

Emotional Labor Predicts Burnout: Evidence from A Micro Level Analysis of Banking Sector in Kashmir

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ABSTRACT

The present study made an attempt to assess the relationship between emotional labor and burnout among employees working in the banking sector. The sample for the study consisted 225 respondents of which 71.6% were males and 28.4% females with a mean age score of 3.02 ± 1.02 (range from 30-40 years), it was found that the 55.6% of employees in the study belonged to the managerial level while as 44.4% of employees were from clerical level. Hiding emotion and dimensions of burnout were found statistically significant among the gender. The study also revealed that the hiding and faking emotion was positively and significantly related to burnout and deep acting was negatively related to burnout.

Keywords: Burnout, Emotional labor, Faking emotion, Hiding emotion, and Deep acting.

INTRODUCTION:

Emotional labor as a subject of research has fascinated attention of academics and industrial professionals for decades now. Emotional labor refers to controlling of feelings and expressions at work in order to display emotions which are required by the job.

EL refers to “the management of feeling to create a publicly observable facial and bodily display; emotional labor is sold for a wage and therefore has exchange value,” (Hochschild¹, 1983, p.7). Hochschild's work stemmed from the dramaturgical perspective of customer interactions, where the customer is the audience, the employee is the actor, and the work setting is the stage (Grandey, 2000). Emotional Labor is “the act of displaying the appropriate emotion i.e., conforming to a display rule” (Ashforth and Humphrey, 1993: p. 90). Emotional labor is “the effort, planning, and control needed to express organizationally desired emotions during interpersonal transactions” (Morris and Feldman, 1996: p. 987). Grandey (2000: p.97) defined emotional labor as “the process of regulating both feelings and expressions for organizational goals. The main aim of emotional labor is basically satisfying your customer by maintaining a positive relationship with the customers and displaying only those emotions which are required by the job rather than one's own feelings (Kaya and Serceglu (2013); Karakas, (2017). The emotional labor is mostly experienced by the service sector employees where there is the frequent interaction with the customers (Walsh and Baritkowski (2012); Karakas, 2017). In order to deal with the customers and to bring the expressions that are required by the job, the employees usually adopt two emotional labor strategies namely surface acting and deep acting (Brotheridge & Lee, 2002, Grandey 2000: Hochschild 1983). Surface acting is faking the emotions i.e. Only altering your expressions while as deep acting is altering your internal feelings to behave genuinely. The professions which are having direct interaction with the customers/clients may experience emotional labor (Bayram, Aytac and Dursum, 2012). The level of interaction varies with respect intensity and frequency of interaction with the customers (Brotheridge and Lee, 2003; Brotheridge, Lee and Lovell, 2010). The problem in emotional labor arises when the emotions that are displayed are different from the emotions felt which will eventually create a problem and will be having negative consequences mostly which is burnout (Brotheridge and lee, 2011); Grandey, 2000). The present study focuses on does emotional labor has an influence on burnout among banking employees.

LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT:

Emotional labor and burnout; A Proposed Link:

The review of available literature presents a significant amount of evidence that elucidates the weighty influence of emotional labor on burnout. For example, emotional labor leads to increase the level of burnout (Brotheridge and Lee, 2002, 2003; Brotheridge and Grandey, 2002; Koksel, 2009). The term Burnout was introduced by Freudenberg (1974). Burnout is a “state of physical and emotional depletion resulting from conditions of work and the striving to reach some unrealistic expectation imposed by oneself or by the values of society” (Freudenberg & Richelson, 1980; cited in Farber 1983a, p. 2). Maslach and Jackson’s (1981a, 1981b, 1984a, 1986 cited in Schaufeli, Enzman and Girault, 1993, p. 20) tripartite definition of burnout is accepted across the literature as most comprehensive. They define burnout as “a psychological syndrome of emotional exhaustion, depersonalization, and reduced personal accomplishment that can occur among individuals who work with other people in some capacity. The core of the Burnout is fatigue and exhaustion (Kristensen, Borritz, Willadsen and Christensen, 2005). In 2001, Schaufeli and Green glass defined burnout as “a state of physical, emotional and mental exhaustion that results from long-term involvement in work situations that are emotionally demanding” (Schaufeli & Greenglass, 2001, p. 501). The burnout is measured with the help of three dimensions personal burnout which mostly related to burnout within the person excluding the stress related to work and clients and the other one was work related burnout which was associated with the burnout related to work and client related burnout which was while dealing with the clients (patients, customers etc)(Kristen et al,2005)

Researchers till date have examined the link between emotional labor with various variables and revealed a profound impact on various organizational outcome variables. For example Lee, An and Noh (2014) using a sample of 280 flight attendants found surface acting had a positive effect on burnout and negative effect on job performance and further noted that surface acting may lead to increase in job performance in short term but it would lead to overall deterioration of organisational performance in a long run. It was found from the previous studies that burnout is the consequence of emotional labor (Zhang and Zhu, 2008; Naring, Breit and Browsers, 2007).

Earlier findings have found that the surface acting may lead to emotional exhaustion, emotional dissonance and cynicism (Grandey, 2003; Brotheridge and Grandey, 2002; Brotheridge and Lee, 2002). Increase in surface acting will increase burnout (Gyeong & Kim, 2015; Torrack, Serseck and Karakas, 2015). The review of the literature indicates that there is the interplay between the emotional labor and burnout. The negative impact can be an outcome of faking emotions or hiding emotions both being the sub-dimensions of surface acting (see for example Kwon & Kim, 2015; Bayram et al, 2012; Goodwin et al, 2011; Sadien, 2010; and Montgomery and Panagopoulou, 2005). Hiding emotions would lead to emotional exhaustion and depersonalization (Brotheridge et al, 2010). Chand & Chiu (2009) noted that if emotional labor is medium to high then emotional exhaustion is medium and it was also revealed that there exists the positive correlation between the emotional labor and emotional exhaustion. Similarly surface acting is positively correlated with burnout (Lazanyi, 2010; Seung, 2015).

H1: Hiding emotions is positively related to burnout

H2: Faking emotions is positively related to burnout.

On the other hand the other dimension of emotional labor i.e. deep acting has a positive effect on the personal accomplishment which is a sub-dimension of burnout (Lee, 2010; Brotheridge and Grandey, 2002; Lee et al, 2014). The more the level of deep acting less will be the emotional exhaustion (Choi and Kim, 2015; Hwa, 2012; Hur, Moon and Joon 2012; Basim, Beginirbas and Yalcin, 2013) while as deep acting does not have significant impact on the emotional exhaustion and depersonalization (Yilmaz et al, 2015).

H3: Deep acting is negatively related to the burnout

The reviewed literature has found that the emotional labor and burnout are related to each other to some extent i.e emotional labor predicts burnout (Grandey,2000; Brotheridge and lee 2010,2011)

H4: As hiding emotion , faking emotion and deep acting significantly predict the burnout.

METHODOLOGY:

Study Participants:

The study surveyed 225 managerial and clerical level employees from three banks operating in Kashmir out of which 161 were male and 64 were females. In tune with the practice of earlier studies, the study focused on service sector, as employees who have to have a face interaction with their clients are more prone to emotional labor and burnout (Brotheridge & Lee, 2002; Grandey, 2000; Bayram et al, 2012).

Emotional Labor Scale:

Emotional labor was measured using (Brotheridge& Lee, 2006). The scale comprises of subscales that measure the six dimensions of emotional labor (i.e. Duration, Frequency, Intensity, Variety, Deep Acting and Surface Acting). For the purpose of this study, only two dimensions deep acting and surface acting were used , where surface acting has been divided in to two sub-dimensions i.e. hiding and faking emotions . Researchers see for example, Grandey (2000) and Kim (2008) in different settings provided empirical evidence for the theorized six dimensions. Further others who have approved and tested the scale for confirmatory factor analysis, Chu (2002) and discriminant validity (Johnson, 2007). Similarly Brotheridge and Lee (2002), Judge et al (2009) have performed internal consistency reliability analysis for the scale and reported valid scores. In addition to this higher scores on each of the subscales have been presented by Chu, 2002; Johnson, 2007. Besides Grandey, In the recent past, the scale has been tested and adopted by Johnson, 2004 and recently by Lee, et al, 2016

Burnout scale:

The present study uses CBI (2006) to assess Burnout. The measure uses 19-item to assess three sub-dimensions of burnout: personal (six items; e.g., “How often do you feel tired?”), work-related (seven items; e.g., “Do you feel burnt out because of your work? and client-related (six items; e.g., “Do you find it hard to work with clients?”). Following Kristensen et al. (2005) items from each sub-dimension were intermixed and responses were recorded on a 5-point scale ranging from 1 (never) to 5 (always). The Copenhagen Burnout Inventory (CBI) is an open domain questionnaire unlike Maslach Burnout Inventory (1986) measuring the degree of psychological fatigue experienced in three sub-dimensions of Burnout: personal (PB), work-related (WB), and client-related Burnout (CB). Studies have been conducted to examine the acceptability, reliability and construct validity of the instrument in western context (Molinero et al., 2013; Kristensen et al. 2005; Schaufeli &Taris, 2005; Shirom, 2005; Yeh et al., 2007) and non- western contexts (Pandey and Singh, 2015; Gupta et al, 2017). The items of the three scales have shown decent discrimination capacity, consistency, and homogeneity. The three CBI scales have an acceptable internal consistency reliability index, slightly higher in PB. The discrimination capacity of the scales has also been verified through the discrimination index and the different levels between occupations and activities (Molinero et al., 2013). Most of the studies have adopted (MBI) but the questionnaire has been criticized for not being appropriate for all occupations (Kristensen et al. 2005). Although MBI has been updated to a general format with the goal of analyzing other professions, the critics of MBI allege that due to the fact that all components of burnout have been put into one model, instead of looking at them separately undermines the validity and reliability of MBI (Kristensen et al., 2005; Schaufeli &Taris, 2005; Shirom, 2005; Yeh et al., 2007). Additionally, the potential relationships between variables in the MBI have not been analysed.

Data analysis:

Data were analysed by using descriptive statistics , cronbach alpha for reliability of scales , t test , correlation analysis and linear regression through SPSS version 23 .

RESULTS:

The sample for the study consisted of 71.6% of males and 28.4% of females with a mean age score of 3.02±1.02(range from 30-40 years), it was found that the 55.6% of employees in the study belonged to the managerial level while as 44.4% of employees were from clerical level. In addition to this It was found that 41.47% of employees were unmarried and 58.2% were married. The most of employees were post graduated with the mean score 3.5±.85 .The results are given in the table 1.

Table 1: Descriptive Statistics of demographic variables

Gender	N	%age
Male	161	71.6
Female	64	28.4
Total	225	100.0
Marital status	N	%
Unmarried	94	41.7
Married	131	58.2
Total	225	100.0

Job title	N	%age
Managerial	125	55.6
Clerical	100	44.4
Total	225	100.0
	M	S.D
Age	3.02	1.02
Qualification	3.51	.851

Table 2: C alpha of burnout scale

Sub dimension of burnout	Cronbach's Alpha	N of Items
Personal burnout	.834	6
Work related burnout	.851	6
Client related burnout	.855	6

The cronbach alpha for the scale of the burnout varied between the .834 to .855 and were determined to be within the acceptable limits where for work related burnout 7 items were considered for measurement, as the cronbach for this subdimension came out to be lower because of negative correlation between the items , so one item was deleted and there was increase in cronbach value from .76 to .851 shown in table 2

Table 2.1: C alpha Emotional labor scale

Sub dimension of emotional labor	Cronbach's Alpha	N of Items
Deep acting	.71	3
Hiding feelings	.69	3
Faking emotions	.70	3

The cronbach alpha of emotional labor scale varied between .69 to .71 which is considered to be quiet decent and within acceptable limits as supported by the previous studies(lee and Brotheridge,2011; Brotheridge and lee,2002;bayram et al,2012

Table 3: t test according to gender

Variables	Male	Female	t value	P value
Emotional labor				
Deep acting	3.1± .81	3 ± .83	.406	.685
Hiding emotions	2.8±.85	3.1± .77	-2.4	.013*
Faking Emotions	2.5±.83	2.6± .92	-1.7	.221
Burnout				
Personal burnout	2.8±.84	3.2 ± .67	-3.5	.00*
Work related burnout	2.6±.76	2.8 ± .78	-2.5	.013*
Client related Burnout	2.4±.91	2.7 ± .90	-2.4	.015*

* p <0.05 tested at 5% significance level

It was revealed from the table 3 that the according to the gender the significant difference was found in hiding emotions(t (223) = -2.4; p=.013) which is less than 0.05, as there was significant difference and there was no statistical difference found in rest of the two variables of emotional labor i.e deep acting and faking emotions. While as in burnout variables the statistically significant difference was found according to gender as the p <0.05 of all the three dimensions of burnout.

Table 4: correlation between emotional labor and burnout

Dimensions	1	2	3	4	5	6
Emotional labor						
1)Deep acting	—					
2) Hiding emotions	.318**	—				

Dimensions	1	2	3	4	5	6
3) Faking Emotions Burnout	.298**	.646**	—			
4) Personal burnout	-.064	.274**	.268**	—		
5) Work related burnout	-.039	.326**	.270**	.766**	—	
6) Client related Burnout	-.033	.323**	.284**	.653**	.763**	—

** . Correlation is significant at the 0.01 level (2-tailed).

The correlation between the scales was examined and the highest relationship was found in the burnout sub-dimensions between work-related burnout and personal burnout ($r = .766$; $p < 0.01$). With regard to emotional labour between hiding and faking emotions ($r = .646$; $p < 0.01$). while as the association between the emotional labor and burnout dimensions, the positive and significant relationship was obtained between hiding and faking emotion from the sub dimensions of emotional labor and all the sub dimension of burnout which are as work related burnout and hiding emotion ($r = .326$; $p < 0.01$), client related burnout and hiding emotion ($r = .323$; $p < 0.01$) and personal burnout and hiding emotions ($r = .268$; $p < 0.01$) similarly client related burnout and faking emotions ($r = .284$; $p < 0.01$), work related burnout and faking emotion ($r = .270$; $p < 0.01$) and personal burnout and faking emotion ($r = .268$; $p < 0.01$) were having positive and significant relationship between them, therefore we accept H1 and H2 as there exists the positive correlation between hiding, faking emotion and burnout. While as on other hand deep acting had a negative relationship with all the three dimensions of burnout hence we accept H3 as there is a negative relationship between deep acting and burnout

Table 5: Hierchical regression analysis

Variables	Personal burnout		work related burnout		Client related burnout	
	Model 1	Model 2	Model 1	Model 2	Model 1	Model 2
Gender	.213**	.163*	.130*	.069	.129	.068
Age	.059	.142	.010	.106	.041	.135
Job title	.149*	.144*	.176**	.169**	.162*	.155*
Marital status	-0.51	-.078	.048	.018	.036	.006
Hiding emotions		.197*		.299**		.284**
Faking emotion		.182*		.121		.148
Deep acting		-.200**		-.193**		-.193**
R²	.077	.180**	.060*	.187**	.055*	.187**
ΔR²	.077	.10	.060	.127	.055	.132

* $p < 0.05$; ** $p < 0.01$; All the coefficients are standardized coefficient

The hierarchical regression analysis was used here to find out that the dimensions of emotional labor variables had a significant effect on the justification of employee burnout levels. The model 1 comprised of the demographic variables and in model 2 emotional labor dimensions were added.

In the model 2 it was seen that 18% variance was explained for personal burnout 18.7% of variance was explained for work-related burnout and 18.7% of variance was explained for client-related burnout by the emotional labor sub-dimensions while as in model 1 a small amount of variance is explained for all the three sub-dimensions of burnout, so we can say that the model 2 predicts the burnout in better and significant manner, therefore H4 is accepted.

The change in the R^2 i.e after adding emotional labor dimensions, ΔR^2 in model 2 from model 1 is 10% for personal burnout and was found statistically significant and 12% and ΔR^2 for work-related burnout was 12% which was also found significant and ΔR^2 for client-related was 13% which came out to be pretty decent and significant. therefore we conclude that model 2 came out to be statistically significant which means that the emotional labor is the predictor of burnout.

The model 2 in all the dimensions of burnout came out to be statistically significant. therefore we accept as after adding emotional labor dimensions we found that they better explains burnout

When we consider ΔR^2 the dimensions of emotional labor i.e hiding, faking emotions and deep acting were seen significant variables in explanation of personal burnout in addition to this hiding emotion and deep acting significantly explained work related burnout and client related burnout while as in first model gender and job title significantly explained personal burnout, client burnout and work related burnout.

DISCUSSION AND CONCLUSION:

The emotional labor is mostly tested on the employess who have a constant interaction with the customers and are mostly frontline employess (Hoschild, 1983) .

The main aim of the study was to find out that which sub dimension of the emotional labor contributes to the increase in burnout level of bank employees. As evident from the results of the present study significant difference was found in hiding emotions and deep acting among gender this was supported by the preceding research by Kim (2008) in which significant effect of emotional labor dimensions was found according to gender in addition to this Hoschild (1983) females learn to be more expressive from the very little age than male because of the expectations from the society so they develop surface acting .

As revealed by correlation analysis the positive relationship was found between hiding and faking emotion with the burnout dimensions ,which means hiding emotions the sub dimension of emotional labor was having positive and significant relationship with the personal burnout , work related burnout and client related burnout similarly faking emotions was also having positive and significant relationship with the burnout.on the other hand negative relationship was found between deep acting and burnout. In the previous studies same results were obtained surface acting leads to increase in burnout (Brotheridge and Grandey, 2002; Lazanyi,2010; Yilmaz et al ,2015 ;Bayram et al ,2012: Johnson 2004: Kwon &Kim ,2015) and in the same studies negative relationship was found between deep acting and burnout . therefore we can conclude from this that with the increase in surface act i.e hiding emotion and faking emotion the burnout increases and with the increase in deep acting the burnout decreases as obvious from the results. In this study result of hierarchical regression analysis finds that hiding emotions and deep acting are having significant relationship with the client related and work related burnout which means that the emotional labor successfully predicts the burnout .faking and hiding emotion and deep acting is having significant relationship with the personal burnout which can be summarized as hiding and faking emotion is positively associated with the burnout and deep acting is negatively and significantly associated with burnout. Similarly in the study of Lee et al. (2010 b) noted the positive and significant effect of hiding emotion in explaining emotional exhaustion. The highest contribution in explaining the burnout was provided by hiding emotions followed by faking emotions while as deep acting having negative relationship contribute in explaining burnout to a very less degree.

It was also seen that to explain the level of personal burnout the gender and job title and the sub dimensions of emotional labor were found statistically significant which can be explained as whether the employee belongs to managerial category or clerical category even though the gender whether they are male or female were seen the increase the level of burnout . the negative relationship between deep acting and burnout dimes ions indicate that the with the increase in the level of deep acting the levels of burnout drop down, however (Pandey and Singh 2015; Lee et al ,2014)in their study argued that deep acting is positively related to burnout and surface acting negatively to burnout. In addition to this faking emotion was found statistically significant only to personal burnout and no significantly related to other burnout dimensions , therefore it can be concluded that that faking emotions only contribute in explaining only personal burnout . from the summarized results e can conclude emotional labor leads to burnout and we also found that the surface acting sub dimensions i.e hiding and faking emotions predicts the burnout and increases the level of burnout among the bank employees while as surface acting reduces the level of burnout as in deep acting the person generate the feelings which are more authentic and are genuine so obviously that will help the employees to have positive interactions with their clients which and ultimately will lead to reduction of burnout(Brotheridge &Grandey,2002).

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