

Influential Article Review - Fatigue and Psychological Expectations in China A Broad Inquiry into Occupation

Candice Baldwin

Cora Moss

This paper examines journal research. We present insights from a highly influential paper. Here are the highlights from this paper: As the Chinese economy moves toward a market-based model, employees are likely to face more emotional demands and exhaustion at work. However, there are some unique aspects to the emotional demands of work in the Chinese cultural context. We investigate emotional demands and exhaustion in China with a large-scale sample across the six major occupations identified by the Holland classification system. Results show that incumbents of social and enterprising jobs face higher emotional demands. Unexpectedly, exhaustion differs significantly between conventional and other types of jobs. Building on the Job Demand-Resources (JD-R) model, job crafting and the cultural context, we propose that the nonlinear relationship of emotional demands and exhaustion exists only when emotional intelligence is low. Our study may inform practitioners and policy makers in Chinese enterprises about emotional demands and exhaustion for various occupations and the importance of selection and training programs in emotional intelligence. For our overseas readers, we then present the insights from this paper in Spanish, French, Portuguese, and German.

Keywords: Exhaustion, Burnout, Emotional demands, Emotional intelligence, JD-R model

SUMMARY

- The present study is a relatively large-scale investigation conducted in China across six occupational types classified according to the Holland model. We found that social occupations face the highest emotional demands as expected. Thus, H1a is supported, which is consistent with the JD-R model as well. Enterprising occupations also scored relatively higher on emotional demands than other occupations except for social occupations. These findings expand our knowledge about emotional demands across occupations not addressed in the extant literature. For exhaustion, H2a is not supported. Unexpectedly, we only found that exhaustion for conventional occupations is significantly lower than other ones. One possible reason for this finding may be due to the uniqueness of the cultural context. The dialectical expression of emotions, a feature of the Chinese context, incorporates both a high likelihood of co-occurrence of negative and positive emotions, and a greater ease when emotional complexity is experienced. That is, Chinese, although in an occupation with high emotional demands, which indicate high social pressure to perform «display rules», may be relatively accustomed to handle such emotional complexity, or even emotional dissonance. In the literature on exhaustion, emotional dissonance is the discrepancy

between authentic and displayed emotions as part of the job . The higher the emotional demands, the more emotional dissonance will occur. However, Chinese may be more likely to feel at ease to deal with the dissonance. Therefore, compared to low emotionally demanding occupations, people who are in occupations with high emotional demands may not suffer more emotional dissonance.

- Theoretically, our paper contributes to the literature in three ways. First, the present large-scale investigation contributes to an understanding of emotional demands and exhaustion in China. It appears that as the Chinese economy moves toward a more market-based model, emotional demands and exhaustion are unavoidable although the Chinese cultural context has a unique impact. By understanding the cultural context, it may help us better understand how Chinese people will react to emotional demands and exhaustion. Future research may follow this direction and incorporate the specific business and cultural context in studying the phenomenon of emotional demands and exhaustion.
- Regarding practical contributions, the present large-scale investigation attempts to provide a more comprehensive picture of emotional demands and exhaustion across occupations in China. This may inform professional practitioners as to the characteristics of different occupations and differential risks of burnout. For example, organizations should provide more resources for the incumbents of social occupations to understand and deal with intense emotional demands to better perform their jobs, an area often neglected by traditional management in Chinese organizations. Moreover, we found that enterprising occupations also scored relatively high on emotional demands. This occupation has not previously been reported as having high emotional demands . This finding implies that organizations should provide appropriate external resources for these employees, which may have been neglected in the past.
- Two limitations of this study must be noted. First, as an initial effort to apply the JD-R model in the Chinese context, we examined only one type of job demand and one type of job resource .

HIGHLY INFLUENTIAL ARTICLE

We used the following article as a basis of our evaluation:

Peng, K. Z. (2017). Exhaustion and emotional demands in China: A large-scale investigation across occupations. *Frontiers of Business Research in China*, 11(1), 1–17.

This is the link to the publisher’s website:

<https://fbr.springeropen.com/articles/10.1186/s11782-017-0003-9>

INTRODUCTION

The Chinese economy is moving toward a more market-orientated model from a planning economy, and companies are working to improve services to both internal and external customers (Chow 2015). As a result, Chinese employees are likely to face more job demands in their work than ever before (Bakker and Demerouti 2007). According to the Job Demands-Resources (JD-R) model (Demerouti, Bakker, Nachreiner, and Schaufeli 2001; Bakker and Demerouti 2007), which is one of the most popular conceptual frameworks in studying employee burnout and exhaustion, the requirements for more prescribed emotions may be more likely to lead to exhaustion (Brotheridge and Grandey 2002; Grandey 2000; Morris and Feldman 1996; Zapf 2002), which is the core component of burnout. While this issue has been widely discussed in western societies (Schaufeli, Leiter, and Maslach 2009), it has gained attention in China only in the past decade (Jiang and Li 2004). Studies on Chinese employees’ exhaustion are so far limited to occupations such as nursing and teaching (e.g., Whittington and Higgins 2002; Hao, Hong, Xu, Zhou, and Xie 2015; Zhang, Huang, and Guan 2014). Yet exhaustion is not limited to “people work” or “human service” occupations (e.g., Schaufeli and Maslach 1993; Schaufeli et al. 2009; Brotheridge and Grandey 2002) in market-based economies. China is also experiencing these trends, and a greater variety of jobs are

now available that may be emotionally demanding, which in turn may lead to exhaustion according to the JD-R model. Empirically, however, we lack a complete understanding of the current situation on this issue, especially across various occupations.

At the same time, we are also interested in the unique pattern of emotional demands and exhaustion in China. Emotional expression is usually subject to specific cultural contexts (e.g., Law, Wong, and Song 2004). For example, Markus and Kitayama (1991) point out that people in independent-based western societies and interdependent-based Chinese society may display emotions in different ways. In China, social norms emphasize “harmony” within a certain social context or group while emotions experienced by individuals are minor and are either neglected or suppressed if they deviate from the group norm (Brockover 1995; Hansen 1992; Shweder and Bourne 1984). As a result, Chinese people tend to use dialectical ways of representing emotions rather than “show” and/or “represent” emotions obviously to oneself or in a social situation (Bagozzi, Wong, and Yi 1999; Wong, and Bagozzi 2005). Therefore, Chinese may have different patterns in perceiving emotional demands and/or exhaustion in various occupations. Specifically, will Chinese feel more demands if they are more socially pressured to display a particular type of emotion in a certain occupation? With the same logic, will Chinese experience more exhaustion if they are in occupations which have strict requirements for “display rules”? These are important research questions. However, we have limited knowledge of the specific pattern of experience of emotional demands and exhaustion among Chinese (Jiang and Li 2004), which requires a large-scale investigation that includes various occupations to explore the answer.

Furthermore, it is important to explore how exhaustion may be controlled among Chinese employees to help maintain employee wellbeing and improve productivity (Schaufeli and Enzmann 1998). According to the JD-R model (Demerouti, Bakker, Nachreiner, and Schaufeli 2001; Bakker and Demerouti 2007), job resources can help reduce the negative impact of emotional demands on exhaustion (e.g., Bakker, Demerouti, and Verbeke 2004). Considering that emotional intelligence is an important resource (Mayer, Caruso, and Salovey 1999) and has been investigated in the Chinese context (e.g., Law, Wong, Huang, and Li 2008; Peng, Wong, and Che 2010), we further examine whether and how exactly this resource can reduce the impact of emotional demands on exhaustion for Chinese employees. We will mainly build on the JD-R model and borrow from job crafting literature to investigate the possible relationships between the demands, resources, and exhaustion in Chinese culture, in which emotional expression is different from the West (Bagozzi, Wong, and Yi 1999; Wong, and Bagozzi 2005). This research may benefit Chinese companies by providing guidance for human resources practices in how to adopt the recommendations of the emotional intelligence literature to select and train employees on emotional intelligence when jobs have high emotional demands (e.g., Clarke 2006; Slaski and Cartwright 2003).

Therefore, I would like to contribute to the literature in the following three major ways: 1) By including six categories of occupation based on the Holland model and considering emotions in the Chinese cultural context, our research may provide more comprehensive empirical support to the basic arguments of the JD-R model, and explore how Chinese people experience and perceive emotional demands and exhaustion differently from westerners; 2) we further specifically include three typical types of social jobs in our investigation to enrich our empirical knowledge of the applicability of the JD-R model to social occupations in China; and 3) conceptually, our study also contributes to the JD-R model by incorporating job crafting in the Chinese context and examines the specific mechanism of the moderating role of emotional intelligence, in which both linear and nonlinear relationships are hypothesized.

CONCLUSION

Through the lens of the unique Chinese culture of emotional expression, our research provides a more comprehensive picture on how Chinese people experience, perceive and react to emotional demands and exhaustion based on a large-scale sample ($n = 703$) across Holland’s six major occupation types. By incorporating job crafting in the Chinese context, our research enriches the JD-R model in examining the specific moderating role of emotional intelligence.

APPENDIX

FIGURE 1
MODERATING EFFECT OF EMOTIONAL INTELLIGENCE (EI) ON THE RELATIONSHIP
BETWEEN EMOTIONAL DEMANDS AND EXHAUSTION

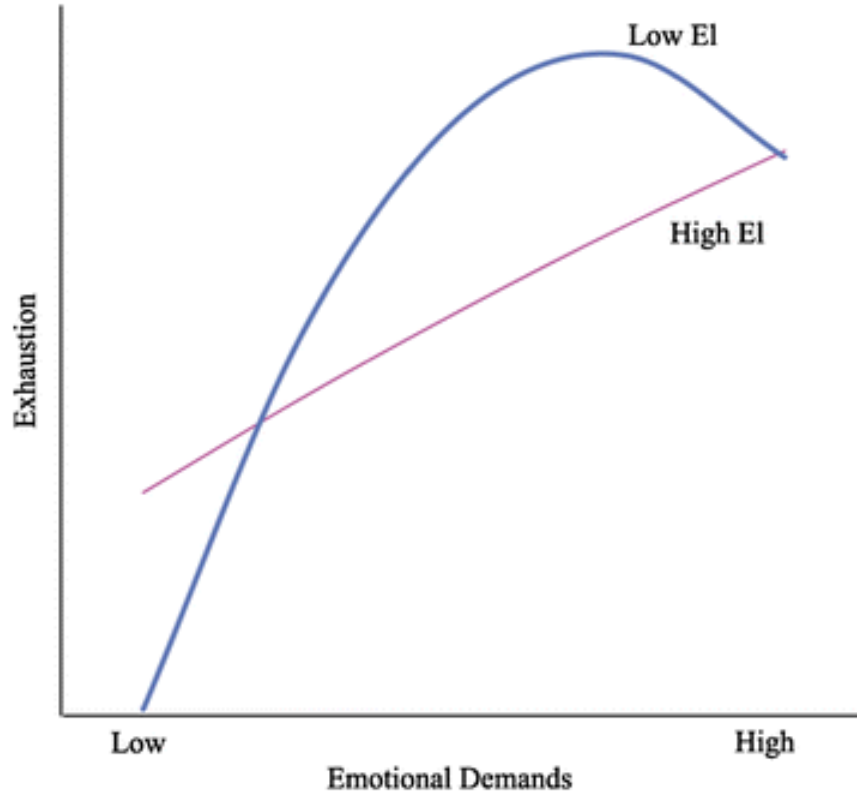


TABLE 1
INFORMATION OF THE SAMPLED OCCUPATIONS

Occupation type	Type of organization	No. of valid respondents
Manual worker (Realistic)	State-owned manufacturing company	97
Researchers (Investigative)	Research center governed by central government	107
Art designer (Artistic)	Privately owned advertising company	75
Middle-level managers (Enterprising)	State-owned large construction company	104
Clerks (Conventional)	Provincial government	111
Waiter/waitress	Joint venture hotel (four-star)	98
Sales Representative	Privately owned shopping mall	96
	Public hospital	46

Nurse (Social)		
-------------------	--	--

TABLE 2
DEMOGRAPHICS OF THE RESPONDENTS

Demographic variables	Categories	No. of respondents	Valid percentage
Gender	Male	327	46.5
	Female	300	42.7
	Missing data	76	10.8
Age (years)	<20	13	1.8
	21–30	251	35.7
	31–40	267	38.0
	41–50	120	17.1
	51–60	47	6.7
	≥ 61	5	0.7
Job tenure (years)	>1	44	6.3
	1–5	207	29.4
	6–10	160	22.8
	11–20	174	24.8
	>20	41	5.8
	Missing data	77	11.0
Education	≤High school	157	22.3
	Diploma	177	35.2
	Bachelor	267	38.0
	Master or above	25	3.6
	Missing	77	11.0

TABLE 3

DESCRIPTIVE STATISTICS AND CORRELATIONS AMONG MEASURES

	Mean (SD)	1	2	3	4	5	6	7	8
1. Gender	--	--							
2. Age	--	-0.07	--						
3. Tenure	--	-0.06	0.70**	--					
4. Education	--	-0.11*	0.02	-0.11*	--				
5. SS	3.80 (0.63)	0.11*	-0.05	-0.01	0.00	(0.85)			
6. EI	21.09 (8.43)	0.06	0.00	-0.07	0.08	0.40**	(0.76)		
7. ED	127.23 (21.07)	0.05	-0.07	-0.06	-0.02	0.33**	0.16**	(0.88)	
8. EX	16.11 (3.95)	-0.04	0.03	0.07	-0.07	-0.21**	-0.28**	0.31**	(0.78)

* and ** are significantly different from zero at the 5 and 1% level respectively; numbers in parentheses are coefficient alphas; SS = social support; EI = emotional intelligence; ED = emotional demands; EX = exhaustion; SD = standard deviation

TABLE 4
DIFFERENCES IN EMOTIONAL DEMANDS AND EXHAUSTION AMONG THE SIX TYPES OF OCCUPATIONS

Occupations	ED (Mean)	F value	EX (Mean)	F value
Social (<i>n</i> = 209)	134.21	12.22**	16.37	3.90**
Enterprising (<i>n</i> = 104)	132.47		16.44	
Conventional (<i>n</i> = 111)	121.29		14.80	
Investigative (<i>n</i> = 107)	124.05		16.01	
Artistic (<i>n</i> = 75)	118.35		15.81	
Realistic (<i>n</i> = 97)	123.75		16.99	

* and ** are significantly different from zero at the 5 and 1% level respectively; ED = emotional demands; EX = exhaustion

TABLE 5
POST-HOC COMPARISON OF EMOTIONAL DEMANDS ACROSS THE SIX OCCUPATION TYPES

		Mean difference
Social	Realistic	10.46**
	Investigative	10.16**
	Conventional	12.92**
	Artistic	15.86**
Enterprising	Realistic	8.72**
	Investigative	8.42**
	Conventional	11.18**
	Artistic	14.12**

* and ** are significantly different from zero at the 5 and 1% level respectively

TABLE 6
POST-HOC COMPARISON OF EXHAUSTION ACROSS THE SIX OCCUPATION TYPES

		Mean difference
Conventional	Realistic	-2.19**
	Investigative	-1.21*
	Artistic	-1.01
	Social	-1.57**
	Enterprising	-1.64**

* and ** are significantly different from zero at the 5 and 1% level respectively

TABLE 7
POST-HOC TEST OF EMOTIONAL DEMANDS AND EXHAUSTION OF THREE JOBS IN THE SOCIAL OCCUPATION CATEGORY

	Three types of social jobs		Mean difference
<i>ED</i>	Nurse	Waiter/waitress	20.62**
		Sales	16.32**
<i>EX</i>	Sales	Waiter/waitress	-1.69**
		Nurse	-1.58

* and ** are significantly different from zero at the 5 and 1% level respectively; ED = emotional demands; EX = exhaustion

TABLE 8
REGRESSION ANALYSIS OF MODERATED NONLINEAR RELATIONSHIP BETWEEN
EMOTIONAL DEMANDS AND EMOTIONAL INTELLIGENCE ON EXHAUSTION

	Dependent variable: <i>EX</i>		
	Model 0	Model 1	Model 2
Control Variables			
Occupation	-0.10*	0.01	0.22
Gender	-0.02	-0.02	-0.02
Age	0.01	-0.01	-0.01
Tenure	0.03	0.10	0.08
Education	-0.04	-0.07	-0.05
Social Support	-0.20**	-0.30**	-0.22**
Independent Variables			
<i>ED</i>	--	0.44**	0.44**
<i>ED</i> ²	--	-0.12**	-0.12**
<i>EI</i>	--	--	-0.27**
<i>ED</i> * <i>EI</i>	--	--	-0.08
<i>ED</i> ² * <i>EI</i>	--	--	0.11*
<i>R</i> ²	0.04**	0.21**	0.25**
ΔR^2	--	0.16**	0.05**

* and ** are significantly different from zero at the 5 and 1% level respectively; EI = emotional intelligence; ED = emotional demands; SS = social support; EX = exhaustion

REFERENCES

- Aiken, L. S., & West, S. G. (1991). *Multiple regression: Testing and interpreting interactions*. Newbury Park: Sage.
- Bagozzi, R. P., Wong, N., & Yi, Y. (1999). The role of culture and gender in the relationship between positive and negative affect. *Cognition and Emotion*, 13(6), 641–672.
- Bakker, A. B., & Demerouti, E. (2007). The job demands-resources model: State of the art. *Journal of Managerial Psychology*, 22(3), 309–328.
- Bakker, A. B., Demerouti, E., & Verbeke, W. (2004). Using the job demands-resources model to predict burnout and performance. *Human Resource Management*, 43(1), 83–104.
- Baruch-Feldman, C., Brondolo, E., Ben-Dayana, D., & Schwarz, J. (2002). Sources of social support and burnout, job satisfaction, and productivity. *Journal of Occupational Health Psychology*, 7(1), 84–93.
- Berg, J. M., Dutton, J. E., & Wrzesniewski, A. (2008). What is job crafting and why does it matter. Ross School of Business, Regents of the University of Michigan. <http://positiveorgs.bus.umich.edu/wp-content/uploads/What-is-Job-Crafting-and-Why-Does-it-Matter1.pdf>. Accessed August 2015.
- Bockover, M. I. (1995). The concept of emotion revisited: A critical synthesis of Western and Confucian thought. In J. Marks & R. T. Ames (Eds.), *Emotions in Asian thought* (pp. 161–180). New York: State University of New York Press.
- Brotheridge, C. M., & Grandey, A. A. (2002). Emotional labor and burnout: Comparing two perspectives on ‘people work’. *Journal of Vocational Behavior*, 60, 17–39.
- Cheung, F. Y. L., & Tang, C. S. K. (2007). The influence of emotional dissonance and resources at work on job burnout among Chinese human service employees. *International Journal of Stress Management*, 14(1), 72–87.
- Chow, G. C. (2015). *China’s economic transformation* (3rd ed.). Malden: Wiley-Blackwell.
- Clarke, N. (2006). Emotional intelligence training: A case of caveat emptor. *Human Resource Development Review*, 5(4), 422–441.
- Cordes, C. L., & Dougherty, T. W. (1993). A review and an integration of research on job burnout. *The Academy of Management Review*, 18(4), 621–656.
- Demerouti, E., Bakker, A. B., Nachreiner, F., & Schaufeli, W. B. (2001). The job demands-resources model of burnout. *Journal of Applied Psychology*, 86(3), 499–512.
- Dunbar, R. L. M., & Wasilewski, N. (1985). Regulating external threats in the cigarette industry. *Administrative Science Quarterly*, 30, 540–559.
- Goetz, J., Spencer-Rodgers, J., & Peng, K. (2008). Dialectical Emotions: How cultural epistemologies influence the experience and regulation of emotional complexity. In R. Sorrentino & S. Yamguchi (Eds.), *Handbook of motivation and cognition across cultures*. Cambridge: Academic.
- Grandey, A. A. (2000). Emotional regulation in the workplace: A new way to conceptualize emotional labor. *Journal of Occupational Health Psychology*, 5(1), 95–110.
- Grandey, A., Foo, S. C., Groth, M., & Goodwin, R. E. (2011). Free to be you and me: A climate of authenticity alleviates burnout from emotional labor. *Journal of Occupational Health Psychology*, 17(1), 1–14.
- Grandey, A., Foo, S. C., Groth, M., & Goodwin, R. E. (2012). Free to be you and me: a climate of authenticity alleviates burnout from emotional labor. *Journal of Occupational Health Psychology*, 17(1), 1–14.
- Hansen, C. (1992). *A Daoist theory of Chinese thought*. New York: Oxford University Press.

- Hao, S., Hong, W., Xu, H., Zhou, L., & Xie, Z. (2015). Relationship between resilience, stress and burnout among civil servants in Beijing, China; Mediating and moderating effect analysis. *Personality and Individual Differences*, 83, 65–71.
- Heuven, E. M., & Bakker, A. B. (2003). Emotional dissonance and burnout among cabin attendants. *European Journal of Work and Organizational Psychology*, 12(1), 81–100.
- Hochschild, A. R. (1983). *The managed heart*. Berkeley: University of California Press.
- Jiang, X. J., & Li, H. (2004). Service industry and China's economy: Correlation and potential of faster growth. *Economic Research*, 1, 4–15.
- Karasek, R., Gordon, G., Pietrokovsky, C., Frese, M., Pieper, C., Schwartz, J., Fry, L., & Schirer, D. (1985). *Job content instrument: Questionnaire and user's guide*. Los Angeles: University of Southern California.
- Law, K. S., Wong, C. S., & Song, L. (2004). Construct validity of emotional intelligence: Its potential utility of management studies. *Journal of Applied Psychology*, 89(3), 483–496.
- Law, K. S., Wong, C. S., Huang, G., & Li, X. (2008). The effects of emotional intelligence on job performance and life satisfaction for the research and development scientists in China. *Asia Pacific Journal of Management*, 25(1), 51–69.
- Leiter, M. P., & Maslach, C. (1988). The impact of interpersonal environment on burnout and organizational commitment. *Journal of Organizational Behavior*, 9(4), 297–308.
- Li, C. P., & Shi, K. (2003). The influence of distributive justice and procedural justice on job burnout. *Acta Psychologica Sinica*, 35(5), 677–684.
- Li, Y., Ashkanasy, N. M., & Ahlstrom, D. (2014). The rationality of emotions: A hybrid process model of decision-making under uncertainty. *Asia Pacific Journal of Management*, 31(1), 293–308.
- Liu, J., He, Z., & Yu, L. (2013). Meta-analysis of teachers' job burnout in China. In S. Li, Q. Jin, X. Jiang, & J. J. J. H. Park (Eds.), *Frontier and future development of information technology in medicine and education* (pp. 1771–1778). Netherlands: Springer Science and Business Media.
- Markus, H. R., & Kitayama, S. (1991). Culture and the self: Implications for cognition, emotion, and motivation. *Psychological Review*, 98(2), 224.
- Maslach, C., Schaufeli, W. B., & Leiter, M. P. (2001). Job burnout. *Annual Review of Psychology*, 52(1), 397–422.
- Mayer, J. D., & Salovey, P. (1997). What is emotional intelligence? In P. Salovey & D. Sluyter (Eds.), *Emotional development and emotional intelligence: Implications for educators* (pp. 3–31). New York: Basic Books.
- Mayer, J. D., Caruso, D. R., & Salovey, P. (1999). Emotional intelligence meets traditional standards for an intelligence. *Intelligence*, 27(4), 267–298.
- Morris, J. A., & Feldman, D. C. (1996). The dimensions, antecedents, and consequences of emotional labor. *Academy of Management Review*, 21(4), 986–1010.
- Peng, K. Z., Wong, C. S., & Che, H. S. (2010). The missing link between emotional demands and exhaustion. *Journal of Managerial Psychology*, 25(7), 777–798.
- Podsakoff, P. M., Mackenzie, S. B., Lee, J. Y., & Podsakoff, N. P. (2003). Common method biases in behavioral research: A critical review of the literature and recommended remedies. *Journal of Applied Psychology*, 88(5), 879–903.
- Rutter, D. R., & Fielding, P. J. (1988). Sources of occupational stress: An examination of British prison officers. *Work and Stress*, 2(4), 291–299.
- Schaubroeck, J., & Jones, J. R. (2000). Antecedents of workplace emotional labor dimensions and moderators of their effects on physical symptoms. *Journal of Organizational Behavior*, 21(2), 163–183.
- Schaufeli, W. B., & Enzmann, D. (1998). *The burnout companion to study and practice*. London: Taylor & Francis.
- Schaufeli, W. B., & Maslach, C. (1993). Historical and conceptual development of burnout. In W. B. Schaufeli, C. Maslach, & T. Marek (Eds.), *Professional Burnout: Recent Developments in Theory and Research* (pp. 1–16). Washington: Taylor & Francis, DC.

- Schaufeli, W. B., Leiter, M. P., & Maslach, C. (2009). Burnout: 35 years of research and practice. *Career Development International*, 14(3), 204–220.
- Schaufeli, W. B., Leiter, M. P., Maslach, C., & Jackson, S. E. (1996). The Maslach Burnout Inventory-general survey. In C. Maslach, S. E. Jackson, & M. P. Leiter (Eds.), *Maslach Burnout Inventory* (3rd ed.). Palo Alto: Consulting Psychologists Press.
- Shweder, R. A., & Bourne, E. J. (1984). Does the concept of the person vary cross-culturally? In R. A. Shweder & R. A. LeVine (Eds.), *Culture theory: essays on mind, self, and emotion* (pp. 158–199). Cambridge (England): Cambridge University Press.
- Slaski, M., & Cartwright, S. (2003). Emotional intelligence training and its implications for stress, health and performance. *Stress and Health*, 19(4), 233–239.
- Tims, M., Bakker, A. B., & Derks, D. (2012). Development and validation of the job crafting scale. *Journal of Vocational Behavior*, 80(1), 173–186.
- Tims, M., Bakker, A. B., & Derks, D. (2013). The impact of job crafting on job demands, job resources, and well-being. *Journal of Occupational Health Psychology*, 18(2), 230–240.
- Whittington, R., & Higgins, L. (2002). More than zero tolerance? Burnout and tolerance for patient aggression amongst mental health nurses in China and the UK. *Acta Psychiatrica Scandinavica*, 106(s412), 37–40.
- Winkel, D. E., Wyland, R. L., Shaffer, M. A., & Clason, P. (2011). A new perspective on psychological resources: Unanticipated consequences of impulsivity and emotional intelligence. *Journal of Occupational and Organizational Psychology*, 84(1), 78–94.
- Wong, C. S., Law, K. S., & Wong, P. M. (2004). Development and validation of a forced choice emotional intelligence for Chinese respondents in Hong Kong. *Asia Pacific Journal of Management*, 21(4), 535–559.
- Wong, C. S., Wong, P. M., & Law, K. S. (2005). The interaction effect of emotional intelligence and emotional labor on job satisfaction: A test of Holland's classification of occupations. In C. E. J. Härtel, W. J. Zerbe, & N. M. Ashkanasy (Eds.), *Emotions in organizational behavior* (pp. 235–250). Mahwah: Lawrence Erlbaum Associates.
- Wong, C. S., Wong, P. M., & Law, K. S. (2007). Evidence of the practical utility of Wong's emotional intelligence scale in Hong Kong and mainland China. *Asia Pacific Journal of Management*, 24(1), 43–60.
- Wong, N. Y., & Bagozzi, R. P. (2005). Emotional intensity as a function of psychological distance and cultural orientation. *Journal of Business Research*, 58(4), 533–542.
- Wrzesniewski, A., & Dutton, J. E. (2001). Crafting a job: Revisioning employees as active crafters of their work. *Academy of Management Review*, 26(2), 179–201.
- Wu, C. Y. (2003). Emotional labor in work: Conceptual development, related constructs and psychological process. Taipei: Unpublished doctoral dissertation, National Taiwan University (in Chinese).
- Zapf, D. (2002). Emotion work and psychological well-being: A review of the literature and some conceptual considerations. *Human Resource Management Review*, 12(2), 237–268.
- Zhang, X. C., Huang, D. S., & Guan, P. (2014). Job burnout among critical care nurses from 14 adult intensive care units in northeastern China: A cross-sectional survey. *BMJ Open*, 4, e004813. doi:10.1136/bmjopen-2014-004813.

TRANSLATED VERSION: SPANISH

Below is a rough translation of the insights presented above. This was done to give a general understanding of the ideas presented in the paper. Please excuse any grammatical mistakes and do not hold the original authors responsible for these mistakes.

VERSION TRADUCIDA: ESPAÑOL

A continuación se muestra una traducción aproximada de las ideas presentadas anteriormente. Esto se hizo para dar una comprensión general de las ideas presentadas en el documento. Por favor, disculpe cualquier error gramatical y no responsabilite a los autores originales de estos errores.

INTRODUCCIÓN

La economía china está avanzando hacia un modelo más orientado al mercado desde una economía de planificación, y las empresas están trabajando para mejorar los servicios a los clientes internos y externos (Chow 2015). Como resultado, es probable que los empleados chinos se enfrenten a más demandas de trabajo en su trabajo que nunca antes (Bakker y Demerouti 2007). Según el modelo Job Demands-Resources (JD-R) (Demerouti, Bakker, Nachreiner y Schaufeli 2001; Bakker y Demerouti 2007), que es uno de los marcos conceptuales más populares en el estudio del agotamiento y agotamiento de los empleados, los requisitos para las emociones más prescritas pueden ser más propensos a conducir al agotamiento (Brotheridge y Grandey 2002; Grandey 2000; Morris y Feldman 1996; Zapf 2002), que es el componente central del agotamiento. Si bien este tema ha sido ampliamente discutido en las sociedades occidentales (Schaufeli, Leiter y Maslach 2009), ha ganado atención en China sólo en la última década (Jiang y Li 2004). Los estudios sobre el agotamiento de los empleados chinos se limitan hasta ahora a ocupaciones como la enfermería y la enseñanza (por ejemplo, Whittington y Higgins 2002; Hao, Hong, Xu, Zhou y Xie 2015; Zhang, Huang y Guan 2014). Sin embargo, el agotamiento no se limita a las ocupaciones de "trabajo de personas" o "servicio humano" (por ejemplo, Schaufeli y Maslach 1993; 2009; Brotheridge y Grandey 2002) en economías basadas en el mercado. China también está experimentando estas tendencias, y ahora hay una mayor variedad de puestos de trabajo disponibles que pueden ser emocionalmente exigentes, lo que a su vez puede conducir al agotamiento de acuerdo con el modelo JD-R. Sin embargo, empíricamente, carecemos de una comprensión completa de la situación actual sobre esta cuestión, especialmente en diversas ocupaciones.

Al mismo tiempo, también estamos interesados en el patrón único de demandas emocionales y agotamiento en China. La expresión emocional suele estar sujeta a contextos culturales específicos (por ejemplo, Ley, Wong y Canción 2004). Por ejemplo, Markus y Kitayama (1991) señalan que las personas de las sociedades occidentales independientes y la sociedad china interdependiente pueden mostrar emociones de diferentes maneras. En China, las normas sociales hacen hincapié en la "armonía" dentro de un cierto contexto o grupo social, mientras que las emociones experimentadas por los individuos son menores y son desatendidas o suprimidas si se desvían de la norma del grupo (Brockover 1995; Hansen 1992; Shweder y Bourne 1984). Como resultado, los chinos tienden a utilizar formas dialécticas de representar emociones en lugar de "mostrar" y/o "representar" emociones obviamente para uno mismo o en una situación social (Bagozzi, Wong y Yi 1999; Wong y Bagozzi 2005). Por lo tanto, los chinos pueden tener diferentes patrones en la percepción de las demandas emocionales y / o el agotamiento en varias ocupaciones. Específicamente, ¿sentirán los chinos más demandas si están más presionados socialmente para mostrar un tipo particular de emoción en una determinada ocupación? Con la misma lógica, ¿experimentarán los chinos más agotamiento si se encuentran en ocupaciones que tienen requisitos estrictos para las "reglas de exhibición"? Estas son preguntas importantes de investigación. Sin embargo, tenemos un conocimiento limitado del patrón específico de experiencia en demandas emocionales y agotamiento entre los chinos (Jiang y Li 2004), que requiere una investigación a gran escala que incluya varias ocupaciones para explorar la respuesta.

Además, es importante explorar cómo se puede controlar el agotamiento entre los empleados chinos para ayudar a mantener el bienestar de los empleados y mejorar la productividad (Schaufeli y Enzmann 1998). Según el modelo JD-R (Demerouti, Bakker, Nachreiner y Schaufeli 2001; Bakker y Demerouti 2007), los recursos laborales pueden ayudar a reducir el impacto negativo de las demandas emocionales en el agotamiento (por ejemplo, Bakker, Demerouti y Verbeke 2004). Considerando que la inteligencia emocional es un recurso importante (Mayer, Caruso y Salovey 1999) y ha sido investigada en el contexto chino (por ejemplo, Law, Wong, Huang y Li 2008; Peng, Wong y Che 2010), examinamos más a fondo si este recurso puede reducir exactamente el impacto de las demandas emocionales en el agotamiento para los

empleados chinos y cómo exactamente. Principalmente nos basaremos en el modelo JD-R y tomaremos prestada de la literatura de redacción de empleo para investigar las posibles relaciones entre las demandas, los recursos y el agotamiento en la cultura china, en la que la expresión emocional es diferente de Occidente (Bagozzi, Wong y Yi 1999; Wong y Bagozzi 2005). Esta investigación puede beneficiar a las empresas chinas al proporcionar orientación para las prácticas de recursos humanos en cómo adoptar las recomendaciones de la literatura de inteligencia emocional para seleccionar y capacitar a los empleados en inteligencia emocional cuando los trabajos tienen altas demandas emocionales (por ejemplo, Clarke 2006; Slaski y Cartwright 2003).

Por lo tanto, me gustaría contribuir a la literatura de las siguientes tres maneras principales: 1) Al incluir seis categorías de ocupación basadas en el modelo de Holanda y teniendo en cuenta las emociones en el contexto cultural chino, nuestra investigación puede proporcionar un apoyo empírico más completo a los argumentos básicos del modelo JD-R, y explorar cómo los chinos experimentan y perciben las demandas emocionales y el agotamiento de manera diferente de los occidentales; 2) además, en nuestra investigación incluimos específicamente tres tipos típicos de empleos sociales para enriquecer nuestro conocimiento empírico de la aplicabilidad del modelo JD-R a las ocupaciones sociales en China; y 3) conceptualmente, nuestro estudio también contribuye al modelo JD-R mediante la incorporación de la creación de empleo en el contexto chino y examina el mecanismo específico del papel moderador de la inteligencia emocional, en el que se presumen las relaciones lineales y no lineales.

CONCLUSIÓN

A través de la lente de la cultura china única de la expresión emocional, nuestra investigación proporciona una imagen más completa sobre cómo los chinos experimentan, perciben y reaccionan a las demandas emocionales y el agotamiento basado en una muestra a gran escala (n .703) en los seis tipos de ocupación principales de Holanda. Al incorporar la artesanía laboral en el contexto chino, nuestra investigación enriquece el modelo JD-R al examinar el papel moderador específico de la inteligencia emocional.

TRANSLATED VERSION: FRENCH

Below is a rough translation of the insights presented above. This was done to give a general understanding of the ideas presented in the paper. Please excuse any grammatical mistakes and do not hold the original authors responsible for these mistakes.

VERSION TRADUITE: FRANÇAIS

Voici une traduction approximative des idées présentées ci-dessus. Cela a été fait pour donner une compréhension générale des idées présentées dans le document. Veuillez excuser toutes les erreurs grammaticales et ne pas tenir les auteurs originaux responsables de ces erreurs.

INTRODUCTION

L'économie chinoise s'oriente vers un modèle plus orienté vers le marché à partir d'une économie de planification, et les entreprises s'efforcent d'améliorer les services aux clients internes et externes (Chow 2015). En conséquence, les employés chinois sont susceptibles de faire face à plus de demandes d'emploi dans leur travail que jamais auparavant (Bakker et Demerouti 2007). Selon le modèle Job Demands-Resources (JD-R) (Demerouti, Bakker, Nachreiner et Schaufeli, 2001; Bakker et Demerouti, 2007), qui est l'un des cadres conceptuels les plus populaires dans l'étude de l'épuisement et de l'épuisement des employés, les exigences relatives aux émotions plus prescrites peuvent être plus susceptibles de mener à l'épuisement (Brotheridge et Grandey, 2002; Grandey, 2000; Morris et Feldman, 1996; Zapf 2002), qui est la composante centrale de l'épuisement professionnel. Bien que cette question ait été largement débattue

dans les sociétés occidentales (Schaufeli, Leiter et Maslach, 2009), elle n'a attiré l'attention en Chine qu'au cours de la dernière décennie (Jiang et Li, 2004). Jusqu'à présent, les études sur l'épuisement des employés chinois se limitent à des professions comme les soins infirmiers et l'enseignement (p. Ex., Whittington et Higgins, 2002; Hao, Hong, Xu, Zhou et Xie 2015; Zhang, Huang et Guan, 2014). Pourtant, l'épuisement ne se limite pas aux professions de « travail de personnes » ou de « service à la personne » (p. Ex., Schaufeli et Maslach, 1993; Schaufeli et coll. 2009; Brotheridge et Grandey, 2002) dans les économies de marché. La Chine connaît également ces tendances, et une plus grande variété d'emplois sont maintenant disponibles qui peuvent être émotionnellement exigeants, ce qui à son tour peut conduire à l'épuisement selon le modèle JD-R. Empiriquement, cependant, nous manquons d'une compréhension complète de la situation actuelle sur cette question, en particulier dans diverses professions.

Dans le même temps, nous sommes également intéressés par le modèle unique des exigences émotionnelles et l'épuisement en Chine. L'expression émotionnelle est habituellement assujettie à des contextes culturels spécifiques (p. Ex., Law, Wong et Song, 2004). Par exemple, Markus et Kitayama (1991) soulignent que les gens dans les sociétés occidentales indépendantes et la société chinoise interdépendante peuvent afficher des émotions de différentes manières. En Chine, les normes sociales mettent l'accent sur l'« harmonie » dans un certain contexte social ou un certain groupe, tandis que les émotions vécues par les individus sont mineures et sont négligées ou supprimées si elles s'écartent de la norme du groupe (Brockover, 1995; Hansen, 1992; Shweder et Bourne, 1984). Par conséquent, les Chinois ont tendance à utiliser des façons dialectiques de représenter les émotions plutôt que de « montrer » et/ou de « représenter » des émotions manifestement pour soi-même ou dans une situation sociale (Bagozzi, Wong et Yi, 1999; Wong et Bagozzi, 2005). Par conséquent, le chinois peut avoir différents modèles en percevant des demandes émotionnelles et/ou l'épuisement dans diverses professions. Plus précisément, les Chinois ressentiront-ils plus de demandes s'ils sont plus socialement pressions pour afficher un type particulier d'émotion dans une certaine profession ? Avec la même logique, les Chinois éprouveront-ils plus d'épuisement s'ils sont dans des métiers qui ont des exigences strictes pour des « règles d'affichage » ? Ce sont d'importantes questions de recherche. Cependant, nous avons une connaissance limitée du modèle spécifique d'expérience des demandes émotives et de l'épuisement parmi chinois (Jiang et Li 2004), qui exige une enquête à grande échelle qui inclut diverses professions pour explorer la réponse.

En outre, il est important d'explorer comment l'épuisement peut être contrôlé parmi les employés chinois pour aider à maintenir le bien-être des employés et à améliorer la productivité (Schaufeli et Enzmann, 1998). Selon le modèle JD-R (Demerouti, Bakker, Nachreiner et Schaufeli, 2001; Bakker et Demerouti, 2007), les ressources en emploi peuvent aider à réduire l'impact négatif des exigences émotionnelles sur l'épuisement (p. Ex., Bakker, Demerouti et Verbeke, 2004). Considérant que l'intelligence émotionnelle est une ressource importante (Mayer, Caruso et Salovey, 1999) et qu'elle a fait l'objet d'une enquête dans le contexte chinois (p. Ex., Law, Wong, Huang et Li, 2008; Peng, Wong et Che 2010), nous examinons plus en détail si et comment exactement cette ressource peut réduire l'impact des exigences émotionnelles sur l'épuisement pour les employés chinois. Nous nous appuyons principalement sur le modèle JD-R et emprunterons à la rédaction d'emplois pour étudier les relations possibles entre les exigences, les ressources et l'épuisement dans la culture chinoise, où l'expression émotionnelle est différente de l'Occident (Bagozzi, Wong et Yi, 1999; Wong et Bagozzi, 2005). Cette recherche pourrait profiter aux entreprises chinoises en fournissant des conseils sur les pratiques en matière de ressources humaines sur la façon d'adopter les recommandations de la documentation sur l'intelligence émotionnelle afin de sélectionner et de former les employés à l'intelligence émotionnelle lorsque les emplois ont des exigences émotionnelles élevées (p. Ex., Clarke, 2006; Slaski et Cartwright, 2003).

Par conséquent, je voudrais contribuer à la littérature dans les trois manières principales suivantes : 1) En incluant six catégories d'occupation basées sur le modèle de Hollande et en considérant des émotions dans le contexte culturel chinois, notre recherche peut fournir le soutien empirique plus complet aux arguments de base du modèle de JD-R, et explorer comment les gens chinois éprouvent et perçoivent des demandes émotionnelles et l'épuisement différemment des Occidentaux ; 2) nous incluons en outre spécifiquement trois types typiques d'emplois sociaux dans notre enquête pour enrichir notre connaissance empirique de l'applicabilité du modèle JD-R aux professions sociales en Chine ; et 3) conceptuellement,

notre étude contribue également au modèle JD-R en incorporant l'artisanat d'emploi dans le contexte chinois et examine le mécanisme spécifique du rôle modérant de l'intelligence émotionnelle, dans lequel les relations linéaires et non linéaires sont supposées.

CONCLUSION

À travers le prisme de la culture chinoise unique de l'expression émotionnelle, notre recherche fournit une image plus complète sur la façon dont les gens chinois éprouvent, perçoivent et réagissent aux demandes émotionnelles et à l'épuisement basés sur un échantillon à grande échelle (n = 703) à travers les six principaux types d'occupation de la Hollande. En intégrant l'artisanat d'emploi dans le contexte chinois, notre recherche enrichit le modèle JD-R en examinant le rôle modérant spécifique de l'intelligence émotionnelle.

TRANSLATED VERSION: GERMAN

Below is a rough translation of the insights presented above. This was done to give a general understanding of the ideas presented in the paper. Please excuse any grammatical mistakes and do not hold the original authors responsible for these mistakes.

ÜBERSETZTE VERSION: DEUTSCH

Hier ist eine ungefähre Übersetzung der oben vorgestellten Ideen. Dies wurde getan, um ein allgemeines Verständnis der in dem Dokument vorgestellten Ideen zu vermitteln. Bitte entschuldigen Sie alle grammatikalischen Fehler und machen Sie die ursprünglichen Autoren nicht für diese Fehler verantwortlich.

EINLEITUNG

Die chinesische Wirtschaft bewegt sich auf ein stärker marktorientiertes Modell aus einer Planungs- zu einer Marktwirtschaft, und Unternehmen arbeiten daran, die Dienstleistungen für interne und externe Kunden zu verbessern (Chow 2015). Infolgedessen werden chinesische Arbeitnehmer in ihrer Arbeit wahrscheinlich mehr Stellenanforderungen als je zuvor haben (Bakker und Demerouti 2007). Nach dem Modell Job Demands-Resources (JD-R) (Demerouti, Bakker, Nachreiner und Schaufeli 2001; Bakker und Demerouti 2007), einer der beliebtesten konzeptionellen Rahmen für die Untersuchung von Mitarbeiter Burnout und Erschöpfung, die Anforderungen für mehr vorgeschriebene Emotionen können eher zu Erschöpfung führen (Brotheridge und Grandey 2002; Grandey 2000; Morris und Feldman 1996; Zapf 2002), das ist der Kernbestandteil des Burnouts. Während dieses Thema in westlichen Gesellschaften (Schaufeli, Leiter und Maslach 2009) viel diskutiert wurde, hat es in China erst in den letzten zehn Jahren Fahrt gewonnen (Jiang und Li 2004). Studien über die Erschöpfung chinesischer Arbeitnehmer beschränken sich bisher auf Berufe wie Krankenpflege und Lehre (z. B. Whittington und Higgins 2002; Hao, Hong, Xu, Zhou und Xie 2015; Zhang, Huang und Guan 2014). Die Erschöpfung beschränkt sich jedoch nicht auf "Menschenarbeit" oder "Menschliche Dienste" Berufe (z.B. Schaufeli und Maslach 1993; Schaufeli et al. 2009; Brotheridge und Grandey 2002) in marktbasierenden Volkswirtschaften. China erlebt auch diese Trends, und es gibt jetzt eine größere Vielfalt an Arbeitsplätzen, die emotional anspruchsvoll sein können, was wiederum nach dem JD-R-Modell zu Erschöpfung führen kann. Empirisch fehlt uns jedoch ein vollständiges Verständnis der aktuellen Situation in dieser Frage, insbesondere über verschiedene Berufe hinweg.

Gleichzeitig interessieren uns auch das einzigartige Muster emotionaler Anforderungen und Erschöpfung in China. Emotionaler Ausdruck unterliegt in der Regel bestimmten kulturellen Kontexten (z. B. Law, Wong und Song 2004). So weisen Markus und Kitayama (1991) darauf hin, dass Menschen in

unabhängigen westlichen Gesellschaften und voneinander abhängigen chinesischen Gesellschaften Emotionen auf unterschiedliche Weise zeigen können. In China betonen soziale Normen die "Harmonie" innerhalb eines bestimmten sozialen Kontexts oder einer bestimmten Gruppe, während Emotionen, die von Individuen erlebt werden, gering sind und entweder vernachlässigt oder unterdrückt werden, wenn sie von der Gruppennorm abweichen (Brockover 1995; Hansen 1992; Shweder und Bourne 1984). Infolgedessen neigen Chinesen dazu, dialektische Formen der Darstellung von Emotionen zu verwenden, anstatt Emotionen zu "zeigen" und/oder Emotionen offensichtlich für sich selbst oder in einer sozialen Situation darzustellen (Bagozzi, Wong und Yi 1999; Wong und Bagozzi 2005). Daher können Chinesen unterschiedliche Muster haben, emotionale Anforderungen und/oder Erschöpfung in verschiedenen Berufen zu erkennen. Werden die Chinesen mehr Forderungen verspüren, wenn sie sozial stärker unter Druck gesetzt werden, eine bestimmte Art von Emotion in einer bestimmten Besetzung zu zeigen? Werden die Chinesen mit der gleichen Logik mehr Erschöpfung erfahren, wenn sie in Berufen tätig sind, die strenge Anforderungen an "Anzeigeregeln" haben? Das sind wichtige Forschungsfragen. Wir haben jedoch nur begrenzte Kenntnisse über das spezifische Muster der Erfahrung von emotionalen Anforderungen und Erschöpfung unter Chinesen (Jiang und Li 2004), was eine groß angelegte Untersuchung erfordert, die verschiedene Berufe umfasst, um die Antwort zu erforschen.

Darüber hinaus ist es wichtig zu untersuchen, wie die Erschöpfung unter chinesischen Mitarbeitern kontrolliert werden kann, um das Wohlbefinden der Mitarbeiter zu erhalten und die Produktivität zu steigern (Schaufeli und Enzmann 1998). Nach dem JD-R-Modell (Demerouti, Bakker, Nachreiner und Schaufeli 2001; Bakker und Demerouti 2007), Arbeitsressourcen können dazu beitragen, die negativen Auswirkungen emotionaler Anforderungen auf Erschöpfung zu reduzieren (z. B. Bakker, Demerouti und Verbeke 2004). In Anbetracht der Tatsache, dass emotionale Intelligenz eine wichtige Ressource ist (Mayer, Caruso und Salovey 1999) und im chinesischen Kontext untersucht wurde (z.B. Law, Wong, Huang und Li 2008; Peng, Wong und Che 2010) untersuchen wir weiter, ob und wie genau diese Ressource die Auswirkungen emotionaler Anforderungen auf die Erschöpfung chinesischer Mitarbeiter reduzieren kann. Wir werden hauptsächlich auf dem JD-R-Modell aufbauen und uns aus der Arbeitsliteratur herausleihen, um die möglichen Beziehungen zwischen den Anforderungen, Ressourcen und der Erschöpfung in der chinesischen Kultur zu untersuchen, in der sich der emotionale Ausdruck vom Westen unterscheidet (Bagozzi, Wong und Yi 1999; Wong und Bagozzi 2005). Diese Forschung kann chinesischen Unternehmen zugute kommen, indem sie Anleitungen für Personalpraktiken bietet, wie die Empfehlungen der emotionalen Intelligenzliteratur angenommen werden können, um Mitarbeiter für emotionale Intelligenz auszuwählen und auszubilden, wenn Jobs hohe emotionale Anforderungen haben (z. B. Clarke 2006; Slaski und Cartwright 2003).

Daher möchte ich auf die folgenden drei Hauptwege zur Literatur beitragen: 1) Indem wir sechs Kategorien von Berufen nach dem Holland-Modell einbeziehen und Emotionen im chinesischen kulturellen Kontext berücksichtigen, kann unsere Forschung umfassendere empirische Unterstützung für die grundlegenden Argumente des JD-R-Modells bieten und untersuchen, wie Chinesen emotionale Anforderungen und Erschöpfung anders erleben und wahrnehmen als Westler; 2) Wir nehmen außerdem drei typische Arten von sozialen Berufen in unsere Untersuchung auf, um unsere empirischen Kenntnisse über die Anwendbarkeit des JD-R-Modells auf soziale Berufe in China zu erweitern; und 3) Konzeptionell trägt unsere Studie auch zum JD-R-Modell bei, indem sie das Job-Handwerk in den chinesischen Kontext einbezieht und den spezifischen Mechanismus der mäßigenden Rolle emotionaler Intelligenz untersucht, in der sowohl lineare als auch nichtlineare Beziehungen vermutet werden.

SCHLUSSFOLGERUNG

Durch die Linse der einzigartigen chinesischen Kultur des emotionalen Ausdrucks liefert unsere Forschung ein umfassenderes Bild darüber, wie Chinesen emotionale Anforderungen und Erschöpfung erleben, wahrnehmen und darauf reagieren, basierend auf einer groß angelegten Stichprobe (n = 703) in den sechs Hauptbesetzungstypen Hollands. Durch die Einbeziehung von Job-Handwerk in den

chinesischen Kontext bereichert unsere Forschung das JD-R-Modell bei der Untersuchung der spezifischen moderierenden Rolle emotionaler Intelligenz.

TRANSLATED VERSION: PORTUGUESE

Below is a rough translation of the insights presented above. This was done to give a general understanding of the ideas presented in the paper. Please excuse any grammatical mistakes and do not hold the original authors responsible for these mistakes.

VERSÃO TRADUZIDA: PORTUGUÊS

Aqui está uma tradução aproximada das ideias acima apresentadas. Isto foi feito para dar uma compreensão geral das ideias apresentadas no documento. Por favor, desculpe todos os erros gramaticais e não responsabilize os autores originais responsáveis por estes erros.

INTRODUÇÃO

A economia chinesa está caminhando para um modelo mais orientado para o mercado a partir de uma economia de planejamento, e as empresas estão trabalhando para melhorar os serviços para clientes internos e externos (Chow 2015). Como resultado, os funcionários chineses provavelmente enfrentarão mais demandas de trabalho em seu trabalho do que nunca (Bakker e Demerouti 2007). De acordo com o modelo Job Demands-Resources (JD-R) (Demerouti, Bakker, Nachreiner e Schaufeli 2001; Bakker e Demerouti 2007), que é um dos quadros conceituais mais populares no estudo do burnout e exaustão dos funcionários, os requisitos para emoções mais prescritas podem ser mais propensos a levar à exaustão (Brotheridge e Grandey 2002; Grandey 2000; Morris e Feldman 1996; Zapf 2002), que é o componente central do burnout. Embora esta questão tenha sido amplamente discutida nas sociedades ocidentais (Schaufeli, Leiter e Maslach 2009), ganhou atenção na China apenas na última década (Jiang e Li 2004). Os estudos sobre o esgotamento dos funcionários chineses estão até agora limitados a ocupações como enfermagem e ensino (por exemplo, Whittington e Higgins 2002; Hao, Hong, Xu, Zhou e Xie 2015; Zhang, Huang e Guan 2014). No entanto, a exaustão não se limita às ocupações "pessoas trabalham" ou "serviço humano" (por exemplo, Schaufeli e Maslach 1993; Schaufeli et al. 2009; Brotheridge e Grandey 2002) em economias baseadas no mercado. A China também está experimentando essas tendências, e uma maior variedade de empregos estão agora disponíveis que podem ser emocionalmente exigentes, o que, por sua vez, pode levar à exaustão de acordo com o modelo JD-R. Empiricamente, porém, não temos uma compreensão completa da situação atual sobre esta questão, especialmente em várias ocupações.

Ao mesmo tempo, também estamos interessados no padrão único de demandas emocionais e exaustão na China. A expressão emocional geralmente está sujeita a contextos culturais específicos (por exemplo, Law, Wong e Song 2004). Por exemplo, Markus e Kitayama (1991) apontam que pessoas em sociedades ocidentais independentes e sociedade chinesa baseada em interdependentes podem exibir emoções de diferentes maneiras. Na China, as normas sociais enfatizam a "harmonia" dentro de um certo contexto social ou grupo, enquanto as emoções vivenciadas pelos indivíduos são menores e são negligenciadas ou suprimidas se se desviarem da norma do grupo (Brockover 1995; Hansen 1992; Shweder e Bourne 1984). Como resultado, os chineses tendem a usar formas dialéticas de representar emoções em vez de "mostrar" e/ou "representar" emoções obviamente para si mesmo ou em uma situação social (Bagozzi, Wong e Yi 1999; Wong e Bagozzi 2005). Portanto, os chineses podem ter padrões diferentes na percepção de demandas emocionais e/ou exaustão em várias ocupações. Especificamente, os chineses sentirão mais demandas se forem mais pressionados socialmente a exibir um tipo particular de emoção em uma determinada ocupação? Com a mesma lógica, os chineses experimentarão mais exaustão se estiverem em ocupações que têm requisitos rigorosos para "exibir regras"? São questões importantes de pesquisa. No entanto, temos conhecimento limitado do padrão específico de experiência de demandas emocionais e exaustão entre os

chineses (Jiang e Li 2004), o que requer uma investigação em larga escala que inclui várias ocupações para explorar a resposta.

Além disso, é importante explorar como a exaustão pode ser controlada entre os funcionários chineses para ajudar a manter o bem-estar dos funcionários e melhorar a produtividade (Schaufeli e Enzmann 1998). De acordo com o modelo JD-R (Demerouti, Bakker, Nachreiner e Schaufeli 2001; Bakker e Demerouti 2007), recursos de trabalho podem ajudar a reduzir o impacto negativo das demandas emocionais sobre a exaustão (por exemplo, Bakker, Demerouti e Verbeke 2004). Considerando que a inteligência emocional é um recurso importante (Mayer, Caruso e Salovey 1999) e tem sido investigada no contexto chinês (por exemplo, Law, Wong, Huang e Li 2008; Peng, Wong e Che 2010), examinamos ainda mais se e como exatamente esse recurso pode reduzir o impacto das demandas emocionais na exaustão para os funcionários chineses. Vamos principalmente construir o modelo JD-R e tomar emprestado da literatura de elaboração de empregos para investigar as possíveis relações entre as demandas, recursos e exaustão na cultura chinesa, em que a expressão emocional é diferente do Ocidente (Bagozzi, Wong e Yi 1999; Wong e Bagozzi 2005). Esta pesquisa pode beneficiar as empresas chinesas, fornecendo orientações para práticas de recursos humanos sobre como adotar as recomendações da literatura de inteligência emocional para selecionar e treinar funcionários sobre inteligência emocional quando os empregos têm altas demandas emocionais (por exemplo, Clarke 2006; Slaski e Cartwright 2003).

Portanto, gostaria de contribuir para a literatura nas seguintes três principais formas: 1) Ao incluir seis categorias de ocupação baseadas no modelo holandês e considerar emoções no contexto cultural chinês, nossa pesquisa pode fornecer um apoio empírico mais abrangente aos argumentos básicos do modelo JD-R, e explorar como os chineses experimentam e percebem as demandas emocionais e a exaustão de forma diferente dos ocidentais; 2) incluímos especificamente três tipos típicos de empregos sociais em nossa investigação para enriquecer nosso conhecimento empírico da aplicabilidade do modelo JD-R às ocupações sociais na China; e 3) conceitualmente, nosso estudo também contribui para o modelo JD-R incorporando a elaboração de trabalho no contexto chinês e examina o mecanismo específico do papel moderador da inteligência emocional, no qual tanto as relações lineares quanto as não lineares são hipóteses.

CONCLUSÃO

Através das lentes da cultura única chinesa de expressão emocional, nossa pesquisa fornece uma visão mais abrangente sobre como os chineses experimentam, percebem e reagem às demandas emocionais e à exaustão com base em uma amostra em larga escala ($n = 703$) nos seis principais tipos de ocupação da Holanda. Ao incorporar a criação de trabalho no contexto chinês, nossa pesquisa enriquece o modelo JD-R ao examinar o papel moderador específico da inteligência emocional.