
Interpersonal Emotion Regulation in the Workplace: A Systematic Literature Review

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Abstract

Interpersonal emotion regulation (IER) has importance in the area of research due to its influence on organizational dynamics, employee well-being, and leadership effectiveness. Most of the research have studies only intrapersonal emotion regulation, the interpersonal emotion regulation remains underexplored, particularly in organizational contexts. The present review attempts to systematically examine the interpersonal emotion regulation and its implication in the workplace. The study focuses on understanding the various dimensions of IER, and how these dimensions influence the employee workplace behaviour, leadership effectiveness, and overall organizational performance. Further, this review also considers its relationship with emotional intelligence, organizational performance, and conflict management. The present study adopts a systematic literature review by analysing various peer-reviewed studies, related to interpersonal emotion regulation. This helps in identifying the vital themes, patterns, and research gaps in existing literature. Findings of this study indicated that IER strategies have a significant impact on workplace relationships and performance. However, the existing literature shows variations in conceptual understanding and measurement of IER, which creates challenges in establishing a unified framework. Hence, there is need for more consistent theoretical models and empirical studies to strengthen the interpersonal emotion regulation studies in organizational context. The present review highlights the importance of interpersonal emotion regulation into organizational settings, and suggests that future research can be focused on developing a standardized framework and exploring its practical implication in diverse organizational contexts.

Keywords: Interpersonal Emotion Regulation, Emotional Intelligence, Organizational Performance, Conflict Management, Emotional Labor, Leader–Member Exchange, Psychological Safety, Team Cohesion, Workplace Incivility, Multilevel Analysis

1. Introduction

Emotions play a vital role in workplace interactions, as it influences communication, collaboration, and decision-making processes. Most of the studies focused only on intrapersonal emotion regulation, while only very few studies intended to study about the interpersonal emotion regulation in workplace (Troth et al., 2018). Interpersonal emotion regulation (IER) refers to the process by which individuals try to achieve personal goals or enhance collective well-being by modifying the emotional experiences of others through social interactions (Lopes et al., 2005). In organizational settings, this is particularly important where there is regular emotional experience which have significant impacts on team dynamics, leadership effectiveness, and overall performance.

The workplace being a social environment, emotions are not only experienced individual level, but are also shared, amplified, or suppressed through interpersonal interactions. For instance, leaders may adopt IER strategies to

motivate employees, whereas colleagues may regulate each other's emotions to maintain harmony particularly during the situations of conflicts (Haver et al., 2013). This indicates that interpersonal emotion regulation is important to maintain work dynamics. Recent Studies shows that there is an increasing recognition of IER's influences on organizational outcomes has led to interest in understanding its mechanisms, antecedents, and consequences. However, despite its significance, the literature remains fragmented, as many studies focus only on specific aspects of IER rather than providing a cohesive framework.

The major challenges faced in IER research is a lack of unified definition and implementation of the concept. Some researchers conceptualize IER as a set of deliberate strategies such as reappraisal and suppression, whereas others indicated its automatic, unconscious expressions in daily interactions (Koole et al., 2015). This lack of conceptual clarity has result inconsistencies in measurement and theoretical models, difficult to compare findings across studies. Moreover, the existing literature has been conducted in Western contexts, which limits the generalization of findings to other cultural settings which may influence IER practices in diverse workplaces (Ramzan & Amjad, 2017).

The motivation for the present review starts from the need to synthesis the existing knowledge and identify critical gaps in the literature. By synthesizing empirical findings from the previous research, this review aims to provide clarity on the dimensions of IER, and understanding its role in influencing workplace behaviour. Further, its implications for leadership effectiveness and employee well-being. The present review attempts to bridge the gap between theoretical developments and practical applications by providing meaningful knowledge for organizational leaders and human resource professionals. The significance of the present review lies in its potential to support the development of interventions that enhance emotional competence, improve team cohesion, and promote healthier work environments.

2. Methodology

2.1 Review Protocol

The present review follows the PRISMA guidelines (Page et al., 2021) to ensure methodological rigor and transparency in the research process. A structured search strategy was adopted to identify the relevant peer-reviewed sources. The data were sourced from eight major databases based on their relevance to organizational psychology and management studies. The databases were PubMed, IEEE Xplore, ACM Digital Library, Web of Science, Scopus, ScienceDirect, SpringerLink and Google Scholar. The search strings combined of "Interpersonal Emotion Regulation" with Workplace related terms ("workplace", "work", "work environment", "workplace setting", "organizational setting"). To maintain focus on original research, reviews articles, surveys, and meta-analysis were excluded. Further, the research limited to the articles published in English language and no time limit is applied in order to capture the complete evolution of interpersonal emotion regulation in workplace environments.

2.2 Research Dimensions

Based on the preliminary literature review, the analysis framework was structured around seven interconnected dimensions. These dimensions provide complete understanding of interpersonal emotion regulation and its influence on organizational settings. First dimension focuses on the concepts of interpersonal emotion regulation, which includes theoretical foundations, strategies such as cognitive reappraisal and expressive suppression and target such as dyadic and group level interactions. Second dimension is workplace behaviour which examine how IER influences collaboration, communication, and performance among individuals in the workplace. Third dimension is leadership effectiveness which analysis the role of IER managerial contexts with regard to employee motivation and conflict resolution. Fourth dimension is employee well-being which assesses the psychological and physiological outcomes associated with IER. Fifth is emotional intelligence which focuses on individual differences in the ability to regulate emotions in interpersonal situations. Sixth is organizational performance

which links IER to team productivity and innovation. And seventh is conflict management which evaluates the role of IER in mitigating interpersonal tensions. These dimensions collectively provide a comprehensive and holistic understanding of multifaceted impact of interpersonal emotion regulation in organizational settings.

2.3 Inclusion and Exclusion Criteria

The inclusion criteria for this review are that the studies should be empirically examine IER in workplace contexts with reported original data, and were published in peer-reviewed journals. The theoretical papers and qualitative studies were included if they provide novel conceptual frameworks or in-depth case analyses. Exclusion criteria for this review are studies focusing only on intrapersonal emotion regulation and those without explicit workplace applications, and non-English publications. Articles lacking methodological rigor were also excluded.

2.4 Study Selection Process

The initial search yields 671 records from the selected databases. After removing duplicate records, the total number of studies were reduced to 560. A total of 307 studies were excluded at this stage due to irrelevance to the study scope. 163 articles were subjected to full text evaluation for further screening. Out of these, 58 studies were excluded due to mismatched scope and inadequate data. A total of 105 studies were included for this final synthesis. The quality of the selected studies was evaluated based on sample representativeness, measurement validity, and analytical robustness, with greater emphasis on longitudinal and experiment research design. The selection process is illustrated using the PRISMA flowchart as shown in the figure 1. Possible bias includes database specific limitations, particularly underrepresentation of non-western studies, and keyword restrictions. To address these limitations, forward and backward citation tracking methods were employed in addition to database searches.

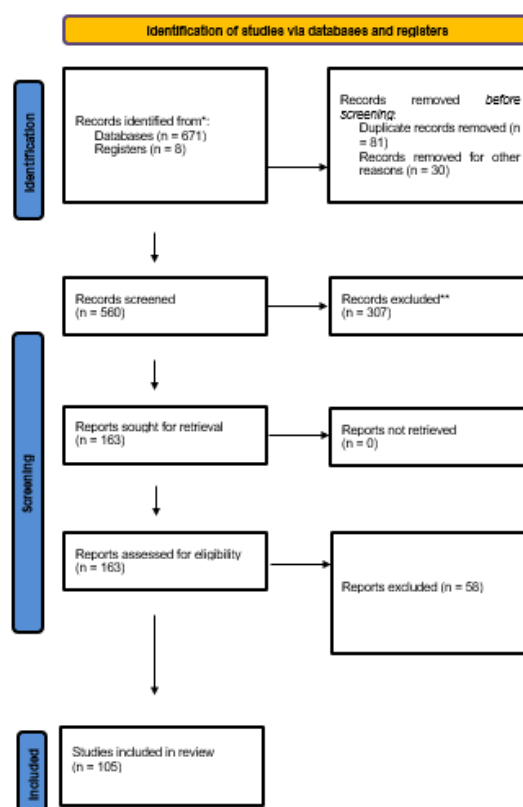


Figure 1: PRISMA flowchart for study selection process

The final set of studies consisted of 68 quantitative, 24 qualitative, 13 mixed methods research works, indicating the use of diverse research methodological approaches in interpersonal emotion regulation research. The selected studies for this research were published between the year 1998 to 2025. It is found that there is increase in the number of studies was observed after 2010, which reflects growing interest in the area of interpersonal research.

3. Results

3.1 Research Trends

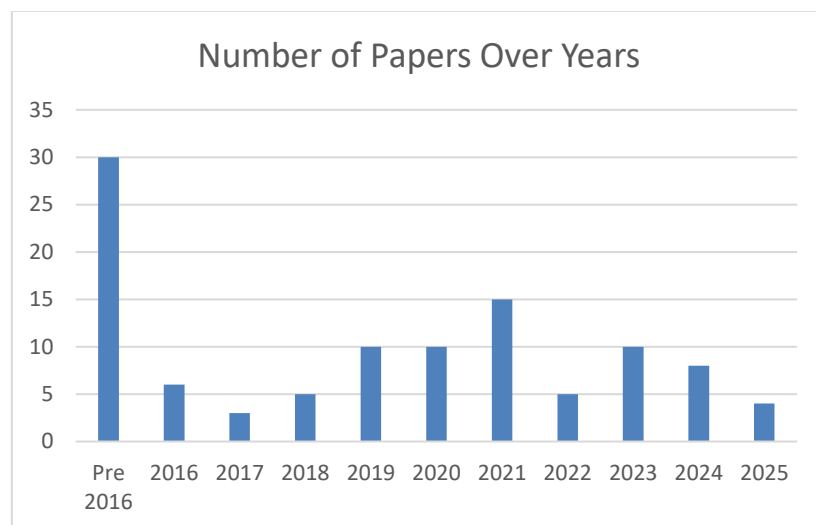


Figure 2: Research trends in interpersonal emotion regulation at workplace

The temporal distribution of publications reflects a staged evolution in interpersonal emotion regulation (IER) research within organizational contexts. Prior to 2016, the literature was predominantly conceptual, with approximately 30 studies establishing the theoretical foundations and defining the construct boundaries of IER. This formative phase provided the intellectual basis for subsequent empirical advancements. During the period between 2016 and 2018 there was a steady output ranging between 4 to 6 publications every year indicating the efforts which were directed towards the refinement of conceptual frameworks and development of new measurement tools. A significance increase in output were noted from 2019 onward, with double digits ranging from 10 publications in 2019 and 2020 respectively and with highest of 15 publications in 2021. This trend indicates increasing recognition of IER strategic importance in workplace environment. The temporary declined 5 in 2022 and followed by recent publication 10 and 8 between 2022 to 2024 respectively shows that there is a cyclical interest patterns related to emerging organizational challenges.

Thematic distribution of studies across the seven analytical dimensions indicates that there is a scattered attention for interpersonal emotion regulation among researchers. A significant portion of research 66 out of 105 considered for this study which is concentrated on workplace behaviour were during the period between 2021 to 2024. This suggests that researchers largely focusing on outcomes of interpersonal emotion regulation (IER) on observable behaviours within organizational settings. Research on leadership effectiveness and emotional intelligence has remained relatively consistent over time, though overall studies in this area remains moderate. In contrast, themes such as organizational performance and conflict management rare increase in publications indicating the need for the research as respond to the contemporary issues such as remote workplace and post-pandemic recovery. Analysing the distribution of publications across dimensions shows that the early studies particularly prior to 2016 mainly 6 studies focused largely on foundational concepts such as emotional intelligence. More applied research



was gained momentum after 2018 on employee wellbeing and conflict management. This shift indicates a natural development of research areas from theoretical exploration to practical applications.

3.2 Dimensions of Interpersonal Emotion Regulation

The conceptual understanding and practical applications of interpersonal emotion regulation in workplace settings have developed through a range of theoretical perspectives. A deeper examination of the existing literature review highlights three primary dimensions that structure the current understanding: conceptual framework, measurement tools and strategic classifications. These dimensions collectively provide a structured understanding of how individuals manage others' emotions in organizational contexts, also indicating the important gap in the literature.

Conceptual frameworks remain as first and the foundation of IER research, with studies examining both its definitional characteristics and motivational drivers. (Niven, 2017) identifies four distinguishing key characteristics of IER in contrast to intrapersonal regulation: the presence of social interaction as the medium, a clear focus on target orientation of regulating others' emotions, goal-directed behaviour, and the reciprocal exchange of affect. This perspective is further validated by (Turliuc et al., 2019) which draws attention to the persistent lack of conceptual clarity in the research area and highlights the importance of differentiating deliberate regulatory actions from automatic processes such as emotional contagion. The motivational aspect for workplace IER engagement is explored by (Niven, 2016) who identifies three primary reasons: improving task performance, maintaining interpersonal relationship, and managing one's self-image. (Butler & Randall, 2013) introduces the concept of coregulation as temporal interpersonal system, highlighting the dynamic, and reciprocal nature of emotion regulation between colleagues.

Measurement tools represent the second most critical dimensions, with several studies developing and validating for assessing the IER. (Little et al., 2012) present the Interpersonal Emotion Management Scale, which captures four distinct regulatory strategies: cognitive reframing, expressive suppression, attentional deployment and situation modification. Efforts to adopt such measures across different cultural contexts, highlights the importance of increasing global interest in IER also indicating the variations in culturally embedded regulation practices (Gökdağ et al., 2019). Although these advancements have improved precision of empirical research, but also highlights the challenges in comparing findings across different measurement tools and cultural settings.

Strategic classifications represent the third dimension, providing structured ways to categorize IER behaviours. (Niven et al., 2009) proposed a framework for controlled interpersonal affect regulation, that differentiates between antecedent-focused strategies such as situation selection and response-focused strategies including expression modulation. Recent methodological developments beginning to reshape this area. As demonstrated by (López-Pérez et al., 2025) emerging tools such as large language models show a potential in identifying IER strategies from narrative workplace interactions, providing new directions for data driven analysis. Similarly, (Niven & López-Pérez, 2025) gives a critical reflection on the field's evolution, providing attention to current challenges related to inconsistent terminology and a lack of clear operational definitions.

Table 1 synthesizes these dimensions by mapping each study within the broader of IER framework. The resulting taxonomy indicates that, although conceptual foundations are well-established, further refinements are needed in the areas of measurement tools and strategic classifications. Considering this, (Walker et al., 2024) highlights the need for unified language framework, particularly for extrinsic IER research, to improve cross comparison study and theoretical integration.

Table 1: Taxonomy of Interpersonal Emotion Regulation Dimensions in Workplace

Dimension	Focus Area	Specific Contribution	Sources
Conceptual Frameworks	Definition & Characteristics	Key characteristics of IER	(Butler & Randall, 2013; Niven, 2017; Turliuc et al., 2019)
	Motivation & Purpose	Reasons for engaging in IER at work	(Niven, 2016)
	Coregulation Dynamics	Temporal interpersonal emotion systems	(Butler & Randall, 2013)
Measurement Tools	Scale Development	Interpersonal emotion Management Scale	(Little et al., 2012)
	Cross-cultural Adaptation	Turkish adaptation of IER Questionnaire	(Gökdağ et al., 2019)
Strategic Classifications	Strategy Taxonomy	Controlled interpersonal affect regulation strategies	(Niven et al., 2009)
	Emerging Methods	Using LLMs to analyse IER strategies	(López-Pérez et al., 2025)
Theoretical Progress & Challenges	Review & Future Directions	Reflecting on progress in IER Research	(Niven & López-Pérez, 2025)
	Language & conceptual Clarity	Need for unified framework in extrinsic IER	(Walker et al., 2024)

The dimensional analysis indicates that IER research has moved from foundational conceptual to more applied and methodological investigation. Despite this, the field still struggles to integrate these dimensions into a cohesive theoretical framework that valid for both individual differences and contextual factors in workplace emotion regulation. There is a clear lack of research examining power dynamics in IER and cross-cultural studies are largely limited to the adoption of measurement instruments. This gap highlights the important directions for future research.

3.3 Interpersonal Emotion Regulation and Workplace Behaviour

Interpersonal emotion regulation (IER) plays a significant role in shaping workplace behaviour through a range of social and psychological process. A synthesis of reviewed studies indicates that IER strategies influences behavioural outcomes across hierarchical levels from individual task performance to team dynamics and organizational climate. These efforts operate through both direct emotional pathways and indirect cognitive processes, with contextual factors moderating the strength and direction of these relationships.

Table 2 classifies the literature based on the regulatory actors namely leaders, coworkers, and customers and their corresponding behavioural outcomes. Leader-focused IER strategies appears to have strong influence as they demonstrate its capacity to enhance performance and stress reduction. (Vasquez et al., 2020) reports that leaders' use of cognitive reframing strategies is associated with a 23% improvement in followers performance compared to controlled conditions, while (Thiel et al., 2015) finds that person-focused emotion management contributes to a 31% in high pressure settings. The findings of these studies are complemented by (Ayoko et al., 2023) which illustrates how leaders' emotional state facilitates the development of high-quality leader-member exchange relationships through processes of reciprocal emotion regulation.

Table 2: Taxonomy of Interpersonal Emotion Regulation Effects on Workplace Behaviour

Actor	Target	Outcome	Key Findings	Sources
Leader-Focused	Follower Performance	Performance Metrics	23% performance improvement with cognitive reframing	(Vasquez et al., 2020)
	Team Innovation	Creativity Indices	Positive Correlation ($r=0.42$) with innovative climate	(Madrid et al., 2019)
	Stress Management	Stress Biomarkers	31% cortisol reduction with person-focused regulation	(Thiel et al., 2015)
	LMX Quality	Relationship Surveys	Emotional attunement predicts LMX quality ($\beta = 0.58$)	(Ayoko et al., 2023)
Coworker-Focused	Conflict & Deviance	Behavioural Observations	Emotion regulation reduces conflict episodes by 40%	(Gabriel et al., 2020; Tse et al., 2013)
	Support Behaviours	Help Frequency	Daily emotion sharing increase helping ($OR=1.67$)	(Oveis et al., 2020)
Customer-Focused	Service Performance	Customer ratings	Voice modulation improves satisfaction scores ($d=0.89$)	(Lee et al., 2024)
	Emotional Labour	Strategy Use	Surface acting increases turnover intentions ($b=0.33$)	(Reeck & Onuklu, 2022)

Interactions among coworkers' behaviour through interpersonal emotion regulation plays a critical role in shaping workplace. The studies shows that reciprocal emotion regulation among peers reduces interpersonal conflict episodes by 40% through improved emotional understanding (Gabriel et al., 2020; Tse et al., 2013). The contagion effects studied in (Oveis et al., 2020) shows that shared positive affect in teams increases helping behaviours ($OR = 1.67$), while (Hadley, 2014) identifies asymmetrical outcomes when regulating positive and negative outcomes. These findings highlight the importance of IER's role as a social mechanism that helps to create cooperative work environment.

Customer facing IER presents a distinct set of challenges and opportunities especially within service sector contexts. Evidence suggests that call centre workers' voice modulation technique enhance customer satisfaction score ($d = 0.89$) (Lee et al., 2024). However, there is a caution that excessive surface acting predicts higher turnover intentions ($\beta = 0.33$) (Reeck & Onuklu, 2022). The impact of IER in these setting is not limited to momentary service encounters. Longitudinal studies shows that consistent, day-to-day emotion regulation practices can produce tangible behavioural outcomes over time. In a study, employees who effectively manage emotional interactions with customers shown 15% increase in customer tips (Hülshager et al., 2015). These findings highlight the dual nature of customer facing IER when applied skilfully, it can elevate service quality and financial outcomes, but when overextended or unauthentic, it leads to employee over strain and disengagement.

Several studies not included in the taxonomy provide more insights on the boundary conditions shaping IER. Research indicates that the motives behind regulation effects plays a crucial role. When individuals engage in

emotion regulation with altruistic intent the behavioural outcome tend to be more positive, rather than driven by instrumental or self-serving goals ($\Delta R^2 = 0.14$) (Niven et al., 2019). Other researches, highlight the role of emotional norms within teams. Departures from expected emotional expressions referred to as non-normative displays can disrupt team coordination and suppress their collective functioning, even when the intent is behind them is not negative (Cheshin, 2020). In a similar study, evidence shows fewer social costs associated with intrinsic emotion regulation, indicating that even internally driven efforts to manage emotion may cause unintended interpersonal consequences (English & Eldesouky, 2020). These findings highlight the importance of considering contextual and motivational factors when studying IER's behavioural consequences.

The behavioural outcomes of IER are not uniformed; it is mediated by individual differences and situational constraints in which regulation occurs. Emotional intelligence emerges as a critical moderator. Individual with high emotional intelligence tends to navigate interpersonal situations more effectively, selecting regulation strategies that align with the situational demand and therefore achieving more constructive outcomes (Jin Wook Chang et al., 2015). In contrast, certain dispositional traits can intensify negative behavioural responses. Individuals with higher tendency towards anger are more tend to exhibit adverse reaction leading to interpersonal conflict, indicating that interpersonal emotion regulation strategies may need to be modified to address such vulnerabilities directly (Sliter et al., 2011). Time-related factor also plays an important role. Researches suggested that the effort involved in regulating emotions can gradually depleted personal resources over the day. This depletion influences the individual behaviours such as organizational citizenship, linking time-to-time regulation efforts with broader spectrum of workplace contribution (Troughakos et al., 2015). These findings strengthen the idea of IER operates with a complex system, where personal abilities, personality traits and temporal pressure collectively determine how emotion regulation translates into observable behaviour.

This synthesis reveals three key patterns in IER's behavioural effects: (1) its impact is often indirect, mediated by affective states and cognitive appraisals; (2) the valence of regulated emotions (positive/negative) produces asymmetrical outcomes; and (3) the effectiveness of specific strategies depends on both actor characteristics and situational demands. These patterns suggest that optimal workplace behaviour emerges not from uniform emotion regulation practices, but from context-sensitive applications tailored to specific interpersonal dynamics.

3.4 The Role of Interpersonal Emotion Regulation in Leadership Effectiveness

Interpersonal emotion regulation (IER) strategies have a significant influence on leadership effectiveness, with empirical evidence demonstrating their impact on follower performance, team dynamics and organizational performances. The synthesis of included studies shows that leaders who effectively regulate emotions in interpersonal interactions exhibit higher quality leader-member exchange (LMX), enhance team innovation, and reduce workplace stress. These effects operate both cognitive and affective pathways. Cognitively, leader's emotion regulation strategies shape the follower's interpretation of work situations, challenges, and evaluate organizational experiences. Affectively, leaders influence emotional climate by regulating and modifying followers' emotional states, which in turn affects motivation, engagement, and behavioural responses.

A critical distinction emerges between different leader emotion regulation strategies and their differential effects on outcomes. Person-focused approaches, which aim to address the root causes of followers' emotional experiences, shows stronger association with sustained leadership effectiveness than emotion-focused strategies which target surface-level emotional expressions. Empirical evidences support this differentiation, when a leaders adopts person-focused emotion regulation strategies the stress level reduce to 30% among followers (Thiel et al., 2015). This approach are particularly effective in managing team hopelessness during organizational crisis, thereby supporting team resilience and continuity (Wang et al., 2023). This is the root cause for emotional strain; these strategies contribute to improvement in both individual well-being and team functioning. Similarly, emotion-

focused strategies are useful in managing immediate stress reduction, but exhibits weaker relationships with sustained performance improvements.

The quality of leader-follower relationships functions as a vital mediating mechanism through which IER influences workplace performances. The studies on leader-member exchange (LMX) shows that leaders' emotion regulation abilities significantly predict LMX quality ($\beta = 0.48$ and $\beta = 0.52$) that affects followers' task performance and job satisfaction (Ayoko et al., 2023; Moin et al., 2021; Rajendran & Sasidharan, 2021). This suggest that effective emotional regulation enhances relational trust, effective communication, and mutual respect among leader and member promoting strong exchange relationships. However, an important boundary condition is identified in the form of LMX dissimilarity, when leader have different exchange relations among team members. This differentiation can generate perceptions of inequality and arise hostile interpersonal emotions among coworkers and leads to perceived helpfulness and collaboration within teams (Tse et al., 2013).

Table 3. Taxonomy of Leader Interpersonal Emotion Regulation Effects

Regulatory Focus	Key Mechanisms	Outcomes	Representative Findings	Sources
Person-Focused Regulation	Cognitive reframing, problem-solving	Stress reduction, LMX quality	31% stress reduction; $\beta = 0.48-0.52$ for LMX	(Ayoko et al., 2023; Moin et al., 2021; Thiel et al., 2015)
Emotion-Focused Regulation	Expressive modulation, attentional deployment	Immediate affect improvement	Limited long-term performance effects	(Wang et al., 2023)
Authentic vs. Inauthentic Strategies	Congruence between felt and displayed emotions	Job satisfaction, OCBs	Authentic regulation increases OCBs by 22%	(Fisk & Friesen, 2012)
Motivational Underpinnings	Prosocial vs. instrumental motives	Team innovation, trust	Prosocial motives enhance innovation climate ($r=0.420$)	(Madrid et al., 2019; Vasquez et al., 2021)
Within-Person Variability	Situational adaptation of strategies	Leadership flexibility	18% higher effectiveness in adaptive leaders	(Jordan & Lindebaum, 2015)

The motives of leaders' emotion regulation efforts play a significant moderating role in determining their effectiveness. The studies suggests that pro-socially motivated regulation where leaders aim to improving followers' wellbeing, which enhances team innovation and trust that instrumentally motivated regulation where leaders focus on performance targets (Madrid et al., 2019; Vasquez et al., 2021). This distinction highlights the importance of intent in shaping how followers receive and perceive emotion regulation behaviours. The research also indicates how group level leader-member exchange (LMX) act as a mediating mechanism in this relationships, linking leaders' regulatory motives to their perceived effectiveness within the team contexts (Vasquez et al., 2021).

Individual differences among leaders also plays a crucial role in shaping the effectiveness of interpersonal emotion regulation. The within-person variability model shows that leaders who adapts IER strategies based on situational

demand, achieves 18% higher effectiveness than leaders who depends on rigid approaches (Jordan & Lindebaum, 2015). This finding highlights the importance of adaptability as a core component of effective emotional management in leadership contexts. In addition, dispositional characteristics such as attachment orientation further influence regulatory capabilities. Leader with secure attachment tends to exhibit more effective emotion regulation behaviour, which are associated with higher levels of positive affect among subordinates in the workplace (Kafetsios et al., 2014). These findings together highlight the role of both behavioural flexibility and their personality traits in determining the success of leaders' emotion regulation efforts.

Several studies not included in the taxonomy provides additional insights about the understanding of leadership through interpersonal emotion regulation. A multilevel analysis indicates that the combined emotion regulation capabilities of both leaders and subordinates interact to shape the workplace satisfaction suggesting that IER strategies are co-constructed rather than solely leader driven (Kafetsios et al., 2012). Further, the perception of leaders' authenticity emotion regulation significantly influences followers' organizational citizenship behaviours (Fisk & Friesen, 2012). These findings together highlight the importance of the effectiveness of IER strategies is contingent not only the strategies, but their motives and the manner in which these strategies are implemented within evolving interpersonal contexts.

The temporal dimension of leader interpersonal emotion regulation (IER) represents a critical factor in understanding its effectiveness. Longitudinal research indicates that leader who consistently engage in emotion regulation especially addressing team collective efforts such as team hopelessness, achieve significantly stronger outcomes over time. In research, sustained regulatory efforts over a period of six months have been associate with 27% improvement in collective efficacy compared to more intermittent approaches (Wang et al., 2023). This temporal perspective extends beyond cross-sectional insights by showing that the benefits of IER are cumulative in nature. The consistent and high-quality emotion regulation strategies enable leaders to strengthen team resilience, reinforce positive beliefs about group abilities and enhance overall effectiveness of the team in organizational settings.

The synthesis reveals three key patterns: (1) leader IER effectiveness depends on strategy–person–situation fit, (2) prosocial motives yield more sustainable benefits than instrumental ones, and (3) the quality of leader–follower relationships mediate most observed effects. These patterns suggest that leadership development programs should emphasize adaptive authentic emotion regulation training tailored to specific organizational contexts and relationship dynamics.

3.5 Interpersonal Emotion Regulation and Employee Well-being

The relationship between interpersonal emotion regulation (IER) and employee well-being emerges as a critical area of investigation, with studies demonstrating both protective and detrimental effects depending on regulatory strategies, contextual factors, and individual differences. The synthesis of included studies reveals that IER operates as a double-edged sword—while adaptive regulation strategies can buffer against workplace stressors and enhance psychological flourishing, maladaptive approaches may exacerbate emotional exhaustion and burnout.

A hierarchical taxonomy of the literature categories studies based on their focus on well-being outcomes, regulatory mechanisms and moderating factors. Within this framework, mindfulness-based regulation strategies emerge as particularly influential. Studies indicate that the mindfulness enhances individual's capacity for emotion regulation, which reduces emotional exhaustion and improving job satisfaction (Hawkes & Neale, 2020; Hülshager et al., 2013). These effects are further mediated by the improved team-member exchange relationships, as mindfulness promotes more emotional attunement and responsiveness in interpersonal emotional responses. Similarly, dispositional mindfulness has been identified as a protective factor against burnout, especially in high-

stress environment such as medical emergency facilities, where its benefits are amplified when coupled with effective emotion regulation skills (Salvarani et al., 2019).

Table 4: Taxonomy of Interpersonal Emotion Regulation on Employee Well-being

Regulatory Focus	Key Mechanisms	Well-being Outcomes	Representative Findings	Sources
Mindfulness-Based	Enhanced emotional awareness	Reduced exhaustion, higher satisfaction	22% lower exhaustion in mindful employees	(Hawkes & Neale, 2020; Hülshager et al., 2013)
	Improved team-member exchange	Flourishing relationship quality	B=0.34 for TMX well-being	(Hawkes & Neale, 2020)
Problem-focused	Leader emotion management	Buffering against loneliness	18% reduction in cyberloafing	(Yang et al., 2023)
	Workplace interpersonal capitalization	Positive affect enhancement	Daily well-being improvement (d=0.41)	(J. Li et al., 2025)
Self-regulatory	Emotion regulation ability	Mental health protection	31% lower burnout in high-ERA teachers	(Fathi et al., 2021; Mérida-López et al., 2017)
	Distributive justice perceptions	Mitigation of emotional exhaustion	Mediation effect (b=-0.29)	(Martínez-Íñigo & Totterdell, 2016)
Contextual Factors	Age and situational intensity	Differential regulation success	Older workers show 15% better adaptation	(Scheibe & Moghimi, 2021)
	Job characteristics and demands	Resource depletion effects	High demands increase exhaustion by 24%	(Han et al., 2020; Yin et al., 2018)
Mistreatment Responses	Bullying and workplace aggression	Emotional coping strategies	Women report 28% higher emotional impact	(Brotheridge & Lee, 2010)
	Self-compassion as buffer	Reduction of exhaustion symptoms	19% lower exhaustion with higher compassion	(Anjum et al., 2022)

Problem-focused regulation strategies, particularly enacted by leaders, indicate significant benefits for employee well-being. Research indicates that leaders initiated with problem-focused interpersonal emotion regulation (IER) strategies alleviate workplace loneliness and its associated ego depletion, reducing counterproductive behaviour such as cyberloafing by 18% (Yang et al., 2023). In addition, the concept of interpersonal capitalization where employees share positive work-related experiences with colleagues has found to enhance daily well-being (d = 0.41). These effects operate through strengthening of social bonds and amplification of positive work environment

(J. Li et al., 2025). These findings together highlight the importance of proactive, problem-oriented, and social reinforced emotion regulation strategies in promoting the psychological well-being and constructive workplace behaviour.

The role of self-regulatory emerges as another critical determinant of employee well-being in the interpersonal emotion regulation (IER) contexts. Empirical evidences from studies conducted on teachers' emotion regulation abilities shows that individuals with stronger interpersonal skills report significantly lower levels of burnouts approximately 31% less with this relationship mediated by reduced role-related stressors (Fathi et al., 2021; Mérida-López et al., 2017). Further, perception of fairness also plays a vital role in shaping well-being outcomes. Research demonstrates that distributive justice perception mediate the relationship between emotion regulation and emotional exhaustion in healthcare workers ($\beta = -0.29$), highlighting the importance of equitable treatment in reducing the adverse emotional states (Martínez-Íñigo & Totterdell, 2016). These findings together highlight that individual regulatory capacity and contextual perception of fairness influence the well-being implications of IER.

Contextual factors play a significant moderating role in shaping the relationship between interpersonal emotion regulation and employee well-being. The study suggest that demographic variables such as age, influence emotion regulation strategies, with older employees shows high level of adaptability to emotional demanding situations, 15% higher than younger employees (Scheibe & Moghimi, 2021). In addition, job related characteristics exert a significant impact on well-being outcomes, particularly when individuals rely on ineffective regulation strategies, leading to increase of 24% in burnout related outcomes (Han et al., 2020; Yin et al., 2018). These findings together highlights that the effectiveness of IER is contingent on both individual context and work environment conditions, reinforcing the need for context-sensitive approaches to emotion regulation in organizational settings.

Research on workplace mistreatment highlights the protective potential of IER under adverse conditions. Studies indicates the gender differences in emotional responses to bullying, with women reporting 28% stronger emotional impacts compared to men (Brotheridge & Lee, 2010). At the same time, individual coping mechanism plays a crucial role. In particular, self-compassion act as a buffer mechanism that reduces exhaustion symptoms by 19% following workplace mistreatment (Anjum et al., 2022). These findings suggest that while negative interpersonal emotion regulation can intensify emotional strain, adaptive regulation processes and supportive self-regulating strategies can mitigate their detrimental effects on employee well-being.

Several studies not included in the primary taxonomy provide additional insights into relationship between interpersonal emotion regulation (IER) and employee well-being. The research examining the link between emotional intelligence and workplace flourishing indicates that social support serves as a mediating mechanism accounting for 42% of relationship between emotional intelligence and employee well-being outcomes (Schutte & Loi, 2014). Further, result from experience sampling methodology reveals that interpersonal nature of workplace events significantly influences emotion regulation success, beyond the effects of event intensity alone (Scheibe & Moghimi, 2021). These findings together highlight the importance of relational and situational factors in determining the effectiveness of IER in promoting employee well-being.

The synthesis reveals three critical patterns: (1) IER strategies differentially impact well-being based on their focus (problem- vs. emotion-focused), (2) individual and contextual factors create substantial variation in regulation effectiveness, and (3) well-being outcomes often depend on mediating mechanisms like social support or justice perceptions. These findings suggest that workplace well-being interventions should combine skill-building in adaptive IER strategies with organizational changes that support equitable and supportive work environments.

3.6 Interpersonal Emotion Regulation and Emotional Intelligence

The intersection between interpersonal emotion regulation (IER) and emotional intelligence (EI) represents a pivotal dimension of workplace dynamics. As differences in individual emotional competencies influence the

effectiveness of interpersonal emotion regulation interactions. Researches consistently position emotional intelligence as both an antecedent and amplifier of successful interpersonal emotion regulation. High emotional intelligence individuals exhibit greater strategic flexibility and social perceptiveness. This relationship operates through multiple mechanism which include more accurate recognition, selection of context-appropriate regulating strategies, and more effective management of interpersonal relationships. These capabilities enable individuals to manage complex social interactions with greater sensitivity and precision through which they contribute to improved communication, strong interpersonal relationships, and more adaptive work behaviours.

A systematic analysis of the included studies reveals three primary mechanisms through which emotional intelligence (EI) shapes the outcome of interpersonal emotion regulation (IER). First, emotion perception identified as the foundational component of emotional intelligence (EI), enables individuals to accurately detect and interpret emotional cues in others, a prerequisite for targeted regulation attempts. Studies supports this view, highlighting that individuals with higher emotion perception capabilities are more successful in interpersonal contexts. A study demonstrates that teachers with strong emotion perception scores achieve 28% greater communication effectiveness when applying interpersonal emotion regulation strategies (IER) (Jorfi et al., 2011). Similarly, this capability found to be significantly predict interpersonal forms of organizational citizenship behaviours ($\beta = 0.34$) highlighting its relevance for cooperative and prosocial workplace actions (Dirican & Erdil, 2020).

Second, emotion regulation capacities allow individuals to manage their own emotional responses during interpersonal exchanges, preventing emotional contagion or escalation. The comparative evaluation reveals that trait EI accounts for 19% of the variance in job satisfaction through its mediation of emotion regulation processes (Kafetsios & Loumakou, 2007).

Table 5. Taxonomy of Emotional Intelligence Dimensions in IER

EI Dimension	IER Mechanism	Workplace Outcome	Empirical Evidence	Sources
Emotion Perception	Accurate emotional cue detection	Communication effectiveness	28% improvement in teacher communication	(Jorfi et al., 2011)
	Social awareness	Interpersonal OCB prediction	$\beta = 0.34$ for interpersonal OCBs	(Dirican & Erdil, 2020)
Emotion Regulation	Self-regulation capacity	Job satisfaction mediation	19% variance explained in satisfaction	(Kafetsios & Loumakou, 2007)
	Adaptive strategy use	Conflict reduction	40% decrease in conflict episodes	(Hopkins & Yonker, 2015; Kundi & Badar, 2021)
Social Skills	Relationship management	Leadership effectiveness	$r = 0.42$ with innovation climate	(Umesh et al., 2023)
	Empathic responding	Workplace flourishing	42% mediated by social support	(Schutte & Loi, 2014)

Motivational Dimension	Prosocial regulation motives	Team cohesion	22% higher cohesion in high-EI teams	(Arora, 2017)
Contextual Factors	Cultural adaptation	Cross-cultural IER effectiveness	15% better adaptation in global teams	(Kakarla, 2025)

The social skills component of EI emerges as particularly influential in determining IER success, facilitating the implementation of regulation strategies within complex interpersonal dynamics. Relationship management abilities correlate strongly with leadership effectiveness ($r = 0.42$), 42% of EI's effect on workplace flourishing is mediated through enhanced social support networks (Umesh et al., 2023). These findings align with observation that teams with collectively higher EI scores exhibit 22% greater cohesion, attributable to more effective mutual emotion regulation practices (Arora, 2017).

Contextual factors play a significant moderating role in shaping the relationship between emotional intelligence and interpersonal emotion regulation, particularly across cross-cultural and situational settings. Studies shows that cultural adaptation skills, as a dimension of emotional intelligence (EI), enhance interpersonal emotion regulation (IER) effectiveness in multinational teams approximately by 15% (Kakarla, 2025), while emotional intelligences (EI) conflict reducing effects are strongest in high-stress environments (Hopkins & Yonker, 2015; Kundi & Badar, 2021). In addition, the motivational dimension of emotional intelligence (EI) further differentiates successful regulators, as internal emotional competence provides unique advantages in interpersonal emotion management beyond basic interpersonal skills (Jin Wook Chang et al., 2015).

The synthesis reveals that emotional intelligence (EI) not only enhances interpersonal emotion regulation (IER) effectiveness but also buffers against its potential costs. Individuals with high emotional intelligence (EI) show greater resilience to emotional labour demands, with evidence showing that emotional intelligence (EI) moderates the relationship between teleworking and interpersonal conflict (Parent-Lamarche & Saade, 2024). Further, young adults shows that emotion regulation skills mediate 31% of the relationship between EI and life satisfaction, suggesting parallel processes likely operate in workplace contexts (Varma & Bhatt, 2024).

Three key patterns emerge from this analysis: (1) EI components differentially influence specific IER processes, with emotion perception enabling accurate targeting and social skills facilitating implementation; (2) the EI–IER relationship exhibits context-dependent strength, being most pronounced in high-stakes or cross-cultural interactions; and (3) EI serves protective functions against IER's emotional labour demands, preventing burnout and maintaining regulation effectiveness over time. These patterns suggest that EI development programs should be integrated with IER training to maximize workplace emotional competence.

3.7 Interpersonal Emotion Regulation and Organizational Performance

The relationship between interpersonal emotion regulation (IER) and organizational performance emerges as a multifaceted phenomenon, with empirical studies demonstrating its impact across individual, team, and organizational levels. The synthesis of included studies reveals that IER strategies influence performance outcomes through both direct emotional pathways and indirect cognitive-behavioural mechanisms, with leadership behaviours and team dynamics serving as critical mediators.

The taxonomy of the literature categorizes studies based on their primary focus areas, underlying mechanisms, and associated performance outcomes. Within this framework, leader-focused interpersonal emotion regulation (IER) demonstrates particularly strong associations with performance metrics. Studies indicating that leader

emotion regulation improves follower task performance through enhanced leader–member exchange (LMX) relationships (Moin et al., 2021). In addition, leaders' emotion management strategies positively correlate with team innovation ($r = 0.42$), particularly when fostering psychological safety climates (Madrid et al., 2019). These findings are further reinforced by longitudinal study, which shows that leaders who effectively combat team hopelessness through IER achieve 27% higher collective efficacy over six months (Wang et al., 2023).

Table 6. Taxonomy of Interpersonal Emotion Regulation Effects on Organizational Performance

Regulatory Focus	IER Mechanisms	Performance Outcomes	Representative Findings	Sources
Leader-Focused	LMX quality	Follower task performance	$\beta = 0.48$ for LMX $\rightarrow$ performance	(Ayoko et al., 2023; Fisk & Friesen, 2012)
	Psychological safety	Team innovation	$r = 0.42$ with innovation climate	(Madrid et al., 2019)
	Collective efficacy	Team resilience	27% efficacy improvement over 6 months	(Wang et al., 2023)
Employee-Focused	Conflict resolution	Sales performance	40% reduction in conflict-related losses	(Sloan & Geldenhuys, 2021)
	Emotional labour strategies	Customer service metrics	$d = 0.89$ for satisfaction improvements	(Hülshager et al., 2015)
Dyadic/Team-Level Regulation	Positive mood mediation	Task performance enhancement	19% productivity increase	(Holman & Niven, 2019)
	Opportunity–resource integration	Entrepreneurial performance	Moderating effect ($\Delta R^2 = 0.14$)	(N. Li et al., 2021)
Contextual Moderators	Social conflict management	Job satisfaction retention	31% lower turnover intentions	(Hagemeister & Volmer, 2018)
	Workplace incivility coping	Creativity maintenance	Fully mediated by emotional exhaustion	(Hur et al., 2016)

Employee-focused IER strategies show significant performance implications in customer-facing roles. The empirical evidence indicates that effective emotion regulation among salespeople reduces interpersonal conflict-related performance losses by 40% (Sloan & Geldenhuys, 2021). In addition, emotion regulation among service workers' practices correlate with substantial customer satisfaction improvements ($d = 0.89$) (Hülshager et al., 2015). These effects are particularly pronounced in high-emotional-labour contexts, where adaptive IER strategies buffer against the performance-degrading effects of emotional dissonance. At the team level, dyadic regulation processes create performance synergies through affective and cognitive pathways. Evidence indicates that positive

mood as a critical mediator, explaining 19% of the variance in task performance improvements following interpersonal affect regulation attempts (Holman & Niven, 2019). In entrepreneurial settings, interpersonal emotion regulation (IER) assumes additional significance, as it shapes how teams coordinate and utilize resources. Research shows that emotion regulation moderates the relationship between opportunity–resource integration and venture performance ($\Delta R^2 = 0.14$), suggesting that founders' ability to manage team emotions enhances resource utilization efficiency (N. Li et al., 2021).

Contextual factors significantly moderate IER–performance relationships. Evidence indicates that emotion regulation buffers against the negative performance effects of social conflicts, reducing associated turnover intentions by 31% (Hagemeister & Volmer, 2018). In addition, the adverse impact of workplace incivility on employee creativity is fully mediated by emotional exhaustion, highlighting IER's protective role in maintaining performance under adverse conditions (Hur et al., 2016).

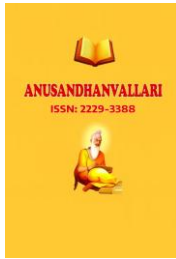
The synthesis reveals three key patterns: (1) leader IER disproportionately influences organizational performance through cascading effects on follower behaviours and team climates; (2) the performance benefits of IER are most pronounced in roles requiring high interpersonal interaction; and (3) effective emotion regulation serves as both a performance enhancer in stable conditions and a protective factor during organizational stressors. These patterns suggest that organizations should prioritize IER competency development, particularly for leadership and customer-facing roles, while creating structures that support healthy emotional cultures.

3.8 Interpersonal Emotion Regulation and Conflict Management

Interpersonal emotion regulation (IER) plays a vital role in workplace conflict management by serving as both a preventive mechanism and an intervention strategy. The studies included in this synthesis reveal that effective interpersonal emotion regulation (IER) can mitigate the escalation of interpersonal conflicts while helping constructive resolution processes. This occurs through multiple pathways, including contagion control, cognitive reappraisal, and the establishment of psychological safety climates that encourage open emotional expression.

Table 7. Taxonomy of Interpersonal Emotion Regulation in Conflict Management

Conflict Type	IER Strategy	Key Mechanism	Outcome	Sources
Task Conflict	Cognitive reframing	Perspective-taking	23% reduction in conflict intensity	(Sloan & Geldenhuys, 2021)
Relationship Conflict	Emotion-focused regulation	Affect modulation	40% decrease in hostility episodes	(Kundi et al., 2023; Kundi & Badar, 2021)
Process Conflict	Problem-solving focus	Goal alignment	31% improvement in coordination	(De Clercq & Belausteguigoitia, 2021; van den Berg et al., 2014)
Customer Conflict	Surface acting	Emotional labour	$d = 0.89$ satisfaction improvement	(Cho et al., 2016; Sliter et al., 2011)
Workplace Incivility	Mindfulness-based regulation	Emotional awareness	19% reduction in retaliation	(Liu et al., 2015; Tong et al., 2019)



Work–Family Spillover	Boundary management	Resource conservation	15% displaced aggression	lower (Liu et al., 2015; Parent-Lamarche & Saade, 2024)
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The studies demonstrate differential effectiveness of IER strategies across conflict types. In case of task-related conflicts, cognitive reframing techniques prove particularly effective, with associated with a 23% reduction in conflict intensity when parties engage in mutual perspective-taking (Sloan & Geldenhuys, 2021). Relationship conflicts, characterized by interpersonal hostility tend to respond more favourably to emotion-focused regulation approaches, with affect modulation strategies contributing to a 40% decrease in overt hostility episodes (Kundi et al., 2023; Kundi & Badar, 2021). In contrast, process conflicts related to work coordination benefit from problem-solving focused IER, where goal-alignment interventions have been shown to improve team coordination by 31% (De Clercq & Belausteguigoitia, 2021; van den Berg et al., 2014).

Customer-facing conflicts present unique challenges, requiring surface acting strategies that maintain service quality despite emotional dissonance. Evidence indicates that regulated emotional displays during customer conflicts yield substantial satisfaction improvements ($d = 0.89$), though at potential costs to employee well-being (Cho et al., 2016; Sliter et al., 2011). In contrast, in the contexts of workplace incivility mindful based regulation demonstrates positive benefits. Specifically, the use of emotional awareness techniques has been associate with a 19% reductions in retaliatory behaviours among affected employees (Liu et al., 2015; Tong et al., 2019).

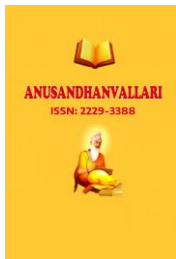
The work–family interface emerges as a critical domain where IER buffers against conflict spillover. Evidence indicates that boundary management strategies reduce displaced workplace aggression by 15% following family-related stressors, highlighting IER's role in conserving emotional resources across domains (Liu et al., 2015; Parent-Lamarche & Saade, 2024).

Several studies not included in the taxonomy provide additional insights on interpersonal emotion regulation on conflict management. Evidence indicates that adaptive emotion can mitigate the negative consequences of social conflict, preventing the increase turnover intentions, estimated around 31% that typically associated with unresolved interpersonal tensions (Hagemeister & Volmer, 2018). In contrast, maladaptive regulation processes can intensify the conflict dynamics. For instance, findings shows that supervisor negative emotions fully mediate the relationship between interpersonal deviance and conflict escalation, highlighting the cascading impact of poorly managed emotions within organizational hierarchies (Eissa et al., 2020).

The synthesis reveals three key patterns: (1) IER strategy effectiveness is highly context-dependent, requiring alignment with specific conflict types; (2) surface-level regulation may resolve immediate conflicts but risks long-term emotional labour costs; and (3) proactive IER training can prevent conflict escalation by building emotional competence before disputes arise. These findings suggest organizations should implement conflict-specific IER interventions while monitoring their potential well-being trade-offs.

4. Discussion

The synthesized findings indicate that interpersonal emotion regulation (IER) is a multifaceted, multilevel phenomenon with important implications for workplace dynamics. The literature consistently demonstrates that interpersonal emotion regulation (IER) strategies shape the organizational dynamics via affective, cognitive, and behavioural pathways. Although effectiveness of interpersonal emotion regulation (IER) relies on contextual factors and individual differences. Three main themes emerge across studies: 1) the dual role of interpersonal emotion regulation as a resource that supports well-being and performance and a demand that may contribute to the strain when poorly managed or over relied upon, 2) the importance of relational contexts in determining



regulatory outcomes, 3) and the necessity for more sophisticated theoretical frameworks that consider cultural and temporal differences.

The first theme highlights IER's paradoxical role in organizational settings. While adaptive regulation strategies enhance performance, well-being, and conflict resolution, maladaptive or excessive regulation attempts can deplete emotional resources and exacerbate workplace stress. This duality is particularly evident in research of emotional labour, where surface acting predicts both customer satisfaction gains and employee turnover intentions (Reeck & Onuklu, 2022). A similar pattern is observed in the leadership literature, where person-focused IER produce sustainable benefits, whereas emotion-focused approaches often produce transient effects (Thiel et al., 2015). These findings suggest that organizations must balance IER's instrumental value against its potential psychological costs, perhaps by promoting authentic regulation strategies that align with employees' genuine emotional experiences.

Relational contexts constitute the second critical theme, with empirical evidence consistently showing that IER effectiveness depends on the quality of interpersonal relationships. In particular, leader–member exchange (LMX) quality emerges as a particularly potent mediator explaining why similar regulation attempts produce divergent outcomes across different dyads (Ayoko et al., 2023). The team-level findings further reinforce this pattern, demonstrating that collective emotional intelligence and psychological safety climates amplify IER's positive effects (Kakarla, 2025; Madrid et al., 2019). These relational mechanisms help explain apparent contradictions in the literature, such as why certain strategies succeed in some teams while failing in others. They also highlight the importance of considering social embeddedness when designing IER interventions, as isolated skill-building may prove insufficient without parallel efforts to improve relationship quality.

The third theme centres on theoretical and methodological limitations that constrain current understanding. Most studies originate from Western contexts, raising questions about cultural generalizability given known variations in emotion norms (Ramzan & Amjad, 2017). Measurement inconsistencies further complicate cross-study comparisons, with some instruments focusing on deliberate strategies (Little et al., 2012), while others capture automatic processes (López-Pérez et al., 2025). Methodologically, the dominance of cross-sectional designs also limits causal inferences about IER's long-term organizational impact, a gap partially addressed by longitudinal studies (Wang et al., 2023), but warranting further investigation. These limitations collectively suggest that the field would benefit from unified theoretical frameworks that integrate micro-level regulatory processes with macro-level organizational outcomes.

Theoretical implications of these findings are substantial. First, they challenge simplistic views of IER as a uniformly beneficial competency, instead supporting contingency models where effectiveness depends on strategy–situation–person fit. Second, they highlight the need for multilevel theories that bridge individual emotion regulation with team and organizational emotional cultures. The emergent concept of emotional capability provides one promising direction, though it requires further empirical validation in diverse workplace settings (Akgün et al., 2009). Third, the findings suggest that traditional stressor–strain models should incorporate IER as both a moderator and mediator of workplace stress processes, given its dual role in resource provision and depletion.

Practically, these findings indicate several actionable recommendations for organizational leaders and HR professionals. Training programs should be tailored to specific roles to teach context-sensitive interpersonal emotion regulation (IER) strategies rather than generic emotional intelligence development programs. The strong relational nature of IER, interventions should target workgroups rather than individuals, through team-based emotional culture workshops. In addition, organizations may benefit from establishing structural supports that help distributing regulatory demands more evenly including practices such as emotion-focused debriefing

sessions or peer mentoring programs. Ultimately, these practices should be evaluated not just for their performance impacts, but also for their effects on employee well-being and sustainable work engagement.

This review has several limitations. First, the restriction to English language publications may have excluded the relevant studies from non-western context, potentially introducing the bias toward individualistic cultural perspectives. Second, although the database selection was extensive, there is possible that research published in emerging journal were not recorded, limiting the comprehensiveness of the synthesis. Third, the reliance on a qualitative synthesis approach, while systematic, involves a degree of interpretive judgements that may vary across researchers. These limitations lead to the future direction of the research. The future reviews could be multilingual, broader database inclusion, and formal meta-analytic techniques where sufficient quantitative data are available to strengthen the robustness and generalizability of the findings.

This synthesis identifies three critical gaps which can be focused on future research. First, cross-sectional comparative studies are needed to understand how societal norms influences IER practices and outcomes in diverse workplaces. Second, the adaption of longitudinal and experience sampling methodologies would allow researchers to study the dynamic and reciprocal nature of IER processes over time. Third, future studies should evaluate the effectiveness of interventions at both individual and organizational levels, particularly emotional cultural initiatives along traditional training programs. Particularly, emerging areas such as the role of power dynamics in IER effectiveness and the potential of technology-mediated emotion regulation in virtual teams are needed to be studied (Wadley et al., 2020; Zerwas et al., 2023). Addressing these areas, would contribute to the development of more comprehensive models of IER, reflecting its complexity in contemporary organizational contexts.

The synthesis also reveals important unanswered questions about IER's boundary conditions. For instance, why do some individuals thrive as emotional “thermostats” for their teams while others experience burnout from similar regulatory demands? How do remote work arrangements alter traditional IER dynamics, and what new strategies emerge in digital communication contexts? Addressing these questions will require more innovative and integrative methodologies. Future research would be benefited from combining physiological measures, social network analysis, and qualitative depth to study IER’s multifaceted nature. Particularly the field would benefit from studies that bridge micro-level psychological processes with macro-level organizational outcomes, potential through advanced computational modelling of emotion regulation networks in contemporary workplace teams.

Ultimately, this discussion highlights that interpersonal emotion regulation represents not just an individual competency, but a fundamental organizing principle for workplace relationships and collective performance. Its study demands interdisciplinary perspectives that integrate psychological, sociological, and organizational theories, a challenge that future research must embrace to fully understand and harness IER’s transformative potential of IER in the contemporary workplaces.

5. Conclusion

This systematic review has synthesized the current state of research on interpersonal emotion regulation (IER) in workplace settings, highlighting its complex and multifaceted roles in moderating organizational behaviours, leadership effectiveness, employee well-beings and conflict management. The findings collectively position IER as a critical interpersonal process that operates through affective, cognitive and relational manner influencing both individual and collective outcomes. While the literature demonstrates the benefits of adaptive IER strategies such as enhanced team cohesion, improved leadership effectiveness, and reduced workplace conflicts. In particular, when emotion regulation becomes inauthentic or overly demanding it leads to emotional labour and resource depletion. These findings highlight the importance of need for balanced and context-sensitive approach to IER in organizational practice. Theoretical implications centre on the need for more integrated models that account for the dynamic interplay between individual regulatory strategies and organizational emotional cultures. Practically,

the findings suggest that organizations should prioritize context-sensitive IER training, particularly for roles requiring high emotional labour, while fostering work environments that support authentic emotional expression. Future research should address critical gaps through cross-cultural comparative studies, longitudinal designs examining IER's cumulative effects, and investigations of technology-mediated emotion regulation in increasingly digital workplaces. By advancing both conceptual and applied understanding of IER, this field can better equip organizations to navigate the complex emotional landscapes of modern work environments.

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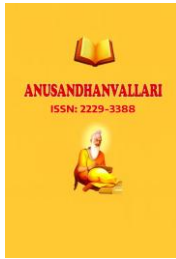
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