

# The Study of the Influence of the Work Stress on Job Burnout of Knowledge-based Employee

—Based on the Regulating Effect of Emotional Intelligence

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**ABSTRACT:** In the research of factors of job burnout, it is common to look into the individual biological characteristics and the external environment factors, while the emotional factors can always be ignored. This study introduces the psychology research object, that is, emotional management and organizational behavior, to study the job burnout from the psychological mechanism of knowledge-based employees' internal world. With the pressure source on the background, the regulating function was verified and how predictive variable works with moderator variable, on the account to the formation of job burnout. The adjustment would be provided in the end to solve the puzzle and contribute to the building of harmonious mechanism.

**KEYWORD:** Knowledge-based employee; Work stress; Job burnout; Emotional intelligence.

## 1 INTRODUCTION

Quick update of intellectual, frequently transformed organization, in thus kind of information society, the employee can easily get job burnout. Different from the tired body which caused by consumption of body energy, job burnout is a psychology behavior caused by an aware of that the unbalance between the ideal capital and the existed capital. The negative impact of job burnout can be enormous for the individual, the family, the organization and society. For individual, the job burnout behaves depressed and easily annoyed and less interested in work; furthermore, there will be some physiological barriers in the way; and finally the character can be changed at all. In organization, the job burnout can change the job frequently and work with low efficiency. Compared with others, knowledge-based employee can be special in many ways when it comes to the chase. They often work with a more complex partner, under more pressure and so on. They are easier to get job burnout above all. On this point, the study of the countermeasure towards the problems mentioned above comes in the spotlight.

## 2 ASSUMPTION ON ACCOUNT TO THEORIES

### 2.1 *The relationship between work stress and job burnout*

Psychologically speaking, work stress means the reaction in all ways to society, physically, psychologically[1]. The traditional theory of work

stress considers widely and focus on the concepts relating to Stress and the influence on the individuals and the enterprise. And the that in modern makes the relationship of several particulars of individuals, enterprises and the outer organization the main role.

Job burnout, refers to state of fatigue and depletion of the individual, physically and mentally, under the high work stress, was first referred by Freudenberger in 1974. Job burnout generally includes emotional exhaustion, lower personification and low sense of achievement such three dimensions. Emotional exhaustion represents individual pressure level of job burnout, refers to the individual cannot easily face the problems and requirements in the work process, they feel exhausted, and lose interest in work. They become tired, annoyed and nervous [2]. Depersonalization, refers to the change in personal attitude, they usually respond unconcerned to the around. Low sense of achievement represents a self evaluation level of job burnout, refers to the lack of successful experience in the process of the work, diminished personal accomplishment of individual work and the sense of accomplishment.

The final goal of work stress is to push individual adapt to the environment better. While the work stress is usually caused to push people to do some unusual decision, the work excites the employee as well as hurts them and make them tired, anxious, and became less abled even exhausted at some times[3]. On that point, the study puts forward these hypothesis:

Hypothesis 1: Job burnout has relationship with work stress.

Hypothesis 2: Job burnout has relationship with dimensionalities of the work stress.

Hypothesis 3: Work stress can predict the job burnout.

Hypothesis 4: Job burnout can be intervened.

## 2.2 *The relationship between emotional intelligence and job burnout*

Emotional intelligence, EI, refers to the ability that an individual evaluate, adjust and perform towards the outer world. Emotion is always caused by some kind of stimulus. Employee with high level of IE can see problems more positively, they can easier to find the significant method, with the help of reasonable emotional resources to get the support to solve the problem. They are prone to manage their emotion by adjusting their awareness, to strengthen or to weaken, to extend or to cut down, towards the outer environment and make the achievement. When it comes to positive factors of the external world, individuals of high emotional intelligence can catch the positive hint and strengthen its positive effect. Then emotional intelligence can adjust the perception of the external environment and strengthen the positive emotion factors of negative correlation between emotional exhaustion, depersonalization and diminished personal accomplishment. Therefore this study proposes the following hypothesis:

Hypothesis 5: Emotional Intelligence is moderator Variable, and can strengthen or weaken the work pressure source's influence on emotional exhaustion

Hypothesis 6: Emotional Intelligence is moderator Variable, and can strengthen or weaken the work pressure source's influence on depersonalization.

Hypothesis 7: Emotional Intelligence is moderator Variable, and can strengthen or weaken the work pressure source's influence diminished personal accomplishment.

## 3 STUDY DESIGN

### 3.1 *Sample and data collection*

The study selected knowledge-based employees in miscellaneous enterprises in Hebei, Tianjin and Beijing. With 240 questionnaires set out, we got 204 back (85%), 180 questionnaires are valid(88%), and the questionnaires answered in regulation are seemed to not valid. And we have researched 117 male staffs (65%), and 63 female staffs(35%). People with bachelor or above degree occupied 72%, that is 121. There are 120 people aged 35-45 (67%). And the research and development personnel and

technical personnel occupied 56.6%, that is 102, middle-senior manager occupied 39.4%, that is 71, private enterprises' questionnaires occupied 50%, that is, 90, state-owned business occupied 30%, that is, 54. And focus is the knowledge-based employee like research personnel, administrative staff, and technicalian

### 3.2 *Variable measurement*

The questionnaire is mainly occupied by Burnout Inventory, Work pressure and Emotional intelligence scale. Burnout Inventory use the current domestic and revised MBI-GS. Burnout scale questionnaire included total 15 item and three latitude as emotional exhaustion, deindividuation and diminished personal accomplishment. With 5 point scoring method including emotional exhaustion deindividuation positive score, with which higher means the higher the degree of burnout; Personal accomplishment to reduce reverse score, that is, the lower the score the higher the degree of burnout. Job stress scale is on the basis of interviews, and combined with related literature design. Job stress scale questionnaire included 28 items and seven dimensions like work itself, intellectual ability, organization factors, relationships, expect, social pressure, career development. Scale also USES 5 point scoring method, the higher the score is, the greater the pressure is. Emotional intelligence scale use the adoption of revised WLEIS scale, the scale of the questionnaire included 21 items and four dimensions like emotional evaluation, emotional control, mood and emotional understanding of others and evaluation. Scale using 5 point scoring method, the higher the score is, the higher the emotional intelligence is. A questionnaire survey was conducted in the first ten randomly selected employees on the face-to-face communication, through understanding their understanding of the questionnaire item level, and according to the situation of the interaction of the problem of questionnaire design is modified.

## 4 RESULTS

### 4.1 *The reliability and validity test*

#### 4.1.1 *Validity test*

Knowledge-based employees' KMO in the Burnout Inventory is 0.757, KMO in Work pressure is 0.837, and KMO in Emotional intelligence is 0.736. And for the chi-square value of Bartlett Test of Sphericity, its significance probability is less than 0.001 which means the statics is proper to do factor analysis. We use SPSS to analyze the factor in the table. And extract the common factor by the rule that characteristic root is more than one, all scale factors of load are more than 0.50, in which the cumulative

variance of the main factors' amount of variability are 61.6%、68.45% and 66.21%, showing that all these three factors are in high construct validity.

#### 4.1.2 Reliability test

The study uses the Cronbach,  $\alpha$  to test variable reliability. The reliability coefficient of Maslach Burnout Inventory in the study is 0.823, the reliability coefficient of Job stress Scale is 0.856, and the reliability coefficient of emotional intelligence scale is 0.796, all of them are more than 0.7 means the study is in good level of reliability.

#### 4.2 Hypothesis testing

Correlation analysis showed that there were significant positive correlation about 0.01 between work pressure source and the job burnout, and the correlation coefficient is 0.685, which supports Hypothesis 1. And there were significant positive correlation about 0.01 between work pressure source and the job burnout in each dimension, that is, 0.792 positive correlation with emotional exhaustion, 0.585 positive correlation with deindividuation, and 0.684 positive correlation with diminished personal accomplishment. There were positive correlation about 0.01 between knowledge capability, work itself, career development, organizational factors, interpersonal relationship and emotional exhaustion. There were positive correlation about 0.01 between career development, organizational factors, interpersonal relationship, expectation, social pressure and deindividuation. There were positive correlation about 0.01 between knowledge capability, expectation and diminished personal accomplishment. There were positive correlation about 0.05 between work itself and diminished personal accomplishment. And Hypothesis 2 was supported.

In order to further search to find the main stress factors affecting the knowledge staff job burnout, the following regards "work itself, career development, knowledge, ability, social pressure, organizational factors, expectations, interpersonal relationship," seven factors as independent variables, and "emotional exhaustion, deindividuation, low sense of achievement" as the dependent variable multiple regression analysis equation to verify this idea relationship. The correlation of job burnout of three dimensions, work the pressure source of the correlation of the seven dimensions separately carried on the inspection, the results show that the correlation between each dimension without the 0.75 level, suitable for regression analysis.

It can be concluded that emotional exhaustion, as dependent variable, and the pressure source, as the independent variable, of which the multivariate regression coefficient is 0.587. Emotional exhaustion, as dependent variable, the job itself,

knowledge, ability, organizational factors, interpersonal relationships, career development, all as prediction variables, and of which each standardized regression coefficients was 0.412, 0.398, 0.195, 0.398, 0.195. The work itself, knowledge, ability, organizational factors, interpersonal relationship, the career development of emotional exhaustion explanation is 32.7%. Deindividuation, as the dependent variable, work the pressure source, as the independent variable of which the multivariate regression coefficient is 0.604. Deindividuation, as dependent variable, career development, organizational factors, interpersonal relationships, expectations, social pressure, all as prediction variables, and their standardized regression coefficients were 0.436, 0.240, 0.231, 0.240, 0.231. The work itself, knowledge, ability, organizational factors, interpersonal relationship, the career development of the explanation of deindividuation is 35.6%. With low sense of achievement as the dependent variable, pressure source as the independent variable of which multivariate regression coefficient is 0.381. With low personal accomplishment as dependent variable, the expectations, the job itself, knowledge, ability as predict variables and their standardized regression coefficients are 0.445, 0.196, 0.191, respectively. Expectations, work itself, knowledge, ability, explanation for the 12.4% of low sense of achievement. Hypothesis 3 works. From the seven aspects of work the pressure source knowledge staff management and intervention can reduce the significant impact of job burnout. Hypothesis 4 was supported.

#### 4.3 Test of the adjustment of Emotional intelligence between job stress and job burnout

According to the Baron and KenLny's point of view, we take the following methods to test whether emotional intelligence is regulating variable between work stressors and job burnout. First, emotional exhaustion, as dependent variable, and pressure source for the independent variable regression, we observe the work stress source to determine the impact of emotional exhaustion. Second, emotional exhaustion, as the dependent variable, emotional intelligence and pressure source work as independent variables, after their regression, we observe how the function of adjustment of emotional intelligence in the relationship between work stressors and emotional exhaustion works. Again, emotional exhaustion, as dependent variable, the work stress source and emotional intelligence, emotional intelligence and work pressure source for the product of the independent variable, regression, to judge the work pressure, emotional intelligence, emotional intelligence and emotional factors of the relationship between product and emotional

exhaustion. Whether emotional intelligence adjusts a lot in the relationship of pressure source and emotional exhaustion. If the product of the pressure source and emotional intelligence can't significantly affect emotional exhaustion, then emotional intelligence is not the adjustment and not able to work more or less pressure on the impact of emotional exhaustion. If the product of the work the pressure source and emotional intelligence can significantly affect emotional exhaustion, then emotional intelligence is the regulating variable, between emotional factors and job burnout has a regulation, which can strengthen or weaken emotions influence factors on the impact of emotional exhaustion. The product of the work the pressure source and emotional intelligence have significant influence on emotional exhaustion ( $t = 2.435$ ,  $p < 0.01$ ), shows emotional intelligence is regulating variable, has a regulatory role between work stress and emotional exhaustion, which can strengthen or weaken the pressure effect on emotional exhaustion. Hypothesis 4 works.

Take the same approach to test whether emotional intelligence is the regulating variable between work stress and job burnout. It concludes that emotional intelligence adjust works between the pressure source and deindividuation, which supports Hypothesis 5. The product of the pressure source and emotional intelligence had no significant effect on low satisfaction ( $t = -.345$ ), suggests that emotional intelligence is not working pressure regulating variable between the source and the low sense of achievement. Hypothesis 6 is not supported.

## 5 CONCLUSION AND COUNTERMEASURES

This study, based on the perspective of emotion from the organization level and individual level of job burnout of active intervention measures are put forward.

### 5.1 *Personal adjustment*

Knowledge staff are always the younger and have received higher education, higher expectations for society, they hope to achieve personal value, which is a kind of positive personality quality, but it also

has many disadvantages. Through the job involvement, one can lead to some positive emotions and that will bring positive behaviors; Iceberg theory provides us with methods and strategies to cope with stress and coping. When a person stays on the surface, the problems will emerge in endlessly. People often see the behaviors on the surfaces - ice dew on the surface of the small parts; And behind each one of the specific behavior, there is something can be easily ignored, As the company's knowledge workers, understand their own internal potential of the iceberg, can better play their strengths; The manager's understanding of the iceberg of employees can help they better understand the whole quality of employees, which is more advantageous than talent selection.

### 5.2 *The organization and management*

In the cooperation, the effective management of employee's emotions and behavior is the successful management. In particular, mainly include (1) consideration and analysis of the real needs of employees, managers should consider and analyze the real needs of employees. (2) all employees should form a good mood. Only when all employees have formed good emotion interaction, their potentials can be motivated. (3) respect for the principle of exchange and learn to use it. Exchange theory can help people get a good interpersonal relationship and resulted in a good mood. (4) make full use of incentive theory, motivate employees at the right time. Fully consider the factor of emotions, (5) considering about employees' mood when making decision is closely related to the enterprise life.

## REFERENCES

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