

The effect of emotional labor on job engagement of university archivists: the mediating role of job burnout

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Abstract: This paper mainly discusses the relationship among emotional labor, job involvement and job burnout of university archivists. 120 archivists from 15 colleges and universities in Henan province were investigated by using emotional labor scale, job involvement scale and job burnout scale. The results show that emotional labor has a significant positive correlation with job burnout, and has a significant positive predictive effect on job burnout. Emotional labor has a significant negative correlation with job engagement, and has a significant negative predictive effect on job engagement. At the same time, when demographic variables were controlled, job burnout partially mediated the relationship between emotional labor and job engagement.

Keywords: College archives; emotional labor; job burnout; job engagement

1. Introduction

In 1979, Hochschild, an American female sociologist, devoted herself to popularizing her emotion management perspectives in her article *Emotion Work, Emotion Rules and Social Structure*, believing that emotions could be managed according to the requirements of the environment. Emotional labor is the third form of labor besides physical labor and intellectual labor^[1]. After that, many scholars defined emotional labor from the perspective of how employees manage their emotions correctly according to the requirements of the industry. It is generally believed that emotional labor requires employees to express their emotions suitable for work and suppress their inappropriate emotions, which is not only conducive to the organization to show a good image to the outside world, but also to cultivate a good image for the personal development of employees. Therefore, emotional labor is not only of great significance to the realization of organizational vision, but also has a significant impact on the personal development of employees^[2].

emotional labor to ensure that work needs are met, employees' willpower is constantly consumed, which inevitably leads to a decline in work enthusiasm, an increase in job burnout and an impact on employees' job involvement. Job involvement and job burnout are the relative poles of the match between employees and working environment^[3]. Work engagement is a concept first put forward by Kahn in 1990, which mainly refers to the attitude of an individual towards work and the degree of enthusiasm involved. At present, the more widely used definition in academia is positive, satisfactory, and work-related psychological state proposed by Schaufeli and his team. It mainly includes three aspects: vitality, dedication and specialty^[4]. Job burnout is a concept proposed by Freudenberger in 1974, which is a person in the work to show physical and mental exhaustion and excessive emotional output in the state, the main reason is that the requirements of emotional expression consume huge energy, its main content includes emotional exhaustion, negative work attitude, and personal achievement reduction^[5].

At present, there are many researches on the impact of emotional labor on job burnout, but only one or two of them are related to the archives management in colleges and universities, and they are mainly qualitative research, lack of data performance, and the scientificity of the demonstration needs to be discussed. Archives management in colleges and universities is the basic work serving the sustainable development of colleges and universities, bearing the heavy responsibility of preserving history and educating people through politics; Every link of archives management in colleges and universities is to serve the development of schools and the needs of teachers and students. Archives management work from material collection, receiving, sorting, storage to the final service utilization,

each procedure contains many unknown details, which requires archivists to have enough responsibility and patience to complete. Therefore, university archivists need to regulate their emotions, accept the unknown nature of archives work, and complete their duties according to the working standards. In addition, the academic research on job burnout and job engagement mostly separate the two for independent discussion, ignoring the internal relationship between the two, the research results show that the concept connotation needs to be studied^[6].

To sum up, based on the previous research results, this study uses empirical research methods to explore the relationship between emotional labor and job burnout of university archivists, detect the impact of job involvement, and discuss and analyze the relevant research results, and put forward targeted suggestions.

2. Research Methodology

2.1. Subjects

Convenience sampling was used to sample the archivists of 15 colleges and universities in Henan Province, 120 questionnaires were sent out, 114 questionnaires were recovered, the recovery rate was 95%, of which 111 were valid, the effective rate was 93%.

2.2. Research Tool

The Chinese version of the Emotional Labor Scale (ELS) developed by Diefendorff (2005) and translated by Bai Qiaoyang was used. The MBI-GS (MBI-General Survey, MBI-GS) revised by Maslach and Schaufeli et al. And Utrecht Work Engagement Scale (UWES) developed by Schaufeli (2002). In addition to emotional labor scale using Likert 5-point scoring method, job burnout scale and job engagement scale using Likert 7-point scoring method, including job burnout scale in the sense of accomplishment for the reverse score.

The emotional labor scale includes three dimensions: surface performance (7 items), deep performance (4 items) and natural performance (3 items). Cronbach's α coefficients of the three items in this study were .813, .726 and .841 respectively, which were all higher than .7, showing high reliability. Under the condition that the eigenvalue is 1, the scale is divided into three dimensions, which cumulatively reflects 61.238% information of 14 items. Each item has a load greater than .5 in one dimension and only one dimension, indicating good validity.

The job burnout scale included emotional exhaustion (5 items), work attitude (4 items) and sense of achievement (6 items). Cronbach's α coefficients of the three items in this study were .876, .812 and .886, respectively, belonging to high reliability. The KMO value is .886 and the significance is .000. The loading of each factor is greater than .5 in only one dimension, and 66.094% of the information of 15 items are reflected in the three dimensions, with good validity.

The job engagement scale includes three dimensions of concentration (3 items), dedication (3 items) and vitality (3 items). In this study, the Cronbach's α coefficients of the three items are .931, .918 and .969 respectively, which are all greater than .7, showing high reliability.

2.3. Statistical Approach

In this study, SPSS25.0 was used to conduct correlation analysis and regression analysis on the survey data to explore the correlation and influence of emotional labor on job burnout and emotional labor on job engagement, and to detect the mediating effect of job burnout on emotional labor and job engagement.

3. Research results and Analysis

3.1. Descriptive Statistical Analysis

According to descriptive statistical analysis, the basic information of archivists in colleges and universities is shown in Table 1: female workers are significantly higher than male workers, married is much higher than unmarried, and 65.7% of the total number of people aged 31-40 and 41-50 are called data. It can be seen that most of the college archivists are women who have children and their parents.

In general, women devote much more energy to their families than men. Therefore, in the college archivists, there may be a negative impact on work attitude due to the dual pressure of emotional labor requirements and family life role requirements.

Table 1 Basic data analysis of archivists in colleges and universities

Basic Information		Sample	Percentage(%)
Sex	woman	75	66.4
	man	36	31.9
Marriage	spinsterhood	17	15.3
	married	94	84.7
Age	21to30	21	18.9
	31to40	38	34.2
	41to50	35	31.5
	51+	17	15.3
Degree of Education	University college	5	4.5
	University degree	66	59.5
	Graduate degree	40	36.0

At the same time, the mean and standard deviation of the three dimensions of emotional labor, namely surface expression, deep expression and natural expression, were 2.57 ± 54 , 2.93 ± 62 , $3.30 \pm$ The mean and standard deviation of the three dimensions of job burnout, namely emotional exhaustion, work attitude and sense of achievement, were 3.55 ± 45 , 3.24 ± 64 and $3.31 \pm$ The mean and standard deviation of the three difficulties of job engagement, namely, vitality, dedication and devotion, were 2.55 ± 79 , 3.36 ± 84 and $3.14 \pm$ It shows that emotional labor and job burnout of university archivists are at a medium high level, while job engagement is at a medium lower level. The above problems need to be paid attention to, so we further do correlation analysis and regression analysis.

3.2. Mediation effect detection

Through correlation statistical analysis, emotional labor and job burnout of archivists showed a significant positive correlation ($R = .591$, $P = .000$), which was similar to the results of related studies. There was no significant correlation between natural performance and emotional exhaustion, but other dimensions showed significant positive correlation (as shown in Table 2). There was a significant negative correlation between emotional labor and job engagement ($r = -.553$, $P = .000$), and there was no significant difference between the three dimensions of emotional labor and job engagement. There was a significant negative correlation between job burnout and job engagement, but there was no significant correlation between emotional exhaustion and job engagement.

Table 2 Correlation analysis of emotional labor, job burnout and job engagement

	Surface performance	Deep performance	Natural performance	Emotional exhaustion	Work attitude	Sense of achievement	Focus	Devotion	Vitality
Surface performance	1								
Deep performance	.558***	1							
Natural performance	.475***	.640***	1						
Emotional exhaustion	.425***	.277***	.152	1					
Work attitude	.527***	.319***	.330***	.588***	1				
Sense of achievement	.618***	.394***	.413***	.523***	.582***	1			
Focus	-.496***	-.358***	-.387***	-.046	-.144	-.210*	1		
Devotion	-.480***	-.340***	-.453***	-.069	-.204***	-.273**	.806***	1	
Vitality	-.474**	-.400***	-.455***	-.103	-.198*	-.256*	.876***	.780***	1

Note: * $p < 0.05$, ** $p < 0.01$, *** $p < 0.001$

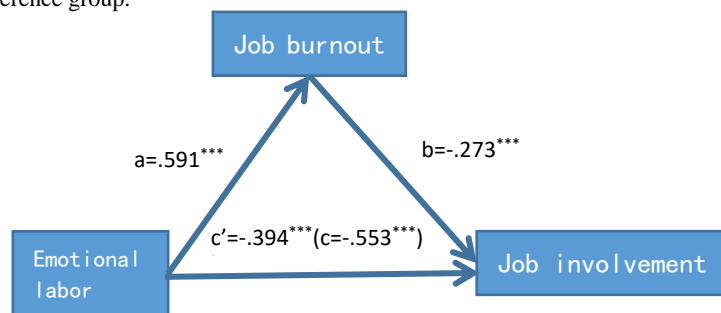
Based on the above basis, regression analysis was conducted to explore whether emotional labor

has an impact on job engagement and whether job burnout has a mediating effect. According to relevant studies, demographic characteristics such as gender, marital status and age have statistically significant effects on subjects' emotional labor [7]. Therefore, these variables are controlled in this study. Regression analysis showed that when controlling the three demographic variables of gender, age and marriage, gender was "male boy" as the reference group, marriage was "unmarried" as the reference group, and age was "over 50 years old" as the reference group. In model 2, emotional labor ($\beta = .591$, $P < .01$); In model 3, emotional labor ($\beta = -.394$, $P < .01$) had significant negative predictive effect on job engagement, job burnout ($\beta = -.273$, $P < .01$) also has a significant negative predictive effect on job engagement, as shown in Table 3. At the same time, the negative predictive effect of the independent variable emotional labor on dependent variable job engagement became smaller under the influence of the mediating variable job burnout. Meanwhile, as shown in the mediating effect model, the total effect C of emotional labor on job engagement is the sum of indirect effect (A * b) and direct effect C', indicating that job burnout has a partial mediating effect between emotional labor and job engagement.

Table 3 Effects of emotional labor on job engagement through job burnout

	model1	model2	model3
	Job involvement	Job burnout	Job involvement
	Beta	Beta	Beta
Sex	-.231	.560	-.386**
20 to 30	-.030	.062	-.029
31 to 40	.080	.028	.069
41 to 50	-.030	.026	-.031
Marriage	.024	-.099	-.001
Emotional labor	-.553***	.591***	-.394**
Job burnout			-.273**
The F value	47.968***	58.390***	29.591***
R2	.306	.349	.369
Adj R2	.299	.343	.333

Note: *P < .05, **P < .01, ***P < .001; Oral variables gender, marriage and age were male, unmarried and over 50 years old as the reference group.



Mediating effect model

4. Discussion and Suggestions

According to the analysis of the research results, there is a high degree of emotional labor in the work of archivists in colleges and universities, and the job burnout partly affects the staff's job involvement. The demand of emotional labor in university archives management is closely related to the importance and characteristics of archives.

First file work of colleges and universities is the soft power of ascension secondary school is the basic work to the development of the colleges and universities, between administrative work in school, social practice, teaching, scientific research, propaganda and education, cultural heritage sustainable entrepreneurship process has important reference and reference, is also to precipitate the development history of colleges and universities, school development experience an irreplaceable way to record [8], Therefore, staff are required to have a strong sense of the overall situation and personal accomplishment. Secondly, as a public service department that provides information support for the development of schools and the needs of teachers and students, the archives management work of

colleges and universities is the same as the library management work, requiring staff to be "gentle and polite" and "smiling"^[9]. Third, college archives work and its own set of special theories, principles and methods, workers have strong professional technology and professional theory requirements, need staff to be patient and meticulous, active service, active, continuous learning, respect history, adhere to the principle^[10], moreover, between the archives work in colleges and universities have a certain political, confidentiality, etc, need to staff at work to keep high enthusiasm to work, low performance to work, to the outside world under the condition of the lack of the understanding of archives work, archivists should obscure and hard work to complete the task, They are also widely regarded as "sinecures" or "retirement posts"^[11]. All of the above proves that archivists in colleges and universities have carried out a high degree of emotional labor in the process of work. If they are in such a working environment for a long time, if they can not get proper adjustment, it is reasonable for staff to suffer from job burnout, which has also been confirmed by relevant studies^[12]. The degree of job engagement is also partly reduced by the increase of job burnout, a conclusion that has not been found in similar studies on records management, but has been confirmed in the study of medical staff^[13].

According to the research results, emotional labor positively predicts job burnout, while job engagement negatively predicts job burnout, and job burnout plays a partially mediating role between emotional labor and job engagement, this study proposes the following suggestions:

First of all, in the actual work of archives management departments to positive, accurate expression of emotional labor requirements. Let the staff understand the necessity of emotional labor requirements, promote their work to do a good job in the necessary emotional management input, understand the importance of "appropriate expression" in work to work effect, find out the accurate job positioning.

Second, we should face up to the negative effects of emotional labor on staff. Pay attention to the degree of work involvement of staff, understand their job burnout, combined with the particularity of archives management work, timely grasp the negative effects of emotional labor in the work of staff and take measures to intervene. For example: timely give full recognition of work achievements, let the staff realize their own post value; To understand and discuss solutions to the decrease of input caused by excessive emotional labor, so that the staff can feel empathy; Strengthen education and guidance in the work, cultivate staff's overall outlook, sense of responsibility and spirit of responsibility, help them enhance their psychological capital, fundamentally build up the ability to carry out emotional labor; And so on.

Third, strengthen publicity, within the scope of principles to promote the phenomenon of archival work, the transparency of archival management work. Under the premise that stick to the principle of archives work, completes the necessary propaganda work, enlarge the influence of file management, improve visibility on the effectiveness of the archives management work, gradually improve the outside world and recognition to the attention of the archives work, avoid unnecessary "misunderstanding", also can improve staff self recognition, reduce tired feeling, Guide them to put more passion into their work.

5. Conclusion and Prospect

In conclusion, the following conclusions can be drawn: emotional labor of archivists is significantly positively correlated with job burnout, and significantly negatively correlated with job engagement; Emotional labor has a significant positive impact on job burnout and a significant negative impact on job engagement. Job burnout partially mediated the relationship between emotional labor and job engagement. In practical work, attention should be paid to the degree of emotional labor of archivists to avoid excessive emotional labor resulting in job burnout and affecting their job involvement.

There are shortcomings in this study. First, the investigation sample is limited to Henan province, and the sample size is not sufficient, which may affect the research effect. Second, job burnout plays a partial mediating role in the relationship between emotional labor and job engagement, and the degree of job engagement may vary according to individual situation. Based on this, in the follow-up research, psychological capital can be considered as a moderator to further explore the impact of emotional labor on job involvement of archivists in colleges and universities.

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