
RELATIONSHIP BETWEEN COMPULSORY CITIZENSHIP BEHAVIOR, JOB BURNOUT AND EMOTIONAL LABOR

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Abstract

The current research on job burnout often ignores the factors inducing emotional stress among the employees. To solve the defect, this paper attempts to explore the relationship between compulsory citizenship behavior (CCB), job burnout and emotional labor. With emotional labor as the mediating variable, the exploration was carried out based on a sample of 296 employees in knowledge-based organizations. The results show that the CCB has a significant positive impact on all three dimensions of job burnout, a positive impact on surface acting, and a negative impact on deep acting; the relationship between the CCB and job burnout is fully mediated by surface acting, and partially mediated by deep acting. The research findings shed new light on job burnout and emotional management of employees.

Key words: Compulsory Citizenship Behaviour (CCB), Emotional Labour, Employee Burnout, Knowledge-based Employee.

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INTRODUCTION

In the field of leadership science, it has always been a topic of concern on how to manage and guide the behaviour of employees. With the in-depth study of organizational behaviour, it's increasingly found that there are also a large number of involuntary or even forced organizational citizenship behaviours in addition to many traditional voluntary citizenship behaviours in organizations. Many organizations adopt a paternalistic management approach, that is, with great resources and power, many leaders often compulsively impose the affairs other than the employee's job responsibilities on them in the management process, thus generating a lot of "forced overtime", "forced donation", "forced full-

time", and even many employees have to serve the relevant personal interests of the leaders in their work, so that employees feel greater psychological pressure. But due to the fear of retaliation or work competition pressure, most employees are often in a state of silent resentment. In such state for a long time, the employees will be often suppressed with negative emotions, and easily feel emotional labour and burnout at work and ultimately leading to reduced work efficiency, job retreat and even resignation, etc. It is very unfavourable for the organization effect. However, most of the current researches on burnout are focused on general stressors such as workload, role conflicts, and time pressure, ignoring the emotional stressors and the most direct sources of leadership in employee work. Especially for knowledge-based employees, the emotional state and pressure are not easy to detect, which brings new challenges to managers. Therefore, this study introduces emotional labour and discusses the problem of employee burnout from the perspective of employee's individual emotional stressors.

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THEORY AND HYPOTHESIS

The relationship between CCB and burnout

Vigoda-Gadot (2006) proposed the compulsive citizenship behaviour (CCB), which refers to the non-spontaneous civic behaviour that employees are forced to demonstrate in the group, under the pressure from the subject and object, and also the environment; it emphasizes the compulsiveness of behaviour; it can be an objective fact that occurs, or an employee's subjective perception. According to Maslach (1986), burnout means the physical, psychological, and behavioural symptoms such as physical and mental exhaustion, tiredness of work, and reduced sense of accomplishment due to work stress and other factors of the employees in a certain work situation. Maslach (1986) divided it into three-dimensionality, that is, emotional exhaustion (individuals cannot easily deal with surrounding problems and requirements, feel exhausted, and lose enthusiasm for work), cynicism (individuals respond to the surrounding interpersonal relationships with an indifferent attitude and manner, and gradually generate a negative, cynical or indifferent attitudes towards work objects and colleagues), and reduced personal accomplishment (individuals feel no achievement in work, leading to low temper and lack of sense of performance, etc.).

Burnout is a serious negative behaviour. Taris & Feij (2001) believe that burnout results from the serious imbalance of the individual's input-output ratio at work, i.e., the individuals pay a lot of input but fail to obtain the reward they deserve, which is first a sense of injustice, further leading to mental burnout; the greater the imbalance, the more serious the burnout. According to the conservation of resource theory, the psychological resources of employees at work are the stock that is consumed over time (Demerouti, Bakker, Nachreiner et al., 2001). Therefore, when employees are subjected to strong mandatory perception, they will have negative emotions such as impaired self-esteem, lack of attention, senseless meaning of work, lack of sense of achievement, reducing their psychological resources, and further resulting in emotional exhaustion and reduced personal accomplishment.

Moreover, in the eyes of employees, leadership is often the spokesperson of the organization. The theory of reciprocity believes that people will try to repay others who have done things for them in the same way (Gouldner, 1960). Whereas, the CCB violates the true intention of employees, making

them form a strong sense of being compelled, and then a negative attitude towards organization and work, that is, cynicism. So, the first hypothesis was proposed:

H1: CCB is significantly positively correlated with the emotional exhaustion (1a), cynicism (1b) and reduced personal accomplishment (1c).

The relationship between CCB and emotional labour

Hochschild (1983) first proposed the concept of emotional labour, that is, a labour mode in which employees create a publicly visible expression and body display by managing their own emotions to obtain rewards. It is usually divided into two dimensions: surface acting (with their internal emotions unchanged, the individuals adjust their expression forms of emotions, such as gestures, sounds, expressions, etc., to meet the emotional requirements of organization) and deep acting (individuals express the organizational expectations of emotions through association, empathy and other internal psychology etc.).

Organizations often require employees to demonstrate appropriate emotions in the form of institutional regulations (they often need to suppress their true negative emotional feelings), especially for the extra-role citizens (Cheung & Lun, 2015). Broadly speaking, when it comes to interpersonal communication and interaction, any employee in the organization needs more or less emotional labour. The difference is only that the emotional labours of the front-line and service employees directly oriented to the customer are more direct and observable, while that of the knowledge-based workers is often hidden, difficult to be detected. In fact, employees' coping with forced behaviour is a kind of emotional labour. With a strong forced perception, even if employees feel dejection, grievances, and anger etc. (Kiffin-Petersen, Jordan, & Soutar, 2011), they dare not to vent for fear of being punished or revenge. This is a typical surface acting. The employees only express the emotions that the organization needs, even though they haven't subjectively experienced these emotions. The stronger the forced perception, the more obvious the surface acting. Conversely, CCB can easily reduce employee's identification, so they are unlikely to experience the emotions that the organization needs by changing the inner feelings, e.g., in the face of CCB, although the individuals have a smile on the face and show modest attitude, most of them don't think so at heart; the

stronger the CCB, the lower the deep acting. So, the second hypothesis was proposed:

H2: CCB has a positive correlation with the surface acting (2a) and negative correlation with the deep acting (2b).

The intermediary role of emotional labour

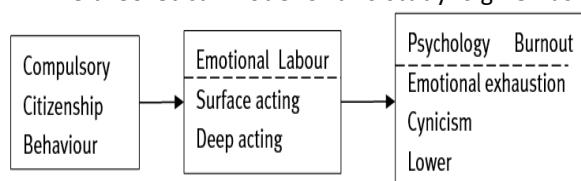
As mentioned above, due to the authority and power distance of the supervisor, it is impossible for the employee to be tit-for-tat with the supervisor's compulsory behaviour, and they have to adopt the withdrawal behaviour such as forbearance, silence, restraint of negative emotions in most cases. Since the surface acting focuses on adjusting the outward manifestation of emotions, and it is not part of the self, the individuals can easily generate emotions such as unpleasantness and dissatisfaction, which leads to the inability of the individual to work efficiently and thus reduces their work interest (Cheung, Tang, & Tang, 2011; Sohn, Hwang, & Park, 2016). Thus, faced with more CCB, the employees need to make more effort in emotional labour, which makes them consume psychological resources and feel exhausted, ultimately resulting in emotional exhaustion and burnout (Grandey, Foo, Groth et al., 2012).

On the contrary, if employees recognize their emotional performance through empathy, self-regulation, etc., their emotional inconsistency at work will be alleviated, especially the negative emotional state. In this case, employees may psychologically lower their requirements for leadership misconduct and start to accept them, thereby reducing emotional exhaustion and burnout. Thus, the third and fourth hypotheses were proposed:

H3: The surface acting plays an intermediary role in the relationship between CCB and emotional exhaustion (3a), cynicism (3b), and reduced personal accomplishment (3c).

H4: The deep acting plays an intermediary role in the relationship between CCB and emotional exhaustion (4a), cynicism (4b), and reduced personal accomplishment (4c).

The theoretical model of this study is given as:



RESEARCH METHODS AND STATISTICAL RESULTS

Measuring tools

The short-form scale of Vigoda-Gadot (2007) was used for CCB. The scale consisted of 5 items, all of which were positively scored; Grandey's emotion regulation questionnaire revised by Yan (2003) was adopted for surface acting and deep acting, with 5 and 6 questions respectively; MB templates were used for emotional exhaustion, cynicism, and reduced personal accomplishment, for a total of 5, 4, and 6 questions respectively. The five-point scale was used.

Data analysis and hypothesis testing

Descriptive statistical analysis

The demographic results of the samples are as follows: male 40.5%, female 59.5%; 6.1% aged under 20, 58.4% at 21-30, 16.1% at 31-40, 17.4% at 41-50, and 2% over 51; 3.4% for 1 year of working, 26.4% for 1-3 years of working, 22.2% for 4-6 years, 32% for 7-10 years, and 13.4% for 10 years; 11.5% with high school education and below, 19.6% with junior college education, 63.5% with undergraduate education, and above 5.4% with master degree or above; 19.6% in administrative institutions, 2.1% in joint ventures and wholly foreign-owned enterprises, 16.8% in state-owned and collective enterprises, 27.7% in private enterprises, and 33.9% of others.

Reliability and validity testing

Since the questionnaire were all answered by the employees, there may be a problem of common method variance. Therefore, the Harman's single factor test was used to perform factor analysis on all variable items. The percentage of the first principal component explained variance extracted in the unrotated state was 24.5%, less than half of the total explanatory amount (53.8%), indicating that the common method variance of the variables is not serious and can be further analysed.

Next, the samples were tested for reliability and validity. Generally, it means a good reliability when the Cronbach a value of the variable exceeds 0.7. Table 1 shows that each variable and its dimension Cronbach a were over 0.8 (the overall Cronbach a coefficient of emotional labour and burnout was 0.898 and 0.817 respectively), indicating a high reliability. In addition, the KMO value of each variable was above 0.8, and the Bartlett spherical test results were all less than the significant level, which is suitable for factor

analysis. The factor analysis found that the factor load of each item was greater than 0.5 (minimum 0.61), and the total variance explained rate was over 50%, i.e., 71.53% for CCB, 70.2% for emotional labour, and 65.1% for mental burnout. This indicates that the factor extracted from the variable is relatively reasonable compared with the information description of the measurement item, and the validity of the scale is good.

The results of model fit test using AMOS22.0 were obtained as follows: $\chi^2/df=2.454$, GFI=0.917, IFI=0.882, NFI=0.922, RMSEA is close to 0. It indicated an ideal model structure validity according to Bagozzi & Yi (1988).

Correlation analysis

Table 1 indicates that CCB was significantly positively correlated with emotional exhaustion ($r=0.332$, $p<0.01$), cynicism ($r=0.198$, $p<0.05$), and reduced personal accomplishment ($r=0.172$, $p<0.05$), which proves that the hypothesis 1a, 1b 1c are established; CCB was significantly positively correlated with the surface acting ($r=0.350$, $p<0.01$), and significantly negatively correlated with deep acting ($r=-0.170$, $p<0.01$), which proves that the hypothesis 2a, 2b are established; surface acting was significantly negatively correlated with deep acting ($r=-0.214$, $p<0.01$), and significantly positively correlated with emotional exhaustion ($r=0.495$, $p<0.01$), cynicism ($r=0.240$, $p<0.01$), and reduced personal accomplishment ($r=0.215$, $p<0.01$); deep play was significantly negatively correlated with emotional exhaustion ($r=-0.231$, $p<0.01$), cynicism ($r=-0.328$, $p<0.01$), and low achievement ($r=-0.195$, $p<0.05$); emotional exhaustion was significantly positively correlated with cynicism ($r=0.136$, $p<0.05$) and low achievement ($r=0.217$, $p<0.05$); there was also a

significant positive correlation between cynicism and reduced personal accomplishment ($r=0.407$, $p<0.01$). These results provide the necessary preconditions for the analysis of the relationship between the various study variables.

Regression analysis

Table 2 shows the results of regression analysis for each variable in this study. According to Aiken, West, & Reno (1991), this study mainly uses stepwise regression to test the intermediary role of surface acting and deep acting, and performs the centralization processing of means on all variables before analysis, which can reduce the multicollinearity problem of the regression model (but without changing the standard deviation of the variables). For this, three models were applied to analyse the sample data: model 1 was to study the role of control variables such as demographics, and the results showed that the overall demographic characteristics has no significant effect on the three dependent variables (F value is not significant). Model 2 tested the effect of independent variables (CCB) on each dependent variable, finding that CCB has a significant positive effect on emotional exhaustion ($\beta=0.346$, $p<0.01$), cynicism ($\beta=0.242$, $p<0.01$), and reduced personal accomplishment ($\beta=0.204$, $p<0.05$). Model 3 increased the surface acting of the mediating variable; it's found that when CCB and the surface acting were both included in the equation, the insignificant, but the surface acting had a significant positive effect on emotional exhaustion ($\beta=0.36$, $p<0.001$), which indicates that the surface acting plays a full intermediary role in the relationship between CCB and emotional exhaustion, and the hypothesis 3a is established; the effect of CCB on cynicism was little but

Table 1. Pearson correlation coefficient matrix of variables

Variable	Mean	Standard deviation	CCB	Surface acting	Deep acting	Emotional exhaustion	Cynicism	Reduced personal accomplishment
CCB	2.061	0.899	(0.899)					
Surface acting	2.651	0.969	.350**	(0.878)				
Deep acting	2.443	0.936	-.170**	-.214**	(0.896)			
Emotional exhaustion	3.137	0.911	.332**	.495**	-.231**	(0.840)		
Cynicism	3.051	1.03	.198*	.240**	-.328**	.136*	(0.898)	
Reduced personal accomplishment	3.516	0.821	.172*	.215**	-.195*	.217*	.407**	(0.861)

** The correlation at the 0.01 level (two-sided) is significant; * the correlation is significant at the 0.05 level (two-sided); the value in the diagonal brackets is the Cronbach a coefficient for that variable.

Table 2. Regression analysis of mediating results

Variable type	Model	Emotional exhaustion				cynicism			reduced personal accomplishment				
		Model 1	Model 2	Model 3	Model 3'	Model 14	Model 5	Model 16	Model 16'	Model 17	Model 18	Model 19	Model 19'
Control variable													
Independent variable	BD		.346*	.103	.210*		.242*	.186*	.120		.204*	.068	.105
Mediating variable	BC			.36**				.089				.166*	
	SC				-				-.107				-126
	R ²	.051	.333	.367	.354	.042	.251	.298	.262	.050	.201	.234	.229
Others	ΔR^2		.282	.034	.021		.209	.047	.011		.161	.033	.028
	F	1.997	16.34 _a	17.49 _a	20.02 _a	1.582	19.83 _a	22.34 _a	21.06 _a	2.942	15.26 _a	16.77 _a	16.35 _a

Note: N/A indicates that the content is omitted, BD is compulsory citizenship behaviour, BC is surface acting, and SC is deep acting; BC and SC are imported into the model separately, and the superscript a in the F value coefficient indicates the significance level $p < 0.001$; others are the same as above.

significant ($\beta = 0.186$, $p < 0.05$), while the surface acting had an insignificant effect on emotional exhaustion, so the intermediary role of the surface acting in the relationship between CCB and cynicism is not established, and the hypothesis 3b is not established; the effect of CCB on the reduced personal accomplishment became insignificant, but the surface acting had a significant positive effect on emotional exhaustion ($\beta = 0.166$, $p < 0.05$), indicating that the surface acting plays a full intermediary role in the relationship between CCB and reduced personal accomplishment, and the hypothesis 3c is established. Model 3' added the deep acting of mediating variables on the basis of model 2; it's found that when CCB and deep acting were in the equation simultaneously, the CCB still had a significant but little effect on emotional exhaustion ($\beta = 0.21$, $p < 0.01$), while deep acting also had a significant negative impact on emotional exhaustion ($\beta = -0.173$, $p < 0.01$), which indicates that deep acting plays a partial intermediary role in the relationship between CCB and emotional exhaustion, and then the hypothesis 4a is established; the effect of CCB on cynicism became insignificant, and also the effect of deep acting on emotional exhaustion, so, the intermediary role of deep acting between CCB and cynicism is not established, and the hypothesis 4b is also not established; CCB's effect on the reduced personal accomplishment became insignificant, and also the insignificant effect of deep acting on emotional exhaustion, so the intermediary role of the deep acting in CCB and cynicism is not established, assuming 4c does not hold.

CONCLUSION AND DISCUSSION

Employee burnout is an important field in organizational behaviour. Scholars have conducted extensive and in-depth research on burnout, and made important contributions to the theory and practice in this field. However, most of the current researches on burnout are focused on general stressors such as workload, role conflicts, and time pressure, ignoring the source of emotional stress and the most direct source of employee work. Therefore, starting from the CCB in the organization, this study introduces emotional labour as a mediating variable and explore the relationship between CCB, emotional labour and burnout. The main findings show that CCB had a significant positive effect on the three dimensions of burnout; CCB had a positive effect on surface acting and a negative effect on deep acting; the surface acting played a full intermediary role in the relationship between CCB and emotional exhaustion and reduced personal accomplishment, but an insignificant intermediary role in the relationship between CCB and low sense of accomplishment; deep acting plays a partial intermediary role in the relationship between CCB and emotional exhaustion, and insignificant intermediary role in the relationship between the CCB and emotional exhaustion and reduced personal accomplishment.

For the theoretical significance of this study, first, the main effect of CCB on burnout is

significantly negative, which is consistent with previous research conclusions. However, only a few studies have discussed the relationship between CCB and emotional labour. This study shows that CCB is significantly positively and negatively correlated with both the surface acting and deep acting respectively. This reflects the direction characteristics of surface acting and deep acting, which is conducive to expanding the range of outcome variables of CCB, and further research. Second, the intermediary role of emotional labour was also identified in this study. In theory, the logical path of "CCB-emotional labour- burnout" seems very clear, but actually, there exist two distinct directions in emotional labour: the surface acting emphasis on the inconsistency between inner feelings and emotional expression, while the deep acting focuses on the consistency between inner feelings and emotions. So, this logical path cannot simply indicate whether the emotional labour plays an intermediary role, which needs to be discussed and compared with the two-way logic of "CCB-surface acting-mental burnout", "CCB - deep acting - mental burnout". Based on the above, this paper not only refines the academic ideas of emotional labour's intermediary role, but also ensures a more thorough and in-depth research, which provides a new direction for further exploration in this field.

It should be noted in this study that the surface acting plays a complete intermediary role in the CCB-emotional exhaustion and reduced personal accomplishment relationship, but not in CCB-cynicism relationship. This may be because CCB only reflects the interpersonal communication between employees and supervisors, while cynical indifference involves a wider range of interactions among organizations, colleagues, etc., which are more likely to be relatively independent rather than closely related. The deep acting plays a partial intermediary role in the CCB-emotional exhaustion relationship (but the main effect is higher than the intermediary effect), but not in the CCB-cynicism and low sense of achievement relationship, mainly because the negative behaviour of CCB isn't easy for employees to adjust their emotions to a deeper level, and then its effect on cynicism and reduced personal accomplishment is very limited.

This study is also of great practical significance: (1) Managers must deeply understand the importance of the organizational signals displayed by employees' burnout and the implications behind it. Burnout does not necessarily mean a reduction in commitments, demission, etc., but at

least indicates the occurrence of certain problems in the organization, which can provide managers with a warning signal, so as to prevent the expansion of problems. (2) This study validates two sources of burnout: CCB and emotional labour. Therefore, organizations can prevent employees from burnout from these two aspects. On the one hand, they should strengthen the norms and constraints on leader behaviour and reduce their improper conducts; on the other hand, they should also pay attention to the emotional state of employees, and conduct good management and guidance of employees' emotions through training and emotional release to eliminate the negative emotions.

With 296 effective samples in this study, the sample size may be slightly insufficient. Also, in terms of the sample source, the principle of convenience and relationship were mainly adopted, and the questionnaire method was used to distribute the e-questionnaires. There are certain limitations in the representativeness of the samples. Therefore, the universality of the research conclusions still needs further research for validation.

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