

A PRELIMINARY STUDY ON THE RELATIONSHIP AMONG EMOTIONAL LABOR, JOB BURNOUT, AND POSITIVE COPING STRATEGIES OF SOCIAL WORKERS IN TAIWAN

Lee, Hsing-Ming¹ Chou, Mei-Ju², Wu, Ho-Tang^{3*} Wang, Ming-Feng⁴
& Lee, Charng-Tsang⁵

¹ Department of Child Care and Family Studies, Sue-Te University, Taiwan

²Department of Early Childhood Education and Center for Teacher Education, National Pingtung University, Taiwan

³Department of Education, National Kaohsiung Normal University, Taiwan

*Corresponding Author: t1665@nknuc.nknu.edu.tw

^{4,5} Department of Social Work, Meiho University, Taiwan

ABSTRACT

With positive coping strategies as the moderating variable, this research aims to explore social workers' emotional labor's influence on job burnout. It also discusses its moderating effect in the influence of social workers' emotional labor on job burnout. The researchers adopted questionnaire survey to investigate 384 social workers in Taiwan, among which the male=136 (35.42%) and the female=248 (65.48%). Both genders accepted measurement of the home-made Emotional Labor Scale, the Job Burnout Scale, and the Positive Coping Strategies Scale, all of which have good reliability and validity proceeding after pre-tests. In addition after the questionnaires returned, with structural equation modeling (SEM), we analyzed the influence of social workers' emotional labor on job burnout as well as the positive coping strategies, finding the moderating effect in the relationship between the two latent variables. Furthermore, the results show the significantly positive influence of social workers' emotional labor on job burnout. The research results prove that the positive coping strategies significantly moderate the influence of social workers' emotional labor on job burnout. At the end of this research, suggestions for practice and studies in the future are proposed.

Keywords: Coping strategies, emotional labor, job burnout, social workers

INTRODUCTION

Social workers are professional helpers who, when providing direct services, must express feelings intentionally, cultivate comfortable atmosphere, and assist the case owner express his or her emotional reactions freely. On the other hand, they have to understand the case owner's emotions and feelings to make suitable emotional reaction. That is to say, social workers' emotional presentation must follow specific rules, which are called "display rules" (Rafaeli & Sutton, 1991) derived from the behavioral norms regulated by the professional service organization. Meanwhile, they can also control the internal thinking and feelings to take deep acting as the professional demand requires, including emotional moderation, control, expression, and internalization (Ashforth & Humphrey, 1993; Brotheridge & Grandey, 2002; Morris & Feldman, 1996). On the basis of display rules, and through the external expressions of their own emotions (like facial expression, gesture, and tone) as well as measures like self-persuasion, imagination, and the like, people adjust their feelings in order to take emotionally deep actions that constitute emotional labor or "invisible weariness" (Jiang, 2002). Such emotional labor differs from brain labor and physical labor, and if situated in emotional labor for a long period of time, people tend to suffer from emotional exhaustion, leading to work

stress and job burnout (Ashforth & Humphrey, 1993; Morris & Feldman, 1997; Wharton, 1993). In nature, social work is a labor intensive industry, and in some studies, it has been found that social workers have poor laboring conditions, dissatisfaction in work, and turnover intention (Taiwan Association of Social Workers, 2012). However, studies are rarely conducted on social workers' emotional labor in respect with mental effort except labor effort, which implies the need of empirical study analysis to make up the gap in knowledge. Additionally, as mentioned above, situated in emotional labor for a long period of time will cause emotional exhaustion, work stress, and job burnout. As far as job burnout resulted from emotional labor is concerned, the researchers cut in from emotion management and conservation of resources, the former is considered as the main explanatory variable of job burnout, while job burnout is the most potential "invisible killer" for the professional service workers (Ashforth & Humphrey, 1993; Brotheridge & Grandey, 2002; Schaufeli, Maslach, & Marek, 1993). Such condition is the cause of insufficient social workers in grass root and the difficulty in carrying out social work, showing the need of empirical studies' clarifying whether social workers' emotional labor will influence their job burnout.

As far as emotional labor's constitution of work stress is concerned, as Sarros's (1988) research results showed, a lot of professional occupations with target at helping people can hardly avoid the stressful situations, and emotional labor in fact is a disguised work stress resource. To synthesize the literature from such angle can help find that many research results show work stress cause job burnout (Lee & Ashforth, 1996), which is alignment to the recounting that emotional labor will result in job burnout. On the other hand, in accordance with what Folkman and Lazarus (1988) recounted, coping strategies are the stress regulator; namely, use of coping strategies may change emotional labor's influence on job burnout. Particularly, adoption of positive coping strategies can usually reduce emotional labor's destructive extent, alleviate emotional labor's affect on job burnout (Lazarus & Folkman, 1984). Also, it is found in Yeh, Yang, and Pai's (2011) research that coping strategies have significant effects on reducing job burnout. Therefore, it is possible that positive coping strategies play the role of moderating variable in influence of emotional labor on job burnout. Unfortunately, relative studies are not prominent currently, and demand urgently for exploration, so that an outlet can be found in emotional labor's impact on job burnout to help social workers to decrease their job burnout as well as increasing the service quality.

To conclude, the purpose of this research is to probe into the relationship of social workers' emotional labor and job burnout, and the positive coping strategies' moderating effects.

THEORIES AND HYPOTHESES

The purpose of this research is to explore the moderating effect of the positive coping strategies in relationship of emotional labor and job burnout, so we described the implication of the three variables and then further recounted the relationship among the three variables.

Implication of emotional labor

Emotional labor was proposed by Hochschild (1979) for the first time, and defined as the personnel in the service industry devoted themselves according to what is required by the organization to management of personal management in order to present proper facial expressions and body language in the public occasion. It has been fully on the map in organizational behavior and organizational psychology for three decades (Grandey &

Gabriel, 2015), for it can be beneficial for employees, organizations, and customers (Humphrey, Ashforth, & Diefendorff, 2015).

According to Hochschild's (1979) viewpoint, emotional labor is regarded as a kind of role play of job. In order to meet the demand of role play in the professional service, one manages his or her own emotions. Meanwhile, this is also what Goffman (1959) extended the dramaturgy model of social interaction model with the metaphor of the dramatic performance process. The performance in the front stage is exactly on the basis of the recounting made by Hochschild, so-called showing appropriate facial expression and body language in the public occasion, and such extinguishment of the I in the front stage from that in the back stage has constituted the invisible burnout of emotional labor. So, emotional labor occurs in the work field, one contacts with others frequently, and obeys to the emotion display rules to express proper emotional behaviors and the corresponding psychological process (Ashforth & Humphrey, 1993; Morris & Feldman, 1996). What it means by obedience to emotion display rules refers to decoration and control of for the self emotions, while showing the corresponding psychological process means to control the internal thinking and feelings, and express the emotional deep layer of actions meeting the professional requirement (Brotheridge & Grandey, 2002; Morris & Feldman, 1996). In other words, emotional labor consists of two major dimensions-- the emotional surface layer of actions, and the emotional deep layer of actions. The emotional surface layer of actions relate to the way of the employee's decoration and control of personal emotional expressions, including the external change of body gestures or facial expressions without converting disguise of the individual's internal true feelings in order to react to the individual's work and living demand (Grandey, 2000; Mann, 1999). As to emotional deep layer of actions, they are a kind of internal disguise for the individual to start with the internal thinking and feeling system to make a thorough change of his or her original internal emotions and feelings, so that the internalized process of emotional management required by the organization can be achieved (Gross, 1998; Hochschild, 1983). To sum up, social worker includes two observatory dimensions-- surface-layer actions, and deep-layer actions.

Implication of job burnout

Job burnout is a major concern within the service industry (Tian et al, 2015), and a very common phenomenon in the helping professions. This syndrome can cause physical and psychological damage, reduce the job efficiency and motivation of the individual which leads to a sharp drop in the quantity and quality of caring services (Rezaei, Naderi, Mahmoudi, Rezaei, & Hashemian, 2015). Proposed by Freudenberg (1974) for the first time, it indicates that the professional personnel in helping tasks are unable to meet their own or the work demand, which results in emotional exhaustion or physical and/or mental weariness. Maslach, Schaufeli and Leiter (2001) brought Freudenberg's discourse to a full play, pointing out that job burnout is the symptom that the work overly consumes the individual's energy, physical strength, or other resources, leading to the individual demonstrates withdrawal and alienatedness from work and the state of emotional exhaustion.

To view from the definition of job burnout in the multidimensional syndrome, Maslach, Jackson and Leiter (1996) clearly stated that multidimensional syndrome of job burnout exists in three constructs; that is, emotional exhaustion, depersonalization, and low personal accomplishment. That is to say, the content of job burnout includes three dimensions of emotional exhaustion, depersonalization, and low personal accomplishment. Emotional exhaustion suggests that after overly consuming emotions, the individual fails to bear any

more emotional demand, and shows overextended and drained emotional reactions, and various kinds of mental and physical phenomena, such as energy exhaustion, physical strength declination, weariness, emotional exhaustion, loss of sense of trust and pleasure (Maslach, 1982; Maslach & Jackson, 1981; Maslach et. al., 1996). For example, depersonification indicates that after overly disguising the emotions, in addition to loss of the original service enthusiasm and attitudes, the individual gradually loses feelings for the relative others in his or her service job, becomes easily irritable or impatient in work situation and in the process of interacting with others, and proceeds interpersonal interaction by means of negative approaches like coldness and ironies (Maslach & Jackson, 1981, 1984; Maslach & Schoufeli, 1982; Maslach et. al., 1996).

Implication of positive coping strategies

To cut in from the coping strategies of work stress, the ultimate purpose aims to alleviate various kinds of negative influences brought by work stress, so the individual will adopt adaptation and solution approaches in cognitive and emotional behaviors to alleviate the pain brought by stress, and further help the individual develop professional personal development (Charles & Jennifer, 2010; Svetlana & Ekaterina, 2014).

Generally, it is found in the research that positive coping strategies can lesson threats and harms caused by stress, while negative coping strategies can simply reduce damages from stress (Lazarus & Folkman, 1984). Kausar and Munir's (2004) made clear claims that the individual's coping behaviors primarily involve emotional treatment and problem management treatment, just as Folkman (1984) and Lazarus & Folkman (1984) indicated that coping strategies can be divided into two, one is coping with the problematical focus, and the other is coping with the emotional focus. Among them, orientation of coping with problem solution is what Collins and Mowbray called positive strategies, while emotional treatment is so-called intermediate strategies, both not negative strategies, and both are effective strategies.

Relationship among emotional labor, job burnout, and coping strategies

Emotional labor's influence on job burnout

The early studies and discourses all asserted that both emotional surface layer of actions and emotional deep layer of actions cause job burnout. For example, Hochschild (1983) proposed the concept of emotional labor, and claimed that emotional labor will cause emotional exhaustion, the core part in job burnout; so emotional labor will lead to job burnout. In regard of emotional management perspective, the external emotional control of emotional labor leads to the individual's loss of the autonomy of emotional management. Since the individual gives away the real feelings in order to achieve his or her professional goals, he or she is filled with sense of frustration and powerless, and thus generates job burnout from deep inside his or her heart (Rafaeli & Sutton, 1989). In this regard, the perspective that both emotional surface layer and deep layer of actions will result in job burnout is supported by the empirical studies of Li and Chen (2006), Best, Downey and Jones (1997), and Wharton (1993). In other words, emotional labor in the emotional surface layer and deep layer of actions has positive correlation with job burnout, which suggests the likeliness of emotional labor as the antecedent variable that causes job burnout.

However, specific discourses and empirical studies hold different viewpoints. According to Grandey's (2000) perspective of emotion regulation, both emotional surface layer of actions

and emotional deep layer of actions involve different level of psychological mechanism. The former relates to separation of emotional expression from emotional feelings, which will generate stress and raise job burnout, while the latter achieves alignment of personal emotion regulation and the organizational emotion regulation under the premise of successful personal organization's socialization, which lessens job burnout. It is also found in the empirical studies of Brotheridge and Grandey (2002), Grandey (2003), Grandey, Foo, Groth and Goodwin (2012) that it is emotional surface layer of actions that cause job burnout, since emotional deep layer of actions will not affect job burnout.

For such inconsistency of research results, Bozionelos and Kiamou's (2008) research findings pointed out that the phenomenon that emotional deep layer of actions' do not affect job burnout only occurs at low-intensity of emotional deep layer of actions. In contrast, at high-intensity of emotional deep layer of actions, both emotional deep layer and emotional low surface of actions will trigger job burnout. In such condition, negative effect tends to take place in deep-layer actions. Overall, emotional labor should be able to cause social workers' job burnout, so this research has proposed that:

H1: Emotional labor has positive influence on job burnout.

Positive coping strategies' moderating effect

As stated in the findings of the previous empirical studies, according to Sarros's (1988) research aims to help people can scarcely avoid stressful situations; while Spetor and Jex's (1998) empirical studies' proposed that emotional labor's display rules involve "organizational constrain" and work demand, which constitute a kind of work stress by itself, which is aligned to Lee & Ashforth's (1996) research results, which indicate that work stress will lead to job burnout. Under such premises, it gets along with the recounting that emotional labor results in job burnout. In addition, he or she has to do endeavor to emotional disguise job with his or her own mental efforts. In such way, emotional labor may turn out to be a kind of distorted work stress that leads to job burnout. Since it is hard to change the emotional display rules constructed by the behavioral norms regulated by the professional service organization, in face of the threats and harms done by emotional labor, social workers can adopt positive coping strategies like rational thinking, emotional adaptation, and pursuit of support to alleviate work stress generated by emotional labor. As per Greenberg (1996), making good use of positive coping strategies is helpful for reducing the influence of stress on the individual, and lesson the individual's perception of work stress. Then, when work stress in emotional labor alleviates, the intensity of emotional labor's positive influence on job burnout may therefore be converted. Additionally, it has been found in the empirical studies that exertion of positive and effective coping strategies can increase the individual's psychological flexibility, help the individual to regulate the influence of emotional labor on job burnout (Biron & Veldhoven, 2012), so that it is extremely possible for positive coping strategies to play the role of moderating variable in social workers' relationship of emotional labor's influence on job burnout. In other words, in fact, positive coping strategies are a secondary explanatory variable with mediating function for job burnout. Consequently, Hypothesis 2 is proposed by this research as below:

H2: Positive coping strategies moderate the relationship between emotional labor and job burnout.

Research Design**Research subject**

The researchers extracted as the research subject the professional social workers and social work coordinators in Taiwan. With their agreement, we conducted tests for 384 persons as the research subject. The formal sample structure is as shown in Table 1.

Table 1 Sample structure in this research

Variable	Number of People	Rate%	Variable	Number of People	Rate%
Age			Year of Service		
(1) Under 30	173	45.05	(1) Under 5 years	183	47.66
(2) 31 to 40	148	38.54	(2) 6 to 10 years	117	30.47
(3) Above 41	63	16.41	(3) More than 11 years	84	21.88
Gender			Marital Status		
(1) Male	136	35.42	(1) Married	156	40.63
(2) Female	248	64.58	(2) Unmarried	228	59.38

Research tools

In this research, the Emotional Labor Scale, the Job Burnout Scale, and the Positive Coping Strategy Scale developed by this research were used. To begin with, the researchers considered social workers' actual working environment and their laboring conditions to develop the initial draft of the scales, while 5 thematic content experts started to evaluate the content validity in the stage of drafting the items. Next, adopting Likert four-point scale design, 1 to 4 points are given according to "Extremely Disagree", "Disagree", "Agree", and "Extremely Agree". In addition, following purposive sampling, we selected 150 social workers as the testees for pre-tests. Then, the psychometric analysis was conducted by factor analysis (by principal axis method to extract the factors), and oblique rotation was used to select the factor loading (λ) larger than .60. The psychometric analysis for the scales described below:

Emotional Labor Scale

According literature review, and Brotheridge & Grandey's (2002) Employee-focused Emotional Labor Scale's framework of classification and results of reliability and validity tests, this scale was divided into two factors: 1. Emotional surface layer of actions (4 items), λ is between .78-.85, $\alpha=.89$, and items are as "I will pay attention to my own emotional performance when meeting the case owner"; and 2. Emotional deep layer of actions (4 items), λ ranges between .70-.82, $\alpha=.87$, and items are as "Even if the case owner is irrational, I can think from his or her own point-of-view". The total explanatory variance of the 8 items is 74.48%, and the total Cronbach's $\alpha=.90$.

Job Burnout Scale

On the basis of literature discussion, and Maslach and Jackson's (1984) Job Burnout in Professional Helping Job's factor structure, the results of pretest are classified into three factors: 1. Emotional exhaustion (4 items): λ is between .81-.89, $\alpha=.90$, and items are as "Trivial work has made me tired"; 2. De-personification (4 items): λ is between .70-.82, $\alpha=.85$,

and items are as "I am blind to the harm experienced by the case owner"; and 3. Low sense of achievement (4 items): λ is between .80-.88, $\alpha=.88$, and items are as "I can hardly feel sense of achievement in my job". The total explanatory variance of the 8 items is 78.82%, and the total Cronbach' $\alpha=.91$.

Positive Coping Strategy Scale

In accordance with Wu, Chen, and Yao's (2008) Proactive Coping Scale, the pre-tests were completed. The results of reliability and validity tests were categorized into three factors: 1. Rational thinking (4 items): λ is between .77-.88, $\alpha=.87$, and items are as "I feel emotional disguise is basic social courtesy"; 2. Emotional adaptation (4 items): λ is between .81-.89, $\alpha=.90$, and items are as "When work stress becomes too much, I will arrange some leisure activities to release stress"; and 3. Seek for support (4 items): λ is between .71-.88, $\alpha=.88$, and items are as " When work stress becomes too much, I will seek support and comfort from good friends". The total explanatory variance of the 12 items is 80.62%, and the total Cronbach' $\alpha=.89$.

Data Analysis

With SEM, we analyzed influence of social workers' emotional labor on job burnout, and the moderating effect of coping strategies in the influential relationship between social workers' emotional labor and job burnout.

RESULTS AND DISCUSSION

Social workers' emotional labor's influence on job burnout

To compare hypothesis model with null model(see Table 2), the hypothesis mode is better. χ^2 / df, RMSEA, GFI, NNFI, CFI meet the criterion, it means the hypothesis mode is in good fitness. And the path coefficient is positive($r=.61$, $t=9.74$, $p=.003$) (see Fig. 1), so the H1 is supported.

Table 2 Goodness-of-Fit of hypothesis model

Model	χ^2	p	df	χ^2/df	RMSEA	GFI	NNFI	CFI
Null model	1136.71	-	10	-	-	-	-	-
Hypothesis Model	7.01	.15	4	1.75	.04	.99	.98	.99
Ideal value	The smaller the better	nonsignificant		<3	<.08	>.9	>.9	>.9

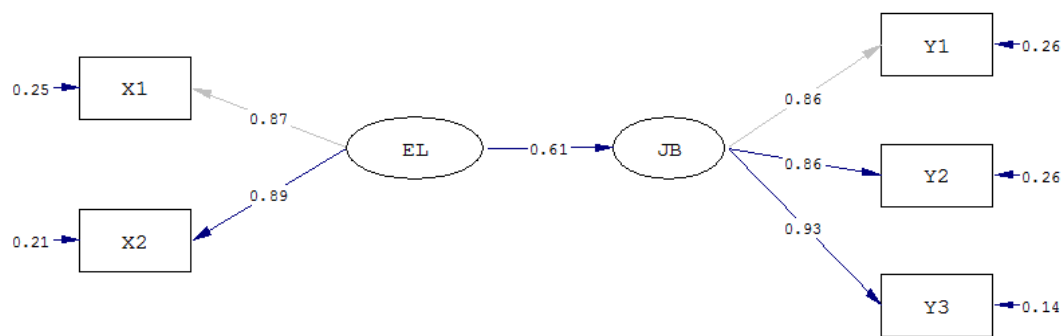


Fig. 1 The path of social workers' emotional labor on job burnout (Standardized Solution)

Note: EL= emotional labor. JB= job burnout. X1 = surface acting. X2= deep acting. Y1= emotional exhaustion. Y2= depersonalization. Y3= low personal accomplishment.

To further probe into relationship between emotional surface layer of actions/ emotional deep layer of actions and job burnout, we adopted multiple-indicators/ multiple-causes model (MIMIC) analysis(see Fig. 2), and obtained the path coefficients $.51(p<.001)$ and $.52(p<.001)$, both reaching significant standard.

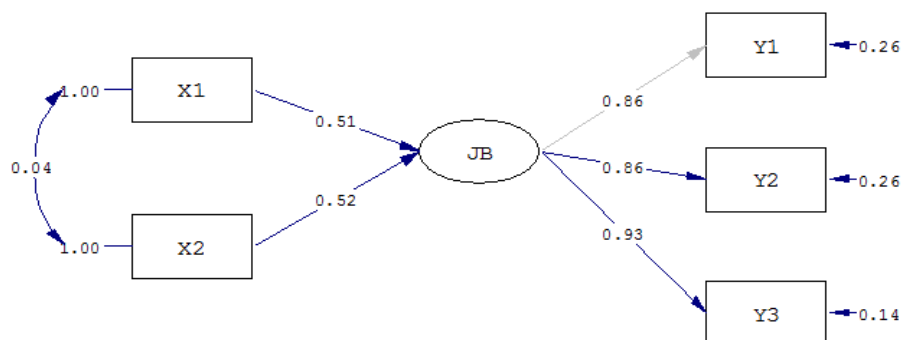


Fig. 2 The path of surface acting and deep acting on job burnout (Standardized Solution)

Note: JB= job burnout. X1 = surface acting. X2= deep acting. Y1= emotional exhaustion. Y2= depersonalization. Y3= low personal accomplishment.

The moderating effect of positive coping strategies for relationship between social workers' emotional labor and job burnout

H1 is supported, and then further to verify H2. According to Kenny and Judd(1984) view, We add a latent variable for interactive effect, that is “the observatory indicator of positive coping strategies” times “the ones of emotional labor.” Besides, to avoid the problem of multicollinearity, We used mean-centering to replace the raw score before conducting paired multiplication (Chin, Marcolin, & Newsted, 2003).

According to Table 3, goodness-of-fit of hypothesis model is acceptable, and the path coefficient of ITT for job burnout is $\gamma=-.61$ ($t=7.07$, $p=.006$). In other words, positive coping strategies indeed moderate the relationship of emotional labor and job burnout.

Table 3 Goodness-of-Fit of hypothesis model on positive coping strategies' regulation for influence of emotional labor on job burnout

Model	χ^2	<i>p</i>	df	χ^2/df	RMSEA	GFI	NNFI	CFI
Null Model	8060.76	-	91	-	-	-	-	-
Hypothesis Model	205.87	.000	71	2.89	.07	.92	.96	.97
Ideal value	The smaller the better	nonsignificant		<3	<.08	>.9	>.9	>.9

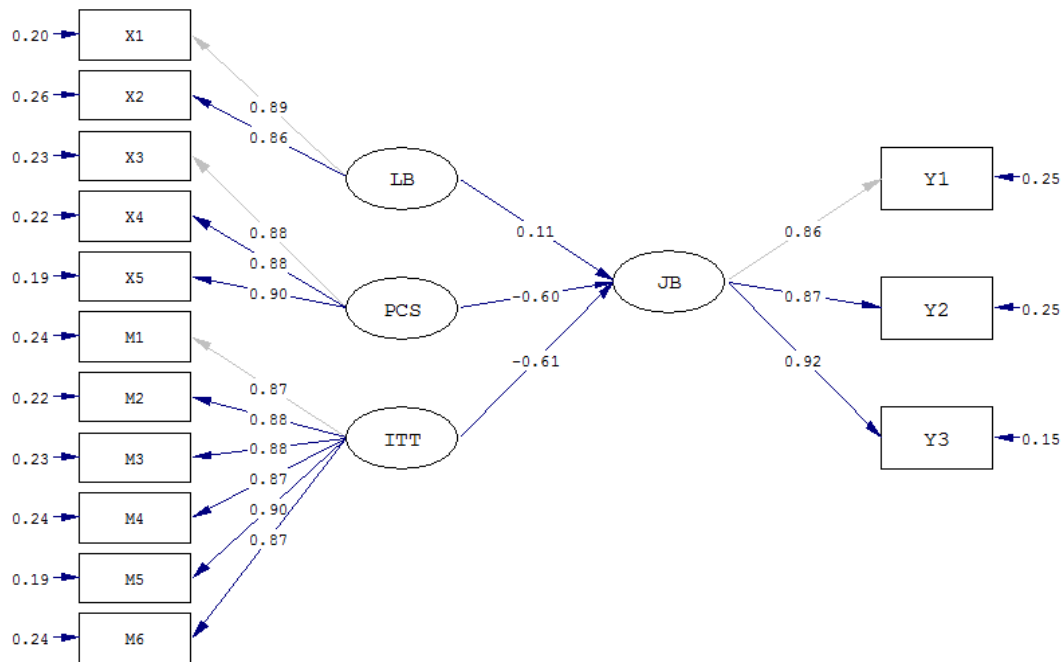


Fig. 3 The moderating effect of positive coping strategies for influence of social workers' emotional labor on job burnout (Standardized Solution)

Note: EL= emotional labor. JB= job burnout. PCS= positive coping strategies. ITT= interaction term. X1 = surface acting. X2= deep acting. X3= reasoning thinking. X4=emotional adjustment. X5=seeking for support. M1=X1*X3. M2=X1*X4. M3=X1*X5. M4=X2*X3. M5=X2*X4. M6=X2*X5. Y1= emotional exhaustion. Y2= depersonalization. Y3= low personal accomplishment.

In order to demonstrate such moderating effect, we added and subtracted a standard deviation to the average score of the Positive Coping Strategy Scale to distinguish as the high and low level of positive coping groups, and conducted regression analysis of emotional labor on job burnout in those two groups. The analytical results are as Fig. 4 shows. High level of positive coping group's standardized predictive formula is Job Burnout=.61×Emotional Labor, and low level of positive coping group's standardized predictive formula is Job Burnout=.80 × Emotional Labor, showing that there is significant difference in the slope that is influenced by high and low level of positive coping groups' negative gossip in workplace. In other words, in face of higher emotional labor stress, social workers with higher level of positive coping strategy usage are influenced to smaller extent in respect with job burnout. In contrast, social workers with lower level of positive coping strategy usage are influenced to larger extent in face of emotional labor's stress in respect with job burnout.

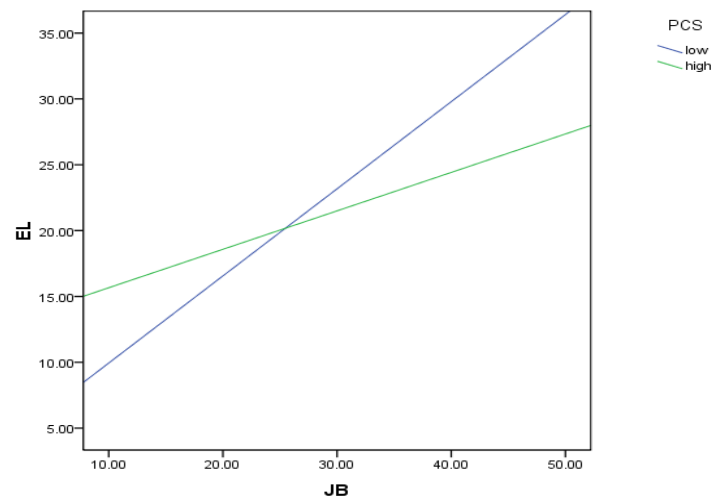


Fig. 4 The regression line of emotional labor predict job burnout

Note: EL= emotional labor. JB= job burnout. PCS= positive coping strategies.

DISCUSSION

The present study finds that H1 is support, regardless of emotional surface layer of actions or emotional deep layer of actions. As to Bozionelos & Kiamou's (2008) research findings, they indicated that the phenomena that emotional deep layer of actions will not influence on job burnout will occur only when intensity of emotional deep layer of actions is low. However, with high intensity of emotional deep layer of actions, both deep layer and surface layer of actions will trigger job burnout. Owing to that social workers' emotional deep layer of actions subordinate with high intensity of emotional labor, it implies that social workers' emotional role play of the internalized social work norms is not easy to achieve.

This present study also finds that H2 is supported, it illustrates that when social workers encounter emotional labor, the disguised work stress, they need to take positive and effective coping strategies to alleviate the psychological harm, and lesson the positive influence on job burnout.

Overall, in the professional assistive work, in the working field where the helper contact with the service receivers frequently, they have to obey to emotional display rules, show proper emotional behaviors and the corresponding psychological process, leading to emotional labor transformed into a kind of disguised work stress that brought up heavy burden of job burnout. In this sense, social workers can utilize those positive coping strategies to reduce job burnout resulted from emotional labor and self-raise laboring conditions. Among those strategies, rational thinking re-interpret the problem through positive thinking, emotional adaptation balances nervousness and conflict caused by emotional disguise through emotion transfer or alleviation, and support seeking lessons harm done by stress through substantial and emotional social support. system is constructed to offer formal social support to the organization or official, including evaluative To view from the framework of academic studies, the results of this research support the reasonability of positive coping strategies' functioning as the moderating variable in the process of stress, along with justification that positive coping strategies can reduce the ill outcomes caused by stress (Siu, Spector, Cooper, Lu, & Yu, 2002).

CONCLUSIONS AND SUGGESTIONS

According to SEM analytical results, social workers' emotional labor and job burnout have significantly positive correlation in the way that emotional labor leads to job burnout. Also, there is significantly positive correlation between emotional surface-layer actions and emotional deep-layer actions and job burnout. And we also find that In latent correlation between social workers' emotional labor and job burnout, positive coping strategies play the role of the moderating variable, which significantly lesson job burnout resulted from emotional labor. As to the regression analysis results, it is clearly shown that social workers using higher level of positive coping strategies experience job burnout with lower level of negative influence. On the other hand, in face of threat from stress in emotional labor, social workers using lower level of positive coping strategies experience job burnout with greater negative influence.

Based on the findings, we suggest that social workers tend to perceive higher emotional labor, which positively influences social workers' job burnout. It is not only uneasy but also impractical to intend to reduce emotional labor from the source. Therefore, social workers have better employ positive coping strategies in respect with rational thinking, emotional adaptation, and support seeking to moderate job burnout caused by emotional labor.

As for the further study, in regard of moderating effect of positive coping strategies in influence of emotional labor on job burnout, this research considers emotional labor as a source of work stress of the professional helpers in accordance with the foundation of empirical studies. Then, based on the recounting of stress coping strategies, the positive and effective coping strategies are assumed as the stress regulator, and are therefore capable to change the influence degree of emotional labor on job burnout. To cut in from recounting of stress coping strategies and the empirical research framework, as positive and effective coping strategies are capable of changing the degree of emotional labor's influence on job burnout, such strategies can relax stress in themselves, and reduce job burnout as well as emotional labor. As a result, emotional labor' destruction on such work stress can be reduced by those strategies, while emotional labor's influence on job burnout can be lessened.

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