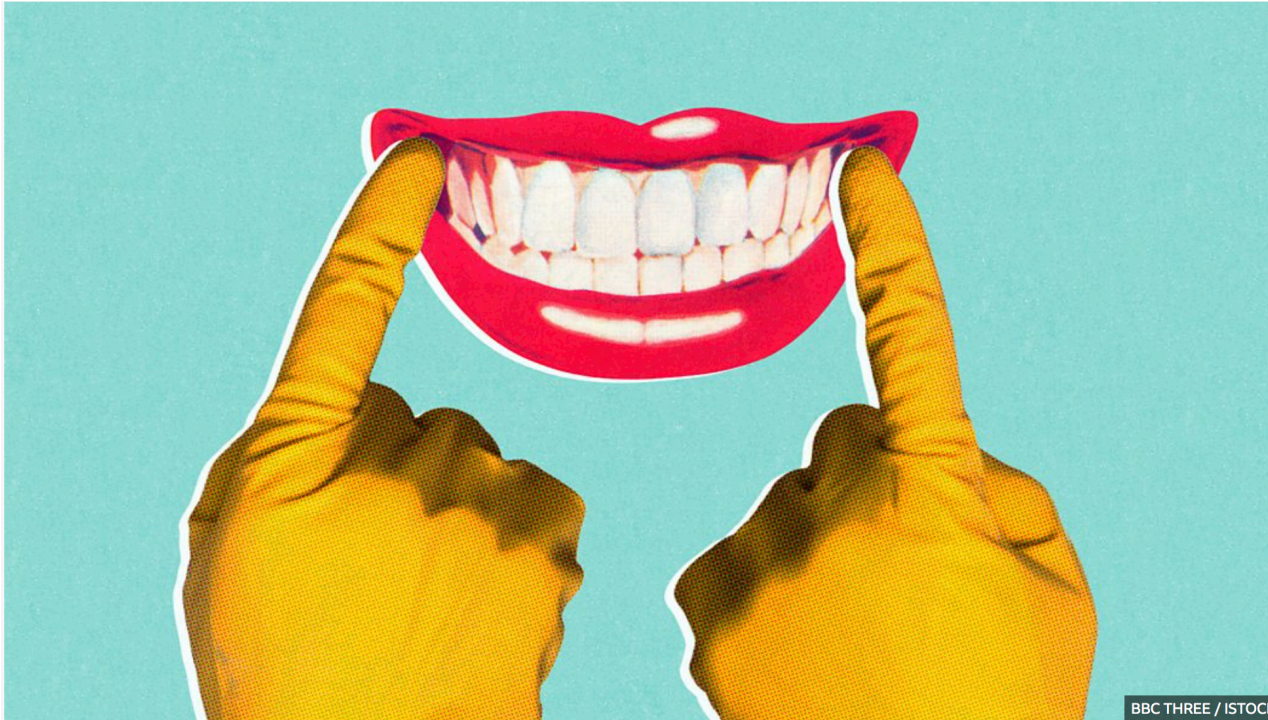




Understanding Healthy Emotional Labor and Assessing Emotional Burnout

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Emotional Labor and Burnout



1. Understanding emotional labor
2. Ways we experience emotional labor
3. Relationship between emotional labor and burnout
4. Factors of burnout
5. Strategies to manage emotional labor and burnout



What is emotional labor?

The term “emotional labor” is appropriate only when **emotional work is exchanged for something, such as wages** or some other type of valued compensation. Such work is not only performed for wages, but also under the control of others.

The **regulation of employee’s emotions to comply with occupational or organizational norms (emotional display rules)**; the management of feeling to create a publicly observable facial and bodily display.



TABLE 1.2 Emotional Labor or Not? Illustrating the Fuzzy Boundary with Examples

<i>Hochschild's EL Criteria</i>	<i>Customer Service Agent</i>	<i>Home Health Aid</i>	<i>Volunteer Fundraiser</i>	<i>Unit Leaders</i>	<i>Human Resource Generalist</i>	<i>R&D Team Member</i>	<i>Construction Worker</i>	<i>Spouse/ Parent</i>
Work Context (vs. Private Context)?	Yes	No	Maybe	Yes	Yes	Yes	Yes	No
Financial gains linked to emotion performance?	Yes	Yes	No	Maybe	Maybe	Maybe	No	No
Frequent interactions with the public?	Yes	Yes	Yes	Maybe	No	No	Maybe	No
Emotion performance is role requirement?	Yes	Yes	Yes	Yes	Maybe	Maybe	No	Maybe
Management monitors and evaluates emotion performance?	Yes	Maybe	Yes	Maybe	Maybe	No	No	No

Emotional Labor
Not Emotional Labour

Note: "Not Emotional Labor" may be called emotion work, emotion management, or emotion regulation, which are used interchangeably to refer to modifying feelings and expressions in any context. R&D refers to Research and Development.



Emotional Labor studies

Two types of emotional labor studies:

- 1) **job-focused** approaches—mainly gives priority to job characteristics that are related to emotional labor, and
- 2) **employee-focused** approaches—emphasizes emotional regulation process and internal state when employees perform emotional labor.

The latter approach emphasizes how emotion is managed.



Four Types of Emotional Labor

“ I genuinely express how I feel when getting complaints from chairs about their work loads. ”

Automatic emotion regulation (genuine acting): where your felt emotions match with display rules/expectations.

Surface acting: when your feelings do not fit the situation/expectations (display rules), but you stimulate emotions that are not actually felt or change the outward expression of your emotions to match situation/expectations.

Deep acting: when you change your inner feelings (work up) to bring up the required emotions through past experience or training.

Emotional deviance: when you express your inner feelings and disregard feeling/display rules or expectations.



Factors Impacting Emotional Labor

“ I feel exhilarated after working closely with my team. ”

- **Frequency:** how often you experience various feelings.
- **Intensity:** how intensely you feel the emotions.
- **Job autonomy:** how much autonomy you have or how much you perceive you have.
- **Personality/identity:** how you value helping/working with people; expectations about you helping/working with others.



Burnout

“ I feel fatigued when I get up in the morning and have to face another day on the job. ”

Burnout: a syndrome of emotional exhaustion and cynicism that occurs frequently among individuals who do ‘people-work’ of some kind.

Key aspect is increased **feelings of emotional exhaustion** (feeling like you can no longer give of yourself at a psychological level).

Other aspects are:

- 1) the development of **negative/cynical attitudes** and feelings about one’s clients.
- 2) a tendency to **evaluate oneself negatively**—feel unhappy about themselves and dissatisfied with their accomplishments on the job.



Four Factors to Recognizing Burnout

- **Emotional exhaustion:** describes feelings of being emotionally overextended and exhausted by one's work.
- **Depersonalization:** describes an “unfeeling” and impersonal response towards recipients in one's care or service.
- **Personal accomplishment:** feelings of competence and successful achievement in one's work with people.
- **Involvement:** level of involvement with people



Addressing Emotional Labor and Burnout

“ I feel I’m positively influencing other people’s lives through my work. ”

- **Stress debriefings**, make them mandatory
- **Structured “time-out”**
- **Self-care plans**: works best in settings where it is okay to express feelings and is supported at the organizational level (i.e., making the worker aware that they have a whole life not just a work life;
- **Job redesign**: more opportunities for genuine acting.



THANK YOU!
QUESTIONS & DISCUSSION

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