

# The Cost of Pretending: Examining Emotional Dissonance, Emotional Regulation and Burnout in the Indian IT Sector

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**Abstract:** *In the fast-paced world of information technology (IT), professionals often face high emotional demands, requiring them to suppress genuine feelings to maintain composure and professionalism. This phenomenon, known as emotional dissonance, has been increasingly linked to burnout—a multidimensional construct comprising emotional exhaustion, depersonalisation, and reduced personal accomplishment. The present study empirically investigates the impact of emotional dissonance on burnout among IT professionals, focusing on the mediating role of emotional regulation and the moderating influence of organisational climate. Data were collected from 300 IT professionals across major Indian cities using validated scales, including the Emotional Dissonance Scale (Zapf, 2002), the Maslach Burnout Inventory (Maslach & Jackson, 1981), the Emotion Regulation Questionnaire (Gross & John, 2003), and the Organisational Climate Measure (Patterson et al., 2005). Findings reveal that emotional dissonance significantly predicts burnout, but emotional regulation mitigates its adverse effects. Additionally, a positive organisational climate weakens the dissonance–burnout relationship. The results highlight the importance of emotional intelligence training, supportive leadership, and healthy organisational cultures to promote psychological well-being and sustainability in IT workplaces.*

**Keywords:** Emotional Dissonance, Burnout, Emotional regulation, Organisational climate, Organisational Culture, IT professionals

## 1. Introduction

The IT industry is renowned for its high-performance culture, intense deadlines, and constant demand for innovation. In such an environment, employees often experience emotional dissonance—the discrepancy between felt and displayed emotions (Hochschild, 1983; Zapf, 2002). Continuous suppression of authentic emotions can lead to psychological strain and eventual burnout (Maslach & Leiter, 2016). Emotional regulation may act as a protective mechanism, enabling employees to handle emotional labour effectively. Furthermore, organisational climate—employees' shared perceptions of workplace practices (Schneider, 2008)—can moderate these relationships.

### 1.1 Problem Statement

Emotional dissonance has become a subtle but widespread problem in the IT industry. Employees are generally expected to be cool, understanding, and collected even when clients make unreasonable requests, technology fails, or they are under constant pressure to deliver. Suppressing genuine feelings for extended durations depletes emotional energy, leading to emotional weariness and depersonalization—critical aspects of burnout (Brotheridge & Grandey, 2002).

A plethora of studies have associated emotional labour with burnout in service sectors; however, there is a paucity of research examining its effects in the technology sector, where emotional demands are exacerbated by digital workloads, job ambiguity, and incessant innovation cycles. Furthermore, the influence of individual coping strategies, such as emotional regulation, and environmental variables, such as organisational climate, is little examined in IT-based

work environments. Comprehending the interplay between these psychological and organisational elements might provide practical insights for HR professionals, mental health practitioners, and legislators to cultivate sustainable work environments.

### 1.2 Research Objectives

The main goal of this research is to look at how emotional dissonance affects IT workers' burnout. The precise aims are:

- 1) To evaluate the correlation between emotional dissonance and fatigue.
- 2) To examine the mediation function of emotional regulation in the relationship between emotional dissonance and burnout.
- 3) To assess the moderating influence of organisational environment on the correlation between emotional dissonance and burnout.
- 4) To suggest HR strategies that might help reduce burnout and improve emotional health in IT environments.

### 1.3 Research Questions

- Does emotional dissonance significantly predict burnout among IT professionals?
- Does emotional regulation serve as a mediator in the relationship between emotional dissonance and burnout?
- Does the organisational environment influence the impact of emotional dissonance on burnout?

### 1.4 Research Hypotheses

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Based on prior literature and theoretical grounding, the following hypotheses are proposed:

- **H<sub>1</sub>:** Emotional dissonance has a significant positive effect on burnout among IT professionals.
- **H<sub>2</sub>:** Emotional regulation mediates the relationship between emotional dissonance and burnout.
- **H<sub>3</sub>:** Organisational climate moderates the relationship between emotional dissonance and burnout, such that a positive climate weakens the relationship.

### 1.5 Significance of the Study

This research adds to both theory and practice. Theoretically, it amalgamates three essential constructs—emotional dissonance, emotional regulation, and organisational climate—into a holistic model to elucidate burnout among IT workers. It builds on the Conservation of Resources Theory (Hobfoll, 1989), which says that people want to acquire and keep resources to deal with stress, and the Affective Events Theory, which says that events at work may make people feel things that affect their attitudes and actions.

### 1.6 Limitations of the Study

The research is extensive but has certain limitations:

- The cross-sectional methodology limits causal interpretation; longitudinal data may more effectively capture changing emotional patterns.
- Relying on self-reported answers might lead to bias because of social desirability or personal interpretation.
- The study's emphasis on specific Indian locations may restrict the applicability of its findings to worldwide IT environments.
- The evaluation of organisational climate was conducted at the individual perspective level, perhaps failing to capture the comprehensive reality of the company as a whole.

## 2. Literature Review

Emotional dissonance, burnout, emotional regulation, and organisational climate are interrelated constructs. Emotional dissonance leads to emotional exhaustion and alienation (Zapf, 2002). Burnout is defined by emotional exhaustion, depersonalisation, and reduced personal accomplishment (Maslach & Jackson, 1981). Emotional regulation strategies such as cognitive reappraisal buffer stress (Gross, 1998). Supportive organisational climates foster trust, reducing emotional strain (Schneider, 2008; Biron & van Veldhoven, 2012).

### 2.1 Concept of Emotional Dissonance

Emotional dissonance is the psychological conflict that occurs when people feel a difference between how they really feel and how they are supposed to feel at work (Hochschild, 1983). This concept is central to emotional labour theory, which asserts that service professionals often control and modulate their emotional manifestations to align with corporate expectations. Emotional labour may improve service quality, but continuous emotional dissonance can

drain psychological resources, causing emotional weariness and burnout (Zapf, 2002).

In the IT field, workers communicate with clients, coordinate projects, and solve problems in ways that require a lot of emotional control, even if they aren't always face-to-face. Repeatedly pushing down feelings of anger or disappointment may create a constant conflict between how you feel and how you show it. This emotional dissonance adversely affects mental health over time, increasing vulnerability to stress-related diseases (Brotheridge & Grandey, 2002).

Empirical research demonstrate that workers with elevated emotional dissonance exhibit reduced job satisfaction, decreased engagement, and increased burnout (Biron & van Veldhoven, 2012). Consequently, emotional dissonance is seen as both a psychological and organisational risk factor that needs proactive control.

### 2.2 Relationship Between Emotional Dissonance and Burnout

A consistent corpus of evidence correlates emotional dissonance with burnout across many occupations. Zapf (2002) discovered that emotional dissonance is a significant predictor of emotional weariness, especially in professions requiring prolonged emotional regulation. In the same way, Brotheridge and Grandey (2002) showed that workers who do surface acting—changing how they feel on the outside without changing how they feel on the inside—are more likely to burn out than those who do deep acting.

Emotional dissonance in IT settings is distinct from how it shows itself in conventional service positions. Professionals often encounter virtual emotional work, navigating encounters via digital platforms characterised by limited indications but elevated demands for response and civility. Biron and van Veldhoven's (2012) research validated that emotional dissonance in technology-intensive workplaces correlates with heightened job pressure, cognitive weariness, and diminished well-being. The connection between emotional dissonance and burnout is both direct and cumulative, which is why this study is so important.

### 2.3 Emotional Regulation as a Mediating Variable

Gross and John (2003) discovered that cognitive reappraisal is mostly beneficial and linked to good emotions and social interactions, while suppression is often indicative of adverse effects, including stress and burnout.

For IT workers, being able to control their emotions might be a way to protect themselves. Workers who are good at regulating their emotions can handle customer stress, project delays, and heavy workloads without running out of emotional energy. Consequently, emotional regulation serves as a mediator in the link between emotional dissonance and burnout, mitigating the psychological effects of emotional labour (Brotheridge & Grandey, 2002).

Grandey's (2003) research corroborates this perspective, demonstrating that emotional regulation influences stress

outcomes via improving control and self-awareness. So, workers who use adaptive tactics may be emotionally stable even when they have to operate in high-pressure digital situations.

## 2.4 Organisational Climate as a Moderating Variable

Organisational climate refers to the collective impression of workers about the practices, processes, and behaviours inside an organisation that are rewarded or endorsed (Schneider, 2008). It shows the "psychological atmosphere" in which workers work. A good atmosphere, defined by support, fairness, trust, and participatory management, has been shown to improve work satisfaction and reduce stress (Patterson et al., 2005).

In emotionally taxing occupations, organisational environment serves as a contextual buffer that influences workers' perceptions and reactions to stresses. When workers believe that their organisation cares about their emotional health, fosters open communication, and offers social support, the negative impacts of emotional dissonance are greatly reduced (Biron & van Veldhoven, 2012). On the other hand, a poisonous or unhelpful environment makes emotional strain worse, which speeds up burnout.

## 2.5 Theoretical Framework

### This study is based on two main theories:

The Conservation of Resources (COR) Theory (Hobfoll, 1989): This idea asserts that people endeavour to get, preserve, and safeguard important resources. Emotional dissonance poses a risk to these resources, resulting in burnout when energy and coping mechanisms are depleted. Emotional regulation and supportive organisational climates restore or preserve these resources, therefore averting burnout.

Affective experiences Theory (Weiss & Cropanzano, 1996): This theory elucidates the mechanisms by which workplace experiences elicit emotional responses that subsequently affect attitudes and behaviours. Within this perspective, emotional dissonance functions as a negative affective event, eliciting stress reactions. Emotional control and favourable environmental factors might affect how these situations are evaluated and handled, which can affect the results of burnout.

These theories provide a dual perspective—individual (resource-based) and organisational (event-based)—for comprehending the emotional causes of burnout in IT workers.

## 2.6 Conceptual Framework

The conceptual framework incorporates emotional dissonance as the independent variable, burnout as the dependent variable, emotional regulation as a mediating factor, and organisational environment as a moderating element.

Proposed Model: Emotional Dissonance → Burnout (with Emotional Regulation as a mediator and Organisational Climate as a moderator)

This model illustrates both the direct impact of emotional dissonance on burnout and its indirect impact via mediating and moderating factors. It is consistent with previous empirical findings (Zapf, 2002; Gross, 1998; Biron & van Veldhoven, 2012) and provides the basis for hypothesis testing in this research.

## 2.7 Research Gap

A critical evaluation of existing research reveals that emotional dissonance and burnout have been thoroughly examined in the healthcare and customer service sectors, although less focus has been directed towards IT workers, despite their increasing emotional demands. Additionally, there is a scarcity of research that amalgamate emotional regulation and organisational environment into a cohesive analytical framework in this domain. Most prior research were either descriptive or focused on individual factors, lacking a cohesive framework that links emotional, cognitive, and organisational causes. This research addresses these deficiencies by:

- Testing a mediated-moderated model in the IT industry using empirical methods.
- Using proven psychometric tools in a workforce that is driven by technology.

## 3. Methodology

This chapter delineates the research strategy, population, sampling methods, data collecting processes, and analytical methodologies used in the study. This chapter aims to delineate the methodological approach used to empirically examine the interrelationships among emotional dissonance, burnout, emotional regulation, and organisational environment within the IT professional sector. The study approach is structured to guarantee reliability, validity, and replicability of findings.

A quantitative, cross-sectional design was employed. Data from 300 IT professionals in Pune, Bengaluru, and Hyderabad were analysed using SPSS and SmartPLS 4. Instruments included Zapf's Emotional Dissonance Scale, the Maslach Burnout Inventory, Gross & John's Emotion Regulation Questionnaire, and Patterson et al.'s Organisational Climate Measure. Reliability ( $\alpha > 0.7$ ) and validity (AVE  $> 0.5$ ) were confirmed.

### 3.1 Research Design

The research used a quantitative, cross-sectional, and explanatory design.

- The quantitative method facilitates objective assessment of constructs using defined scales.
- The cross-sectional design records the views and experiences of IT workers at one specific moment in time.

The study aims to validate hypothesised linkages and causal connections among variables, grounded in existing theories

such as Conservation of Resources Theory (Hobfoll, 1989) and Affective Events Theory (Weiss & Cropanzano, 1996).

This design is suitable for discerning predictive linkages and comprehending the mediating and moderating processes that affect burnout in the IT industry.

### 3.2 Research Framework

The literature study indicates that the conceptual framework posits emotional dissonance (ED) as a direct contributor to burnout (BO), with emotional regulation (ER) serving as a mediator and organisational climate (OC) acting as a moderator of this connection.

### 3.3 Variables and Operational Definitions

| Variable Type | Construct              | Definition                                                                                                                 | Measurement Source       |
|---------------|------------------------|----------------------------------------------------------------------------------------------------------------------------|--------------------------|
| Independent   | Emotional Dissonance   | The degree to which employees experience a mismatch between felt and expressed emotions while performing their roles.      | Zapf (2002)              |
| Dependent     | Burnout                | A psychological syndrome involving emotional exhaustion, depersonalisation, and reduced personal accomplishment.           | Maslach & Jackson (1981) |
| Mediator      | Emotional Regulation   | The process by which individuals manage and modify their emotional responses to workplace situations.                      | Gross & John (2003)      |
| Moderator     | Organisational Climate | The shared perception of organisational policies, practices, and culture that influence employee attitudes and well-being. | Patterson et al. (2005)  |

### Interpretation

The table outlines the main ideas of the study and their theoretical bases, making the research framework clearer. Emotional Dissonance is the independent variable that describes the psychological stress that happens when workers have to show emotions that aren't in line with how they really feel at work (Zapf, 2002). This variable encapsulates the emotional turmoil often encountered by IT workers in the management of customer expectations and workplace relationships. The dependent variable, Burnout, is defined as a multidimensional condition marked by emotional depletion, depersonalisation, and a reduced sense of personal achievement (Maslach & Jackson, 1981). It signifies the principal consequence of sustained mental stress in high-pressure settings.

Emotional Regulation, the mediating variable, refers to a person's capacity to control and change how they feel about work-related stresses (Gross & John, 2003). It serves as a psychological process that mitigates the detrimental effects of emotional dissonance on burnout by facilitating adaptive coping methods, including cognitive reappraisal. Lastly, the moderating variable, Organisational Climate, shows how workers feel about the rules, support structures, and cultural practices at work that affect their motivation and well-being (Patterson et al., 2005). A healthy organisational environment may attenuate the correlation between emotional dissonance and fatigue by fostering social support, equity, and psychological safety. These constructs together provide a cohesive framework elucidating the interplay between emotional and organisational factors in shaping workers' emotional well-being and performance within IT environments.

### 3.4 Research Hypotheses

The following hypotheses were proposed for empirical validation:

H<sub>1</sub>: Emotional dissonance significantly exacerbates burnout among IT workers.

H<sub>2</sub>: Emotional regulation serves as a mediator in the link between emotional dissonance and burnout.

H<sub>3</sub>: The organisational environment influences the connection between emotional dissonance and burnout, with a favourable climate diminishing this association.

### 3.5 Data Collection Method

A systematic questionnaire was used to gather primary data over a two-month period. The questionnaire was sent out both online (using Google Forms) and on paper (printed surveys). Participation was optional, and anonymity was preserved to guarantee truthful replies. The people who answered the questions were told what the study was for and gave their informed permission.

The questionnaire consisted of five sections:

- 1) **Demographic Profile:** Age, gender, designation, experience, and organisation type.
- 2) **Emotional Dissonance:** Measured using Zapf's (2002) scale.
- 3) **Burnout:** Assessed through the Maslach Burnout Inventory (Maslach & Jackson, 1981).
- 4) **Emotional Regulation:** Measured with the Emotion Regulation Questionnaire (Gross & John, 2003).
- 5) **Organisational Climate:** Measured using the Organisational Climate Measure (Patterson et al., 2005).

### 3.6 Reliability and Validity Results (Pilot Phase)

| Construct              | Cronbach's Alpha | Composite Reliability | AVE  | Status   |
|------------------------|------------------|-----------------------|------|----------|
| Emotional Dissonance   | 0.88             | 0.91                  | 0.71 | Reliable |
| Burnout                | 0.91             | 0.93                  | 0.69 | Reliable |
| Emotional Regulation   | 0.85             | 0.88                  | 0.68 | Reliable |
| Organisational Climate | 0.87             | 0.90                  | 0.65 | Reliable |

### Interpretation

The table shows the findings for reliability and validity, which show that all the constructs utilised in the research have very good internal consistency and measurement adequacy. The Cronbach's Alpha values for all constructs are between 0.85 and 0.91, which is higher than the



suggested level of 0.70. This means that the items measuring each variable are very reliable and work well together. The Composite Reliability (CR) ratings, which range from 0.88 to 0.93, further show that the scales are consistent and that the constructs consistently measure the desired dimensions without any errors in measurement.

The Average variation Extracted (AVE) values, which range from 0.65 to 0.71, are higher than the minimum permitted value of 0.50. This means that the items within each construct have a lot of common variation, which is a sign of good convergent validity. The findings show that the measurement model is statistically sound and that each construct—Emotional Dissonance, Burnout, Emotional Regulation, and Organisational Climate—is both reliable and valid for further structural examination. This guarantees that the ensuing hypothesis testing and model interpretations are founded on reliable and sturdy measurement scales.

## 4. Results and Analysis

This chapter discusses the analysis and interpretation of data gathered from 300 IT workers employed in Pune, Bengaluru,

and Hyderabad. The main goal of the research was to look at how emotional dissonance and burnout are related, as well as how emotional regulation might help and how the atmosphere of the workplace can change the connection.

The data were processed using SmartPLS 4 and SPSS (Version 26). The study encompasses descriptive statistics, reliability and validity assessments, a correlation matrix, regression analysis, and hypothesis testing to elucidate the influence and magnitude of correlations among variables.

Emotional dissonance correlated positively with burnout ( $r = 0.68, p < .01$ ). Regression results: ED  $\rightarrow$  Burnout ( $\beta = 0.44, p < .001$ ); Emotional Regulation ( $\beta = -0.34, p < .001$ ); Organisational Climate ( $\beta = -0.29, p < .001$ ).  $R^2 = 0.693$ . Mediation ( $\beta = 0.112, p < .001$ ) and moderation ( $\beta = -0.124, p = 0.003$ ) were significant. Model fit indices: SRMR = 0.061;  $Q^2 = 0.47$ ;  $R^2 = 0.693$ .

### 4.1 Descriptive Statistics

| Variable                    | Mean | Standard Deviation (SD) | Skewness | Kurtosis | Interpretation                                                          |
|-----------------------------|------|-------------------------|----------|----------|-------------------------------------------------------------------------|
| Emotional Dissonance (ED)   | 3.91 | 0.86                    | -0.43    | -0.19    | Respondents moderately agree that they often suppress genuine emotions. |
| Burnout (BO)                | 3.87 | 0.82                    | -0.36    | -0.24    | Indication of moderate emotional exhaustion and stress.                 |
| Emotional Regulation (ER)   | 4.03 | 0.78                    | -0.40    | -0.27    | Respondents use emotional regulation strategies effectively.            |
| Organisational Climate (OC) | 3.85 | 0.83                    | -0.29    | -0.22    | Perceived as moderately positive and supportive.                        |

#### Interpretation:

The descriptive statistics provide significant insights into the emotional and organisational dynamics within the IT profession. The mean scores for all constructions fall between 3.85 and 4.03, which shows that most respondents agreed with them. The average score for Emotional Dissonance ( $M = 3.91, SD = 0.86$ ) indicates that workers moderately encounter circumstances necessitating the suppression or regulation of authentic emotions to maintain professionalism, illustrating the emotional challenges characteristic of IT work settings. The Burnout mean score of 3.87 ( $SD = 0.82$ ) shows that workers are somewhat emotionally exhausted and stressed. This means that they are dealing with work-related stress, but it is not at a severe or chronic level.

4.03 ( $SD = 0.78$ ) demonstrates that most people are able to handle their emotions well, which suggests that they have high coping skills and emotional intelligence. The mean score for the Organisational Climate was 3.85 ( $SD = 0.83$ ), which means that most workers think their workplace is fair and helpful. Furthermore, the negative skewness and somewhat platykurtic (flat) kurtosis values across variables signify a left-leaning and rather uniform distribution, suggesting that the majority of respondents evaluated the constructs favourably. The findings indicate that while emotional dissonance and burnout are prevalent in IT positions, proficient emotional regulation and a conducive organisational environment mitigate these issues, enhancing overall psychological well-being.

### 4.2 Reliability and Validity of Constructs

The good news is that the Emotional Regulation mean of

| Construct              | Cronbach's Alpha ( $\alpha$ ) | Composite Reliability (CR) | Average Variance Extracted (AVE) | Status           |
|------------------------|-------------------------------|----------------------------|----------------------------------|------------------|
| Emotional Dissonance   | 0.882                         | 0.908                      | 0.710                            | Reliable & Valid |
| Burnout                | 0.913                         | 0.934                      | 0.695                            | Highly Reliable  |
| Emotional Regulation   | 0.869                         | 0.902                      | 0.683                            | Reliable         |
| Organisational Climate | 0.884                         | 0.910                      | 0.676                            | Reliable         |

#### Interpretation:

The reliability and validity analysis shows that all four constructs—Emotional Dissonance, Burnout, Emotional Regulation, and Organisational Climate—have strong psychometric properties. This means that the measurement model used in the study is both statistically sound and

theoretically strong. The Cronbach's Alpha ( $\alpha$ ) values, which range from 0.869 to 0.913, are far higher than the minimum allowed value of 0.70. This means that the items in each construct are very consistent with each other. This means that the questions on the questionnaire always measure the variables they are supposed to without making any mistakes.

The Composite Reliability (CR) values are also higher than the suggested level of 0.80, ranging from 0.902 to 0.934. This shows that the constructs remain reliable and stable when evaluated together, which supports the idea that answers are consistent across items. The Average variation Extracted (AVE) values, which range from 0.676 to 0.710, are also over the conventional criterion of 0.50. This shows that the indicators of each construct have a lot of common variation, which means that they are strongly convergent. In general, these results show that the measuring tools are reliable and have construct validity. This sets a strong base for future hypothesis testing and structural model assessment.

### 1.3 Hypothesis Testing Summary

| Hypothesis     | Statement                                                                                   | Result    |
|----------------|---------------------------------------------------------------------------------------------|-----------|
| H <sub>1</sub> | Emotional dissonance has a positive impact on burnout.                                      | Supported |
| H <sub>2</sub> | Emotional regulation mediates the relationship between emotional dissonance and burnout.    | Supported |
| H <sub>3</sub> | Organisational climate moderates the relationship between emotional dissonance and burnout. | Supported |

#### Interpretation

The findings of the hypothesis testing clearly show that all of the postulated links in the study framework were supported by evidence. Hypothesis 1 — Emotional dissonance has a favourable influence on burnout — was supported, demonstrating that elevated levels of emotional conflict and suppression among IT workers result in heightened emotional weariness and diminished well-being. This research supports the premise that emotional pressure in high-demand jobs causes burnout symptoms including tiredness, feeling detached from others, and feeling like you aren't getting anything done.

Hypothesis 2, which posited that emotional regulation influences the association between emotional dissonance and burnout, received empirical support. This indicates that people who proficiently manage their emotions—utilizing adaptive methods like cognitive reappraisal—can mitigate the severity of emotional distress and its influence on burnout. Emotional regulation functions as a safeguarding psychological system, enabling workers to maintain emotional equilibrium even in high-pressure situations.

Lastly, Hypothesis 3—organisational climate moderates the association between emotional dissonance and burnout—was validated, demonstrating that a happy and supportive work environment mitigates the adverse consequences of emotional dissonance. This research highlights the significance of organisational variables, including fairness, communication, and management support, in alleviating emotional exhaustion. Collectively, these findings corroborate the study's theoretical framework and show the interconnected importance of emotional and environmental elements in determining employee well-being within the IT business.

## 5. Discussion

The results confirm that emotional dissonance predicts burnout, but emotional regulation and positive organisational climates mitigate this effect. Findings support the conservation of resources theory (Hobfoll, 1989) and affective events theory. Emotional regulation training and supportive work environments enhance well-being.

This chapter integrates the empirical results of the research and contextualises them within the framework of established theories and literature. It examines the effects of emotional dissonance on burnout in IT workers, the mediating function of emotional regulation, and the moderating influence of organisational environment. The discussion connects the findings to Conservation of Resources (COR) Theory (Hobfoll, 1989) and Affective Events Theory (Weiss & Cropanzano, 1996) to show how both emotional and organisational elements affect employee well-being.

### 5.1 Emotional Dissonance and Burnout

The findings demonstrated a significant positive correlation between emotional dissonance and burnout ( $r = 0.682$ ,  $\beta = 0.442$ ,  $p < 0.001$ ), hence validating Hypothesis 1. This conclusion corroborates with research (Zapf, 2002; Brotheridge & Grandey, 2002) that recognised emotional dissonance as a significant precursor to emotional weariness.

In IT companies, workers typically have to deal with demanding clients, tight deadlines, and coordination across different departments, which means they have to hide their true feelings and be calm. This endeavour of emotional regulation depletes psychological resources, resulting in emotional depletion and depersonalization—two major aspects of burnout (Maslach & Leiter, 2016).

The result is in line with Conservation of Resources Theory, which says that people try to keep and safeguard their emotional and mental resources. Emotional dissonance drains these energies, which makes you feel stressed and tired. Over time, keeping your emotions in check all the time might lead to fatigue, less work satisfaction, and less engagement.

### 5.2 The Role of Emotional Regulation as a Mediator

Emotional regulation was identified as a partial mediator in the association between emotional dissonance and burnout (indirect  $\beta = 0.112$ ,  $p < 0.001$ ), hence corroborating Hypothesis 2. This suggests that workers using adaptive emotion management techniques, such as cognitive reappraisal, might alleviate the detrimental impacts of emotional dissonance.

This study supports Gross and John's (2003) model of emotional regulation, which differentiates between cognitive reappraisal and expressive suppression. The research indicates that IT workers who reinterpret difficult situations positively are less prone to burnout, but those who depend on suppression are more susceptible to emotional tiredness. The moderating role of emotional regulation highlights the significance of psychological resilience in jobs that are

emotionally taxing. It also backs up Affective Events Theory since how workers understand and deal with events at work has a direct impact on how they feel and act afterwards.

## 6. Theoretical and Practical Implications

Theoretically, this study integrates emotional dissonance, emotional regulation, and organisational climate into a unified model. Practically, it advocates for HR interventions—emotional intelligence training, empathetic leadership, and stress management programs—to reduce burnout and promote resilience among IT professionals.

### 6.1 Theoretical Implications

This research enhances the fields of organisational psychology and human resource management in the following manners:

- 1) **Expansion of Emotional Labour Theory:** This theory extends the concept of emotional dissonance beyond service sectors to IT environments, illustrating that digital and project-oriented positions need significant emotional control.
- 2) **Integration of Multi- Level elements:** By integrating both individual (emotional regulation) and organisational (environment) elements, the research offers a comprehensive framework for comprehending burnout.
- 3) **Validation of COR and AET Theories:** The results experimentally substantiate the hypothesis that psychological resources and emotional workplace experiences together impact employee well-being.

The mediated–moderated model is a verified framework that may be used in other high-stress fields as well.

### 6.2 Practical Implications

The results provide managers, HR professionals, and policy makers a number of useful ideas:

- 1) **Promote Emotional Intelligence Training:** Companies should spend money on training programs that teach workers how to recognise, understand, and control their emotions. Cognitive reappraisal workshops may teach workers how to look at pressures in a more positive way.
- 2) **Make the workplace a better place:** A fair, open, and caring workplace may help people avoid burnout. Managers should create an environment where workers feel secure sharing their feelings without worrying about being judged.
- 3) **Include policies for well-being:** Add counselling assistance, flexible work hours, and initiatives to help people avoid burnout. Regular feedback and appreciation for teams may help strengthen emotional support.
- 4) **Training for Managers:** Supervisors should learn how to spot indicators of emotional strain and act quickly to help. Being a leader and listening actively may help lower emotional stress a lot.

Include mental health support: Work with mental health specialists or employee assistance programs (EAPs) to

provide private help, sessions to improve resilience, and mindfulness programs.

## 7. Conclusion

Emotional dissonance significantly contributes to burnout among IT professionals, but emotional regulation and supportive climates play protective roles. Promoting psychological safety and emotion-regulation competence is crucial for sustainable productivity in the IT sector.

This research substantiates that emotional dissonance plays a substantial role in the burnout experienced by IT workers. Nevertheless, personnel with robust emotional control skills and those operating within nurturing organisational environments demonstrate reduced emotional tiredness.

The results underscore the dual significance of individual emotional intelligence and organisational support structures in alleviating burnout. The incorporation of emotional regulation and organisational environment into the emotional labour framework provides both theoretical enhancement and practical direction for fostering healthier, more resilient workplaces within the IT sector.

In conclusion, tackling emotional dissonance by proactive emotional training, climate improvement, and interventions at the policy level may result in long-lasting employee health and productivity in tech-driven workplaces.

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