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A Study of Relationship of Social Support and Emotive Effort with Emotional Exhaustion

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Abstract:

Emotions are something that an individual feels at every stage of life from birth till death, but expression of emotions is not always easy especially when one is in work settings. At work place we need to behave and express in required norms which may be on surface or from deep inside. The present study is about expression of emotions, i.e. emotive effort (deep acting), social support (friends, family and colleagues) and its impact on emotional exhaustion. The data was collected from employees of service sector of Gwalior region. Reliability and regression analysis is applied on collected data to fulfill the objectives of research.

Keywords: emotive efforts, social support, emotional exhaustion

1. Introduction

Emotion as feeling, or affect that occurs when a person is in a state or an interaction that is important to him or her, especially to his or her well-being). Emotion is characterized by behavior that reflects the pleasantness or unpleasantness of the state individuals are in, or the transactions they are experiencing. Emotions also can be more specific and take the form of joy, fear, anger, and so on, depending on how a transaction affects the person.

1.1. Emotional Exhaustion

Emotional exhaustion is the state of depleted energy caused by excessive emotional demands made on people interacting with customers or clients. Emotional exhaustion is a specific stress-related reaction, and it is considered a key component of emotional exhaustion. Researchers argued that emotional labor may lead to higher levels of emotional exhaustion among employee that frequent face-to-face interactions which are intense, emotionally charged, and of longer duration are associated with higher levels of emotional exhaustion. When a situation induces repeated emotional responses that the employee must regulate, the employee may experience emotional exhaustion.

Emotional exhaustion is a chronic state of physical and emotional depletion that results from excessive job and/or personal demands and continuous stress., it has been also explained that acting as part of one's work role may create emotional exhaustion for two key reasons, one is the experience of tension from emotional dissonance and another one is the draining of resources while effort fully acting Several studies have investigated the relationship of emotional labor strategies, namely surface and deep acting with emotional exhaustion.

1.2. Social Support

Social support often appears in discussions of relationships. Social support means having friends and other people, including family, to turn to in times of need or crisis to give you a broader focus and positive self-image. Social support enhances quality of life and provides a buffer against adverse life events.

Social support has been described as "support accessible to an individual through social ties to other individuals, groups, and the larger community."The National Cancer Institute's Dictionary of Cancer Terms defines social support as "a network of family, friends, neighbors, and community members that is available in times of need to give psychological, physical, and financial help". Theoretical models of social support specify the following two important dimensions: (1) a structural dimension, which includes network size and frequency of social interactions, and (2) a functional dimension with emotional (such as receiving love and empathy) and instrumental (practical help such as gifts of money or assistance with child care) components.

Social support is the perception and actuality that one is cared for, has assistance available from other people, and that one is part of a supportive social network. These supportive resources can be emotional, tangible informational or companionship and intangible. Social support can be measured as the perception that one has assistance available, the actual received assistance, or the degree to

which a person is integrated in a social network. Support can come from many sources, such as family, friends, pets, organizations, coworkers, etc. Government provided social support is often referred to as public aid.

Numerous studies have demonstrated that having a network of supportive relationships contributes to psychological well-being. When you have a social support network, you benefit in the following ways:

- Sense of belonging. Spending time with people helps ward off loneliness. Whether it's other new parents, dog lovers, fishing buddies or siblings, just knowing you're not alone can go a long way toward coping with stress.
- Increased sense of self-worth. Having people who call you a friend reinforces the idea that you're a good person to be around.
- Feeling of security. Your social network gives you access to information, advice, guidance and other types of assistance should you need them. It's comforting to know that you have people you can turn to in a time of need.

1.3. Emotive Effort

Later, Kruml and Geddes (2000a) asserted that emotional labor indeed has two dimensions: emotive effort and emotive dissonance. They claimed that these two dimensions can best represent Hochschild's (1983) notion of emotional labor.

Kruml and Geddes (2000a) claimed that this dimension taps the domain of deep acting. Deep acting involves attempts to actually experience the emotions one is required to display. Employees need to actively strive to invoke thoughts, images, memories, or past experience to conjure up the appropriate emotional state and thereafter emotional expression. Therefore, the emotive effort dimension of emotional labor captures the "efforts" employees need to exert when engaging in deep acting.

2. Literature Review

- Natasja, Jan, and Wilmar (May 2004) were emphasized in their research that Job control moderated the relation between emotional demands and emotional exhaustion. Job control is more likely to reduce exhaustion in cases of low emotional demands compared with instances where emotional demands are high. Perhaps, in the case of low emotional demands, such as having a troublesome client once a week, control may be used to ask colleagues to deal with the problem rather than doing it by oneself. However, in the case of high emotional demands, such as having a troublesome client every hour, such forms of control are not of much use because one cannot reasonably ask colleagues to take over almost all tasks.
- Salami (May 2011) this study showed that stress, personality and social support were correlated with emotional exhaustion dimensions, thus providing support for the PE-fit theory and transactional model of emotional exhaustion in which in order to understand its process. There is need to consider both the environmental and person variables. Emotional exhaustion and depersonalization were more related to environmental stressors and social support while personal accomplishment was related to personality variable the results also showed that, as hypothesized, personality characteristics were associated with emotional exhaustion dimensions. The results were in line with the findings of previous researchers who reported that emotional exhaustion and depersonalization were predicted by neuroticism and conscientiousness.
- Zreda (2005) stated that the study confirmed previous findings that emotional exhaustion is the easiest symptom to reduce with various interventions. The components of professional efficacy and depersonalization were always more difficult to change with intervention. The short period of intervention could be the reason for not obtaining any significant changes in these dimensions of emotional exhaustion. However, a surprisingly great effect of the intervention concerned perceived behavioral job control, and a somewhat smaller effect on perceived workload. It is supposed that the cognitive and behavioral exercises introduced in the intervention could substantially help teachers to increase their authority to make decisions on their job, to regulate their workload better and finally to facilitate lowering emotional exhaustion. It was proven that environmental sense of control is an important stress management resource.
- Laurie (2005) In summary, this research was a preliminary attempt to ascertain whether certain personality traits could be viewed as antecedents to emotional dissonance and whether the known consequences of emotional dissonance would replicate in the debt collection industry. Although only two personality facets, Anger and Conscientiousness, were found to be related to emotional dissonance, this does not mean that other aspects of personality are not antecedents of emotional dissonance. It is promising to see that the consequences of emotional dissonance have replicated in an arena that represented the opposite end of emotional dissonance from customer service representatives. An added bonus of this research was to find that gender may have a greater effect on certain outcome variables than was previously thought.
- Laura (2008) notably, this study found a positive correlation between emotional labor components, emotive dissonance and emotive effort, with the emotional exhaustion component of emotional exhaustion. Based on the findings of previous studies and the data collected during this study, the concept of emotional equilibrium was advanced as a proposal for avoiding emotional exhaustion while performing emotional labor. The recommendation of emotional equilibrium stems from the findings linking emotive dissonance (and surface acting) as well as emotive effort (and deep acting) to emotional labor and emotional exhaustion, thereby revealing a need for balance rather than a preference for one component over another.
- Jonathon and Buckley (2004) Emotional exhaustion has significant costs in terms of health and organizational consequences. the increasing proportion of long-term disability claims filed by workers as a result of emotional exhaustion have led to significant burdens for employees, employers and insurers worldwide. This review suggests that we have made significant strides in our understanding of the experience and consequences of emotional exhaustion among workers. Moreover, more work is needed on the specific nature of resources, and in particular, the role of social support as a resource. Finally, much more work is needed to develop and evaluate programs to reduce emotional exhaustion.

- Lewig and Dollard (2003) Study stated that Emotional labor is emerging as a key issue in modern work settings. This article underscores the importance of looking at emotional labor, in particular emotional dissonance in modeling and theorizing about workplace stress in call centre workers. Emotional dissonance is pre-eminent in comparison to other quantitative aspects of emotional demands, and is equally important as the often-explored psychosocial job demands, in accounting for effects on emotional exhaustion and emotional exhaustion. Further, emotional dissonance combines with psychosocial demands in an interactive way, such that workers exposed to high levels of both kinds of demands are at much greater risk for the development of emotional exhaustion.
- Won-Moo and Jae-Kyoon (2012) this study found that POS worked as a moderator on both the relationship between deep acting and emotional exhaustion and between surface acting and emotional exhaustion. Findings have demonstrated that POS is more likely to be associated with deep acting that demands higher levels of affective organizational commitment. Results have shown that deep acting had a negative effect on emotional exhaustion, while surface acting had a positive effect on emotional exhaustion. Finally, as expected, this study demonstrated a negative relationship with emotional exhaustion and organizational commitment, and a negative relationship with organizational commitment and turnover intention.
- Kay Hei (2002) This research reveals that The ability to be consistently nice to strangers requires incredible effort. When such effort succeeds, it is a remarkable accomplishment. Emotional labor should be taken seriously, since it affects customer satisfaction, customer loyalty, and eventually, organizational financial performance. Emotional labor deserves hospitality researchers' attention. People performing emotional labor deserve the public's respect. The consequences of emotional labor can be either positive or negative, depending on how it is performed. Beyond this, it was hoped that this study could make the hospitality industry aware of their employees' emotional contribution to the organization's performance.
- Isheger and Schewe (2010) have demonstrated that surface acting is positively associated with psychological strain, emotional exhaustion, and depersonalization while deep acting has no effects on strain, emotional exhaustion, and depersonalization.
- Melita and Karrikar (2009) Paper stated that emotional intelligence abilities can be useful resources in jobs where demands for the regulation of emotional display are excessive. The accurate perception of one's emotional state and the emotional states of others as well as the ability to regulate those emotions provides emotionally intelligent individuals with invaluable coping mechanisms to defeat the adverse effects of perceived psychological stressors. This study presents evidence that the symptoms associated with emotional exhaustion can be alleviated when one draws upon these resources. The effects of work stressors are impacted by the resources individuals have at their disposal. In this case certain emotional intelligence abilities are shown to be valuable resources.
- Erin (2006) The general purpose of this experiment was to manipulate deep acting i.e., changing how one feels in order to test a causal relationship between use of this strategy and important outcomes. By teaching employees to reappraise situations in ways that increase positive emotions and decrease negative emotions, the training was expected to increase emotional exhaustion, decrease feelings of inauthenticity and emotional exhaustion, and improve customer service performance.
- Amy (2005) The study not only underscores the emotionality of planned organizational change but also reveals that emotional labor may function differently in superior-subordinate interactions than it does in more traditional client-service contexts. As such, it is necessary that we attempt to understand the experience of emotional labor across a variety of industries, professions and organizational contexts. Developing an integrated model of emotions and organizational change will not only help to extend the theoretical landscape of emotional labor but, pragmatically, it may serve to highlight the potential negative, as well as positive, influence that emotional labor, and emotion work in general, can have on change implementers.
- Kamal, Mortazavi, Abbasi and Jogh (2012) The significant results of this study was found to certify with emotional labor theories as well as emotional regulation theory, demonstrating a theoretical linkage suggesting that although surface acting and deep acting both demand the employee to spend effort in changing expressions, it also exhibits different relationships with well-being outcomes whereas surface acting has showed an association with emotional exhaustion deep acting inclined to generate organizational commitment. Generally, the outcomes show that deep acting provides a positive benefit for the employee while surface acting did not demonstrate the same positive effect.
- Mathur, Nathani and Sarvate (2013) The study was conducted with a view of finding the stress among medical staff, which includes doctors and nurses. A scale was designed to collect data, and reliability test was applied in order to ensure the reliability then regression test was carried out to test the cause and effect relationship between both the variables. The result of regression analysis explains that the relationship between emotional labor and work stress in case of doctor and nurses is positive.
- Rathi, Bhatnagar and Mishra (2012) The purpose of the research was to investigate the relationship between the emotional labor strategies (surface and deep acting) and emotional exhaustion, organizational commitment, and turnover intention among hospitality employees in India. In addition, this study aimed to examine the moderating effect of emotional intelligence and supervisor support on the relationship of surface and deep acting with emotional exhaustion, organizational commitment, and turnover intention. The results of the study demonstrate a positive relationship between surface acting and emotional exhaustion.
- Bilal (2011) The study contributed that People seem to be satisfied with their jobs and are committed to their organizations even though they have to deal with their sentiments and exert emotive toil. Research scholars inspecting the connection between emotive effort and emotional exhaustion have discovered varied and disparate results in diverse industries and

participants; such as, Findings show that there exists weak association between emotive toil, emotional exhaustion and work complexity. It shows that the medical professionals perform more emotive toil when work complexity increases whereas it also shows that with the performance of emotive toil, emotional exhaustion increases in medical professionals.

- Jonker (2012) study's results supported a three-factor structure that was themed client care, emotional dissonance and display of positive emotions. Group differences in age groups, provinces, qualification levels and public and private sectors in the experience of emotion work were found that there are differences in the experience of emotion work; that individual characteristics such as education and age influence the experience of emotion work and that work context such as province and public/private sectors plays a major role in the prevalence of emotion work. The results reported here are in accordance with Grandey's conceptual model, namely that organization factors, such as social support and organization commitment.

2.1. Objectives of the Study

To re-standardize questionnaires for Social support, emotive effort and emotional exhaustion study variable.

To evaluate the impact of Social support, emotive effort on emotional exhaustion.

To open new areas for further research.

2.2. Hypothesis

→ H01: There is no significant impact of social support on emotional exhaustion.

→ H02: There is no significant impact of emotive effort on emotional exhaustion.

2.3. Research Methodology

The study was causal in nature with survey method being used to conduct the study. Population of the study included respondents from Gwalior (MP) region only. And individual respondent was sampling element. Non-probability purposive sampling was used, sample size was 100 respondents. Standardize questionnaires were used to collect the data. Data on as five point Likert type scale, where one indicates minimum agreement and five indicate maximum agreement. For data analysis Reliability analysis was used to check the reliability of the constructs used for data collection. Simple Linear Regression was applied to check the relationship between dependent variable i.e. emotional exhaustion & independent variable as social support and emotive efforts.

3. Result & Discussion

3.1. Reliability analysis

Reliability method have been applied to calculated the reliability of all items in the questionnaire.

Measure	No. of item	Cronbach's alpha value
Emotive effort	09	.732
Emotional exhaustion	09	.887
Social support	14	.858

Table 1

It is visible that reliability values are greater than standard value that is 0.7. it is considered that reliability of all measure is adequate. so the statements in the questionnaire were treated as reliable statements.

Regression analysis

Two separate linear regressions were carried out to evaluate impact of social support on emotional exhaustion and impact of emotive efforts on emotional exhaustion. The below table 2 shows the results of regression analysis between social support (independent variable) and emotional exhaustion (dependent variable)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	15.140	4.250		3.563	.001
	Social support	-.211	.084	-.248	2.531	.003

Table 2

The linear regression was applied between "social support" (independent variable) and "emotional exhaustion" (dependent variable). The result of regression indicated that, as the value of t is significant at 0.01 level of significance so null hypothesis is rejected. Hence, we can say that there is significant negative impact of social support on emotional exhaustion. The negative value beta value indicated that the social support with a person helps to experience lesser level of emotional exhaustion. Employee will feel less drained if he or she will get more and more support from colleagues, friends and family. Same results were displayed by Khan (2012) in the study 'impact of emotional labour on emotional exhaustion, and the moderating role of social support' where he reported that the higher the SS, the lower the EE employees are likely to experience among hotel employees.

3.2. Regression Analysis (Emotive Effort on Emotional Exhaustion)

Table 3 shows the results of regression analysis between emotive efforts (independent variable) and emotional exhaustion (dependent variable)

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	
	B	Std. Error	Beta			
1	(Constant)	25.465	6.739		3.779	.000
	Emotive effort	.008	.185	-.004	.041	.000

Table 3

The linear regression was applied between “Emotive effort” (independent variable) and “emotional exhaustion” (dependent variable). The result of regression indicates that, as the value of t is significant at 0.000 level of significance, so null hypothesis is rejected. Hence we can say that there is significant impact of Emotive effort on emotional exhaustion and negative beta value is suggesting negative relation that is increase in emotive efforts that is deep action less will be emotional exhaustion. If a person really feels whatever he is displaying feeling of exhaustion will be less.

3.3. Suggestions

- The study has been done by taking only a sample of 100 respondents therefore it is suggested to take bigger sample size in order to obtain more accurate results.
- The study has been Gwalior region only so it is suggested to take larger area or other region so that more appropriate results can be obtained.
- For this study only three variable i.e. social support and emotive effort and emotional exhaustion were analyzed. Thus to get result at a broadcast perspective more variable can be included.
- The current study was carried out with purposive sampling technique. This has shown limitations in terms of introducing sampling error. The study can be extended and repeated using random sampling technique.
- The data was collected only from the service sector. So it is suggested that the data should be collected from other sectors also for more appropriated result.

3.4. Implication

- This research is intended to be useful for further research studies where researchers wants to understand the difference or measure social support, emotive effort and emotional exhaustion among the bank employees.
- The study will also be useful to those organizations who want to conduct research for emotional exhaustion. They will also be able to solve several problems related to social support and emotive effort.
- References of study can also be helpful for further research.

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