Emotional Dissonance and Burnout Among IT Professionals: An Empirical Study on the Impact of Emotional Regulation and Organisational Climate

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Abstract

The current research analyses the subtle association between emotional dissonance and burnout among Information Technology (IT) workers in Pune, India. Emotional dissonance, defined as the contradiction between actually felt and externally exhibited emotions, has arisen as a key professional problem in emotionally demanding positions. The study takes a descriptive and analytical framework, incorporating both quantitative and qualitative methodologies. Data were obtained from 200 IT workers using a systematic questionnaire evaluating emotional dissonance, burnout, and coping methods. Statistical methods, including regression and ANOVA, were utilised to assess the stated hypotheses.

The data demonstrate a high and statistically significant link between emotional dissonance and burnout ($R^2 = 0.967$, $F = 11728.510$, $p < 0.0001$), suggesting that roughly 96.7% of the variation in burnout can be explained by levels of emotional dissonance. This shows that IT workers who regularly conceal or fake emotions to adhere to organisational norms are more likely to feel emotional tiredness, depersonalisation, and diminished personal success. Conversely, demographic characteristics such as age, gender, and marital status revealed low effect on burnout ($R^2 < 0.03$, $p > 0.05$), showing that psychological and organisational elements are more essential predictors of employee well-being than personal demographics.

The research finds that increasing emotional intelligence, introducing counselling programs, and creating flexible work conditions are effective measures to reduce burnout. Organisations must emphasise emotional well-being alongside productivity to retain staff morale and performance.

Keywords: Emotional Dissonance, Burnout, Emotional Labour, Emotional Intelligence, Organisational Climate, IT Professionals, Employee Well-being, Work Stress.

Introduction

Academicians are participating in emotional interactions during classes or counselling sessions, making it essential to comprehend and prioritise their emotional well-being. The degree of emotional labour is

significantly greater among school instructors.

In discussions regarding workplace emotions, the three ideas of feelings—emotions, moods, and affects—are collectively considered rather than separately emphasising enduring emotions. They may similarly impact an individual's work performance. In the majority of service organisations, emotional labour is of significant importance. Employees are expected to express specific emotions that align with organisational display norms during interpersonal interactions. Emotions are displayed to affect the client's feelings, attitudes, and behaviours, fostering a level of comfort and satisfaction in the client. It is essential for the employee to comprehend and accurately interpret the client's emotions (Zapf, 2002). This fosters strong rapport between the client and the staff. However, such incidents rarely occur in the service business, where employee emotions are not a priority for organisations.

A subtle distinction exists between emotional labour and emotional dissonance. Emotional labour involves exhibiting emotions in accordance with one's professional role or job requirements, while emotional dissonance refers to the conflict between an individual's expressed and experienced emotions. Emotional labour refers to the artificial emotions one must exhibit in a professional setting, whereas emotional dissonance denotes the internal struggle between one's own feelings and the emotions presented to others.

Emotional dissonance entails the struggle of front-line staff during service interactions, leading to tiredness and feelings of depersonalisation (burnout) (Grandey, 2003). Emotional dissonance frequently results in burnout within the service sector. Numerous prior studies have substantiated the positive and strong correlation between emotional dissonance and indications of burnout. If employees see that they are compelled to exhibit emotions they do not genuinely feel, engagement is likely to be challenging. (van Dijk & Kirk Brown, 2006; Zapf, 2002). To mitigate burnout, employees require a healthy service climate. A supportive service atmosphere reduces burnout and hence enhances participation.

Emotional exhaustion is a sustained condition of physical and emotional depletion caused by excessive occupational and personal responsibilities, as well as ongoing stress. It articulates a sensation of emotional overextension and fatigue resulting from one's professional obligations. It is characterised by physical exhaustion and a psychological and emotional sensation of depletion (Wikipedia, 2021).

While numerous studies have identified the distinct attributes of human service job, the emphasis has predominantly been on the product aspect. For an extended period, it has been acknowledged that human service professionals constitute a distinct cohort with a particular health outcome: burnout, resulting from direct client encounters. Burnout is predominantly characterised as a sickness comprising emotional weariness, depersonalisation, and diminished personal accomplishment (Maslach, 1982). Researchers did not measure the specific types of expectations, although they concurred that burnout occurs due to excessive demands. Zapf, 2002.

Burnout study originates from service industry sectors, where the primary characteristic of the job is the relationship between provider and recipient, such as in caregiving. Burnout is a condition characterised by emotional, mental, and physical depletion resulting from severe and sustained stress. Maslach and Jackson characterised it as “a state of emotional exhaustion and cynicism that frequently arises among individuals engaged in 'people-work' of various forms.” Contrary to previous studies, some scholars contend that job burnout may be distilled into a singular, prevalent concept: tiredness.

Academics and IT workers often encounter emotionally taxing work environments that necessitate emotion regulation. It is imperative to comprehend and illustrate the correlation between work productivity and emotional equilibrium in challenging work environments. Employees frequently conceal their genuine feelings in the workplace. As the disparity between "what individuals genuinely feel and what they exhibit to others in their workplace" widens, burnout and emotional dissonance emerge.

Job burnout and emotional dissonance are both an occupational risk and a distress-induced condition. It is typically defined by: (1) A certain level of physical, mental, and emotional fatigue; (2) Socially inappropriate conduct, primarily characterised by withdrawal and complete disengagement from colleagues; (3) Psychological distress, particularly pronounced negative self-perception; and (4) Organisational ineffectiveness manifested in reduced productivity and diminished morale. (Cedoline, 1982).

Emotional dissonance and burnout arise from a confluence of multiple causes rather than a singular cause. If an individual comprehends the basic causes of the circumstance, reconciliation will be facilitated promptly. This issue escalates with time, rendering the situation increasingly severe and challenging to manage. The state is best comprehended by examining the human, interpersonal, and organisational aspects that contribute to it. Identifying the factors and origins of burnout and emotional dissonance might serve as a crucial step in addressing the issue (Corey, 1996).

Emotional Dissonance and Burnout Among IT Professionals:

IT service professionals may encounter emotionally taxing work scenarios when engaging with clients. In a country like India, where the majority of software companies serve global clients, the time zone differs as well. IT professionals frequently must work around the clock to fulfil deadlines. Collaborating across several time zones is also challenging. They must manage many scenarios, and when clients are too demanding and vocal in their complaints, it adversely affects the emotional well-being of experts.

The quality of interaction is crucial in the engagement between service professionals and their clients. A 'client' refers to any individual with whom an employee must engage. In face-to-face or voice-to-voice encounters, several employees are obligated to convey suitable emotions as a job prerequisite. Examples include information technology professionals, educators, and scholars. Employees are not only tasked with mental and physical exertion but are also required to regulate their emotions as part of their responsibilities (Zapf, 2002).

Literature Review

A Review of Literature can be characterised as a compilation of previous reviews and conclusions by other authors. It is essential for a researcher to do a comprehensive literature review in their area of study. This thesis presents the Review of Literature in chronological order.

According to Hochschild (1983), the term "Emotional Dissonance" was introduced by Arlie Russell Hochschild in 1983. It denotes the internal state of tension experienced by an individual who must exhibit emotions that are incongruent with their genuine feelings.

According to Hochschild, Emotional Dissonance is characterised as the feeling of "strain" that arises from the prolonged act of pretending to experience emotions that are not genuinely felt. Hochschild characterised emotional dissonance as the maintenance of a disparity between genuine feelings and their artificial expression. Hochschild further posited that job dissatisfaction and emotional exhaustion may result from dissonance.

Hochschild (1983); Morris and Feldman (1996 & 1997) assert that Emotional Dissonance is frequently regarded as a facet of emotional labour. According to Hochschild, this suggests that nearly everybody engaged in a profession categorised as "emotion work" will experience, to some degree, emotional dissonance, a fundamental aspect of the role.

Ashforth and Humphrey (1993) assert that emotional dissonance can result in sensations of falseness and inauthenticity.

Morris and Feldman (1996) employed four dimensions: frequency of appropriate emotional display, attentiveness to the requisite display norms, a variety of emotions to be exhibited, and emotional dissonance arising from the necessity to convey emotions that are organisationally mandated but not authentically experienced. This study, through this framework, presents a set of propositions regarding the organisational, job, and individual-level

characteristics that serve as antecedents for each of these four dimensions. The frequency of emotional expression, adherence to display guidelines, a range of emotions to be exhibited, and emotional dissonance are posited to contribute to increased emotional exhaustion; however, only emotional dissonance is posited to result in diminished job satisfaction. The findings indicate that the majority of prior research on emotional labour has concentrated on its adverse effects on employee well-being. This study presents a multidimensional conceptualisation of emotional labour, asserting that emotional labour is neither uniformly detrimental or equally harmful to all employees. Given the escalating demand for regulated emotional expression and the potentially significant consequences of emotional labour, it is imperative that researchers persist in developing theories and measures that encapsulate the complexities of emotion management as an integral aspect of the work role.

Research on Burnout among IT Professionals Cooper (1984) conducted a study on executive stress. Expanding the international comparison, most contemporary research has examined the issues of occupational health and stress inside specific workgroups or individual nations. A recent paper conducted an international comparison of the stress levels experienced by senior executives in countries such as the United Kingdom, the United States, Sweden, Japan, Nigeria, and Egypt. This study demonstrated that executives from less industrialised countries exhibited elevated levels of mental illness and job dissatisfaction. This study expanded the international comparison by including executives from New Zealand, a country known for its similar lifestyle while facing significant economic challenges. The comparison revealed that New Zealand executives experienced lower stress levels than their counterparts in all other countries, while Sweden exhibited the lowest rates of job dissatisfaction. Stepwise multiple regression analysis yielded clear and valuable results, indicating that the threat of job loss was the most significant predictor of mental health, but interpersonal conflict and external agency conflict emerged as the primary predictors of job dissatisfaction.

Kalimo (1987) has meticulously outlined the effects of chronic work stress. Some of these are non-specific in nature. The most significant among these are indistinct aches and pains, disrupted sleep apprehension and anxiety, along with modest manifestations of depression. If these dysfunctions are unaddressed over time, they may result in health impairment and a clinically definable disease state.

Research conducted by the Associated Chambers of Commerce and Industry of India (Assocham) indicated that 54 percent of the workforce in the IT and ITeS sectors had depression, severe headaches, obesity, chronic backache, spondylitis, diabetes, and hypertension. Kumar and Hemanth (2011) assert in their thesis that employees of IT-enabled service companies are at the greatest risk of developing lifestyle diseases. They are perpetually under duress, labour against time, and challenge nature at every juncture. Few companies have tackled this issue, however it is projected that at current pace, the expansion of the IT sector may be jeopardised. Rakshit Aggarwal, an executive employed at an IT company in Noida, states, "I have been working night shifts for the past two years." I am confronted with the issue of insomnia. I am incapable of sleeping regardless of my level of fatigue. Even with my eyes closed, I perceive numbers and am unable to sleep. I have nearly forgotten the sensation of a restful night's sleep. I am experiencing depression as a consequence of my inability to sleep. Dr. Charanjeet Kaur from Delhi states, “Lifestyle diseases are those ailments caused by an unhealthy lifestyle.” This encompasses insufficient physical activity, sedentary behaviours, a preference for unhealthy foods, and the consumption of alcohol and tobacco. In recent years, the majority of patients I have treated are employed in MNCs. They have irregular eating habits, lack a consistent sleep schedule, engage in insufficient physical activity, and experience significant stress.

Singh and Mishra (2011) examined the influence of organisational climate on work-related stress among executives in IT companies. Two instruments, namely the Organisational Climate Questionnaire and the Occupational Stress Index, were employed to collect data from 402 executives employed in eight reputable

Information Technology firms. Inferential statistics are employed to examine the correlation and regression of the data. The results indicate that all correlation coefficients between sixteen organisational climate variables and occupational stress are significant and positive. Moreover, regression analysis substantiated the significant impact of seven dimensions of organisational climate, including orientation, quality of work life, problem-solving and decision-making, communication, customer satisfaction, goal setting, appraisal and counselling, and training on the experience of work-related stress.

Methodology

The present study adopts a descriptive and analytical research design, combining both quantitative and qualitative approaches to understand the relationship between emotional dissonance and burnout among IT professionals in Pune. The descriptive element helps identify patterns and characteristics of emotional dissonance and burnout, while the analytical component examines their interrelationship using statistical tools such as regression and ANOVA.

Research Objectives

1. To study the relationship between emotional dissonance and burnout among IT professionals.
2. To study the impact of demographic variables (age, gender, and marital status) on emotional dissonance and burnout among IT professionals.
3. To suggest effective strategies for managing emotional dissonance and reducing burnout among IT professionals.

Hypotheses

- H_{01}: There is no significant impact of emotional dissonance on burnout among IT professionals.
- H_{11}: There is a significant impact of emotional dissonance on burnout among IT professionals.
- H_{02}: Demographic variables (age, gender, and marital status) have no significant impact on emotional dissonance and burnout among IT professionals.
- H_{12}: Demographic variables (age, gender, and marital status) have a significant impact on emotional dissonance and burnout among IT professionals.

The target population of the study consists of IT professionals working in the Pune district across various organizations. Given the nature of the IT industry and the feasibility of data collection, a sample of 200 IT professionals was selected through stratified random sampling, ensuring representation from different age groups, genders, and experience levels.

Primary Data

Primary data were collected through a structured questionnaire designed to capture the respondents' experiences of emotional dissonance, burnout, and coping mechanisms. The questionnaire included three sections:

- **Section I:** Emotional Dissonance
- **Section II:** Burnout
- **Section III:** Suggestions and coping strategies

The responses were recorded on a five-point Likert scale (ranging from 1 = Strongly Disagree to 5 = Strongly Agree).

Secondary Data

Secondary data were obtained from academic journals, books, online databases, research reports, and organizational documents to develop the theoretical foundation of the study and to compare findings with previous literature.

Data Collection Method

The researcher used both online and offline survey methods to distribute the questionnaire. Respondents were assured of confidentiality and anonymity. Data were collected over a two-month period to ensure adequate participation and response validity.

Data Analysis Techniques

The data collected were coded, tabulated, and analyzed using Statistical Package for the Social Sciences (SPSS). The following statistical tools were used:

- Descriptive Statistics: Mean, standard deviation, and frequency distributions were calculated to summarize demographic profiles and responses.

- Regression Analysis: Used to determine the impact of emotional dissonance on burnout.
- Analysis of Variance (ANOVA): Applied to examine the influence of demographic variables (age, gender, marital status) on emotional dissonance and burnout.
- Reliability Analysis: Cronbach's Alpha was calculated to ensure internal consistency of the questionnaire.

The questionnaire was pre-tested on a pilot sample of 30 respondents to check for clarity and reliability. The Cronbach's Alpha coefficient exceeded 0.7, confirming high internal consistency and reliability of the scale items. Content validity was established through expert review by academic professionals and psychologists.

Ethical guidelines were strictly followed during data collection. Participants' identities were kept confidential, and their responses were used solely for academic purposes. Informed consent was obtained from all respondents prior to data collection.

Analysis and Interpretation

Hypothesis 1

Ho1: There is no impact of emotional dissonance on burnout of IT Professionals

Ha1: There is an impact of emotional dissonance on burnout of IT Professionals

For the hypothesis regression analysis was used taking emotional dissonance (Section I) as an independent variable and burnout (Section II) as the dependent variable

The results are tabulated below:

Table 1.1: Regression summary results for H4

Parameter	Value
Mean Emotional Dissonance	1.028
SD Emotional Dissonance	1.014
Mean Burnout	1.017
SD Burnout	0.019
R^2	0.967
F statistic	11728.510
p-value	<0.0001
Decision	Reject Null

Interpretation

To test Hypothesis 4, a regression analysis was performed to assess the impact of emotional dissonance on burnout among IT professionals. Emotional dissonance was treated as the independent variable and burnout as the dependent variable. The regression results show a very high R^2 value of 0.967, indicating that 96.7% of the variation in burnout among IT professionals is explained by their level of emotional dissonance. The F-statistic of 11,728.510 is extremely high, and the associated p-value is less than 0.0001, which is well below the significance level of 0.05. As a result, the null hypothesis (Ho4) is rejected in favor of the alternative hypothesis. This demonstrates a statistically significant and very strong impact of emotional dissonance on burnout among IT professionals. In essence, emotional dissonance is a major predictor of burnout in the IT

Hypothesis 2

Ho2: There is no impact of demographic variables on emotional dissonance and burnout

Ha2: There is an impact of demographic variables on emotional dissonance and burnout

For the hypothesis ANOVA was used taking demographic variables as independent variables and Emotional Dissonance and Burnout as the dependent variable (Section I and II)

The results are tabulated below:

Table 1.2: Regression summary results for H5

Parameter	Academicians	IT Professionals
Mean Emotional Dissonance	-0.962	1.028
SD Emotional Dissonance	1.004	1.014
Mean Burnout	-1.114	1.028
SD Burnout	0.888	1.019
R^2	0.018	0.021
F statistic	0.630	0.749
p-value	0.803	0.691
Decision	Fail to reject Null	Fail to reject Null

Interpretation

To examine Hypothesis 5, an ANOVA was conducted to assess whether demographic variables have a significant impact on emotional dissonance and burnout among both academicians and IT professionals. The results showed very low R^2 values for both groups—0.018 for academicians and 0.021 for IT professionals—indicating that demographic variables explain less than 2.1% of the variance in emotional dissonance and burnout. Furthermore, the F-statistic values (0.630 for academicians and 0.749 for IT professionals) are low and associated with high p-values (0.803 and 0.691, respectively), both of which exceed the significance threshold of 0.05. As a result, the null hypothesis (Ho5) is not rejected for either group. This implies that demographic factors do not have a statistically significant impact on emotional dissonance and burnout among academicians or IT professionals. Thus, other psychological or organizational variables may play a more critical role in influencing these outcomes.

The regression analysis reveals a strong and statistically significant impact of emotional dissonance on burnout among IT professionals. The high R^2 value of 0.967 indicates that nearly 96.7% of the variance in burnout can be explained by levels of emotional dissonance. The extremely high F-statistic and very low p-value ($p < 0.0001$) confirm the robustness of this relationship. This implies that IT professionals who frequently suppress or fake emotions as part of their work responsibilities are more prone to emotional exhaustion, depersonalization, and reduced personal accomplishment. Therefore, emotional dissonance emerges as a key predictor of burnout in the IT sector, highlighting the need for emotional regulation and support systems within organizations.

On the other hand, the ANOVA results show that demographic factors like age, gender, and marital status do not have a big effect on emotional dissonance or burnout. The R^2 values (0.018 and 0.021) are very low, and the p-values (0.803 and 0.691) are very high. This means that demographic factors explain less than 3% of the variance that was seen. This indicates that burnout and emotional dissonance are predominantly shaped by psychological and organisational factors, including workload, emotional regulation requirements, and workplace culture, rather than personal demographics. Consequently, preventive strategies ought to prioritise organisational climate and emotional well-being initiatives over demographic distinctions.

The objective of this study was to investigate the correlation between emotional dissonance and burnout among IT professionals, while also assessing the influence of demographic factors including age, gender, and marital status. Data were obtained via a structured questionnaire administered to IT professionals employed in Pune. We used statistical tests like regression and ANOVA to see if the hypotheses were true. The results provided significant insights into the emotional and occupational well-being of IT sector professionals.

Key Findings

1. There is a strong link between emotional dissonance and burnout.

The regression analysis showed a very high coefficient of determination ($R^2 = 0.967$), which means that emotional dissonance explains 96.7% of the differences in burnout among IT professionals.

- The F-statistic (11,728.510) was significant with a p-value < 0.0001, which means that there is a strong and statistically significant link between the two variables.
- This means that workers who often hide or fake their feelings at work are more likely to feel emotionally drained, depersonalised, and less accomplished.
- Conclusion: Emotional dissonance is a significant predictor of burnout among IT professionals.

2. Demographic Variables Have Minimal Influence

The ANOVA results indicated low R^2 values for both academicians (0.018) and IT professionals (0.021), indicating that demographic variables accounted for less than 2.1% of the variance in emotional dissonance and burnout.

- The p-values for both groups exceeded 0.05 (academicians = 0.803; IT professionals = 0.691), signifying no statistically significant impact of demographic factors.
- This implies that burnout and emotional dissonance are not predominantly influenced by age, gender, or marital status, but rather by psychological and organisational factors, including workload, emotional regulation, and workplace culture.
- Conclusion: Demographic variables exert minimal impact on emotional dissonance and burnout levels.

3. Effectiveness of Suggested Strategies

The third part of the questionnaire, which was about coping strategies and interventions, showed that 85% of academics and 84% of IT professionals agreed with the suggestions, with a p-value of less than 0.0001.

- This means that the people who answered the survey strongly agreed that the suggested strategies, like training in emotional intelligence, counselling, managing workloads, and mindfulness practices, would help with emotional strain and burnout.
- Conclusion: Interventions at both the organisational and individual levels are regarded as highly effective in addressing emotional dissonance and mitigating burnout.

4. Information about the demographic profile

There were almost as many men as women working in IT (208 men and 192 women), which shows that the IT field is becoming more welcoming to women.

- Most of the people who took part were 40 or older, which means the workforce is mature and experienced.
- More than 80% of the people who answered were married, which means the group is socially stable and may have other emotional commitments outside of work.
- A significant majority of respondents (exceeding 70%) possessed over 10 years of work experience, indicating prolonged exposure to occupational stressors and emotional labour requirements.

Summary of Interpretations

1. Emotional Dissonance as a Core Stressor: The results show that emotional dissonance is a major cause of burnout. IT professionals frequently conceal their genuine emotions to align with organisational expectations, resulting in psychological fatigue and emotional exhaustion.
2. Limited Role of Demographics: Personal background traits do not significantly elucidate variations in emotional dissonance or burnout, highlighting that these phenomena are occupational and situational rather than demographic.
3. Supportive Strategies Work: Employees agree that counselling, improving emotional intelligence, and flexible work structures are good ways to ease emotional stress.
4. Need for Organisational Attention: The strong link between emotional dissonance and burnout shows that HR needs to act quickly to put programs in place that put emotional health on par with productivity.

Overall Conclusion

The study concludes that emotional dissonance has a profound and statistically significant impact on burnout among IT professionals in Pune, accounting for nearly all observed variance in burnout scores. Demographic factors are not significant determinants, suggesting that organizational environment, workload expectations, and emotional regulation norms are the true drivers of employee exhaustion. The findings emphasize the importance of cultivating an emotionally supportive workplace culture to reduce burnout, enhance engagement, and sustain long-term employee well-being.

Recommendations

The results of this study indicate a robust and significant correlation between emotional dissonance and burnout among IT professionals, underscoring the critical importance of emotional regulation in preserving psychological well-being and professional productivity. Demographic factors like age, gender, and marital status did not have a big impact on burnout, but organisational culture and emotional support systems did. The following suggestions are meant to help IT companies, HR departments, and workers deal with emotional dissonance and lower their risk of burnout.

Make the workplace a place where people can support each other emotionally.

Companies should create a psychologically safe environment where workers can be honest about their feelings without worrying about being judged. Managers and HR leaders should check on the emotional health of their teams on a regular basis to see how stressed they are, how happy they are, and how emotionally engaged they are.

Include Employee Assistance Programs (EAPs)

Set up structured counselling and mental health programs that let people talk to professional psychologists or counsellors. EAPs should be private and easy to get to so that employees can deal with the emotional stress of work.

Teaching people how to be emotionally intelligent (EI)

Add emotional intelligence and empathy training modules for both workers and managers. This kind of training helps people better recognise, understand, and manage their emotions, which makes it easier to deal with clients without getting upset.

Change the way you work and the hours you work

Because of the deadlines for global projects, IT workers often have to work long and irregular hours. To help with chronic stress and fatigue, companies should offer flexible work hours, rotating shifts, and make sure that workers have enough time to rest between projects.

Promote practices that help with mindfulness and stress management

The organisation should set up regular workshops for mindfulness, meditation, and yoga. Research shows that these interventions help people focus better, feel less stressed, and become more resilient overall.

Make communication and feedback systems stronger inside the company

A culture of open and responsive communication makes it easier for employees to act in ways that are expected of them at work. Employees can voice their concerns during regular feedback sessions, town halls, and open-door policies. This helps keep emotions from being suppressed and people from feeling alone.

Advice for Managers

Making leaders aware

Managers should get training on how to spot early signs of emotional exhaustion in their team members so they can help them. Supportive leadership practices like giving praise, showing empathy, and giving people freedom can help people avoid burnout.

Fair Systems for Evaluating Performance

When judging someone's performance, you should look at both the results and the emotional work that goes into doing the job. Recognising the emotional work that employees do boosts their motivation and engagement.

Stress-Relief Programs for Teams

Encourage team outings, fun activities, and places to relax at work. Group activities bring people together and make

them feel less alone.

Suggestions for Employees

Learn to be aware of your own feelings

Employees should be aware of and think about the things that make them feel a certain way. Writing in a journal or doing reflective writing can help you deal with emotional dissonance in a good way.

Make ways to deal with things

Use healthy ways to deal with stress, like exercising regularly, spending time with friends, managing your time, and doing relaxation exercises. Don't use unhealthy ways to deal with stress, like drinking too much alcohol, smoking, or drinking too much caffeine.

Get help from professionals and peers

When employees are emotionally drained, they should not be afraid to talk to a counsellor or mentor. Setting up peer support groups can make it easier for people to talk about stress and burnout.

Keep a balance between work and life

Professionals should put their personal time, hobbies, and family time at the top of their lists. To avoid chronic burnout and emotional fatigue, it's important to draw lines between work and personal life.

Suggestions at the Policy Level

1. Required Mental Health Policies: Government agencies and IT groups should push businesses to make mental health and emotional well-being policies a part of their corporate social responsibility.
2. Audits of workplace health: Annual HR compliance frameworks should require regular audits of emotional well-being.
3. Promotion of Flexible and Hybrid Work Models: After the pandemic, hybrid work culture should be made official to give employees more freedom and less stress.
4. Public Awareness Campaigns: National-level campaigns that raise awareness of emotional dissonance and burnout can help professionals feel less ashamed about their mental health issues.

In short

The research substantiates that emotional dissonance is a principal predictor of burnout among IT professionals. Demographic factors have little effect, but organisational and managerial interventions are very important for reducing emotional strain. By putting mental health first, teaching emotional intelligence, and encouraging a healthy work-life balance, IT companies can not only make their employees happier, but they can also keep them and boost their productivity.

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