
The Downside of Family Motivation; Impact of Family Motivation on Job Burnout through Emotional Labor

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Abstract

Extending the efforts of earlier researchers, the current study investigated the relationship between family motivation and job burnout through a mediating mechanism of emotional labor by using the conservation of resource (COR) theory as a framework. Therefore, the study contributes to the existing literature by exploring relatively new phenomena of family motivation, and also by explaining that employees' family motivation distracts them to perform their duties, and consequently force them to exert more effort to do emotional labor, which in turn increase their job burnout. Data (N = 189) was collected from full-time employees, working in both public and private sector organizations in Pakistan. The findings revealed that family motivation is positively related to job burnout, and this relationship is mediated by emotional labor at the workplace. The findings of the study are discussed in terms of its theoretical and practical implications.

Keywords: Conservation of Resource Theory, Emotional Labor, Family Motivation, Job Burnout

1. Introduction

Family is believed to be the fundamental unit of social interactions across all cultures. Garrett and Landau (2007) argued that a culture cannot survive without family (Garrett & Landau, 2007). It has also been widely acknowledged that the family domain with other factors interacts with the development in the work domain (Lerner & Schulenberg, 1986). Research on family's impact on work-life leads us to understand and differentiate the factors that facilitate or constrain the discontinuity or continuity of humans' involvement in work (Astone, Dariotis, Sonenstein, Pleck, & Hynes, 2010; Kaufman & Uhlenberg, 2000).

While it is imperative to investigate the processes which are involved in pursuing family and work lives, there is another question i.e. whether the motivational processes drive a person to achieve what they desired. Therefore, for understanding the individual's family and work

behaviors, it is also important to study whether specific motivational processes have a significant relationship with the achievement of family and work-related outcomes or not. (B. Lee, 2013).

Historically, motivation is considered to be a critical factor in human behavior and there is no exception as far as family and work behaviors are concerned. Both involve future-oriented and goal-directed behavioral, emotional and cognitive level functioning. Several studies have examined the "interwoven nature" of family and work lives from a motivational viewpoint (B. Lee, 2013; Salmela-Aro, Nurmi, Saisto, & Halmesmäki, 2000, 2010; Wiese & Salmela-Aro, 2008).

The notion of family motivation has a two-folded meaning. One may drive meaning in terms of resources where people work because they want to support their families (Menges, Tussing, Wihler, & Grant, 2017). This pro-social behavior entices them to make a difference in their families' lives, and this family motivation provides deep motivational strength along with a strong sense of personal responsibility (Grant, 2007). Therefore, family motivation has an intensive influence on employees in terms of persistence, effort, and attention (Brehm & Self, 1989; Mitchell & Daniels, 2003).

Family motivation is defined as a motivational factor that internally pushes someone to support one's family (Menges et al., 2017). It is conceptualized as a source of aspiration for someone to support his or her family. In extreme situation, family motivation that pushes an individual to even works under abusive supervision (Hoobler & Brass, 2006). Studies point out that families' responsibilities demand time and effort which could otherwise be given to work. The dubious nature of family motivation is required to be classified in terms of when it works as a resource, and when it becomes depletion of the resource. The notion of family motivation needs to be conceptualized in terms of its varying nature both at the workplace and home. If someone is doing a job unwillingly, then even oneself is motivated for his/her family, the burnout will be inevitable. In the context of family motivation, the whole process is required to be understood, in which at one side an employee is motivated to support his/her family, and at the same time, he/she may be doing something that he/she does not willing to work. This situation indubitably demands more effort, irrespective of how much one is motivated for his/her family, at the workplace, and once this process prolongs some must be exhausted. When an individual is strongly motivated to work for the family, it provides a strong reason to do something hostile or undesirable (Menges et al., 2017). Doing something undesirable (i.e. suppressing your emotions) may lead to several negative workplace outcomes including job burnout (Waldman, Kelly, Aurora, & Smith, 2004).

World Health Organization reported that burnout will be the next big challenge. Globally job burnout has become an epidemic threat for most organizations around the world (Nash, 2013). Job burnout has become a chronic issue in the workplace around the world, which costs around \$300 billion annually in the form of absenteeism, lower retention, and productivity (Rowe, 2012). Golembiewski, Boudreau, Sun, and Luo (1998) found that job burnout is not limited to some specific geographical locations, but this phenomenon of high-level burnout has been investigated across countries including Middle East, USA, and Asia, reported that 40% private sector, and they also reported that 60% service sector employees faced burnout issues (Golembiewski et al., 1998).

In the workplace, employees have to frequently interact with clients or customers. During this process of interaction, the roles get overloaded and cause burnout (Cordes & Dougherty, 1993). At the same time, this entire process also demands to regulate the emotions in a mandated manner from the employees (Rafaeli & Sutton, 1989). The required emotional display is a significant part of employees' job who works in an environment which demands to maintain high levels of formalities all the times (Montgomery, Panagopolou, de Wildt, & Meenks, 2006).

Even though the impact of emotional experiences in psychological as well as physical well-being has long been identified, it has been defined within the broader scope of organizational behavior (Barsade, Brief, Spataro, & Greenberg, 2003; Montgomery et al., 2006). Emotional labor is one of the areas which is getting increased research intention defined by Arlie Hochschild (1983) as "management of feeling to create a publicly observable facial and bodily display".

Previous studies have been debating on its sub-dimensions, (Céleste M Brotheridge & Lee, 2003; Diefendorff, Croyle, & Gosserand, 2005), antecedents and consequences (Céleste M Brotheridge & Grandey, 2002; Grandey, 2000; Schaubroeck & Jones, 2000). A study conducted by Bono and Vey (2005) has concluded that emotional labor is related to poor psychological and physical health. In the workplace, emotional labor is considered to be a prominent source of job outcomes such as job satisfaction, attitude, employee performance, and most importantly job burnout (Céleste M Brotheridge & Grandey, 2002; Grandey, 2000; Schaubroeck & Jones, 2000).

Hochschild, 1983 defines emotional labor as employees use emotional regulation strategies to manage emotions in the workplace. It appears to be embedded in cultural and social frameworks in complex ways. When a worker does not 'own' his or her behavior or emotions, he or she has to suffer more 'psychological consequences' as a result of this emotional labor. A worker is at the risk of burnout when emotion worker 'identifies too wholeheartedly with the

job (Arlie Hochschild, 1983). A research conducted by Mesmer-Magnus, DeChurch, Wax, and Anderson (2011) has suggested that the emotional labor moderates between display rules and burnout in the workplace.

Emotional labor usually contributes towards emotional exhaustion, which is one of the main constructs of burnout. The majority of the employees have reported draining of emotional resources during exhibiting certain emotions by suppressing their real emotions when they are required to adhere to display rules (Sliter, Jex, Wolford, & McInnerney, 2010). This effect of emotional labor on burnout is grounded in the conservation of resources (COR) theory. The theory conceptualizes losses and gains of resources as central concepts. It emphasizes that when the job demands are overwhelmed and exceeds the limits one can handle, it may lead to a decrease in available emotional resources levels. Applying COR theory to emotional labor, when employees adhere to organizational display rules, they may experience high levels of job stress during the process of emotional labor. COR theory discusses the depletion of psychological resources due to stressors, but this study fills the theoretical gap by explaining the downside of family motivation as a stressor. This in result exhausts one's emotional resources (Sliter et al., 2010; Totterdell & Holman, 2003).

In societies, job burnout has become a serious problem in the workplace. While performing job activities, both white and blue collar workers face serious psychological issues, feel insecurity, and pass through stressful feelings. (Christina Maslach, Schaufeli, & Leiter, 2001). Family motivation considers as a personal resource (Grant, 2007) to performing work activities, but in literature, it has not been studied as a consequence of job burnout. Considering the uncontrolled magnitude of job burnout across different professions, the literature on job burnout does not cover at large scale of some organizations (Chen, Wu, & Wei, 2012). This study will cover several occupations; banks, restaurants, manufacturing organizations, service sector, in order to see the influence of burnout across different occupations such as banks, restaurants, manufacturing organizations, service sector, etc.

This study is focusing on downside of family motivation which describes the indubitable psychological condition, built in the context of highly demanded working environment, pushes an employee to do something that he/she does not willing to do and this behavior distracts easily at the workplace (e.g. emotional labor), which in turn leads to job burnout. Researchers are less focused on family motivation under the condition of individual behavior at the workplace (Menges et al., 2017) because it has both negative and positive emotions at the workplace due to the nature of the work, and varying family responsibilities which has a large intensity to govern individual behaviors at work. Social support – coworker, organization, and supervisors – have already studied, and yet other coping mechanisms in the relationship between family motivation and job burnout require to be studied.

2. Literature Review

The inability to refill resources considers as an outcome of burnout that evolves prolong chronic work stress (Maslach et al. 2001). Burnout includes high depersonalization, lower personal accomplishment, and high level of emotional exhaustion (Maslach and Jackson 1981). Schaufeli and Bakker (2004) have identified burnout as a condition of "mental weariness". It has been described as a syndrome that contains emotional exhaustion, inefficacy, and depersonalization. Burnout is very common among people who are engaged in highly demanding emotional roles (Demerouti, Bakker, Vardakou, & Kantas, 2003). It is the depletion of mental as well as emotional energy when an individual is exposed to demanding job conditions for a prolonged period of time (Moore, 2000). It leads an employee to a feeling that he/she does not have sufficient resources to meet these required workplace demands (Wright & Cropanzano, 1998). Due to less time and energy devotion to their interactional, individuals feel inadequate in their capacity to successfully deal with others (Thanacoody, Newman, & Fuchs, 2014). Burnout is the feelings of emotionally overextended and when one feels that his/her emotional resources are exhausting (Christina Maslach, 1993).

Emotional exhaustion is considered to be the main dimension of burnout (Christina Maslach, Jackson, Leiter, Schaufeli, & Schwab, 1986). It is commonplace among people who work in mentally as well as physically demanding roles (Bradley & Cartwright, 2002). Although, emotional exhaustion is the core part of burnout syndrome, the literature related to burnout has hardly taken emotional workplace demands as predictors of it (Céleste M Brotheridge & Grandey, 2002). Asking employees to display certain emotions publically while hiding others, can lead to a detrimental impact on employees' health and to improve employees' wellbeing, employers should abandon the requirement of emotional labor. Unfortunately, due to dependence on customer service principles, it seems unrealistic to happen at least shortly. Thus, it calls for researchers to study variables that weaken the association between burnout and emotional labor components (Aziz, Widis, & Wuensch, 2018).

Prolong stress as a consequence gradually depletes psychological resources at workplace (Christina Maslach et al., 2001). When workers mismatched between expectations and demands lead to burnout. During this process mismatched prevail due to lack of coping mechanism (WB, 1998). It is also found the following risk factors of burnout: the high magnitude of workload, and lack of participation and social support. Other symptoms of burnout include exhaustion, lack of professional efficacy and cynicism (C Maslach, 1996).

Herbert Freudenberg (1974) examined employees' lack of motivation and obligation at work along with physical and psychological symptoms as a response to stress. He elaborated burnout as a mental condition in which one' loss interest in the job, and highlighted

symptoms including physical, emotional and psychological tiredness. Findings of his studies based on qualitative research that included personal interviews of workers in different locations in which they provided services to individuals who needed them. Phenomena of burnout focused on service providers (Christina Maslach et al., 2001).

Emotional labor defines as "management of feeling to create publically observable fiscal and bodily display" (Hochschild 1983). He introduced the word "emotional labor" when he observed flight attendants displayed socially desirable behavior compliance with the rules of the organization (Grandey, 2015). Although Emotional displays in organizations have been characterized as positive, neutral, or negative (Wharton & Erickson, 1993), Hochschild (1983) emphasized on expectations of appropriate emotional behavior required of service workers.

There are two types of emotional regulation strategies: Deeping acting and surface acting (Ashforth & Humphrey, 1993; Hochschild). Surface acting requires to change external emotions without changing internal emotions (AR Hochschild, 1983). Surface acting cues to fake emotions. An employee may look happy, but from inside does not necessarily happy. On the other hand, deep acting reflects the experience of the emotions by matching internal and external feelings according to organizationally required behavior (AR Hochschild, 1983). In other words, deep acting focuses on changing internal feeling to induce associated emotions (R. T. Lee & Ashforth, 1993).

Qualitative research has confirmed that employees' true feelings may not conform to their roles (Ashforth & Tomiuk, 2000). They may be smiling but internally they may be having different feelings. While passing through deep and surface acting (Ashforth & Humphrey, 1993), emotional dissonance occurs. Emotional dissonance leads to lower job satisfaction (Morris & Feldman, 1996) because the discrepancy of internal and external thoughts cannot be avoided which creates tension and anxiety (Hochschild 1983).

In the workplace employees' behavior determines the strength of relationships with customers (Grandey, 2000; Rafaeli & Sutton, 1987). Developing long term sustainable relationship with the customer, it requires effort an effort to alter internal emotions (Ashforth & Humphrey, 1983).

Generally, the connection among stakeholders is established through developing appropriate behavior, and respect and trust are embedded in this relationship (Wharton, 1993). In the workplace, appropriate behavior develops a strong relationship with customers (Grandey, 2000; Rafaeli & Sutton, 1987). The best way of presenting emotions comes from norms related to a culture that describes the best way of presenting emotions and intensity of expression (Matsumoto & Hwang, 2013).

While interacting with customers, employees use emotional regulation strategies in the workplace to resolve emotional dissonance that is a discrepancy between internal and external feelings (Ashforth & Humphrey, 1993; AR Hochschild, 1983; Morris & Feldman, 1997). Hochschild (1983) explained two ways of performing emotional labor: surface acting which cues to fake emotions and deep acting reflect the experience of the emotions. Deep acting focuses on changing internal feelings to induce associated emotions (R. T. Lee & Ashforth, 1993).

Workplace interaction with customers can be more effective(Grandey, 2000) when Employees knows that their modification of internal and external emotions influence customers (Rafaeli & Sutton, 1987). However, some emotions cannot be avoided at the workplace such as family motivation.

As discussed earlier, in the workplace, job requirements demand to display appropriate behavior. Besides this antecedent, a significant factor that pushes emotional labor is family motivation. Family motivation is conceptualized as engagement with work to support one's family. Prosocial motivation focuses on supporting others (Grant, 2007). Family motivation conceptualized specifically as a desire to work for one's family (Menges et al., 2017). Hence, family motivation is a form of prosocial motivation for which the beneficiary is specifically the family. Besides referring to spouses and children, family motivation extends to parents, grandparents, aunts, uncles, cousins, or other kin (Burnstein, Crandall, & Kitayama, 1994).

Motivation examines the intensity of showing concern for others(Korsgaard, Meglino, & Lester, 2004). At work, employees focus on helping a particular group of beneficiaries (Grant, 2007). Existing literature has examined beneficiaries such as customers, and co-workers(Grant & Berry, 2011; Hu & Liden, 2015), and in this study, the family considers as important beneficiary.

Family motivation directs to get employed for taking care of beneficiaries who do not affect tasks directly. It can be strong if someone does not have a positive meaning out of the job. Other prosocial motivation dependent upon job or organization, however, family motivation remains consistent in a different context (Grant, 2007), because employees take their families while moving from one organization to another. The intensity of motivation in family motivation is higher because they want to feedback to their family (Hu & Liden, 2015).

Family motivation has the highest deep connection with society and involved with intense motivation arousal. Across cultures, family care ranks at the second most important priority in life (Schwartz et al., 2012). Employees have a deep connection with beneficiaries, and their

willingness to work hard increases when they get motivated for their families (Grant, 2007). These are the reasons they want to help their family members.

Menges et al. (2017) have found that family motivation has no interaction with intrinsic motivation as a source of reducing stress and explained that it can be exploited in a wrong way. Depending on the working environment provided by the employer it may lead to additional stress and burnout. Therefore, this study is going to see how family motivation is being affected by the behaviors in the form of job burnout.

Expression of required emotions has now become part of the service of employees (Wichroski, 1994). Workplace Jobs may be divided into high emotional jobs (Hochschild, 1983), and high burnout jobs (Christina Maslach et al., 1986). Emotional jobs require emotional labor, which is associated with burnout proposed by Hochschild (1983). Burnout is a consequence that has a more positive association with work-related stressors and burnout than to stressors related to clients and burnout (Christina Maslach et al., 2001). The jobs that demand high interactions are leading towards more burnout than jobs which have less emotional roles (Céleste M Brotheridge & Grandey, 2002).

There might be positive and negative outcomes of emotional labor (Grandey, 2000). Literature has shown that surface acting has a powerful influence on burnout (Céleste M Brotheridge & Grandey, 2002; Céeste M Brotheridge & Lee, 2002; Grandey, 2003). On the other hand, deep acting change internal feelings in form of well-being (Brotheridge & Lee, 2002; Grandey, 2003). One of the studies conducted by Bono and Vey (2005) indicates that surface acting has a positive significant association with exhaustion and depersonalization than deep acting.

Surface acting positively relate to burnout (Cheung, Tang, & Tang, 2011). Surface acting leads to exhaustion, work detachment, and harmed personal accomplishment (Céleste M Brotheridge & Grandey, 2002), and also affects individuals in form of depersonalization (Hülshager & Schewe, 2011).

Once expression differs from internal feelings, it generates emotional dissonance (Morris & Feldman, 1997). Employee focused emotional management also requires emotion regulation mechanisms to modify internal feeling to develop work demanded expressions (C. Brotheridge & Lee, 1998). Stress literature discusses two aspects of job characteristics and individual characteristics that contribute toward stress level.

High burnout jobs can be observed in the following fields: care professions, teaching, health care, and social work (Christina Maslach et al., 1986; Schaufeli & Maslach, 2017). Based on

the frequency of interaction high burnout jobs are classified into taxonomies (Cordes & Dougherty, 1993), emotional control is also needed while interacting with people or public. However, across various fields, almost every job demands to act according to an organizational requirement that causes burnout.

According to Grant's (2007), family motivation has deep motivational strength due to a sense of personal responsibilities. Commitment between employees and beneficiaries become stronger and strengthen the current state of motivation. Other than prosocial motivation, family motivation has an intensive influence on employees in terms of persistence, effort and attention (Brehm & Self, 1989; Mitchell & Daniels, 2003). Researchers are less focused on family motivation (Menges et al., 2017) which has a large intensity to govern individual behaviors at work. Social support – coworker, organization, and supervisors – have already studied, and yet other copying mechanisms in the relationship between labor emotion and job burnout require to be studied (Aziz et al., 2018).

Menges et al. (2017) have mentioned that although family motivation boosts performance "part by providing energy, but not by reducing stress". They further expressed that when individuals have a strong motivation to work for their families, they are ready to do something hostile. While doing something disagreeable (e.g. curbing your emotions) may result in many negative job-related outcomes including job burnout. (Waldman et al., 2004).

2.1. Theory and Hypotheses

According to resource conservative theory once personal resources are lost or threatened, individuals feel stress. (Hobfoll, Freedy, Green, & Solomon, 1996). The literature established that the depletion of job resources negative effect burnout (Bakker, Demerouti, & Euwema, 2005; Schaufeli & Bakker, 2004). Hobfoll's (1989) described how individuals protect their resources because the inefficiency of resources causes them to feel strain and stress. Personal resources are depleted when employees are focusing on their family back at home and in this process they loss control of their thoughts and distracted from job requirements. In this regard, employees have to fake their emotions to perform given tasks at work. This generates negative emotions and body release such hormones that creates stress and anxiety.

The positive association between emotional labor and job burnout is drawn from COR theory to propose that an important reason why emotional labor increases job burnout is that those emotional labor emotions make an employee more exhaustive at their job over the period. COR theory has become a famous theory in burnout (Céleste M Brotheridge & Grandey, 2002; Hobfoll et al., 1996). Deep acting and surface acting have different characteristics so it

has a different effect on employee outcomes such as job attitude, job burnout, wellbeing, Job satisfaction (Brotheridge & Grandey, 2002; Grandey, 2000).

Conservation of resource theory (Hobfoll et al., 1996), explains that surface acting requires more motivational and cognitive resources due to effort put on required displaying behavior, depletes emotional reserves which in turn affect negatively to job satisfaction, and job performance (Grandey, Fisk, & Steiner, 2005; Hülsheger & Schewe, 2011). COR theory that personal resources are depleted because work demands an effort to change their external behavior. In the context of varying nature of the job, and highly demanded working conditions, family motivation starts depleting psychological resources. Under such indubitable conditions, motivation to support family members distract easily when job nature is highly demanded, and this emotional discrepancy requires more effort to alter internal feelings. The spillover effect of family responsibilities at the workplace is inevitable on account of performing the job at a highly demanded workplace. Therefore, a resource, under mentioned circumstances, vulnerable to deplete, and pushes someone to put more effort into performing a job which otherwise could be effortless to perform the job.

In the workplace, employees' intentions divert towards families causing a lack of focus, waste of energy, and time (Lapierre, Hammer, Truxillo, & Murphy, 2012). Family motivation considers to be a critical personal resource that intrinsically motivates employees, however, it has twofold outcomes, this study focuses on its negative consequences (Menges et al., 2017). Considering it as a resource, family motivation does not all the time beneficial to perform duties, and this cannot be generalized at every job level (Frese & Fay, 2001). Based on these arguments, family motivation indirectly becomes a syndrome of stress.

Family motivation has two-folded aspects of describing, at one end it drives someone to work for the family to fulfill their needs and on another side, it draws intentions of someone to do something that they want to do. Family motivation means to fulfill family responsibilities. The notion of family motivation associated with the fulfillment of responsibilities contrary to a role as an employee at the workplace as a sense of responsibility of work. "sense of responsibility at the workplace" and "role as a family member" creates conflict and leads to burnout. One performs his/her duty at the workplace only for their family. Employees have Psychological attachment with their families, and they associate themselves to identify with their families. family motivation variable has received little empirical and theoretical intention (Brief & Nord, 1990; Rosso, Dekas, & Wrzesniewski, 2010) because it has negative consequences to individual's performance and it creates emotional dissonance. To support family, employees alter their behavior forcefully, which requires more effort, lead them to feel burnout in the workplace. In view of these arguments, we hypothesize:

Hypothesis 1: Family motivation is positively related to job burnout.

Expression of required emotions has now become part of the service of employees (Wichroski, 1994). In the workplace, employees' intentions divert towards their families and they think that they can spend this time with their families to perform home-related (Lapierre et al., 2012). Consequently, they start focusing to perform their duties without giving full intensions to clients. They do acting in the workplace only to perform their duties. Employees are responsible to support their families which drive them to do work despite they are not willing to do. Engaging with these feelings, employees forced to do acting in the workplace to meet job requirements. As it requires an effort, that forces them to do emotional labor. Therefore, we hypothesize:

Hypothesis 2: Family motivation is positively related with emotional labor.

Emotional labor and job burnout have a positive relationship (Brotheridge and Grandey 2002). Surface acting means "faking in bad faith" (Rafaeli & Sutton, 1987). Emotional labor is the demand-side of job, and family motivation is a job resource. In the process of surface acting, employees show expressions that are different from their internal feeling; therefore, it leads to stress (Abraham, 1998; Pugliesi & Shook, 1997). In this process, true feeling suppresses (Gross & Levenson, 1997; Morris & Feldman, 1997). Relating with depersonalization, surface acting detaches people not only from their feelings but also from other's feelings (Hochschild). If customers are being annoyed through such feelings, personal accomplishment is diminished by feeling (Ashforth & Humphrey, 1993). Therefore, we hypothesize:

Hypothesis 3: Emotional labor is positively related with job burnout.

Hochschild (1983) explained two ways of performing emotional labor: surface acting which cues to fake emotions and deep acting reflect the experience of the emotions. Emotional labor hinders one's ability to perform duties acceptably. Hobfoll et al. (1996) proposed in COR theory that personal resources are depleted because work demands an effort to change their external behavior. This paper addresses debate by addressing the family matters for job performance to the extent that it pushes employees to perform an undesirable job. In the workplace, family motivation starts draining psychological resources once consider in the context of varying nature of the job, and high demanded working conditions. Under such indubitable conditions, employees who are motivated in the workplace because they want to support their families, they get distracted easily, and discrepancy occurs in their behavior. To suppress their true feelings, they put extra effort to alter their internal feelings. They get emotionally exhausted and performed inefficiently. Based on theoretical grounds, this study

purposes that an emotional labor works as a mediator in between the relationship of family motivation and job burnout. Therefore, we hypothesize:

Hypothesis 4: Emotional labor mediates the relationship between family motivation and job burnout.

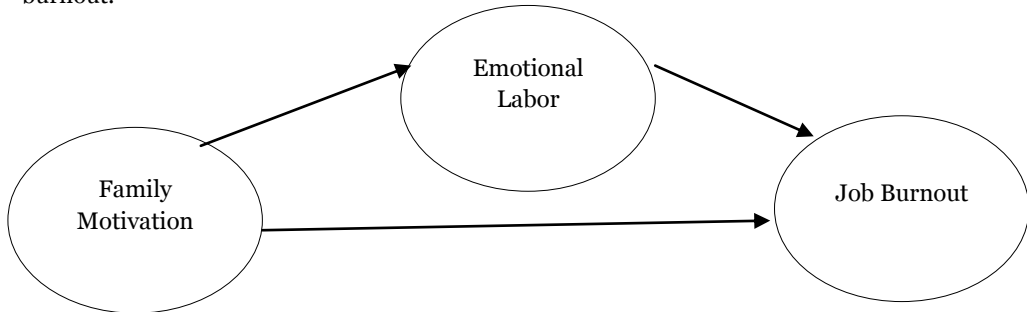


Figure 1: Conceptual Model

3. Research Methodology

In contrast to the constructivist view, this study uses the positivist paradigm that propagates reality exists in an objective form independent of our experiences (Krauss, 2005). The survey is conducted based on sampling techniques namely convenience sampling. In this technique, samples were drawn based on their availability. The sample size was calculated from the rule of thumb rule given by (Hair, Black, Babin, & Anderson, 2010). The sample size was drawn by the stipulated rule of multiplying the number of items 38 with 5 which is equal to 190. The respondents, who were working in private sector organizations, were approached through email, and also visited personally with survey questionnaires. A cross-sectional data collection technique is used in which the time factor is kept constant, and it is assumed that things change in cross-section.

In this study, Hayes Process macro, model 4, is used to test the stated hypotheses. Hayes (2012) explained that mediation is significant if the values of Boot LLCI and Boot ULCI does not contain zero.

On top of the questionnaire, it was mentioned that given information will be kept confidential to avoid personal response biases. Along with it, a clear objective and purpose of the study were also mentioned. The survey was conducted by sending a questionnaire to the respondent after getting formal approval from their organizations. Total received respondents were 189. The respondents in this survey were age from 22 to 45 years.

3.1. Measures

Emotional labor is taken from Diefendorff et al. (2005) with 5 point Likert scale in which the first 7 items belong to surface acting, and the remaining 4 items belong to deep acting (Cronbach's alpha = .80). Secondly, Job burnout scale is adopted containing 22 items and used 7 point Likert scale Christina Maslach et al. (1986) (Cronbach's alpha = .905). Family motivation scale is adapted from Grant (2008) & Rayan & Connell (1989), containing 5 items(Cronbach's alpha = .915).

The descriptive and correlations results of the study are given in table-1. Secondly, regression results are given in Table 2. Model 1 predicted family motivation and Model 2 predicted job burnout. In each model VIF (variance inflation values were <10, so there is no multicollinearity was found the data (Aiken, West, & Reno, 1991).

3.2. Hypothesis testing

In this study, two models were run to gauge the impact of family motivation on job burnout. Age was kept as a control variable because most of the time both demographic variables are related to job burnout (Lourel, Abdellaoui, Chevaleyre, Paltrier, & Gana, 2008). Secondly, emotional labor was taken as a mediating factor between family motivation and job burnout.

Regression results show total effect of family motivation on job burnout, after controlling age factor, is significant ($\beta = .138, p < .05$). Secondly, the direct effect is examined, in which family motivation does not predict job burnout ($\beta = 0.028, p=.642$). Hypothesis 2 in which the family motivation is predicting significantly to emotional labor ($\beta = .147, p < 0.05$), and hypothesis 3, emotional labor is predicting job burnout ($\beta = .743, P < 0.05$), by controlling age. Lastly, hypothesis 4 results show that emotional labor is significantly mediating the relationship between FM and Job burnout (Boot LLCI= .0393 and Boot ULCI=.1734). The mediation shows significance results because there are no-zero in between lower and upper limits. Therefore, it can be stated that mediation exists.

Table 1: Correlations and Descriptive Statistics

	Mean	SD	Family Motivation	Emotional Labor	Job Burnout
Family Motivation	5.7802	1.18857	(.915)		
Emotional Labor	3.4440	.61032	.278**	(.80)	
Job Burnout	4.3045	1.09278	.128	.450**	(.905)

Notes: n = 189

*P < 0.05

**P < 0.01

Table 2: Mediation Analysis between Family Motivation and Job burnout through Emotional Labor (N=189)

Antecedent	Consequent					
	Emotional Labour			Job Burnout		
	Coeff.	SE	P	Coeff.	SE	P
Constant	2.760	.227	.0000	2.220	.4898	.0000
Family Motivation	.147	.0360	.0001	.0281	.0605	.642
Emotional Labor	-	-	-	.743	.1182	.00
Controls						
Age				-.3388	.0832	.0001
		$R^2 = .0896$			$R^2 = .2685$	
		$F(2,186) = 9.482, p < .005$			$F(3,183) = 22.63, p < .005$	

Table 3: Direct and Indirect Effect of Family Motivation (X) Job burnout (Y) through Emotional Labor(M)

Direct Effect of X on Y	Coefficient	SE	t	P	LLCI	ULCI
	.0296	.0686	.4647	.6427	-.0913	.1475
Indirect Effect of X on Y	Effect	Boot SE			Boot 95% LLCI	Boot 95% ULCI
	.1094	.0336			.0455	.1754
Total Effect of X on Y	.138	.064	.150	.032		

N = 5000 Bootstrapping resample

4. Discussion

This study has drawn an unexplored driver of job burnout namely family motivation looks through mediating factor of emotional labor. It broadens our understanding of how family motivation effect job burnout through the mediating role of emotional labor. It is conceptualized that employees give higher value to identify themselves with their beneficiaries as compared to other social groups. Taking care of family members considers as a source of motivation. however, it impedes emotions necessary to perform tasks at the workplace. Employees lose their focus and consequently show negative performance outcomes. In such a condition, they start depleting emotional resources because they remain in the loop of supporting family, and give less time to their job (Lapierre et al., 2012). Continuous feelings of the caring family occupy the brain, which in turn loses focus on the job (Waldman et al., 2004).

Loosing focus on job activities directs employees' behavior towards emotional dissonance. Emotional dissonance is created once external feelings do not match with internal feelings. The process of altering external emotions – emotional labor – works as a mechanism through which employees experience job burnout. The condition of supporting family spill over at the workplace which requires altering external behavior without changing the internal feelings. Employees who display their emotions as per the direction of an organization have to align their feelings accordingly and express emotions gently and professionally by putting an authentic expression on their faces which are valued by customers. Emotional dissonance and burnout are not limited to the employees of hospitals and the airline industry but employees working in different organizational settings where family motivation is inevitable to avoid having to face this phenomenon. Workers in different organizational settings (e.g. banks, private organizations including service sectors) are required to interact with customers by offering high-quality services. Providing quality service requires deep effort which impedes their emotional resources and leads them to burnout. Family motivation requires caring about families at home; therefore, people at the workplace start doing emotional labor. The effect of emotional labor depletes internal resources which lead to burnout. According to COR Theory, this depletion of internal resources may cause further stress and strain. Despite no direct effect exists ($\beta = 0.028$, $p=.642$), the indirect effect shows a significant result, Boot LLCI= .0393 and Boot ULCI=.1734), which indicates that mediation exists in

4.1. Practical implication

This research provides several guidelines for organizations that hopefully avoid job burnout among their employees, despite the possibility of a caring family distract them to focus on work. Organizations' decision-makers should recognize that one of the key sources of job

burnout is family motivation. In this regard, it is impossible for the employees to avoid burnout feelings since they want to care for their family. Organizations need to take into concerns of employees that they might get into burnout because supporting and caring to family keep them motivated but also distract them from job responsibilities that lead to burnout. They should develop formal procedures, and also implement feedback mechanisms that allow employees to share their feelings and emotions about their family. They also create transparency towards the performance outcomes of employees by giving confidence to employees that organizations going to take care of their families.

At workplace job, burnout is not directly being caused by family motivation. A critical insight in this study is that the employees face burnout because they want to protect their families so in order to survive they put an effort forcefully to change their external feelings according to job requirements. Employees have a deep connection with their beneficiaries, and their willingness to work hard increases when they get motivated for their families (Grant, 2007), but this motivation drives them to do what they really do not want to do. In other words, when an individual is strongly motivated to work for a family, it provides a strong reason to do something undesirable (Menges et al., 2017). Therefore, decision-makers should understand and respect the feelings of employees when they are deeply concern for them, and want to protect and help them, because emotional labor can bring negative effects at the workplace both on the organization and individual employees. Keeping in view the negative consequences of ignoring family motivation, organizations can implement policies by to control stress syndrome, make the environment of the workplace healthy and energetic. Identification and recognizing family motivation force help organizations to keep the focus on such policies that drive their performance. Family motivation looks as an intrinsic motivation factor, but if it is being ignored, it may be depleting internal resources of employees, which are critical for organizations' overall goals, and performance.

4.2. Limitations and Future Research

There are a few limitations in this study. First of all, the cross-sectional research design limits the implications of this study. The longitudinal study can be conducted to explore this phenomenon. In order to explore this phenomenon, other dimensions can also be seen in the relationship between family motivation and burnout as moderators – intrinsic motivation, and mediation variable – social support such as employer and colleagues.

In this study, the antecedent of family motivations is not discussed which in the future may be explored in terms of the culture of the organizations, and benefits provided by organizations in form of eldercare, schooling of children, mentoring to employees, and family

support programs. These factors are suspected to be linked as antecedents with family motivation.

The study significantly contributes towards the research of family motivation, a relatively new phenomenon. It also reflects the impact of family motivation on job burnout. This association fully mediates by emotional labor. The finding reveals that family motivation forces employees to do something undesirable at the workplace. Emotional dissonance is one of these undesirable practices employees have to deal with during performing job-related tasks. This study functions as an accelerator for future research in the relevant field and further unfolds this phenomenon.

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