

# Emotional Dissonance and Emotional Exhaustion Influence over Job Satisfaction in Shree Vari Energy Systems Pvt Ltd., Trichy

Dr. G. Balamurugan<sup>1</sup>, S. Divyabharathi<sup>2</sup>

<sup>1</sup>Assistant Professor, <sup>2</sup>MBA Student,

<sup>1,2</sup>Department of Management Studies, Anna University, Trichy, Tamil Nadu, India

## ABSTRACT

Job dissatisfaction is found to be primarily caused by emotional dissonance and fatigue.

Employees become inefficient as a result of this. It has an effect on not only all of the main employee success metrics, but also on the employee's personal well-being. Emotional dissonance and fatigue can lead to a high turnover rate, absenteeism at work, anxiety when taking tasks, missed deadlines, and a lack of dedication to the organisation. Employment dissatisfaction is caused by the factors mentioned above. As a result, it's critical to first investigate emotional dissonance and fatigue, as well as their effect on work satisfaction. The aim of the study is to learn about the factors that trigger emotional dissonance and emotional exhaustion in the workplace, the effect of emotional dissonance and emotional exhaustion on the workplace, employee job satisfaction levels, strategies for reducing emotional dissonance and emotional exhaustion, and recommendations for appropriate remedial steps to improve job satisfaction in the company.

In Shree Vari Energy Systems Pvt Ltd., Trichy, the study looks at emotional dissonance, work fatigue, and job satisfaction. It only considers the emotional dissonance, work fatigue, and job satisfaction that are prevalent in the business. If this project is completed, some new spheres will become visible.

**KEYWORDS:** Emotional dissonance, emotion exhaustion, job satisfaction

## INTRODUCTION

Human behaviour is guided by emotion, regardless of where they are. Although organisations may calculate skills, intelligence, and other abilities, emotion is difficult to quantify due to its subjective existence. Every company has clearly articulated principles, priorities, and objectives to workers, but the organization's emotion is still downplayed and therefore never accounted for. Different workers of a company have different emotions, which can never be matched with the organization's ideal emotions unless it is expressed by other means.

This disparity in emotions is referred to as emotional dissonance, which is described as the separation of felt emotion from expressed emotion in order to satisfy external expectations (Johnson & Spector, 2007).

Emotional exhaustion is a long-term state of physical and emotional exhaustion caused by high work pressures, personal demands, and constant stress. It refers to the sensation of being physically overworked and drained by one's job. Emotional exhaustion is a condition in which you feel emotionally exhausted and drained as a result of cumulative stress from your personal or professional lives, or a combination of both. One of the symptoms of burnout is emotional fatigue. People who are emotionally exhausted frequently feel as if they have no power or control over their

circumstances. They may feel "trapped" or "stuck" in a situation.

Job dissatisfaction is found to be primarily caused by emotional dissonance and fatigue. Employees become inefficient as a result of this. It has an effect on not only all of the main employee success metrics, but also on the employee's personal well-being. Emotional dissonance and fatigue can lead to a high turnover rate, absenteeism at work, anxiety when taking tasks, missed deadlines, and a lack of dedication to the organisation. Employment dissatisfaction is caused by the factors mentioned above. As a result, it's critical to first investigate emotional dissonance and fatigue, as well as their effect on work satisfaction. The aim of the study is to learn about the factors that trigger emotional dissonance and emotional exhaustion in the workplace, the effect of emotional dissonance and emotional exhaustion on the workplace, employee job satisfaction levels, strategies for reducing emotional dissonance and emotional exhaustion, and recommendations for appropriate remedial steps to improve job satisfaction in the company.

## Literature review

### Emotional dissonance

Emotional dissonance has been described in a number of ways by researchers. The first is the idea that emotional

**How to cite this paper:** Dr. G. Balamurugan | S. Divyabharathi "Emotional Dissonance and Emotional Exhaustion Influence over Job Satisfaction in Shree Vari Energy Systems Pvt Ltd., Trichy" Published in International Journal of Trend in Scientific Research and Development (ijtsrd), ISSN: 2456-6470, Volume-5 | Issue-3, April 2021, pp.127-130,

URL: [www.ijtsrd.com/papers/ijtsrd38733.pdf](http://www.ijtsrd.com/papers/ijtsrd38733.pdf)

Copyright © 2021 by author(s) and International Journal of Trend in Scientific Research and Development Journal. This is an Open Access article distributed under the terms of the Creative Commons Attribution License (CC BY 4.0) (<http://creativecommons.org/licenses/by/4.0>)



IJTSRD38733



dissonance is a precursor to emotional labour, which is described as "the effort, preparation, and control required to convey organizationally desirable emotion during interpersonal transactions" (Morris and Feldman, 1996, p. 987). Another viewpoint holds that emotional dissonance is a component or factor of emotional labour. To put it another way, emotional dissonance is the act (or labour) of suppressing or expressing feelings that did not exist at the time. Finally, some people define emotional dissonance as an employee's psychological conflict as a result of his emotional labour.

Emotional dissonance has a positive relationship with work fatigue and a negative relationship with job satisfaction, according to Morris and Feldman (1997). Employee strain is caused by emotional dissonance, which may contribute to low self-esteem, isolation from work, and depression.

Vennila and Vivekananda investigated the effect of emotional dissonance on work fatigue, job satisfaction, and turnover intentions among IT employees in a study published in 2017. Emotional dissonance leads to lower work satisfaction, according to an observational study of 246 workers from different IT industries in Coimbatore.

Wegge, Van Dick, and Von Bernstorff (2010) studied 161 call centre workers. Positive and negative affectivity were used to investigate emotional dissonance, with the goal of determining if negative affectivity has a positive impact on emotional dissonance and positive affectivity has a negative impact. This research used data from eight call centres in Germany that were chosen using an incentive sampling strategy. A total of 161 of the 300 questionnaires distributed were available and statistically evaluated. Emotional dissonance is linked to lower motivation and well-being, according to the findings of this research. It also demonstrates that negative affectivity has a positive impact on emotional dissonance whereas positive affectivity has a negative impact. This research also attempted to determine which emotions are fabricated or concealed, revealing that emotions such as love, boredom, and indignation are often faked or hidden.

### Emotional exhaustion

According to Zapf et al. (2001), the production of emotional exhaustion can be predicted by interactions between organisational stressors and emotional demands due to the combined effect of lack of perceived client reciprocity when emotional demands are high and lack of perceived organisational reciprocity when organisational stressors are high. However, emotional demands can make a specific contribution to emotional exhaustion, as emotional dissonance, by definition, may function as a stressor independent of other organisational stressors. In Zapf et al. (2001)'s comparison of the relationship between emotional labour variables, organisational variables, and social variables in the prediction of burnout across a variety of service workers, including call centre employment, emotional labour variables were found to have a particular contribution to burnout above and beyond that of other variables. In the prediction of emotional fatigue, interaction effects between task-related stressors and emotional dissonance were also observed.

### Emotional dissonance on job satisfaction

Similarly, Cote and Morgan (2002) looked into the effects of emotional dissonance on work satisfaction and plans to quit.

The study included 111 working college students, including 78 females and 33 males. Data was collected at two points in time, separated by four weeks, to allow for changes in emotional control, job satisfaction, and intentions to leave. The results showed that suppressing negative emotions lowers job satisfaction, which increases the likelihood of quitting, while amplifying positive emotions raises worker job satisfaction.

### Emotional dissonance, job satisfaction and work stress

Tewksbury and Higgins (2006) investigated the impact of mental dissonance on correctional personnel in two jails in the United States. It aims to investigate the role of emotional dissonance and perceived job stress among the 228 prison staff members who took part in the research. A 68-item questionnaire was used in the study, which included questions about emotional dissonance, job satisfaction, and work stress. According to the findings, emotional dissonance induces work stress, which in turn affects employee satisfaction with their employment.

### Emotional dissonance, job performance and job satisfaction

Julian (2008) tried to figure out how customer service, emotional dissonance, work success, and job satisfaction are related. This exploratory research was conducted using three case studies involving a department store, a courier service, and an airline. From January to March 2005, top management and service personnel from these three companies were interviewed face to face. For the report, a total of 20 interviews were conducted. According to the findings of this qualitative analysis, when an employee's true feelings and the emotions conveyed are in conflict, it has a detrimental impact on work performance and customer orientation.

### Influence of emotional dissonance

Cheung and Tang (2010) used a stress pressure outcome model to investigate the impact of emotional dissonance on subjective health and work satisfaction among Chinese service employees. The researchers conducted two studies, one cross-sectional and the other longitudinal. For the first sample, data was collected from 271 workers, the majority of whom were women, using standardised questionnaires. Emotional dissonance predicted work pressure and job satisfaction at various points in time, according to the findings.

Yoh (2012) investigated emotional labour using both a job-focused and an employee-focused approach. Each measure of emotional labour was examined for its impact on job stress, customer orientation, and job satisfaction. The participants for this study were 193 saleswomen from apparel department stores, with an average age of 33 and a range of 19 to 51 years old. They were chosen using the snow sampling process

### Job satisfaction

Job satisfaction is an amalgamation of physiological, psychological, and numerous other environmental factors that lead an employee to conclude that he is happy with his job, according to a review study conducted by Knerr in 2006. Job satisfaction is a significant outcome of why a person wants to go to work and how he acts during and after work (Sharma and Jyoti, 2006). It's also been described as the pleasure and contentment derived from one's work (Kevin, House and Dowell, 1998).

Since it is critical for both workers and organisations, job satisfaction is one of the most researched topics. It's one of a job's most crucial psychological characteristics. It refers to how workers feel about their jobs, both positively and negatively (Ghosh and Ghorpade,1980). It is an employee's overall positive influence or feeling about his or her work.

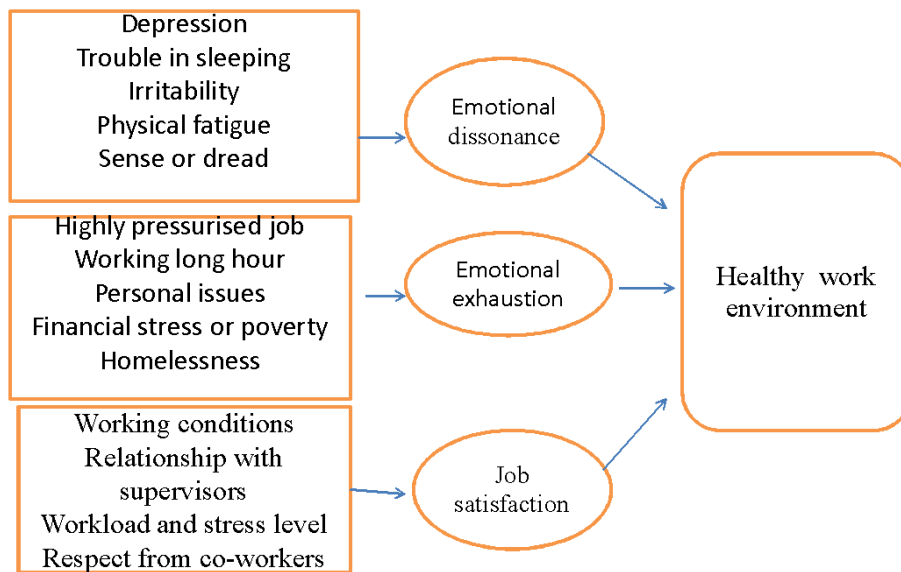
Job satisfaction refers to an employee's attitude toward his or her job, as well as other associated factors and life in general. Job satisfaction is also described by Robbins (2001) as one's attitude toward one's job. These behaviours are linked to the working environment, equal pay, salaries, supervision, and prospects for advancement, among other things.

Job satisfaction is an amalgamation of physiological, psychological, and numerous other environmental factors that lead an employee to conclude that he is happy with his job, according to a review study conducted by Knerr in 2006. Job satisfaction is a significant outcome of why a person wants to go to work and how he acts during and after work (Sharma and Jyoti, 2006). It's also been described as the pleasure and contentment derived from one's work (Kevin, House and Dowell, 1998).

**Emotional dissonance reduction strategy**

Integration of emotional control and emotional intelligence, which would benefit individuals by helping them to form emotion from the earliest point and not only regulate emotion but also leave space for emotion to emerge (Ainize Pena Sarrionandia, Moira Mikolajczak& James J Gross, 2015), and use of therapy intervention are examples of long-term emotional dissonance mitigation strategies. Increased socialisation, greater identity definition, better functional emotional management technique, emotional sensitivity, improvement of adaptive behaviour response, and improved performance were all benefits of the therapy intervention (Francesca Menozzi, NicoGizzi, MariateresaTucciNazarenaPatrizi& Mauro Mosca, 2016).

**Framework:**



**Scope of the study**

In Shree Vari Energy Systems Pvt Ltd., Trichy, the study looks at emotional dissonance, work fatigue, and job satisfaction. It only considers the emotional dissonance, work fatigue, and job satisfaction that are prevalent in the business. If this project is completed, some new spheres will become visible.

Tracy, Sarah J., 2005) after considering the causes and effects of emotional dissonance, it is clear that understanding how to minimise emotional dissonance is critical. Identity, i.e., helping employees preserve their identity rather than allowing their job to define who they are, strength, i.e., giving employees some job control, use of secret transcripts, role distancing behaviour, i.e., teaching employees to separate themselves from their job role to feel at ease, strategic engagement, and organisation are some of the ways to ease or minimise the negative effects of emotional work

**Company overview**

Shreevari Energy Systems Private Limited (SES) is the first and foremost organisation of outstanding engineering professionals who proudly provide a full range of Products and Services for the Process and Energy Industries in a capable and cost-effective manner. SES is an ISO 9001:2008 accredited company. It is a group of devoted and committed Engineers with advanced academic credentials and extensive field experience. Its success is built on the strength of its advanced engineering capabilities, which are backed up by a dedication to quality and customer loyalty as evidenced by its accreditations.

Its engineers and consultants have a wealth of expertise and have achieved Technical Mastery in their fields. As a result, it focuses its attention on delivering services of the highest quality and experience, resulting in excellent value for its clients at a low cost

**Objectives of the study**

- To identify the strategies to reduce emotional dissonance, emotional exhaustion in organization.
- To study the impact of emotional dissonance and emotional exhaustion on the employees.
- To understand the job satisfaction level of among the employees organization.
- To analyse the factor influencing emotional dissonance and emotional exhaustion on job satisfaction in the organization.

**Limitations of the study**

It was only supposed to be a three-month project. As a result, a time limit was imposed. Shree Vari Energy Systems Pvt Ltd. in Trichy is the focus of the study.

## Conclusion

The study shows that emotional dissonance, while appearing to be a minor problem, can be a major cause of organisational and employee inefficiency. It's clear that emotional dissonance affects not only all of the main employee performance measures that affect the organization's productivity, but also the employee's personal and professional relationships, as well as his well-being. Emotional dissonance was also discovered to be not only limited to the service sector, but also affected individuals regardless of their position or sector of employment. As a result, there is a clear need to focus on ways to minimise emotional dissonance and keep tabs on it, as employee well-being is essential for gaining a competitive advantage (UgurYozgat, Sezer C. Caliskan& F. ObenUru, 2012 As a result, it can be concluded that employees' emotions are poorly controlled, and the emotional demands of customer service jobs are undervalued (Igbojekwe P, 2017). As the primary cause of emotional dissonance is an organization's display norms, organisations can abandon emotional display rules/norms in favour of promoting and valuing employees.) etching a healthy work environment and cultivating a positive workforce (Alicia A. Grandey, Deborah Rupp & William N. Brice, 2015).

## References:

- [1] Vennila, V. and Vivekananda, S. (2017). A study on how emotional dissonance impact work exhaustion, job satisfaction and turnover intention among IT Professionals.
- [2] Yozgat, U., Çalışkan, S. C., & Ürü, F. O. (2012). Exploring emotional dissonance: on doing what you feel and feeling what you do. *Procedia-Social and Behavioral Sciences*, 58, 673-682.
- [3] Tewksbury, R., & Higgins, G. E. (2006). Examining the effect of emotional dissonance on work stress and satisfaction with supervisors among correctional staff. *Criminal Justice Policy Review*, 17(3), 290-301.
- [4] Cheung, F., & Tang, C. (2010). The influence of emotional dissonance on subjective health and job satisfaction: Testing the stress-strain-outcome model. *Journal of Applied Social Psychology*, 40(12), 3192-3217.
- [5] Wegge, J., Van Dick, R., & Von Bernstorff, C. (2010). Emotional dissonance in call centre work. *Journal of Managerial Psychology*, 25(6), 596-619.
- [6] Anafarta, N. (2015). Job satisfaction as a mediator between emotional labor and the intention to quit. *International Journal of Business and Social Science*, 6(2).
- [7] Adelman, P. K. (1995). Emotional labor as a potential source of job stress. In S. L. Sauter & L. R. Murphy (Eds.), *Organizational risk factors for job stress*. Washington, DC: American Psychological Association
- [8] Zapf, D., Seifert, C., Schmutte, B., Mertini, H., & Holz, M. (2001). Emotion work and job stressors and their effects on burnout. *Psychology and Health*, 16, 527 - 545.
- [9] Knerr, M. J. (2006): An empirical analysis of the relationship between marital status & job satisfaction", Under Graduate Journal for the Human Science (online) (cited 18th July, 2006) Available from: <http://medicina.kmu.lt/0410/0410-14e.pdf> and <http://www.ikon.org./index.html>.