

Effects of Emotional Labor and Job Stress on the Job Burnout of Apartment Management Entity in Korea

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Abstract: The objective of this study is to examine the relations of emotional labor, job stress, and job burnout of management office workers as apartment management entity. In the results of the analysis, first, in differences of job burnout according to sex, the women experienced more severe emotional labor than men, and there were significant differences in emotional labor, which had statistically positive(+) effects. Second, in differences of job burnout according to age group, the respondents in their 30~45 and the respondents in their 45~60 showed more severe job burnout than the respondents in their 60 or up, and there were significant differences in job burnout, which had statistically positive(+) effects. Third, in the results of regression analysis on the effects of emotional labor on the job burnout, the emotional labor had statistically-significantly positive(+) effects on the job burnout. Fourth, in the results of regression analysis on the effects of job stress on the job burnout, the emotional labor had statistically-significantly positive(+) effects on the job burnout. Lastly, in the results of regression analysis on the effects of emotional labor and job stress on the job burnout, the emotional labor had statistically-significantly positive(+) effects on the job burnout.

Keywords: Apartment, management office, job Stress, job burnout, emotional labor

1. Introduction

Usually, as an employee hired by a consignment management company as management entity, a worker of apartment management office performs the maintenance/repair works of common use areas while the consignment management company manages the apartment by concluding the apartment consignment management contract with the apartment resident representative association. In reality, the residents of apartment take their anger out on the workers of management office, or shout abuses without hesitation just because the problems in their exclusive use area have not been unconditionally accepted. If they do not feel better even after that, they pose a problem to the consignment management company through the apartment resident representative, so many workers are eventually fired unfairly even though it does not fall under the cause for dismissal. In order to not get dismissed, they should not reveal their emotion of anger even when receiving unfair treatment from residents or apartment representative, which means they are emotional laborers. The psychological pains such as humiliation, abuse, and verbal violence are commonly happening to emotional laborers, and the workers of apartment management office are suffering from severe emotional labor. Just as a recent media report[1] on a story of a head of management office who eventually committed 'suicide' by jumping off the top of his workplace because of all the humiliation, abuse, threat, and continuous harassment by residents, in reality, the management office workers are not fully recognized as emotional laborers. There should be a research that minimizes the negative effects of emotional labor on the job stress and burnout by examining the relations of emotional labor, job stress, and job burnout of management office workers, and also presents the development direction applicable to the practical work.

As an existing research on emotional labor, the research by Kwon, Eun-Joo(2014)[2] reported that the emotional labor of apartment house managers would be something that should be expressed differently from the actual feelings, suitable for the emotion requested in work site for the effective performance of job. As the existing researches on job stress, the research by Kim, Min-Joo(2006)[3] defined the job-related disharmony felt by workers as psychological side effect and worries caused by interactions between individual and environment. The research by Ha, Seong-Gyu et al.,(2018)[4] reported that the response to the question of getting insulted, abused, and assaulted by some residents was higher than 40% just as guardians and cleaners while there was the high percentage of response showed their experiences of getting psychological stress by handling excessive complaints from residents. The research by Cho, Gyu-Cheol et al.,(2015)[5] defined the job stress as a state of physical & psychological imbalance caused by mutual discordance of working environment during work performance due to the personal characteristics of apartment guards. As the existing researches on job burnout, the research by Woo, Sang-Cheon & An, Gwan-Yeong(2015)[6] said that the job burnout had negative effects on the safety compliance and true act. The study by Kwon, Eun-Joo(2014) said that the job burnout of apartment house managers should be managed, and for

this, there should be efforts for reducing the level of emotional labor. Hochschild, A. R.,(2012) reported that the job burnout would be caused as a result of emotional labor aggravating workers' stress in the relation between emotional labor and job burnout[7]. Schaufeli, W. B. & Bakker, A. B.(2004) said that the direct cause for job burnout would be emotional labor by decreasing the resources of individuals[8].

The existing research by Kim, Min-Joo(2006) focused on job stress while the research by Kwon, Eun-Joo(2014) aimed to prevent emotional labor as the job burnout by emotional labor of apartment house managers could be led to accidents. The research by Cho, Gyu-Cheol et al.,(2015) studied the effects of emotional labor on the job stress and job burnout of guards. However, it is rare to find a research on the effects of emotional labor and job stress on the job burnout of management office workers as apartment management entity.

Thus, due to the characteristics of work to handle residents' complaints, even when the residents take their anger on them for no reasons, the management office workers should friendly treat them while hiding their own feelings inside. Expressing emotions differently from their actual feelings, they get hurt inside. As it is accumulated, it is led to depression, and in some serious cases, they commit 'suicide'. Therefore, this study set up some hypotheses as follows to verify the reliability of the effects of emotional labor and job stress on the job burnout by applying the assessment tools reflecting this reality.

2. Conceptual Definition & Hypotheses

In principle, the apartment management entity means the resident representative association(in case of self-management) and consignment management company(in case of consignment management). In this study, it is limited to the management office workers affiliated to consignment management companies. This study set up some hypotheses in order to verify the effects of emotional labor and job stress on their job burnout.

Hypothesis 1: There would be differences of job burnout according to sex of apartment management entity.

Hypothesis 2: There would be differences of job burnout according to age group of apartment management entity.

Hypothesis 3: The emotional labor would have effects on the job burnout of apartment management entity.

Hypothesis 4: The job stress would have effects on the job burnout of apartment management entity.

Hypothesis 5: The emotional labor and job stress would have effects on the job burnout of apartment management entity.

3. Data Collection & Analysis Methods

3.1. Data Collection & Questionnaire Composition

In order to examine the effects of emotional labor and job stress on the job burnout of apartment management office workers, this study used questionnaires as a tool for data collection. All the items were composed suitable for the objective of this study based on preceding researches. The items for each variable of emotional labor, job stress, and job burnout were based on 4-point Likert scale that would mean one point for 'Not at all', two points for 'No', three points for 'Yes', and four points for 'Very much likely'. The higher score means the severe emotional labor. First, the questionnaire on the emotional labor of apartment management entity was prepared by recomposing the items used for researches by Brotheridge & Grandey(2002), Cho, Gyu-Cheol et al.,(2015), Guidelines for Evaluation of Emotional Labor by the Korea Health and Safety Corporation(KOSHA GUIDE H-163-2016), and Grandey(2003). Total 14 items such as five items of surface acting, five items of emotional disharmony & damage, and four items of deep acting were modified suitable for the research. Second, the questionnaire on the job stress of apartment management entity was prepared by recomposing the items of researches by Kang, Nam-Hee(2013) and Cho, Gyu-Cheol et al.,(2015). Total 16 items such as six items of role division, five items of role overload, and five items of role conflict were modified for the recomposition. Third, the questionnaire on the job burnout of apartment management entity was prepared by recomposing the items used for researches by Kwon, Eun-Joo(2020) and Cho, Gyu-Cheol et al.,(2015). Total 16 items such as six items of emotional exhaustion, four items of dehumanization, and six items of decreased sense of achievement were modified. Just as shown in <Table 1>, it was recomposed as a questionnaire for the research and analysis.

Table.1. Questionnaire composition for data collection

variable		Subelements	Number of questions	Sources
Independent variable	emotional labor	surface acting	5	Brotheridge & Grandey(2002)[9], Cho, Gyu-Cheol et al(2015)[10], Guidelines for Evaluation of Emotional Labor by the Korea Health and Safety Corporation (KOSHA GUIDE H-163-2016)[11] Grandey(2003)[12]
		emotional disharmony & damage	5	
		deep acting	4	
		Total	14	
Independent variable	job stress	role division	6	Kang, Nam-Hee(2013)[13], Cho, Gyu-Cheol et al(2015)[14]
		role overload	5	
		role conflict	5	
		Total	16	
Dependent variable	job burnout	emotional exhaustion	6	Kwon, Eun-Joo(2020)[15], Cho, Gyu-Cheol et al(2015)[16]
		dehumanization	4	
		decreased sense of achievement	6	
		Total	16	
Total Questions			44	-

3.2. Analysis Methods

The collected data was analyzed by using the SPSS WIN 20.0 Program. To analyze the sociodemographic characteristics of questionnaire samples, the frequency analysis was conducted. This study also conducted the Cronbach's Alpha value of Internal Consistency Method of questionnaire samples, item analysis in each subfactor, and reliability analysis. Before verifying those five hypotheses, this study conducted the reliability analysis in each subfactor and then analyzed the correlations. The reliability coefficient which would be the whole Cronbach's Alpha value on the effects of emotional labor and job stress on the job burnout was 0.823.

In order to understand the effects of the degree of emotional labor and degree of job stress on the job burnout according to the general characteristics of analysis subjects, this study conducted the frequency analysis, independent sample t-test, ANOVA, and reliability analysis between subfactors. To understand differences between groups, the cross-tabulation analysis was additionally performed. In order to understand the correlation between emotional labor and job stress, the regression analysis was conducted. For this, this study analyzed the basic hypotheses of descriptive statistics, homoscedasticity, and one-way ANOVA. If the Durbin-Watson Statistics between emotional labor and job burnout, between job stress and job burnout, and between emotional labor, job stress, and job burnout is close to 2, it could be regarded as independent.

4. Results

4.1. Sociodemographic Characteristics of Research Subjects

The frequency analysis on the general characteristics of research subjects is as Table 2. First, in sex, the percentage of men was 55.8% while the percentage of women was 44.2%. The service type of apartment management entity was mostly operated in the consignment management method like self-management method(8.6%) and consignment management method(91.4%). In regard of age, the middle-aged workers were the most like workers in their 30-45(7.4%), workers in their 45-60(68.9%), and workers in their 60 or up(23.7%). As the contract period of consignment management companies was varied in 1-3 years, the years of working for six years or more was the most like less than one year(8.9%), 1~3 years(12.8%), 3-6 years after renewal of contract(12.6%), and six years or more(65.7%). Regarding the position of respondents, the head of management office was the most like head of management office(77.7%), section head(7.6%), manager & engineer(6.3%), and bookkeeper(8.4%), shown as <Table 2>.

Table.2. Sociodemographic characteristics

N=382

variable	Sortation	Number	percentage(%)
Sex	man	213	55.8
	woman	169	44.2
	Subtotal	382	100.0
Apartment Work Types	self-management method	33	8.6
	consignment management method	349	91.4
	Subtotal	382	100.0
Age	workers in their 30-45	28	7.4
	workers in their 45-60	262	68.9
	workers in their 60 or up	90	23.7
	Subtotal	380	100.0
Work experience	less than one year	34	8.9
	less than 1~3 years	49	12.8
	3-6 years after renewal of contract	48	12.6
	six years or more	251	65.7
	Subtotal	382	100.0
Position	head of management office	297	77.7
	section head(Electrical, equipment, machinery)	29	7.6
	manager & engineer	24	6.3

	bookkeeper(general affairs)	32	8.4
	Subtotal	382	100.0
Total		382	100.0

4.2. Reliability Analysis between Each Subfactor

4.2.1. Reliability Analysis in Each Subfactor of Emotional Labor

The measurement tool for emotional labor was composed of three subfactors such as surface acting, emotional disharmony & damage, and deep acting. The items for each variable were based on 4-point Likert scale that would mean one point for 'Not at all', two points for 'No', three points for 'Yes', and four points for 'Very much likely'. The higher score means the severe emotional labor.

Table.3. Reliability analysis in each subfactor of emotional labor

Subelements	Number of questions	Question Number	Cronbaha Alpha Coefficient
surface acting	5	1,2,3,4,5	0.859
emotional disharmony & damage	5	6,7,8,9,10	0.841
deep acting	4	11,12,13,14	0.801
Total	14	1~14	0.836

4.2.2. Reliability Analysis in Each Subfactor of Job Stress

The measurement tool for job stress was composed of three subfactors such as role division, role overload, and role conflict. The items for each variable were based on 4-point Likert scale that would mean one point for 'Not at all', two points for 'No', three points for 'Yes', and four points for 'Very much likely'. The higher score means the severe job stress.

Table.4. Reliability analysis in each subfactor of job stress

Subelements	Number of questions	Question Number	Cronbaha Alpha Coefficient
role division	6	1,2,3,4*,5*,6*	0.633
role overload	5	7,8,9,10,11	0.730
role conflict	5	12,13,14,15,16	0.894
Total	16	1~16	0.880

* Reverse coding

4.2.3. Reliability Analysis in Each Subfactor of Job Burnout

The measurement tool for job burnout was composed of three subfactors such as emotional exhaustion, dehumanization, and reduced personal accomplishment. The items for each variable were based on 4-point Likert scale that would mean one point for 'Not at all', two points for 'No', three points for 'Yes', and four points for 'Very much likely'. The higher score means the severe job burnout.

Table.5. Reliability analysis in each subfactor of job burnout

Subelements	Number of questions	Question Number	Cronbaha Alpha Coefficient
emotional exhaustion	6	1,2,3,4,5,6	0.907
dehumanization	5	7,8,9,10,11	0.872
decreased sense of achievement	6	12*,13*,14*,15*,16*,17*	0.822
Total	17	1~17	0.907

* Reverse coding

4.3. Group Statistics According to Sex

Just as shown in <Table 6>, there were statistically significant differences of emotional labor according to sex of apartment management entity($t=-2.111$, $p<.05$). In other words, the women showed more severe emotional labor than men.

Table.6. Group statistics analysis according to sex

	Sex	Number	Average	t	p
emotional labor	man	213	3.0017	-2.111	.035
	woman	169	3.0803		

4.4. Group Statistics According to Sex

4.4.1. Statistics Analysis of Emotional Labor

There were statistically significant differences of emotional labor according to age group of apartment management entity($t=-2.111$, $p<.05$). In other words, the women showed more severe emotional labor than men, just as shown in <Table 7>.

Table.7. Mean & standard deviation of emotional labor group statistics according to age group

emotional labor	Number	Average	Standard deviation	F	p
workers in their 30-45	28	2.9770	.40595	3.571	.029
workers in their 45-60	262	3.0676	.37079		
workers in their 60 or up	90	2.9563	.31304		
Total	380	3.0346	.36316		

4.4.2. Statistics Analysis According to Job Burnout

There were statistically significant differences of job burnout according to age group of apartment management entity ($F=7.725$, $p<.01$). Just as shown in <Table 8>, the respondents in their 30~45 and the respondents in their 45~60 showed more severe job burnout than the respondents in their 60 or up.

Table.8. Mean & standard deviation of job burnout group statistics according to age group

job burnout	Number	Average	Standard deviation	F	p
workers in their 30-45	28	2.5777	.47897	7.725	.001
workers in their 45-60	262	2.5977	.39544		
workers in their 60 or up	90	2.4007	.43735		
Total	380	2.5495	.41937		

4.5. Correlations between Main Variables

The results of examining the correlations of emotional labor, job stress, and job burnout of apartment management entity were shown as <Table 9>.

Table.9. Correlation analysis between variables

Variable	1	2	3	4	5	6	7	8	9
1.surface acting	1	.541**	.053	.306**	.312**	.317**	.488**	.483**	.046
2.emotional disharmony & damage	.541**	1	.082	.360**	.392**	.404**	.659**	.629**	.083
3.deep acting	.053	.082	1	.018	.064	.105*	.057	-.008	-.365**
4.role division	.306**	.360**	.018	1	.472**	.675**	.497**	.450**	.171**
5.role overload	.312**	.392**	.064	.472**	1	.592**	.547**	.485**	.107*
6.role conflict	.317**	.404**	.105*	.675**	.592**	1	.594**	.539**	.064
7.emotional exhaustion	.488**	.659**	.057	.497**	.547**	.594**	1	.802**	.253**
8.dehumanization	.483**	.629**	-.008	.450**	.485**	.539**	.802**	1	.241**
9.decreased sense of achievement	.046	.083	-.365**	.171**	.107*	.064	.253**	.241**	1

** . The correlation is significant at the 0.01 level.

* . The correlation is significant at the 0.05 level.

4.6. Relation between Emotional Labor and Job Burnout

Just as shown in <Table 10>, in the results of regression analysis for examining the relation between emotional labor and job burnout of apartment management entity, the emotional labor had statistically significant effects on the job burnout ($F=138.838$, $p<.001$). The Durbin-Watson Statistics was 2.085. If it is close to 2, it is regarded as independent. If it is close to 0 or 4, it is regarded as autocorrelation.

Table10. Effects of emotional labor on the job burnout of apartment management office workers

Dependent variable	Independent variable	B	SE	Beta	t	p
emotional exhaustion	(constant)	.392	.206		1.899	.058
	surface acting	.234	.056	.186	4.143	.000
	emotional disharmony & damage	.569	.046	.558	12.384	.000
	deep acting	.002	.049	.001	.034	.973
$R^2 = .459$						
dehumanization	(constant)	.479	.207		2.314	.021
	surface acting	.247	.057	.202	4.368	.000
	emotional disharmony & damage	.523	.046	.525	11.344	.000
	deep acting	-.077	.049	-.061	-1.576	.116
$R^2 = .429$						
decreased sense of achievement	(constant)	3.044	.182		16.725	.000
	surface acting	.006	.050	.007	.116	.908
	emotional disharmony & damage	.079	.041	.110	1.941	.053
	deep acting	-.339	.043	-.374	-7.851	.000
$R^2 = .146$						
emotional labor	(constant)	.734	.155		4.724	.000
	job burnout	.599	.051	.517	11.783	.000
$R^2 = .268, F=138.838$						

4.7. Relation between Job Stress and Job Burnout

Just as shown in <Table 11>, in the results of regression analysis for examining the relation between job stress and job burnout of apartment management entity, the emotional labor had statistically significant effects on the job burnout(F=210.353, p<.001). The Durbin-Waston Statistics was 1.957. As it is close to 2, it is regarded as independent.

Table11. Effects of emotional labor on the job burnout of apartment management entity

Dependent variable	Independent variable	B	SE	Beta	t	p
emotional exhaustion	(constant)	.328	.174		1.888	.060
	role division	.201	.077	.139	2.609	.009
	role overload	.382	.066	.285	5.824	.000
	role conflict	.346	.061	.332	5.683	.000
$R^2 = .422$						
dehumanization	(constant)	.393	.181		2.168	.031
	role division	.178	.080	.127	2.221	.027
	role overload	.315	.068	.241	4.615	.000
	role conflict	.317	.063	.312	5.000	.000
$R^2 = .342$						
decreased sense of achievement	(constant)	1.723	.158		10.935	.000
	role division	.227	.070	.224	3.253	.001
	role overload	.077	.059	.082	1.304	.193
	role conflict	-.099	.055	-.136	-1.803	.072
$R^2 = .038$						
emotional labor	(constant)	.878	.117		7.526	.000
	job stress	.630	.043	.597	14.504	.000
$R^2 = .356, F=210.353$						

4.8. Relations of Emotional Labor, Job Stress, and Job Burnout

Just as shown in <Table 12>, in the results of regression analysis for examining the relations of emotional labor, job stress, and job burnout of apartment management entity, the emotional labor had statistically significant effects on the job burnout ($F=144.611$, $p<.001$). The Durbin-Watson Statistics was 2.010. As it is close to 2, it is regarded as independent.

Table12. Effects of emotional labor and job stress on the job burnout of apartment management entity

Dependent variable	Independent variable	B	SE	Beta	t	p
emotional exhaustion	(constant)	-.373	.207		-1.801	.073
	surface acting	.146	.049	.117	2.962	.003
	emotional disharmony & damage	.413	.042	.405	9.819	.000
	deep acting	-.027	.043	-.021	-.631	.528
	role division	.097	.065	.067	1.481	.140
	role overload	.235	.056	.175	4.186	.000
	role conflict	.258	.052	.247	4.981	.000
$R^2 = .599$						
dehumanization	(constant)	-.110	.219		-.504	.615
	surface acting	.176	.052	.144	3.370	.001
	emotional disharmony & damage	.395	.044	.396	8.877	.000
	deep acting	-.103	.045	-.082	-2.283	.023
	role division	.064	.069	.045	.926	.355
	role overload	.169	.059	.129	2.851	.005
	role conflict	.239	.055	.235	4.382	.000
$R^2 = .529$						
	(constant)	2.694	.209		12.918	.000

decreased sense of achievement	surface acting	-.019	.050	-.021	-.377	.706
	emotional disharmony & damage	.045	.042	.063	1.059	.290
	deep acting	-.334	.043	-.368	-7.768	.000
	role division	.185	.066	.182	2.812	.005
	role overload	.072	.056	.077	1.281	.201
	role conflict	-.062	.052	-.084	-1.184	.237
$R^2 = .173$						
job burnout	(constant)	.182	.147		1.243	.215
	emotional labor	.359	.050	.310	7.150	.000
	job stress	.482	.046	.456	10.508	.000
$R^2 = .268, F=144.611$						

4.9. Structural Model Analysis of Emotional Labor, Job Stress, and Job Burnout

4.9.1. Verification of Measurement Model

In order to verify if the latent variables of each variable were properly composed as measurement variables, this study conducted the verification of measurement model.

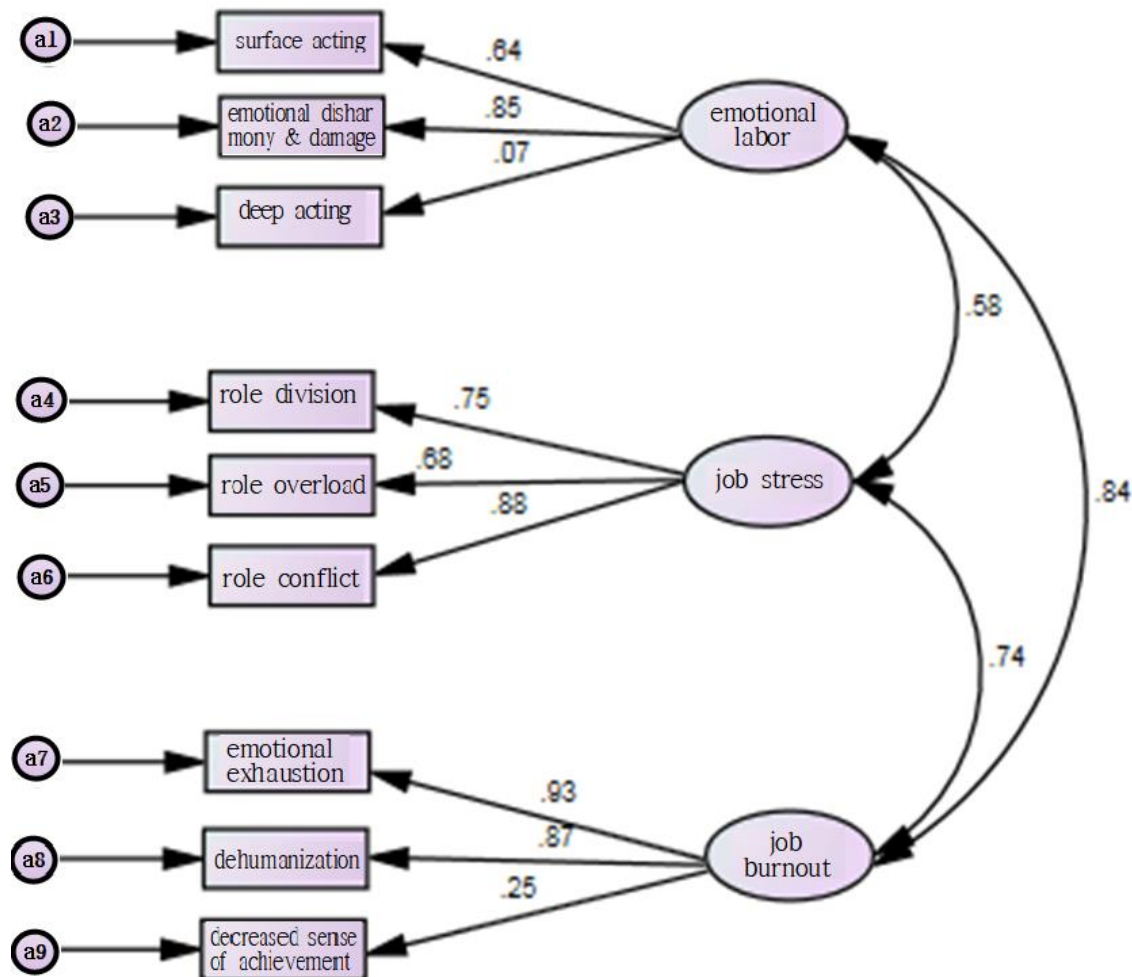
The results of verifying the goodness-of-fit by using the verified RMSEA(Root Mean Square Error of Approximation), χ^2 statistics as absolute fit index, and TLI(Tuker-Lewis Index) and CFI(Comparative Fit Index) as relative fit indexes are as <Table 13>.

Table13. Goodness-of-fit indexes of measurement model

Structural Model	χ^2	df	TLI	CFI	RMSEA
Study Model	111.482***	24	.912	.941	.098

*** p<.001

To verify the measurement model, the confirmatory factor analysis was conducted focusing on the subfactors of latent variables, and the results of confirmatory factor analysis are as [Picture 1].

Figure.1 Results of verifying the measurement model

Each fit index related to the goodness-of-fit of model could show different results depending on which fit index is based for the assessment of measurement model, and the matter of having individual assessment function. Thus, it is necessary to comprehensively assess the measurement model by presenting the relative fit indexes and absolute fit index. Moreover, the χ^2 statistics as absolute fit index has the characteristic in which the value is decreased when the size of sample is decreased, so the goodness-of-fit is relatively increased.

According to the results of verification, the χ^2 value of measurement model was 111.482(df=24). Since the χ^2 value is much influenced by sample size(Bentler & Bonett, 1980), it is assumed to be suitable if the χ^2/df is less than 5. This value in this research model was 4.65, which was suitable for this standard. The smaller value of RMSEA is interpreted as good fit. It is interpreted as good fit when less than .05, all right fit when less than .08, moderate when less than .10, and low fit when more than .10(Hong, Se-Hee, 2000)[17], Thus, the goodness-of-fit of measurement model in this study was .098 with the moderate fit. As the relative fit indexes, when the values of TLI and CFI are .9 or up, it means the optimum goodness-of-fit. In this study, the values of TLI and CFI were .912 and .941 respectively, which showed the optimum goodness-of-fit. Overall, the measurement model was regarded as an appropriate model.

The results of analyzing the measurement model such as latent variables and measurement variables of each subfactor, standardized coefficient and standardized regression coefficient as path coefficient, standard error, and C.R.(Critical Ratio) are as <Table 14>. Here, the C.R. which is the value of dividing the standardized regression coefficient by standard error should be regarded as value of regression analysis.

Table.14. Results of analyzing the measurement model

Sortation	Factors	Path coefficient		Standard error	C.R.
		Non-standardized coefficients	Standardization coefficient		
latent variable	surface acting	1.000	.637		
	emotional disharmony & damage	1.643	.852	.144	11.430***
	deep acting	.114	.074	.086	1.325
job stress	role division	1.000	.747		
	role overload	.985	.684	.078	12.664***
	role conflict	1.628	.878	.107	15.217***
job burnout	emotional exhaustion	1.000	.930		
	dehumanization	.909	.866	.039	23.128***
	decreased sense of achievement	.186	.247	.039	4.729***

5. Analysis of Results

In the results of verifying the hypotheses on the effects of emotional labor and job stress on the job burnout of head and workers of management office as apartment management entity, all the hypotheses from Hypothesis 1 to Hypothesis 5 showed positive(+) effects.

Hypothesis 1: In differences of job burnout according to sex of apartment management entity, the women showed more severe emotional labor than men, and there were significant differences of emotional labor, which had statistically positive(+) effects($t=-2.111, p<.05$).

Hypothesis 2: In differences of job burnout according to age group of apartment management entity, the respondents in their 30~45 and the respondents in their 45~60 showed more severe job burnout than the respondents in their 60 or up, and there were significant differences of job burnout, which had statistically positive(+) effects($F=7.725, p<.01$).

Hypothesis 3: In the results of regression analysis on the effects of emotional labor on the job burnout of apartment management entity, the emotional labor had statistically-significantly positive(+) effects on the job burnout($F=138.838, p<.001$).

Hypothesis 4: In the results of regression analysis on the effects of job stress on the job burnout of apartment management entity, the emotional labor had statistically-significantly positive(+) effects on the job burnout($F=210.353, p<.001$).

Hypothesis 5: In the results of regression analysis on the effects of emotional labor and job stress on the job burnout of apartment management entity, the emotional labor had statistically-significantly positive(+) effects on the job burnout($F=144.611, p<.001$)

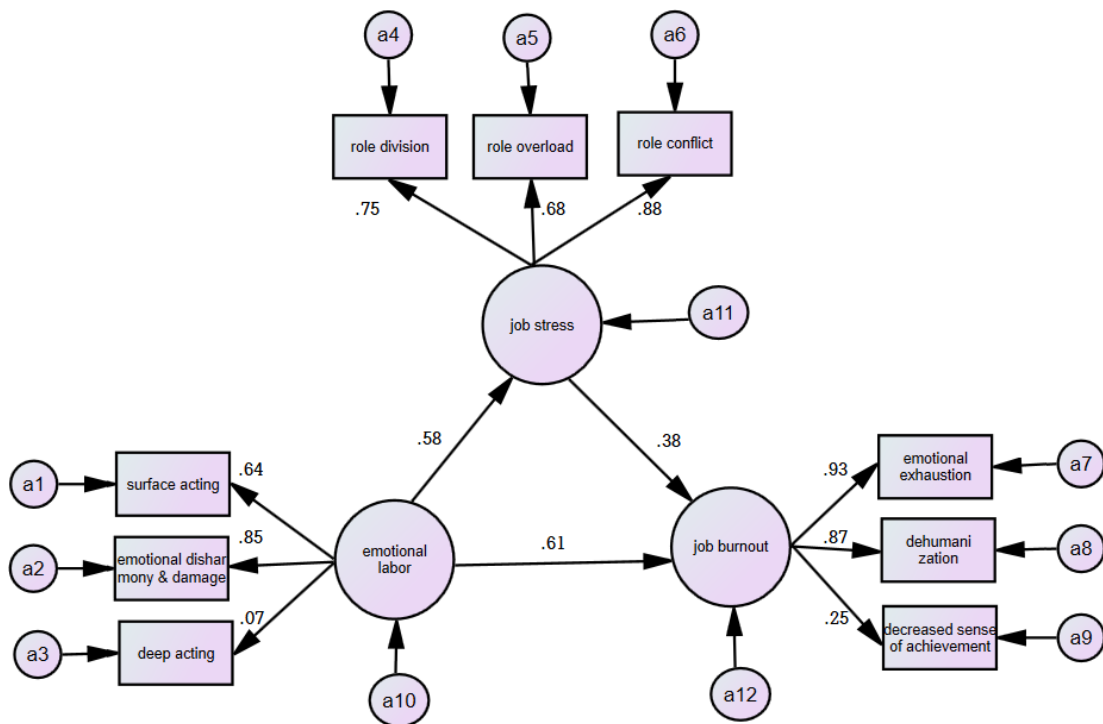
Moreover, the results of analyzing the verified effects between main variables are as <Table 15> and [Picture 2], and the emotional labor had direct effects($\beta = .614, p < .001$) on the job burnout. The size of indirect effects of emotional labor on the job burnout was .221. This means once the emotional labor is increased by 1 unit, the job burnout is increased by .221 unit. If these indirect effects are added to the direct effects, it becomes total effects. In the results of verifying the mediating effects as indirect effects between emotional labor and job burnout, the significance probability was $p = .008$. In conclusion, the mediating effects between emotional labor and job burnout are statistically significant. Thus, it was empirically verified that the job stress became a significant partial mediating variable on the relation between emotional labor and job burnout. As a result of emotional labor aggravating workers' stress on the relation between emotional labor and job burnout, the job burnout was caused[18]. This study drew the same results with the existing research by Schaufeli, W. B. & Bakker, A. B.(2004) reporting that the direct cause for job burnout is emotional labor, which is caused by reducing individual's resources[19].

Table.15. Analysis of effects between main variables

Path	Direct effect	Indirect effect	Total Effect
emotional labor → job stress	.577***		.577***
emotional labor → Job Burnout	.614***	.221**	.836***
job stress → Job Burnout	.383***		.383***

* $p<.05$, ** $p<.01$, *** $p<.001$

Figure.2 Results of verifying the research model



6. Discussions & Conclusions

Such results of this study mean that it would be necessary to have the improvement measures for preventing the management office workers from making an extreme choice of 'suicide' after suffering from emotional labor and extreme job stress such as humiliation, abuse, threat, and continuous harassment from residents, and also for minimizing their emotional labor and job stress, and to establish the legal protective system to prevent the aftereffects of severe job burnout on the safety management of apartment.

In other words, when there are less emotional labor and job stress under the legal recess hours, the apartment management entity could perform more efficient work process, so there should be the improvement as follows including the improvement of working environment such as legal security of lunch hours and recess hours. First, it is required to establish the measures for reducing the emotional labor of management entity by developing and applying a mandatory education program that could relieve their stress and also to increase their self-esteem and deep acting, so the apartment management site could become safe apartment.

Second, in order to inform the fact that management entity is an essential being who handles works related to fire, blackout, and safety action while managing the common use area, and also they could refuse demands for private works in exclusive use area by limiting their work range as maintenance and repair of common use area, the public service campaign related to this should be easily accessed through homepage of the Ministry of Employment and Labor, and K-apt while the local governments also need to promote this by periodically noticing through official documents. It would be also needed to limit their work in exclusive use area not to service aspect, but to safety aspect, and to minimize their emotional labor by newly including a provision that specifies and stipulates the range and contents of private work in exclusive use area for management office.

Third, even in emergency situations like fire fighting facilities and electrical facilities, the business for repair work is selected through the decision procedure of resident representative association. As the repair work is delayed, a fire occurs, which causes a loss of lives[20]. Thus, in case when it is directly related to the safety of residents, they should be given the authority to do prior actions and to implement funds for emergency immediate repair work.

Fourth, it would be necessary to newly establish the systematic legal program that could mediate and solve conflicts between residents by additionally recruiting skilled public officials with the cost of the relevant local government for the case of private conflicts between residents originated from exclusive use area.

Lastly, the current management entity is performing maximum work with minimum manpower. To reduce the fundamental causes for aggravating their emotional labor due to lacking in manpower, the guidelines for the minimum operating manpower of management office compared to the number of households, area, or facilities of apartment site, should be legislated. There should be the improvement measures for reducing their emotional labor and fatigue by newly establishing the guideline regulations for minimum operating manpower of management office in the Multi-Family Housing Management Act by charging a fine in case when the guidelines are violated.

With the increased demands from apartment residents, some residents misunderstand that the management entity who is supposed to manage the common use area of apartment should also manage their own exclusive use area just as call center workers in A/S center. As the residents do not perceive the management entity as important beings to perform works like fire, blackout, and safety actions while managing the common use area, they have greater dissatisfaction with their response to complaints in exclusive use area, which is led to the maximization of job burnout caused by emotional labor and job stress of management entity. On the other hand, even though the mandatory safety of residents in management entity is greatly emphasized, in reality, they have no authority or autonomy to do prior actions and to implement funds for emergency immediate repair of fire fighting facilities for fire prevention. Moreover, even though the apartment buildings are upgraded and advanced, the arrangement of managers suitable for the advancement does not happen. It is also difficult to realistically accumulate and use the long-term repair reserve for immediate repair work. In order to prohibit unfair work orders except for maintenance and repair of common use area including the realistic obligation of accumulation of long-term repair reserve for minimizing emotional labor of management entity, it would be necessary to have additional researches that could be used as data for the amendment of law for subdividing and stipulating the work range of management entity.

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