

Downside of family motivation; impact of family motivation on job burnout through emotional labor

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Abstract

Extending the efforts of earlier studies, this study investigated the relationship between family motivation and job burnout. A mediating mechanism of emotional labor by using conservation of resource (COR) theory as a framework. It contributes to the existing literature by exploring relatively new phenomena of family motivation. Whereby the employees' family motivation distracts them from performing their duties, exerting more emotional labor, which increases job burnout. The relevancy of family motivation is increased under the work from home situation because of COVID-19. A total of 189 full-time employees, working in both public and private sector organizations in Pakistan, were observed. 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 their theoretical and practical implications.

Keywords:

Family motivation, emotional labor, job burnout, conservation of resource theory, work from home

Introduction

Family is believed to be the fundamental unit of social interactions across all cultures. Garrett and Landau (2007) argued that culture could not 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 (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 (Lee, 2013; Salmela-Aro, Nurmi, Saisto, & Halmesmaki, 2000, 2010; Wiese & Salmela-Aro, 2008).

The notion of family motivation has a two-folded meaning. One may drive the 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 life, and this family motivation provides deep motivational strength along with a strong sense of personal responsibilities (Grant, 2007). Therefore, family motivation has an intensive influence on employees in 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 an extreme situation, family motivation pushes an individual to even work 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 must be classified in terms of when it works as a resource, and when it becomes depletion of resource. The notion of family motivation needs to be conceptualized in terms of its varying nature both at workplace and home. If someone is doing 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. 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 family, at the workplace. 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 would be the next big challenge. Globally job burnout has become an epidemic threat for most organizations worldwide (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. However, this phenomenon of high-level burnout has been investigated across countries including the Middle East, USA, and Asia, reported that 40% private sector. They also reported that 60% service sector employees faced burnout issues (Golembiewski et al., 1998).

In the workplace, employees have to interact with clients or customers frequently. 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 work in an environment, which demands to maintain high levels of formalities all the time (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 only 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 attention defined by Hochschild (1983a) as "management of feeling to create a publicly observable facial and bodily display".

Previous studies have debated its sub-dimensions, (Brotheridge & Lee, 2003; Diefendorff, Croyle, & Gosserand, 2005), antecedents and consequences (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 (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' due to this emotional labor. A worker is at the risk of burnout when emotion worker 'identifies too wholeheartedly with the job' (Hochschild, 1983a). 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 to emotional exhaustion, which is one of the main constructs of burnout. The majority of the employees have reported draining of emotional resources while 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 exceed the limits one can handle, it may decrease available emotional resource 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. 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, white and blue collar workers face serious psychological issues, feel insecure, and pass through stressful feelings. (Maslach, Schaufeli, & Leiter, 2001). Family motivation considers as a personal resource (Grant, 2007) to performing work activities. However, 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 a 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 the downside of family motivation. It describes the indubitable psychological condition, built in the context of a highly demanded working environment. Which pushes an employee to do something that he/she does not willing to do. This behavior distract easily at the workplace (e.g. emotional labor), leading to job burnout. This study becomes more relevant since COVID19 has forced employees to work from home, leading to an increase in demanding time from the family (Felstead et al., 2002). Under these circumstances, the requirements from employers and customers may take a higher toll in terms of burnout.

According to Maslow hierarchy of needs, physiological needs demand individuals to work even under challenging conditions. And performing regular work activities develops personal mastery at the workplace, and it raises expectations and also develops the capacity to take new challenges (Bandura, 2010). While in due process of confronting challenges, job burnout is inevitable.

Researchers are less focused on family motivation under the condition of individual behavior at the workplace (Menges et al., 2017). It has both negative and positive emotions in the workplace due to the nature of the work and varying family responsibilities, which has a large intensity to govern individual behaviors. Social support – coworker, organization, and supervisors – have already been studied, yet other copying mechanisms in the relationship between family motivation and job burnout must be studied.

Literature Review

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, high level of emotional exhaustion (Maslach & Jackson, 1981). Schaufeli and Bakker (2004) have identified burnout as a condition of “mental weariness”. It has been described as a syndrome, which 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

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 them 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 (Maslach, 1993).

Emotional exhaustion is considered the main dimension of burnout (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 (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 in the near future. Thus, it calls for researchers to study variables which weaken the association between burnout and emotional labor components (Aziz, Widis, & Wuensch, 2018).

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

Freudenberg (1974) examined employees lack of motivation and obligation at work along with physical and psychological symptoms as a response of stress. He elaborated burnout as a mental condition in which one loses interest in the job and highlights symptoms including physical, emotional and psychological tiredness. Findings of his studies based on qualitative research that included personal interviews of workers in different vocations in which they provided services to individuals who needed them. Phenomena of burnout focused on service providers (Maslach et al., 2001).

As far as the relationship between job burnout and family is concerned, Rosso explained that few studies are conducted to see the influence of family motivation on emotional labor. He defined it 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 displaying socially desirable behavior compliance with the organisation's rules (Grandey, 2015). Although emotional displays in organizations have been characterized as positive, neutral, or negative in nature (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 changing external emotions

without changing internal emotions(Hochschild, 1983b). 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 actual experience of the emotions by matching internal and external feelings according to organizationally required behavior(Hochschild, 1983b). In other words, deep acting focuses on changing internal feelings to induce associated emotions (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).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 the relationship with customers (Grandey, 2000; Rafaeli & Sutton, 1987). Developing a long-term sustainable relationship with the customer requires 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 these relationships(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 (Ashforth & Humphrey, 1993; Hochschild, 1983b; Morris & Feldman, 1997).Hochschild (1983) explained two ways of performing emotional labor: surface acting, which cues to fake emotions, and deep acting, reflecting the emotions' actual experience. Deep acting focuses on changing internal feeling to induce associated emotions (Lee & Ashforth, 1993).

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

As discussed earlier, in the workplace, job requirements demand to display appropriate behavior. Beside this antecedent, a significant factor that pushes to 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 is considered an important beneficiary.

Family motivation directs to get employed for taking care of beneficiaries who do not effect tasks directly. It can be strong if someone does not have a positive meaning out of a job. Other prosocial motivation is 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 is 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 could be exploited in a wrong way. Depending on the working environment provided, it may lead to additional stress and burnout. Therefore, this study explores 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 (Maslach et al., 1986). Emotional jobs require emotional labor, which is associated with burnout proposed by Hochschild (1983). Consequently, burnout has a more positive association with work-related stressors and burnout than to stressors related with clients and burnout (Maslach et al., 2001). The jobs that demand high interactions lead to more burnout than jobs with less emotional roles (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 (Brotheridge & Grandey, 2002; Brotheridge & Lee, 2002; Grandey, 2003). On the other hand, deep acting changes internal feelings in well-being (Brotheridge & Lee, 2002; Grandey, 2003). One of the studies conducted by Bono and Vey (2005) indicates that surface acting has a significant positive association with exhaustion and depersonalization than deep acting.

Surface acting positively relates to burnout (Cheung, Tang, & Tang, 2011). Surface acting leads to exhaustion, work detachment, and harmed personal accomplishment (Brotheridge & Grandey, 2002), and also effect on individuals in the form of depersonalization (Hülshéger & 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 (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 (Maslach et al., 1986; Schaufeli & Maslach, 2017). Based on 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 demand to act according to the 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 large intensity to govern individual behaviors at work. Social support – coworker, organization, and supervisors – have already studied, yet other copying mechanisms in the relationship between labor emotion and job burnout require studying (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).

Theory and Hypotheses

According to resource conservative theory once personal resources are lost or threatened, individuals feel stress. (Hobfoll, Freedy, Green, & Solomon, 1996). Literature clearly established that depletion of job resources negative effect burnout (Bakker, Demerouti, & Euwema, 2005; Schaufeli & Bakker, 2004). Hobfoll's (1989) described how individuals protect their personal resources because 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 lose control on their thoughts and are distracted from job requirements. In this regard, employees have to fake their emotions in order 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. It proposes that an important reason why emotional labor increases job burnout is that emotions make an employee more exhaustive at their job over time. COR theory has become a famous theory in burnout (Brotheridge & Grandey, 2002; Hobfoll et al., 1996). Deep acting and surface acting have different characteristics. 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. This, in turn, affects negatively to job satisfaction, and job performance (Grandey, Fisk, & Steiner, 2005; Hülshager & 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 workplace is inevitable on account of performing job at highly demanded workplace. Special consideration to a fact that for the case of Pakistan there is high poverty, and excess labor looking to find jobs. Therefore, under mentioned circumstances, a resource is vulnerable to deplete and pushes someone to put more effort to perform a job that otherwise could be effortless to perform the job.

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

Family motivation has two-folded aspects of describing, at one end, it drives someone to work for the family to fulfil their needs. On other side, it draws intentions of someone to do something that they want to do. Family motivation means to fulfil family responsibilities. The notion of family motivation associates with the fulfillment of responsibilities contrary to the role of an employee at the workplace as a sense of responsibility for work. The "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). It has negative consequences to an 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. Given 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 on performing their duties without giving full intentions to clients. They do acting in the workplace only to perform their duties. Employees are

responsible for supporting their families who drive them to do work even though they are not willing to do. Engaging with these feelings, employees force to do acting in the workplace to meet job requirements. As it requires an effort, which force them to do emotional labor. Therefore, we hypothesize:

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

Emotional labor and job burnout have a positive relationship (Brotheridge & Grandey, 2002). Surface acting means "faking in bad faith" (Rafaeli & Sutton, 1987). Emotional labor is the demand side of the 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 to job burnout.

Hochschild (1983) explained two ways of performing emotional labor: surface acting, which cues to fake emotions, and deep acting, reflecting the emotions' experience. 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 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 work as a mediator in between relationship of family motivation and job burnout. Therefore, we hypothesize:

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

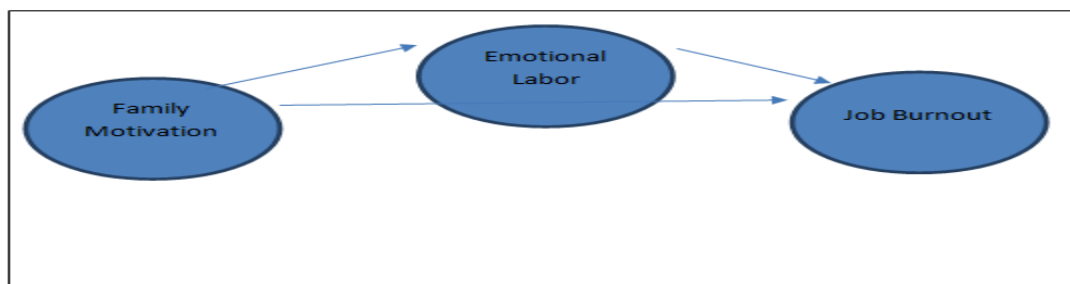


Figure 1: Research Model.

Research Methodology

This study selects participants from diverse sectors in order to generalize results. A total of 189 full-time employees are taken working in both public and private sector organizations in Pakistan. Their information confidential to avoid personal response biases. Common variance biased problem is controlled through protecting the anonymity of individuals. 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 respondent was 189. The respondent in this survey age from 22 to 45 years.

Measures

Emotional labor is taken from Diefendorff et al. (2005) with 5 point Likert scale in which first 7 items belong to surface acting, and remaining 4 items belong to deep acting (Cronbach's alpha = .80). Secondly, Job burnout scale is adopted containing 7 point Likert scale Maslach et al. (1986) (Cronbach's alpha = .905). Family motivation scale is adapted from Grant (2008) and Rayan and Connell (1989) (Cronbach's alpha = 0.915)

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 in the data (Aiken, West, & Reno, 1991).

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 the total effect of family motivation on job burnout, after controlling age factor, is significant ($\beta = 0.138$, $p < 0.05$). Secondly, the direct effect is examined, in which family motivation does not predict job burnout ($\beta = 0.028$, $p = 0.642$). Hypothesis 2 in which the family motivation is predicting significantly to emotional labor ($\beta = 0.147$, $p < 0.05$), and hypothesis 3, emotional labor is predicting job burnout ($\beta = 0.743$, $p < 0.05$), by controlling age. Lastly, hypothesis 4 results show that emotional labor is significantly mediating the relationship between FM and Job burnout (Boot LLCI= 0.0393 and Boot ULCI= 0.1734). The mediation shows significance results because there is no-zero in between lower and upper limit. 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	-0.915		
Emotional Labor	3.4440	.61032	0.278**	0.800	
Job Burnout	4.3045	1.09278	0.128	0.450**	0.905

Notes: n = 189 *p < 0.05 **p < 0.01

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

Antecedent	Consequent					
	Emotional Labor			Job Burnout		
	<i>Coeff.</i>	<i>SE</i>	<i>p</i>	<i>Coeff.</i>	<i>SE</i>	<i>P</i>
Constant	2.760	0.227	0.000	2.220	0.489	0.000
Family Motivation	0.147	0.036	0.000	0.028	0.060	0.642
Emotional Labor	-	-	-	0.743	0.118	0.000
Controls						
Age				-0.3388	0.083	0.0001
	$R^2 = 0.0896$			$R^2 = 0.2685$		
	$F(2, 186) = 9.482, p < 0.005$			$F(3, 183) = 22.63, p < 0.005$		

Table 3 Direct and Indirect Effect of Family motivation (X) Job burnout (Y) through emotional labor (M)

Direct Effect of X on Y	Coef.	SE	t	p	LL95%CI	UL95%CI
	0.029	0.068	0.464	0.642	-0.091	0.147
Indirect Effect of X on Y	Effect	Boot SE			Boot95%LLCI	Boot95%ULCI
	0.109	0.033			0.045	0.175
Total Effect of X on Y	0.138	0.064	0.150	0.032		

N = 5000 Bootstrapping resample

The above table shows in detail the direct, indirect and total effect of the model. Model shows significant results, and support full mediation exists, except direct effect ($\beta = 0.0296, p = 0.643$).

Discussion

This study has drawn unexplored driver of job burnout. Namely family motivation looks through mediating factor of emotional labor. It broadens our understanding of how family motivation effects 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 lose focus on the job (Waldman et al., 2004).

Losing focus on job activities directs employees' behavior towards emotional dissonance. The process of altering external emotions – emotional labor – work as mechanism through which employees experience job burnout. The condition of supporting family spillover at workplace which requires to alter external behavior without changing the internal feelings. Employees who display their emotions as per the direction of the organization have to align their feelings accordingly and express emotions in a gentle and professional way by putting authentic expression on their faces valued by customers. Emotional dissonance and burnout is not limited to the employees of hospitals and airline industry, but employees working in different organizational settings, where family motivation is inevitable to avoid have 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 resource and lead them to burnout. Family motivation requires caring about families at homes; therefore, people at 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 ($\beta = 0.028$, $p = 0.642$), indirect effect shows significant result, Boot LLCI= 0.0393 and Boot ULCI= 0.1734), which indicates that mediation exists in the model.

Practical Implications

This research provides several guidelines for organizations to hopefully avoid job burnout among their employees, despite the possibility that caring family distracts them from working. Organizations' decision maker should recognize that one of the key source of job burnout is family motivation. In this regard, the employees cannot avoid burnout feelings because they want to care for their family. Organizations need to consider employees' concerns 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 performance outcomes of employees by giving confidence to employees that organizations going to take care of their family.

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 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 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 workplace both on organization and individual employees. Keeping in view the negative consequences of ignoring family motivation, organizations can implement policies to control stress syndrome and make the environment healthy and energetic. In fact, identification and recognizing family motivation forces help organisations focus on such policies that drive their performance. Human resources can share the concerns regarding the health of employee and his family and set up flexible timings during the lock down situation. Family motivation looks as intrinsic motivation factor, but if it is being ignored, it may deplete employees' internal resources, which are critical for organizations' overall goals and performance.

Limitations and Future Research

There are few limitations in this study. First of all, cross sectional research design limits the implications of this study. Longitudinal study can be conducted to explore this phenomenon. In order to explore this phenomena 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, antecedent of family motivations are not discussed, which may be explored in terms of culture of the organizations, and benefits provided by organizations in the 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 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 unfold this phenomenon which is still in its infant stage.

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