

Antecedent Burnout: Emotional Job Demand, Emotional Display Rules, Emotional Dissonance

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Antecedent Burnout: Emotional Job Demand, Emotional Display Rules, Emotional Dissonance

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Abstract

This study examines antecedent burnout. Burnout can affect capability to control emotional job demand and emotional display rules, which can cause emotional dissonance. Emotional dissonance is an uncomfortable feeling because it has to display emotion according to the organization's expectations, although the subject has a conflict within their perceived feelings. This research sample is 106 of General Crime Reserse Police. The sampling technique in this study uses Partial Least Square. The results of this study are that emotional job demand has significance influence on emotional display rules and that emotional job demand and emotional display rules are influenced by emotional dissonance and emotional dissonance influences burnout. The implication of this study is that managing emotion has an important role in the police department so that they can avoid burnout.

Keywords: emotional job demand, emotional display rules, emotional dissonance and burnout

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1. Introduction

Burnout is a psychological response to continuous working stress (Maslach *et al.*, 2001). Burnout is state of emotional exhaustion, feelings of cynicism and detachment from the job, and lack of accomplishment (Martinussen *et al.*, 2007). The intensity of burnout often appears in jobs that having continuous interaction with the client. Many professions must able to have direct interactions with the client. The term of 'client' or 'recipient' is used to refers to a person or society that becomes the subject of a service place, care or treatment (Maslach & Jackson, 1981).

Emotional job demands can also be defined as aspects of work that require constant emotional effort due to interactional contact with clients (De Jonge & Dormann, 2003). Emotional labor is defined as 'feelings management' done by employees to create an appearance show that accords with the situation (Hochschild, 1983). Emotional display

rules are another name for emotional labor, which are seen as job requirements which are subjected to resistance and standardized emotional expressions when faced with the organization's goal (Grandey, 2000). Display rules usually comes from organizational rules, which state which emotions are considered suitable to be displayed to the client (Van Gelderen *et al.*, 2007). Employees are required to display emotions that are different from their actual feelings (Peng *et al.*, 2009). Expressions based on emotional job demand and 'display rules' that, in fact, contradict the emotions experienced by employees can lead to emotional dissonance and negatively impact employee well-being (Hochschild, 1983). Emotional dissonance is defined as a statement about the incompatibility between perceived feelings and the emotions displayed (Ashforth & Humphrey, 1993; Bakker & Heuven, 2006; Heuven & Bakker, 2003). Emotional dissonance is positively associated with burnout (Grandey, 2000; Zapf, 2002) and is also a mediator of emotional job demand and burnout (Bakker & Heuven, 2006).

This study's objectives are to examine how policemen can manage their emotions, especially in balancing emotional job demand and emotional display rules so as not to cause burnout.

2. Literature Review

2.1. Relationship emotional job demand with emotional display rules

When employees perform emotional labor, positive and negative emotions are suppressed (Van Gelderen *et al.*, 2007). Suppressing positive emotions means feeling positive emotions that are not displayed but still being felt. Law enforcement officers are expected to manage emotions to present neutral, solid and controlled physical expressions and faces (Bakker & Heuven, 2006). The police job environment demands suppressing feelings to allow agreement in the most critical situations, such as conflict, manipulation and aggression. In the culture of law enforcement officers, as a professional worker encountering violence and emotional situations they may be more likely to ignore the sad feelings that could have been felt after thinking about events with the civilians he has just experienced (Van Gelderen *et al.*, 2007).

Emotional ability may be understood in emotional display rules as part of organizational and work settings that have become an increasingly important part of the emotional labor field (Ashforth & Humphrey, 1993). Emotional job demand then becomes the antecedent of the emotional display rules.

H1: Emotional job demand has significant effect on emotional display rules**2.2. Emotional job demand relationship with emotional dissonance**

Job demand consists of job characteristics that tend to generate negative emotional reactions from employees (Bernadin, 1987). Police work has many demands from different sides, with high frequency of dealing with emotional situations and human sadness (Brown & Campbell, 1990), which is experienced in high workloads (Biggam, Power, & MacDonald, 1997). In fact, police officers are required to interact with the perpetrators and their victims.

Work demands from the organization creates negative feelings, such as depression when employees are limited in how they can reduce or overcome potential stressors (Ross & Mirowsky, 2006). Emotional job demand is an important beginning of suppressing emotions and, consequently, experiencing emotional dissonance (Van Gelderen *et al.*, 2007).

H2: Emotional job demand has a significant effect on emotional dissonance.**2.3. Emotional display rules relationship with emotional dissonance**

Ekman and Friesen (1975) describe emotional display rules as an indication of the need to manage some of the emotions displayed in some situations. Display rules are usually derived from organizational rules, which state which emotions are deemed suitable to be displayed to clients (Van Gelderen *et al.*, 2007). The term for the mismatch between perceived feelings and the emotions displayed is emotional dissonance (Ashforth & Humphrey, 1993; Bakker & Heuven, 2006; Heuven & Bakker, 2003). Emotional display rules otherwise affect emotional dissonance. Further, Hochschild (1983) suggests that expressions based on 'display rules' that actually contradict the emotions experienced by employees can lead to emotional dissonance and adversely affect the employee's wellbeing.

H3: Emotional display rules have a significant effect on emotional dissonance

2.4. Relationship between emotional dissonance and burnout

The high level of emotional dissonance is similar to the high level of stress, and most police personnel are reported to be physically and emotionally exhausted. This is in accordance with the findings of Van Vegehel *et al.* (2004) which state that emotional dissonance is positively linked with emotional exhaustion. Research by Van Gelderen *et al.* (2007) also revealed that emotional dissonance is related to emotional exhaustion, which is a dimension of burnout. Lewig and Dollard (2003) argue that emotional dissonance is a fully mediated relationship between positive emotional display rules and emotional exhaustion. Emotional dissonance may increase levels of emotional exhaustion at psychosocial demands that indicate a combination of high levels of demands and risks. Zapf *et al.* (2001) also support that, during the interaction of emotional dissonance and job, stressor occurs; when the stressor is high, the higher the emotional exhaustion level. Emotional dissonance is positively associated with burnout (Grandey, 2000; Zapf, 2002).

H4: Emotional dissonance has a significant influence on burnout

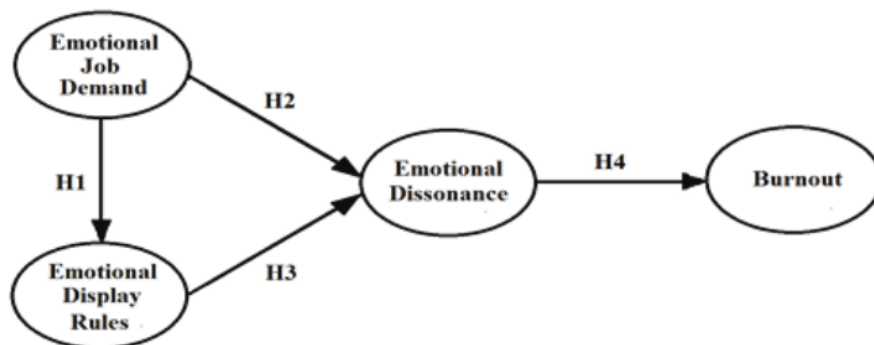


Figure 1: Conceptual framework.

3. Method

3.1. Sample

This research samples are 106 policemen on the General Crime Reserse Police in Surabaya. Sampling technique is purposive sampling and analytical technique uses SEM with *partial least square* using the SmartPLS Program.

3.2. Measurement

Emotional job demands. This refers to an aspect of work that requires constant emotional effort due to contact interaction with the client. This variable is measured by modifying de Jonge's (1999) measurements of emotions where the police are on duty in the field (intimidation of the perpetrator's words, feelings of pity for the victim, physical threat by the perpetrator).

Emotional display rules are displayed as job requirements derived from organizational rules, stating which emotions are considered suitable for clients aimed at blocking and standardizing emotional expression when dealing with organizational goals (Grandey, 2000; Van Gelderen, 2007). This variable is measured by a modified indicator of the statement from Judge *et al.* (2009). This modification is done in order to adjust the statement items in accordance with the object of this study. Indicators of the question are that, when on duty, they engage in: *Surface Acting*, holding and hiding the true feeling, or *Deep Acting*, making efforts to present the appropriate feelings that should be displayed in the work.

Emotional dissonance is a mismatch, or inaccuracy of the difference between perceived and expressed emotion (Hochschild, 1983). This variable is measured by the indicator of the **Frankfurt Emotions Work Scale (FEWS)** by Zapf *et al.* (1998), which is also adapted to the type of police officer respondents. It displays an expression of feelings that are not linked with what is actually felt, suppressing feelings so that they are not actually visible.

Burnout is a statement of fatigue in which a person is cynical about the value of his job and the ability to overcome it (Martinussen *et al.*, 2007). The statistical indicator used to measure this variable was developed by Schaufeli (1996) as it fits with indicators for law enforcement officers. There are three dimensions in the burnout - emotional exhaustion, depersonalization and personal accomplishment.

4. Results

Outer loading values from each indicator on emotional job demand, emotional display rules, emotional dissonance and burnout variables have P value > 0.05. Composite reliability values on emotional job demand, emotional display rules, emotional dissonance and burnout variables are all above 0.70. The result of this study states that all hypotheses are supported.

TABLE 1: Hypothesis test result.

Hypothesis	Endogenous Variable → Exogenous Variable	t_{table} Value	T_{count} Value	Explanation
H1	Emotional job demand → Emotional display rules	1.96	3.203	Significance
H2	Emotional job demand → Emotional dissonance	1.96	3.391	Significance
H3	Emotional display rules → Emotional dissonance	1.96	6.263	Significance
H4	Emotional dissonance → Burnout	1.96	6.408	Significance

5. Discussion

5.1. Emotional job demand has significance influence with emotional display rules

A policeman must be suitable in carrying out his profession. Discipline and integrity take precedence over performance. Given the scope of field experience and the variety of cases handled, these policemen become very professional. So they may be less aware of the sad feelings that could have been felt when thinking about the events with the civilians they had just experienced (Van Gelderen *et al.*, 2011) as part of the culture of law enforcement officers, professionals who are often close to violence and emotional situations.

5.2. Emotional job demand has significance influence on emotional dissonance

As organizations impose emotional job demands to gain client satisfaction (or, in this study, more precisely about the organization's image in the mind of the public), an important statement refers to the emotional wellbeing of employees when these emotions are displayed (Rohrmann *et al.*, 2011).

Aspects of work that require constant emotional effort because of interaction with clients (De Jonge & Dormann, 2003) are part of the work of the police detectives who responded in the study. The criminal police are regularly confronted with 'non-cooperative' civilians and the resistance of the suspect (Van Gelderen *et al.*, 2011), which creates various emotions that are felt while performing their duties.

Police work has many demands from different sides (Brown & Campbell, 1990), and each of these individuals has different experiences to each response in the field within

the community. From the interactions experienced in the field, the high frequency of dealing with emotional situations and human sadness (Brown & Campbell, 1990) may bring about various emotions, such as pity, anger, sadness, concern, or even disgust.

This study proves the respondents experience low emotional job demand and emotional display rules. This proves that these police detectives are able to manage their emotions and suppress their feelings, so that they are able to perform their duties properly without involving personal emotions. Because the police are expected to manage emotions to obtain neutral, solid, and controlled physical expressions and faces (Bakker & Heuven, 2006), suppressing feelings is part of routine police work.

5.3. Emotional display rules have significance influence on emotional dissonance

Emotional display rules are seen as job requirements aimed at blocking and standardizing emotional expression when dealing with organizational goals (Grandey, 2000). Emotional display rules also show the process of regulation of feelings and expressions for the goal of organizations (Grandey, 2000). Display rules are usually derived from organizational rules, which state which emotions are considered suitable to be shown during the interaction with suspects (Van Gelderen *et al.*, 2007).

From this study, it is shown that these policemen really feel the emotional emphasis, but are still able to carry out their profession in accordance with the demands of work, managing and holding the personal emotions felt. This can be due to the respondents being people who have a deep understanding of the essence of the work, and the form of successful education pursued when deciding to take up this profession.

5.4. Emotional dissonance has significance influence on burnout

Emotional dissonance is defined as a statement about the incompatibility between perceived feelings and the emotions displayed (Ashforth & Humphrey, 1993; Bakker & Heuven, 2006; Heuven & Bakker, 2003), whereas burnout is an ongoing emotional and cynical syndrome in people who work in professions that relate to others (Maslach & Jackson, 1981) where there is relevance to job demand. Emotional dissonance is also a mediator of emotional job demand and burnout (Bakker & Heuven, 2006).

In this study, burnout was experienced by the respondents, but in a very low level. Emotional dissonance does affect burnout significantly, but burnout is only experienced by some respondents who experience it in the middle level. Such respondents were

only a handful from all respondents. This means the respondent did not experience burnout, or experienced burnout due to emphasis on feeling on duty, but only in the low level.

Although at a low level, organizations still need to ensure and detect early on the emotional fatigue that is felt so that the negative effects of burnout will no longer occur, such as the decreased mental and physical health of employees (Bayram *et al.*, 2012) and increased health problems, including psychological problems such as anxiety and suicidal tendencies (Karim, 2009).

6. Conclusions

This study resulted in a very interesting finding that all of the best Reserse policemen in East Java Province have experienced burnout intensity even at a low level. This research result proves that each Reserse policeman in the Domicile Area East Java is the best one that has been chosen to carry out major tasks around East Java. They are policemen who can manage their feelings, emotions and can maintain their integrity in work situations. They are policemen who have procedures to cleanly handle the criminals from their training in the police academy. They can manage their feelings and emotions while having continuous contact with clients, but often have mismatch between perceived feelings and emotional display, or emotional dissonance. This mismatch comes from when the policeman has experienced burnout, and it is not easy to manage their feelings for displaying them as appropriate in any situation and as an expression of the organizational goal.

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