Low X < 42	5	7%
Medium ≤42 X < 57	2	2,8 %
Height X > 57	64	90,1%
Total	**71**	**100 %**

Source: Data Processing, 2025

In Table 9, it can be seen that most of the respondents *carried out surface acting* in the high category, namely 64 people (90.1%). Respondents in the low category amounted to 5 people (7%) and in the medium category amounted to 2 people (2.8%).

Table 10. Categorization of *Emotional Labor Variables (Deep Acting)*

Categories	Frequency	Present (%)
Low X < 38	11	15 %
Medium ≤38 X < 45	47	66,2 %
Height X > 45	13	18,3%
Total	**71**	**100 %**

Source: Data Processing, 2025

In Table 10, it can be seen that most of the respondents carried out *deep acting* in the medium category, namely 47 people (66.2%). Respondents in the low category amounted to 11 people (15%) and in the high category amounted to 13 people (18.3%).

Table 11. Categorization of *Job Performance Variables (Task Performance)*

Categories	Frequency	Present (%)
Low X < 13	6	8,5 %
Medium ≤13 X < 18	56	78,9 %
Height X > 18	9	12,7%
Total	**71**	**100 %**

Source: Data Processing, 2025

In Table 11, it can be seen that most of the respondents performed *task performance* in the medium category, which was 56 people (78.9%). Respondents in the low category amounted to 6 people (8.5%) and 9 people (12.7%) in the high category.

Table 12. Categorization of *Job Performance Variables (Contextual Performance)*

Categories	Frequency	Present (%)
Low X < 19	6	8,5 %
Medium ≤19 X < 27	51	71,8 %
Height X > 27	19	19,7%
Total	**71**	**100 %**

Source: Data Processing, 2025

In Table 12, it can be seen that most of the respondents performed *contextual performance* in the medium category, which was 51 people (71.8%). Respondents in the low category amounted to 6 people (8.5%) and in the high category amounted to 19 people (19.7%).

Table 13. Categorization of *Job Performance Variables (Conterproductive Work Behavior)*

Categories	Frequency	Present (%)
Low X < 1	27	38 %
Medium ≤1 X < 4	28	39,4 %
Height X > 4	16	22,5%
Total	**71**	**100 %**

Source: Data Processing, 2025

In Table 13, it can be seen that most of the respondents carried out *deep acting* in the medium category, namely 28 people (39.4%). Respondents in the low category amounted to 27 people (38%) and in the high category amounted to 16 people (22.5%).

Table 14. Categorization *of Emotional Labor* Based on Age

Age	N	Low	%	Medium	%	Height	%
19-29	46	8	17,39%	31	67,39%	7	15,22%
30-39	20	4	20%	12	60%	4	**20%**
40-54	5	2	40%	3	60%	-	-
Total	71	14	19,72%	46	64,79%	11	15,49%

Source: Processed Data, 2025

In Table 14, it shows that in general, the *level of emotional labor* of respondents is dominated by the age of 19-29 years with a moderate *level of emotional labor* of 67.39%. Ages 30-39 are dominated by a moderate level of 60%. The age of 40-45 is dominated in the medium category with an overall number of 60%.

Table 15. Categorization *of Emotional Labor* Based on Length of Work

Long Time Working	N	Low	%	Medium	%	Height	%
1 Month-5 Years	49	8	16,33%	32	65,31%	9	18,37%
6 Years- 9 Years	7	2	28,57%	3	42,86%	2	28,57%
10Years-14 Years	15	4	26,67%	9	60%	2	13,33%
Total	71	14	19,72%	44	61,97%	13	18,31%

Source: Data Processing, 2025

Table 15, regarding the categorization *of emotional labor* reviewed from the length of work, it is known that the majority of respondents with a working period of 1 month to 5 years are in the medium category, which is 65.31%. The length of work of 6 years-9 years is in the medium category with a total of 42.86%. The length of work of 10 years-14 years is in the medium category, which is 61.97%.

Table 16. Categorization *of Job Performance* Based on Age Vulnerability

Age	N	Low	%	Medium	%	Height	%
19-29	46	13	28,26%	33	71,74%	-	-
30-39	20	1	5%	19	95%	-	-
40-54	5	-	-	5	100%	-	-
Total	71	14	19,72%	57	80,28%	-	-

Source: Data Processing, 2025

Table 16, regarding the categorization *of job performance* reviewed from age range, it is known that the majority of respondents aged 19-29 years are in the medium category, which is 71.74%. Ages 30-39 are in the medium category which is 95% and the age of 40-54 is in the medium category which is 100%.

Table 17. Job Performance Categorization Based on Length of Work

Long Time Working	N	Low	%	Medium	%	Height	%
1 Month-5 Years	49	12	24,49%	37	75,51%	-	-
6 Years- 9 Years	7	2	28,57%	5	71,43%	-	-
10 Years-14 Years	15	-	-	15	100%	-	-
Total	71	14	19,72%	57	80,28%	-	-

Source: Data Processing, 2025

Table 17, regarding the categorization *of job performance* reviewed from the length of work, it is known that the majority of respondents are in the medium category in each length of

work, namely with a score of 1 month-5 years of 75.51%, 6 years-9 years 71.43% and 10 years-14 years of 100%.

Table 18. Correlation Test of Demographic Matrix, *Emotional Labor*and *Job Performance*

	OLD	**Working Time**	***Emotional Labor***	***Job Performance***
Old	1			
Working Time	0,683611	1		
Emotional Labor	-0,04874	-0,059423694	1	
Job Performance	0,103837	0,163104653	0,305252199	1

Source: Processed Data 2025

The results of the analysis showed that age had no meaningful relationship with *emotional labor*, with a correlation value of -0.049. Similarly, long working and *emotional labor* showed a very weak and negative relationship (-0.059). Furthermore, the relationship between age and *Job Performance* showed a very weak positive correlation (0.104). The same is also seen in the old relationship of working with *Job Performance* which has a weak positive correlation (0.163).

3. Normality Test

Normality test is a statistical test used to find out whether the data in a study is normally distributed or not. The normality test in this study was carried out using *the Kolmogorov-Smirnov* technique to find out whether the data used was normally distributed or not. The test results showed that the significance value (*p-value*) for each variable was greater than 0.05, which means that the data was normally distributed. And vice versa, if the value (*p-value*) for each variable is less than 0.05, then the data is distributed abnormally

Table 19. Results of the Variable Normality Test

Variable	**Statistic**	**Sig**	**Remarks**
Emotional labor	0,343	0,200	Normal
Job performance	0,181	0,067	Normal

Source: Data Processing, 2025

Based on the results of the Kolmogorov-Smirnov test, it is known that the significance value (*Asymp. Sig. 2-tailed*) for the *Emotional labor* variable is 0.200 and for the*Job performance* variable is 0.067. Since the two significance values are greater than 0.05 (P< 0.05), it can be concluded that the data on both variables are normally distributed.

Table 20. Normality Test Results of Each Aspect on the Variable

Variable	**Statistic**	**P**	**Remarks**
SA	0,320	0,000	Abnormal

DA	0,278	0,013	Abnormal
TP	0,225	0,000	Abnormal
CP	0,180	0,093	Normal
CWB	0,280	0,000	Abnormal

Description: SA: *Surface acting*; DA: *Deep acting*; TP: *Task performance*; CP:*Contextual performance*; CWB: *Counterproductive work behavior*
Source: Data Processing, 2025

Based on the results of the Kolmogorov-Smirnov test, it is known that the significance value (Asymp. Sig. 2-tailed) for each aspect *of emotional labor* is *0.000, deep acting 0.013*, then the data is not normally distributed and for each aspect of *the Job performance*variable , namely *task performance 0.000, contextual performance 0.093* and *counterproductive work behavior* of 0.000, so the data that is normally distributed is only *contextual performance*. In addition to these aspects, the data does not contribute normally.

4. Linearity Test

The linearity test is one of the statistical techniques that aims to find out whether the relationship between independent variables and dependent variables in a regression model is linear. The relationship between variables is said to be linear if the linearity value is less than 0.05 ($p<0.05$). On the other hand, if the linearity value is more than 0.05, then the relationship between the two variables is considered non-linear.

Table 21. Results of Variable Linearity Test

Variable	Linearity	sig (P)	Remarks
Emotional labor with *Job performance*	6,536	0,014	Linear

Source: Data Processing, 2025

Based on Table 21, regarding the results of the linearity test shown in the ANOVA table, a linearity F value of 6.536 was obtained with a significance in the Linearity column of 0.014 ($p<0.05$), which means that there is a significant linear relationship between the *variables Emotional labor* and *Job performance*.

Table 22. Results of the Linearity Test of Emotional *Labor* Aspects to Variable Aspects *of Job Performance*

Variable	Linearity	sig (P)	Remarks
SA*TP	1,242	0,252	Non-Linear
SA*CP	8,021	0,007	Linear
SA*CWB	1,331	0,254	Non-Linear
DA*TP	139,600	0,000	Linear
DA*CP	32,415	0,002	Linear
DA*CWB	118,780	0,008	Linear

Description: SA: *Surface acting*; DA: *Deep acting*; TP: *Task performance*; CP:*Contextual performance*; CWB: *Counterproductive work behaviorSource: Data Processing, 2025*

Based on Table 22, the results of the linearity test show that *the aspect of surface acting* with *task performance* and *counterproductive work behavior* does not have a linear relationship, shown by the Sig values of 0.252 and 0.254 (>0.05) respectively. Meanwhile, surface acting and *cotextual performance* have a linear relationship with a Sig value of 0.007.

For *the aspect of deep acting with task performance, contextual performance and counterproductive work behavior* have Sig values of 0.000; 0.002; and 0.008 (<0.05), respectively, so that all three are declared linear.

5. Hypothesis Test

Based on the results of the assumption test that has been carried out, *emotional labor and job performance* meet the requirements of normality and show a linear relationship. Since both conditions are met, the relationship analysis for the variable uses *the Pearson* correlation test.

However, in the variable aspects of *emotional labor* and *job performance*, it was found that some aspects were not normally distributed and did not show a linear relationship pattern. Conditions like this do not qualify for the use of *Pearson* correlation. Therefore, researchers used *the Spearman* correlation test to find out the relationship in each aspect.

The Pearson *and* Spearman *correlation test* is said to show a correlation between two variables if the resulting significance value (*p-value*) is less than or equal to 0.05 ($p \leq 0.05$).

Table 23. Variable Correlation Test Results

Emotional labor* to *Job performance

Variable	Pearson Correlation	sig (P)	Remarks
Emotional labor with *Job performance*	0,304	0,010	Significant

Source: Data Processing, 2025

Based on the results of the Pearson *correlation test* obtained between the overall *emotional labor* variable and *job performance*, a correlation coefficient value of 0.304 with a significance value of 0.010 was obtained. The significance value was smaller than the significance limit of 0.05 (0.010≤0.05), thus indicating that the relationship between *the emotional labor* variable and *job*

performance was generally significant. Thus, H0 stating that "there is a relationship between *Emotional labor* and *Job performance* in *Frontline* Employees CV Mufidah" was accepted and^{H1} stating that "there is no relationship between *Emotional labor* and *Job performance* in *Frontline* Employees CV Mufidah" was rejected.

Table 24. Correlation Test Results of Each Aspect of Variables *Emotional labor* to *Job performance*

		Surface Acting	*Deep Acting*	*Task Performance*	*Contextual Performance*	*Conterproductive Work Behavior*
Surface Acting	Spearman's rho	-				
	Df	-				
	p-value	-				
Deep Acting	Spearman's rho	0,515***	-			
	Df	69	-			
	p-value	<.001	-			
Task Performance	Spearman's rho	0,169*	0,325**	-		
	Df	69	69	-		
	p-value	0,028	0,006	-		
Contextual Performance	Spearman's rho	-0,196	0,290*	0,690***	-	
	Df	69	69	69	-	
	p-value	0,102	0,014	<,001	-	
Conterproductive Work Behavior	Spearman's rho		-0,256*	-0,346**	-0359**	-
	Df		69	69	69	-
	p-value		0,031	0,0003	0,002	-

Note *p<.05, **p<.01,***p<.001
Source: Data Processing, 2025

Based on the results of the Spearman test, the value of the correlation coefficient *of Surface acting* to *task performance* was 0.169 with a significance value of 0.159. Since the significance value is greater than 0.05, it can be concluded that there is no significant relationship between *surface acting* and *task performance*. The correlation value obtained by *surface acting* to *contextual performance* was 0.260 with a significance of 0.028. Because p < 0.05, it means that there is a significant relationship. The results of *surface acting* analysis on *counterproductive work behavior* showed a correlation coefficient value of -0.196 with a significance value of 0.102. This suggests that there is no significant relationship between *surface acting* and *counterproductive behavior. The* deep acting *correlation value* for *task performance* was 0.325 with a significance of 0.006. Because p < 0.05, it can be concluded that there is a significant positive relationship between *deep acting* and *task performance*. The correlation between *deep acting* and *contextual performance* showed a value of 0.290 with a *significance* value of 0.014. Because p < 0.05, there is a significant relationship. The test results showed that *the deep acting* correlation value for *counterproductive work behavior* was -0.256 with a significance of 0.031. Because p < 0.05, it means that there is a significant negative relationship between *deep acting* and counterproductive behavior.

DISSCUSSION

The Relationship of Emotional Labor to Job Performance in Frontline Employees

Based on the results of the Pearson *correlation analysis* that has been carried out, the correlation coefficient value between *emotional labor* and *job performance* is 0.304 with a significance value of 0.010. The significance value is less than 0.05 and the correlation value is positive. So it can be concluded that there is a positive and significant relationship between *emotional labor* and *job performance* in CV Mufidah's frontline employees. The results of the hypothesis test showed that the null hypothesis (H0) which stated that "there is a relationship between *emotional labor* and *job performance* in CV *Mufidah*'s*frotline* employees" was accepted, while the alternative hypothesis (H1) which stated "there is no relationship *between emotional labor* and *job performance* in *frontline* employees CV Mufidah" was rejected. This indicates that *emotional labor* is related to the performance of employees in carrying out their work, especially in employees who are in *frontline* positions. In other words, the better the employee manages their emotions at work, the better the performance they will achieve."

This is in line with research conducted on *Front-Line Service Teams* in China, it is seen that the *emotional labor* It is quite often done in the work routine (Yang et al., 2023). This condition is also supported by other research, that when employees are face-to-face with customers, they tend to do *emotional labor* more intense. Customer presence makes employees feel the need to display emotional expressions that are in accordance with the company's rules and based on customer expectations. This condition makes the standard of emotional expression that must be displayed higher in face-to-face service situations, as their every behavior and expression is directly observed by the customer (Tscheulin et al., 2021). The coefficient value in this study of (r=0.304) shows that the relationship between the two variables has a positive direction with a weak relationship level. Referring to Sugiyono (2023), coefficient numbers like this are included in the "low" category, which is in the coefficient interval (0.20-0.399). That is, the entanglement of variable contributions *Independent* against the variable *Stuart T* still limited. Thus, there are still other factors outside of the research variables that also strengthen the attachment of the variables *Stuart T*. But the weakness of the relationship does not take away from the fact that *emotional labor* Still have a relationship with *Job Performance*. Hochschild (1983) explains that *emotional labor* It is related to a person's work, especially in employees who work on the front end and interact directly with customers. In their work, the way they manage and display emotions is one of the things that determines the quality of the performance shown.

The findings in this study show similarities with the results of the research conducted by Rodrigo (2025) in the service industry which states that *emotional labor* have positive and significant relationships *with job performance* to employees in the service sector. The similarity of these results shows that emotional management is not only a job demand, but also plays a role in supporting employees to work more optimally, especially in positions that require direct interaction with customers. Rodrigo (2025) found that various forms of *emotional labor*, such as *surface acting, deep acting, emotional consonance, and suppression*, has a strong connection with *Job Performance*. The results of the analysis show that in general *emotional labor* stay in touch with employee performance. This indicates that employees' ability to manage their emotions at work, either by adjusting their expressions or controlling their personal feelings, can help them perform their work roles better. These results differ slightly from the study's findings Stuart (2022) which explains that there is a positive relationship *emotional labor* and *Job Performance* but not significant. Even so, it is known that the two aspects have positive and

negative effects. In contrast to what was researched by Iron (2024), explaining that *emotional labor* and *Job Performance* is not directly related, but rather is more influenced by other factors.

The difference in the findings of this study can be understood through the difference in the intensity of interactions, the type of service and the emotional demands experienced by employees in retail work at CV Mufidah. In a local retail environment, employee performance is highly dependent on the quality of direct interaction with customers, such as friendliness, patience, and emotional control in daily service. With a high intensity of interaction and a service-oriented performance appraisal system, *emotional labor* is a factor that is more directly related to *job performance.*

In carrying out their duties, *frontline employees* such as cashiers, *security*, and salespeople at CV Mufidah Gorontalo City have a very important role because they interact directly with customers every day. This position requires them to not only have technical abilities according to their field of duty, but also to be able to maintain attitudes and behaviors during work. The cashier is responsible for the fast and precise transaction process, the salesperson assists customers in selecting and understanding the product, while *security* maintains security and order in the store area. However, all of these roles are inseparable from the demand to always be friendly, patient, and professional.

In practice, employees often face various customer characteristics, ranging from cooperative to impatient or complaining. In situations like this, the ability to manage emotions is very much needed. Employees are required to continue to show positive expressions even when they are tired, face long queues, or are under work pressure. Efforts to adjust emotional expressions to the company's service standards are called *emotional labor*. The ability to perform *emotional labor* well can support the achievement of optimal performance. When employees are able to control their emotions and maintain the quality of interaction with customers, the services provided become more optimal. This can maintain the company's image, as well as help employees complete tasks more effectively. Therefore, for *frontline* employees of CV Mufidah Gorontalo City, *emotional labor* is not only a job demand, but also positively related to the*job performance* they achieve. The findings of the relationship between *emotional labor* and *job performance* can be explained through the framework *of Affective Events Theory* (AET) put forward by Weiss and Cropanzano (1996). AET explains that the events experienced by employees at work elicit emotional responses, which then affect their attitudes and work behaviors. In the context of CVMufidah's frontline employees, interactions with customers, service demands, and daily work pressures can be understood as *affective events* that trigger the emergence of certain emotions. The results of this study show that when employees are able to manage the emotions that arise from these events through *emotional labor*, the work performance displayed tends to be better. This is

in line with AET which views emotions as an affective response linking work experience and work behavior, including *job performance*.

Grandey (2013) in the book *Emotional Labor in the 21st Century* explains that *emotional labor* in fact it becomes an essential part of service performance, especially in jobs that demand direct interaction with customers. In his discussion of the factors *emotional labor*. Grandey said that things like emotional display norms, support from the organization, and service culture will affect how employees manage and display emotions at work. In service work, employee performance assessments are not only seen from technical abilities, but also from how they are

friendly, able to show empathy, and maintain the quality of interactions. Therefore, the way employees do *emotional labor* both through *Deep acting* or *Surface Acting* done by employees*Frontline* CV Mufidah finally participated in determining how their performance was assessed. In other words, the better the employee displays emotions according to the organization's expectations, the better *Job Performance* that they can achieve.

Based on the results of the demographic test, it indicates that the difference in age and length of work is not significantly related to *emotional labor*, meaning that the age range and length of work are not always related to the individual's ability to display emotions according to the demands of the job. The same is true for *job performance*. Age and length of work have a positive but very weak relationship. This means that the age range and length of work are not the main factors that determine the high and low performance of employees. In addition, if you look in more detail about the relationship between the aspects of *emotional labor* variables and *job performance*. So the researcher can find out that there are several aspects that have positive and negative relationships and are significant that can be additional discussions in this study. The results showed that *surface acting* only had a significant positive relationship with *contextual performance* (r = 0.260; p = 0.028). The *surface acting* has no relationship with the other 2 aspects *of job performance* . This means that emotional expressions displayed according to the work rules still help employees to show extra behavior at work, such as helping colleagues and keeping the work atmosphere positive.

The results of the study show that *Deep acting* positively relate to *Task Performance* (r = 0.325; p = 0.006). The more often employees adjust their emotions sincerely, the better their performance will be in completing key tasks. On *Contextual Performance*, the association found was also significant (r = 0.290; p = 0.014. It can be seen that *p value* less than 0.05 with a coefficient of (r=0.014). So it can be said that employees' efforts in displaying deep emotions are positively related to extra behaviors such as helping colleagues or maintaining relationships with customers. On the other hand, on the *counterproductive Work behavior* In fact, the results are quite clear, namely the existence of a significant negative relationship (r = -0.256; p = 0.000. In other words, more and more often *Deep acting* done then the lower the tendency of employees to engage in behavior that is detrimental to the company. The results of this study show that *Deep acting* provides greater relevance to various aspects *Job Performance* Compared *Surface Acting*. *Deep acting* proven to be positively related to *Task Performance* and *contextual performance*, and able to reduce *counterproductive work behavior*. This happens because the expression of emotions that emerge is more authentic, so employees are more focused on completing tasks, are more cooperative, and tend to avoid detrimental behaviors (Jiang, 2024). Instead, *Surface Acting* only seems to relate to contextual behaviors, such as maintaining a work atmosphere, because these strategies basically only follow the rules of emotions without involving changes in feelings from within (Bakker et al., 2019).

These findings are also supported by theories *emotional labor* of Hochschild and *Grandey*, which explains that *Deep acting* including healthier strategies because employees are really adjusting to their internal emotions. This can be seen in employees *Frontline* in Mufidah, where 47 people (66.2%) level *Deep acting* in the medium/fair category. This means that the employees are good enough but have not been optimal or consistent in carrying out this strategy. However, even so, when the emotions displayed are in accordance with what is felt, employees are usually more emotionally stable, not easily tired, and more comfortable interacting with customers and colleagues (Cheng & Zhao, 2025). This condition contributes to an increase in the quality of work and a decrease in the chances of negative behavior in the workplace. These

findings can be compared with research conducted by Fahri Kamuli (2024) About Influence *Job Demands* against *counterproductive work behavior (CWB)* mediated by *burnout.* In the study, high job demands led to work burnout and then encouraged the emergence of counterproductive work behaviors. This means that when the demands are not manageable, then *Outcome* that appear negative. On the contrary, in this study *emotional labor* does not lead to deviant behavior, but rather correlates with an increase in *Job Performance*. This difference suggests that the impact of work demands is highly dependent on the individual's ability to manage the psychological pressures faced.

Therefore, this study shows some quite interesting findings. This finding is interesting because it shows that although CV Mufidah employees are able to display emotions in accordance with the company's expectations through *deep acting* and *surface acting*, *emotional labor* is not the only factor determining performance. In other words, employees can manage their emotions well, but it only helps a small part of their performance, while other factors still play a big role in the day-to-day work results. Another interesting finding is that, although *surface acting* is often considered not good for performance, in this study the strategy can still help improve *contextual performance*, for example keeping the work atmosphere conducive or helping other colleagues. These findings are not entirely the same as other studies that tend to find negative results. Meanwhile, *deep acting* actually has a wider influence, not only increasing *task performance* and *contextual performance*, but also reducing *conterproductive work behavior*, namely detrimental work behavior. When employees really adjust their emotions, they look more focused and more able to control themselves. Interestingly, although most employees do *surface acting more often*, the strategy that actually has the most positive impact on performance is *deep acting*. This suggests that the most frequently used strategy is not necessarily the most effective.

CONCLUSION

Based on the results of the research, it can be concluded that ***emotional labor*** **has a significant relationship with** ***job performance*** in CV Mufidah's frontline employees. Although the strength of these relationships is relatively weak, these findings still show that employees' ability to manage and display emotions when interacting with customers still plays a role in determining the quality of performance they produce. The better the employee manages their emotions while working, the better the performance they can achieve. The analysis of each aspect provides a more specific understanding. ***Surface acting*** has been shown to be positively related to ***contextual performance***. On the other hand, ***deep acting*** consistently has a positive influence on ***task performance*** and ***contextual performance***, and shows a negative relationship with ***counterproductive work behavior***. These findings indicate that the more sincere an employee adjusts and expresses their emotions, the better their work behavior will be, and the less likely they are to commit actions that are detrimental to the company.

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