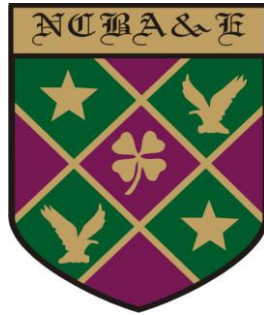


*National College of Business
Administration and Economics
Lahore*



**ILLEGITIMATE TASKS AND EMPLOYEES
WELL-BEING: THE IMPACT OF ILLEGITIMATE
TASK ON JOB SATISFACTION,
BURNOUT AND DEPRESSIVE MOOD**

BY

KHALIDA NASEEM JANJUA

**MASTER OF PHILOSOPHY
IN
BUSINESS ADMINISTRATION**

DECEMBER, 2016

NATIONAL COLLEGE OF BUSINESS ADMINISTRATION AND ECONOMICS

ILLEGITIMATE TASKS AND EMPLOYEES WELL-BEING: THE IMPACT OF ILLEGITIMATE TASK ON JOB SATISFACTION, BURNOUT AND DEPRESSIVE MOOD

BY

KHALIDA NASEEM JANJUA

**A dissertation submitted to
School of Business Administration**

**In Partial Fulfillment of the
Requirements for the Degree of**

**MASTER OF PHILOSOPHY
IN
BUSINESS ADMINISTRATION**

December, 2016



***In the name of ALLAH,
The Most Beneficial,
The Most Merciful,***

**NATIONAL COLLEGE OF BUSINESS
ADMINISTRATION AND ECONOMICS
LAHORE**

**ILLEGITIMATE TASKS AND EMPLOYEES
WELL-BEING: THE IMPACT OF ILLEGITIMATE
TASK ON JOB SATISFACTION,
BURNOUT AND DEPRESSIVE MOOD**

**BY
KHALIDA NASEEM JANJUA**

A dissertation submitted to School of Business Administration, in partial fulfillment of the requirements for the degree of

**MASTER OF PHILOSOPHY IN
BUSINESS ADMINISTRATION**

Dissertation Committee:

Chairman

Member

Member

Rector

National College of Business
Administration and Economics

DECLARATION

It is to declare that this research work as not been submitted for obtaining similar degree from any other university/college.

Khalida Naseem Janjua
December, 2016

*DEDICATED
TO*

My Parents

Who Truly

Wish and Prayed

for

My Success

ACKNOWLEDGEMENT

I bow in front of ALLAH almighty who provided me enough courage and wisdom to complete this task by putting my best effort into it. My particularly praise is for the Holy Prophet (P.B.U.H) who is the source of knowledge and guidance for humanity and my only inspiration to seek knowledge.

I express my gratitude to my supervisor, Mr. Muhammad Ali Hamza, whose kind efforts, outstanding research and communication skills as well counseling make me able to complete this project.

I am unable to express my deepest regards to respected Dr. Alia Ahmed who “herself” is a source of motivation, took personal interest and provided me timely guidance and supervisor to fulfill the demands of this research project.

I am especially thankful to respected Rector, Dr. Munir Ahmad for giving me a platform to complete this research project.

I acknowledge the endless efforts and support of my respected parents, teachers, friends and well-wishers who helped me in successful completion of this project. I am thankful to my dearest sister Sania Ahmed and my dear friend Samya to give me enough motivation to fulfill this project.

RESEARCH COMPLETION CERTIFICATE

Certified that the research work contained in this thesis entitled **“Illegitimate Tasks and Employees Well-Being: The Impact of Illegitimate Task on Job Satisfaction, Burnout and Depressive Mood”** has been carried out and completed by **Khalida Naseem Janjua** under my supervision during her **M.Phil. Business Administration** Programme.

(Muhammad Ali Hamza)
Supervisor

SUMMARY

Stress has played role in employee well-being. A large number of stressors has been identified but yet there are other type of stressors which researchers need to work on. One of such kind of stressors is Illegitimate tasks. Illegitimate tasks are in fact, occupational stressors which has negative association with employee well-being at workplace. According to job characteristic theory specific job features have an impact on employee job satisfaction (Hackman and Oldham; 1975), illegitimate tasks spoil the concept of specific job characteristics as either these are unnecessary or unreasonable so they have impact on job satisfaction. In line with the SOS, (Stress Offense to Self) theory (Semmer et al., 2007 and Identity theory (Thoits, 1991), illegitimate tasks are threats to individual's identity at workplace as individuals have to spent time in dealing with ancillary tasks rather than core tasks; so they convey a message of disrespect to employees which leads to depressive mood and depressive moods helps in increasing employee burnout and reducing job satisfaction.

The objective of this study is to check the impact of illegitimate tasks on employee well-being in Pakistani culture as research in USA and Sweden has been conducted. The other objective of this study is to conduct this study on faculty members of private universities Lahore, Pakistan. It is important to work on it because if faculty members are working in stressful environment, they would not be able to convey students in a well way.

The methodology of this study was; study population was private universities of Lahore, Pakistan. The selection of sample among private universities was done on convenience based sampling. Seven universities were selected and a sample of 350 self-reported questionnaires were distributed among faculty members of private universities through personal visit and via email. 330 Self-reported questionnaires were returned and among these 330 questionnaires, only 303 were completely filled. 27 questionnaires were not entered due to missing data.

Correlation and regression was run to check the relation among study variables. The results showed that illegitimate tasks were related negatively to employee job satisfaction and positively to burnout and depressive moods. With the increase of illegitimate tasks at workplace among faculty members, leads to low job satisfaction and enhance employee depressive mood and burnout.

LIST OF TABLES

Table No.	Title	Page
1	Respondents Frequency Table with Percentage	18
2	Cronbach's Alpha Values	20
3	Demographic Coding Table	21
4	Respondents Profile Analysis	24
5	Bivariate Correlations	25
6	Cronbach's Alpha Values for Variables	27
7	Fit of Measurement Models to Test Regression	27

TABLE OF CONTENTS

DECLARATION	v
DEDICATION	vi
ACKNOWLEDGEMENT	vii
SUMMARY	ix
LIST OF TABLES	x
CHAPTER 1: INTRODUCTION.....	1
1.1 Statement of Topic	1
1.2 Research Question and Study Objectives.....	2
1.3 Significance of the Study	2
CHAPTER 2: LITERATURE REVIEW	4
2.1 Illegitimate Tasks	4
2.1.1 Types of Illegitimate Tasks	5
2.2 Well-Being Indicators	6
2.2.1 Job Satisfaction.....	7
2.2.2 Burnout	9
2.2.3 Depressive Mood.....	12
2.3 Rationale of Hypothesis	13
2.3.1 Illegitimate Tasks and Job Satisfaction.....	13
2.3.2 Illegitimate Tasks and Burnout	14
2.3.3 Illegitimate Tasks and Depressive Mood	14
2.4 Conceptual Framework	15
CHAPTER 3: RESEARCH METHODOLOGY	16
3.1 Research Design Process	16
3.2 Participants	18
3.3 Sampling Techniques	18
3.4 Measures	19
3.4.1 Illegitimate Tasks	19
3.4.2 Job Satisfaction.....	19
3.4.3 Burnout	20
3.4.4 Depressive Mood.....	20
CHAPTER 4: DATA ANALYSIS AND RESULTS	21
4.1 Demographics	21
4.2 Bivariate Correlations.....	24
4.3 Regression Analysis	25
4.3.1 Job Satisfaction (Dependent Variable).....	25
4.3.2 Burnout (Dependent Variable)	26
4.3.3 Depressive Mood (Dependent Variable).....	26

CHAPTER 5: DISCUSSION	28
5.1 Introduction	28
5.1.1 Hypothesis 1	28
5.1.2 Hypothesis 2	28
5.1.3 Hypothesis 3	29
5.2 Theoretical Implications	29
5.2.1 Contributions to the Basic Network	29
5.2.2 Unique Patterns of Association	30
5.2.3 Job Satisfaction.....	30
5.2.4 Burnout	30
5.2.5 Depressive Mood.....	31
5.3 Practical Implications	31
5.4 Limitations.....	33
5.5 Future Directions	34
5.6 Conclusion.....	35
REFERENCES	36
ANNEXURE.....	45

CHAPTER 1

INTRODUCTION

1.1 STATEMENT OF TOPIC

Stress at workplace or occupational stress has been strongly related to psychological, corporal and mental health (Sonnetag and Frese; 2013) of employees, including sensation of depression, anxiety (Liu, Spector and Shi; 2007) and a danger for cardiovascular diseases (Landsbergis, Schnall, Belkic, Schwartz, Pickering and Baker, 2001). However, a massive research on job-related stress and employee well-being relationship has discussed on comparatively limited stressors and their outcomes, therefore many researchers (e.g. Semmer, Jacobshagen, Meier and Elfering, 2007; Rosen, Chang, Djurdjevic and Eatough, 2010) have suggested for enhancing the area of knowledge for occupational stressors and their outcomes.

In existence of many stressors at workplace, particularly illegitimate tasks have been introduced being unique and challenging stressor with association to employees' well-being. A task is illegitimate if individuals feel that it is not a part of their duty and reasonably cannot be expected from them (Semmer, Jacobshagen, Meier, Elfering, Beehr, Kalin and Tschan, 2015). Employees take illegitimate tasks as a violation to their work rights (Semmer et al., 2007) which generates negative emotions and negative emotional reactions to job stressor consequently reduces employee well-being because of low job satisfaction, rise in depressive mood among employees (Eatough, Meier, Igit, Elfering, Spector and Semmer, 2016). But the possible role of destructive emotions in the presence of illegitimate tasks is not fully established, so this study offers one attempt to close this gap.

Moreover, SOS (Stress Offense to Self) theory (Semmer et al., 2007) demonstrates the assertion of verified information that individuals make an effort to maintain self-image (Alick and Sedikides, 2009) and argues that stressors at work are a great threat to self-image (Ashforth, 2001). The notion of illegitimate tasks is likewise developed from "SOS" framework because illegitimate tasks are also famous to spread self-threatening messages (Semmer et al., 2015).

Existing research on illegitimate tasks have identified numerous limitations. Firstly, only few outcomes have been testified (Stocker, Jacobshagen, Semmer and Annen, 2010; Semmer, Tschan, Meier, Facchin and

Jacobshagen, 2010; Semmer et al., 2015). Secondly, people behave differently in different situations and person's reactivity toward different situation is neglected (Stocker et al., 2010; Semmer and Beehr, 2014; Semmer et al., 2010). Thirdly, reactivity towards occupational stressors is different in different cultures (Bhagat, Krishnan, Nelson, Leonard, Ford and Billing, 2010). Fourthly existing research have cross sectional studies on inter-individual relationships of illegitimate tasks (Eatough et al., 2016). The said limitations take us to our objective of the study.

1.2 RESEARCH QUESTION AND STUDY OBJECTIVES

This study aims to investigate the impact of newly highlighted occupational stressor, the illegitimate tasks; on employee well-being. Well-being indicators are job satisfaction, burnout and depressive mood.

This study inquires the following questions to catch the impact of illegitimate tasks on job satisfaction, burnout and depressive mood.

RQ1. Do illegitimate tasks have impact on job satisfaction?

RQ2. Is there any association exists between illegitimate tasks and burnout?

RQ3. Do illegitimate tasks are linked with depressive mood?

On the base of these questions the study objective is to enrich our knowledge about illegitimate tasks and their relation with employees' well-being; job satisfaction, burnout and depressive mood. To best of our knowledge there is not a single study conducted on illegitimate tasks in the context of Private Higher Education sector of Lahore, Punjab, Pakistan, therefore our study is an attempt to testify the outcomes of illegitimate task in a different sector and in a new cultural setting.

1.3 SIGNIFICANCE OF THE STUDY

This study intends to enhance our theoretical knowledge about illegitimate tasks and its impact on employees in Pakistani context, research shows that occupational stress and its various outcomes has impact on employee well-being diagonally national boundaries and culture is of substantial theoretical importance. Further, research investigating the relationship between occupational stressors and their impact on employee well-being has been very rare in countries with collectivistic culture

(Bhagat et al., 2010). People in different cultures show reactivity in different ways for occupational stressors, so this study specifically focuses on Pakistani culture to close this gap. Few studies on illegitimate tasks and its impact on well-being have been conducted in USA (Eatough et al., 2016) and Sweden (Bjork, Bejerot, Jacobshagen and Harenstam, 2013).

Existing knowledge supported that illegitimate tasks are greatly linked with burnout and job satisfaction (Eatough et al., 2016). This study included a newly emerged well-being indicator; depressive mood. As moods are not temporary and research also highlights that effect of depressive mood remains for upcoming days also and these depressive mood can impact on job activities which are not at workplace (van Hooff, Geurts, Beckers and Kompier, 2011) and association between illegitimate tasks and depressive mood has been investigated by a single study (Eatough et al., 2016), therefore this study aims to examine the association between illegitimate tasks and depressive mood to enhance theoretical knowledge on this variable.

Furthermore, provision of quality of education has been the focus of Higher Education Commission (HEC) of Pakistan for the last 16 years and universities are struggling hard to follow its guidelines. In higher education, the quality is mainly concerned with the faculty members (Enders, 2006) and they are the main determinant of quality. Kim (2000) described that superiority of education depend on the devotion, arrogance and professionalism of teachers and positive fluctuations can only be attained if they are completely satisfied by their jobs. For effective teaching, teachers must perform their duties passionately and should be emotionally attached with its profession and institution. This study tries to test the impact of illegitimate tasks on three types of employee well-being indicators namely; job satisfaction, burnout and depressive mood of faculty members in higher education sector; that has never been examined in earlier studies.

CHAPTER 2

LITERATURE REVIEW

2.1 ILLEGITIMATE TASKS

The concept of illegitimate tasks is derived from “Stress Offense to Self” theory (Semmer, Jacobshagen, Meier, Elfering, Beehr, Kali 2015; 2007). The grounding principal of SOS is that basic objective of individual’s life is to maintain a positive self-image (Alicke and Sedikides, 2009). In fact, many factors contribute to human’s self-image but the most important among them is occupational roles (Ashforth, 2001) if not respecting those roles may cause a threat to individual’s occupational identity. Occupational roles involve in a plain way the expectations about the suitability of tasks and thus stand the limitations of what can be asked to one specific role occupant (Beehr and Glazer, 2005). Like lecturers in university are expected to develop lesson plans and curriculum for their classes and managers may be expected to design job duties of subordinates. Illegitimate tasks are in fact infraction of the significant boundary between what people believe about their roles and what they have not to do. For example, when a research assistant, for a class professor is being asked; to take care for a professor’s child, while the professor takes the class may be feeling like “this is not a part of my job” or when a company driver is being asked to take the supervisors children at picnic point or give them pick and drop service is not a part of core responsibility of driver.

So illegitimate tasks, spoils appropriate completion of individual’s occupational role. Therefore, illegitimate tasks disrupt employee’s occupational distinctiveness and are famous for identity related stressors (Thoits, 1991). The association between illegitimate tasks, job-related roles and stress is explained in a well way in vignette studies conducted by Semmer (2000).

Illegitimacy may exist either due to the reason a person believes that task is unnecessary and shouldn’t exist (e.g. having to maintain the record of documents that is of no use) or due to a task normally performed by other persons. Illegitimate tasks are not devaluating in nature, (Ashforth and Kreiner, 1999), sometimes they may demand the competencies above one’s level of performance (asking a newly hired employee to work on managerial assignment). Significantly the task is illegitimate only when it is unwanted and carrying out involuntary. Tasks that are performed by will are not illegitimate (e.g. doing a favor). Normally while doing research at stress, the focus is on

individual evaluation; hence individuals may have commencement of their roles and give weights differently. On the other hand, there is a bit consensus across individuals to the level of stressors, that signify about its objective reality (Spector, 1979).

The general thing of both unnecessary and unreasonable tasks is that; employees took those tasks as illegitimate and understands that these shouldn't be performed by them "I shouldn't have to do this"; (Björk, Bejerot, Jacobshagen and Härenstam, 2013). The only thing that differentiates illegitimate tasks from current concepts in occupational stress research is, "the lack of illegitimacy" and associated with it the message of disrespect. Tasks are illegitimate because; that are not the part of job descriptions, not due to its intrinsic qualities, (Semmer et al., 2007). So, they are not difficult to carry out (e.g. due to lack of abilities or resources) or to be aversive as such (e.g. "dirty work") or for the reason of circumstances (e.g. noise). In fact, similar tasks may be taken as illegitimate or legitimate conditional on the context. For instance, assistant in lectures can take care of professor child when he/she feels that professor is not in having a good health, or company driver feels good to serve the supervisors children when he seems much busy in work while considering such tasks as legitimate. Like the driving is not illegitimate for a driver, rather to took supervisor's children for trip or shopping makes it illegitimate.

Semmer, Jacobshagen and Meier (2006) piloted a study interview testing the hypothesis; illegitimate tasks deviates a person from his basic role. They derived from this assumption that core tasks have very low risk of being considered as illegitimate (10%) as compare to tasks which are ancillary to actual tasks (60%). Like nurses were given a task to search for an x-ray report for a long time. There were two reasons behind it either the doctor requires it for the sake of its publication or the patient has to come to receive its x-ray report. The task is legitimate if the patients have a need to get it and illegitimate if the doctor requires for its publication.

2.1.1 Types of Illegitimate Tasks

Two categories of illegitimate tasks are identified, the unreasonable and unnecessary tasks. Firstly, the tasks which are inappropriate to ask from a particular individual are unreasonable tasks; these may not be a part of one's occupational roles. Like when a nurse is being asked to do service activities which are non-nursing are unreasonable tasks (Sabo, 1990). Similarly, when a task is incompatible with a person's occupational role is unnecessary task, like when at entry level individuals are asked to work on a task that is a task of

experienced person is when a physics teacher is being asked to prepare a class plan for biology students is unnecessary task. For assigning such activities, employees may think that they have been treated in an unjust way. Secondly unnecessary tasks are the tasks of minor value and given much importance at workplace.

Latest research shows that employee work demands are linked with psychological and physical strains, not due to the fact; that are threatening but most of the time they seem biased or illegitimate (Elovainio, Leino-Arjas, Vahtera and Kivimaki, 2006; Kottwitz, Meier, Jacobshagen, Kalin, Elfering, Henig and Semmer, 2008; Robbins, Ford and Tetrick, 2012). The apparent illegitimacy of individual's workload can contribute to the prophecy of strain outside the assignment stages alone.

Concentrating on illegitimate tasks, supervisors can well understand, how task assignments itself covary with psychological wellbeing as well as with performance, as has been established with counterproductive work behaviour (Semmer et al., 2010). But, the present level of research is comparatively immature as illegitimate tasks have only initiated to be examined empirically. Like, cross-sectional studies have revealed that illegitimate tasks communicate to lower job satisfaction and higher burnout (Semmer et al., 2015; Stocker et al., 2010) and to counterproductive work behaviors (Semmer et al., 2010), over and above other stressors. Though, as revealed, only a partial number of consequences have been studied. But, only two studies investigated intra-individual associations of variations in illegitimate tasks (Kottwitz, Jacobsons, Elfleng, Hennig and Semmer, 2013; Pereira, Semmer and Elfering, 2014) and later on intensive focus on short-term (i.e., daily) fluctuations, which may be particularly sensitive to such task assignments. Illegitimate tasks have impact on individual's professional identity and consequently, the self, because role prospects are dishonored (Semmer et al., 2015).

2.2 WELL-BEING INDICATORS

Multidimensional theories of well-being wanted to comprehend how different aspects of work helps to enhance to the quality of life we all pursue (Diener et al. 2010; Huppert and So 2013). Six dimensions of well-being like Autonomy, Environmental Mastery, Personal Growth, Positive Relations with Others, Purpose in Life, Self-Acceptance are highlighted by Ryff and Keyes (1995), Important aspects of employee well-being are life satisfaction, happiness and creativity (Lyubomirsky and Leppar, 1999; Carmeli, Mckay and Kaufan, 2014; Ruiz-Aranda, Extremera and Pineda-Galán, 2014). There are

many other factors which are included as well-being indicators like State self-esteem, discrete emotions, fatigue, job satisfaction, sleep quality, trait self-esteem (Eatough et al., 2016) and turnout intentions (Semmer et al., 2012). As the 2nd part of the title statement of this study is about well-being. The well-being indicators used for this study are job satisfaction, burnout and depressive mood. Few aspects of well-being are relevant to individual's personal life and other are relevant to professional life. As, illegitimate tasks are due to unfair tasks at workplace, so this study focus on workplace aspects like job satisfaction, burnout and depressive mood.

2.2.1 Job Satisfaction

Despite the extensive use of job satisfaction, still there is not even a single definition at which researchers are agreed upon. Initially job satisfaction was defined as; A mixture of physiological, psychological and environmental situations that encourages an individual consistently to describe whether the person is satisfied by the job (Hoppock, 1935). Conferring to this definition job satisfaction is basically a combination of internal as well external factors that makes a person how to feel about surroundings. As job satisfaction is a combination of different factors so job satisfaction also emphasizes on the role of workers at job place. Job satisfaction is about emotional alignments to work roles which individuals are currently occupying at workplace (Vroom, 1982). The most cited definition of job satisfaction is all about the sensation of individuals how they feel about job and its various aspects. Job satisfaction is the degree of likings or disliking of a person about a job (Spector, 1997).

Job satisfaction shows optimistic or pessimistic feelings that an individual has towards their job related roles. When an employee is hired for specific job, he/she joins the job with its needs, wants, desires and experiences which regulates expectations which he has abandoned. Job satisfaction signifies the extent to which there is competition between expectations and actual awards. This combination helps employees to develop the behavior at work place. Job satisfaction is diligently related to employee's behavior at job place (Davis and Nestrom 1985).

Job satisfaction is also about employee's success and sense of achievement at workplace. It is usually perceived as related to personal well-being or productivity. Job satisfaction in fact, infers how much an individual enjoys while doing a work, how much doing in a well way and being provided rewards in return. It is all about the feelings of enthusiasm and happiness. So job satisfaction is the basic component that leads to recognition, income and achievement of objectives that gives the pleasure of accomplishment (Kaliski,

2007). It is the degree to which an employee is gratified with the rewards he/she gets on job; particularly in the form of intrinsic motivation (Statt, 2004). As job satisfaction is all about individuals feeling about job, positive and promising attitude towards job is the indication of job satisfaction, similarly negative and harsh attitude towards job is the indication of job dissatisfaction (Michael, 2006). Irrespective of job attitude individuals have attitude about numerous facets of their jobs like the type of work they perform, their colleagues, subordinates, supervisors and salary packages (George et al.,2008).

When talking about the efficiency and effectiveness of organizations; job satisfaction is to be considered as one of the important perspectives, as organization give importance to employees, being humans they have their own requirements, needs, wants and desires. Focusing on employees daily based requirements is a good sign of job satisfaction in present day organizations. In fact, job satisfaction is a multilayered concept which is different for dissimilar people in different aspects of life. Job satisfaction is basically an attitude, an inner state may be, as it is associated with personal feelings of realization, either qualitative or quantitative (Mullins, 2005). Job satisfaction is considered to be decisive element influencing individual's attitude and performance (Caprara, 2003). Job satisfaction signifies a feeling that is the result of the insight which empowers psychological, physical and material needs (Aziri, 2008).

As job satisfaction is a degree of liking or disliking about a person's job (Spector, 1997). It symbolizes a rundown of evaluative decision based on a person's cognitive beliefs and affective experiences about a job (Weiss, 2002) and is also considered a crucial part of employees well-being (Warr, 2007). Job satisfaction is a variable concerning with employee's attitude; that reflects how people feel about their jobs (Knights and Kennedy, 2005). It is about person's constructive or destructive evaluation of his job or job situation (Weiss and Cropanzano, 1996).

Illegitimate tasks are probably to reveal an adverse linkage with job satisfaction. Conferring to job characteristic theory, task uniqueness has an effect on job satisfaction (Hackman and Oldham, 1975). This study expects; illegitimacy reveals an important characteristic of a task that detracts a person from a particular task, as illegitimate tasks are taken as either unreasonable or unnecessary. Such tasks ought to decrease importance of a person's work thus are related to job satisfaction. On the base of daily fluctuations, illegitimate tasks would persuade negative emotional reactions (Semmer et al., 2007) and therefore, institute affecting events. According to affective events theory (Weiss and Cropanzano, 1996), affecting events are significant factors having

impact on job satisfaction and so can become a reason for employees to re-evaluate their jobs.

2.2.2 Burnout

The concept of burnout was originated as an important concept in 1970s, its main concern is about individual's experience with work at job place. it's on the same verge today also, specifically its introduction to psychology literature and cultural dissertation. Burnout remained a concept that's highly linked with experience, both now and then. This concept give motivation to researchers to investigate this variable in a better way to cope with it, struggle it or prevent it. So from the start; both researchers and practitioners has focused on it as a social problem. Presently burnout is a well-developed construct on which thousands of publications have appeared. Around 8000 books, journal articles, dissertations and chapters have been published on burnout (Schaufeli, Leiter and Maslach, 2008). The burnout concept also initiated research on job stress, emotional labor and social exchange. Individuals used the term burnout prior to scientific psychology recognized it as a worthy area of study.

Freudenberg (1974) used the word burnout to describe the decrease in motivation, emotional depletion and less commitment. He himself remained victim of burnout twice which enhanced its reliability about flourishing the concept of burnout. The proof of this recognition confirmed in 1999 when he was awarded with Gold Medal Award for life achievement in the practice of psychology.

Maslach, as a social researcher was keen to know; how individuals cope with emotional stimulation by using cognitive strategies; so she came across few person's interviews in human resource and came to know; about individuals, with emotional exhaustion, developed negative feelings about their employers (Maslach, 1976) which leads to burnout. Maslach and her colleagues designed multidimensional construct that was useful for assessing burnout; more than emotional exhaustion (Maslach and Jackson, 1981; Maslach, Scheufeli and Leiter, 2008).

Burnout is a pattern of reduced personal accomplishment, depersonalization and emotional exhaustion that exists among persons who work with individuals of the same capacity (Maslach, Jackson and Leiter, 1996). Late in 1980s, researchers and practitioner find that burnout also exists among individual at managerial or administrative level other than workers. So burnout was extended to jobs where creativity or problem solving abilities are

required. It may be defined as a feeling of exhaustion where individuals are pessimistic about the worth of their profession and uncertain about their ability to perform it (Maslach et al., 1996). The stint burnout, formerly, was moved from a precise orientation to a lessening of corporeal resources that were secondary ignition to the psychological territory.

It is possibility that impracticality magnifies individual's susceptibility to burnout, it is not a crucial requirement. The decisional factor might be, due to nature of work itself, work place and a major cultural context that leads to burnout. Two prominent contributors to the understanding of workplace; enlighten burnout determination as an experience, a stuff of communal importance and a focus of scientific inquiry. The matter of communal importance is a determined inequality of demands verses resources (Aiken, Clarke, Sloane et al., 2001; Bakker and Demourouti, 2007). When work place demands enhance with more powerful necessities, possessions fail to combat. There are insufficient workforces, supplies or space to encounter the demand (Aiken, Clarke, Sloane, Sochalski and Silber, 2002). Insufficient opportunities to respite and redevelop exhausted energy exacerbate the fatiguing effect of demand/resource imbalances.

The mismatch between job demands and individual resources to perform it gives outcome in the form of burnout. It is not necessary that job demands are negative but they create job stressors as they require much cognitive and emotional abilities to perform them (Meijmam and Mulder, 1998). While Kerasek's (1979) demand control model in its real form uses another definition of demands which are quantitative in nature. Further few organizations require demands quantitative as well as emotional and inter role conflict between professionals who became exhausted, sarcastic and depressed through their experience in cold bureaucratic environments. Because they have to sacrifice their innocence and need to do work according to the work environment. But now in 21st century the scenario is changed and persons have few opportunities for novel or creative skills. Professional training programs for service professionals, MBAs, lawyers rarely paint a rosy picture. So people have few deceptions about the working world but they are yet susceptible to burnout (Cho, Laschinger and Wong, 2006). The baby boomers who have been working since 1970s and who must know well by nowadays, are susceptible as well (Leiter, Jackson and Shaughnasy, 2009).

The other contributor concerns motive rather than energy. workers in the twenty-first century assess organizational missions, visions and values with cynicism (Hemingway and Maclagan, 2004). Employees may hold individual standards that contrast from the organizations. For example, a marketing sales person might be more interested in the superiority of customer service rather

than meeting sales targets. Another salesperson may only value maximizing individual sales commissions over increasing continuing associations with consumers. In some situations, more clearly expressed corporate standards may deliver a more productive ground for value conflicts.

The prospective for value conflicts is enhanced as administrations and workers reduce their commitment to each other. The main value conflict for service professionals in 1970s was among counter culture and reputable social order (Martin and Siehl, 1983). Youth don't trust at older generations and older institutions as well. Working with organizations with in the counter culture stimulated one type of value conflict as demands of public sector or business liability were quite inconsistent with counter culture ideas and with establishment created another type of value conflict. Professional service providers while entering into 21st century require much varied career as compare to their counter parts; a generation previously (McDonald, Brown and Bradley, 2005). Neither group is ready to make a long run commitment.

Burnout is a malady of cynicism, exhaustion and lack of professional efficacy (Maslach, Schefelei and Leiter, 2008). However, collecting signal indicates that professional efficacy plays a deviating role as compare to exhaustion and cynicism (Schaufeli and Selanova, 2007) that are considered the heart of burnout malady (Green, Walkey and Taylor, 1991).

Preceding the previous review this study takes illegitimate tasks as one aspect of stressor, so it must be linked with negative affective reactions; which, if faced frequently, might create more durable symptoms of strain like irritability, low self-esteem and burnout (Sonnetag and Frese, 2013).

From this later perspective, we suppose that response in the form of stress after high level of work load is much dangerous rather than when work load spoils the standards based on working situation of occupational peers. In other words, employees are supposed to react negatively to high levels of workload when they visualize and/or allowed to low levels of capacity founded on their occupational role. There is evidence that employees search for equity and fairness, even ego or self-respect is not at risk (Cropanzano, Goldman and Folger, 2003; Skarlicki and Rupp, 2010), signifying that, by violating rules of fairness, the particular stressor; illegitimacy will defect psychological strain other than the effects of stressors alone. When a person's workload is inconsistent with occupational role norms, it is anticipated that employees will take this as a violation of the implicit expectations they have for their job descriptions, enhancing feelings of illegitimacy and in return impacting on psychological strain (Ford and Jin, 2015).

Stressors at job leads to burnout (Lapa, Carvalho and Pinto-Gouveia, 2016). In general stressors are associated with a large no of strains (Sonnetag and Frese, 2013); therefore, this study also expects such linkage for illegitimate tasks also. This study investigates a common strain, burnout. Derived from the job demands resource model (Demerouti, Bakker, Nachreiner and Schaufeli, 2001), illegitimate tasks would be perceived as demands that must be linked with burnout, due to characteristics of emotional exhaustion and disengagement. Particularly illegitimate tasks necessitate emotional and mental effort, which is supposed to result in emotional exhaustion and they weaken recognition with person's work whose outcome is disengagement (Semmer, et al., 2015).

Burn out is basically individuals physical, psychological, emotional and mental exhaustion due to unnecessary and unreasonable tasks (Santos, Mustafa and Chern, 2016). Burnout by (Maslash and Jackson, 1981), consists of three components and taken as a syndrome with the feeling of reduced personal accomplishment, depersonalization and emotional exhaustion (Wal, Bucx, Hendriks, Scheffer and Prins, 2016). This study considers only two dimensions of burn out as existing literature used these two dimension of burnout; emotional exhaustion and disengagement.

2.2.3 Depressive Mood

The difference between demands and autonomy from a particular job and demands and autonomy that are expected from its employee's occupational roles creates the concept of mismatch (Ford, 2012) and this mismatch creates negative emotions among employees. Such mismatch between self-reported characteristics and occupational network ratings are linked with high level of depression (Bibring, 1953). One believable explanation of this mismatch on depressive symptoms is that it leads to inconsistency between the work situations a person feels authorized and to those that are supplied (Ford and Jin, 2015). Catastrophe to meet responsibilities leads to negative emotional reactions from employees (Spensor and Rupp, 2009).

Illegitimate tasks are assumed to convey identity devaluation message to employees at workplace (Semmer et al., 2007). According to "Stress Offense to Self" framework, it is assumed that discrete negative emotions like depressive mood may be affected by such occurrences. Previous research has instituted a negative relation between constructs like illegitimate tasks in the form of unfair tasks with negative emotions and depressive mood (Barclay, Skarlicki and Pugh, 2005; Semmer et al., 2015; Eatough et al., 2016).

In this study depressive mood are included particularly to follow up the dire need of research with such type of emotional responses (Semmer et al., 2015). Depressive mood is essential to study because negative emotional reactions to job stressors like these may lead to rigorous decrements in well-being over time or disciplinary behavior or depressive mood (Fox and Spector, 1999). In reality relationship of illegitimate tasks with counterproductive behaviour (Semmer et al., 2010) and with higher cortisol level of employees when subjective health is low (Kottwitz et al., 2013), with the feelings of resentment (Semmer et al., 2015) has been established, So for the possible role of negative emotions in the occurrence of illegitimate tasks need to be established. Depressive mood might be conceived as a consequence of illegitimate tasks; as depression is an emotional reaction to negative events, specifically those linked with unfairness and included socially (Baumeister and Leary, 1995).

2.3 RATIONALE OF HYPOTHESIS

2.3.1 Illegitimate Tasks and Job Satisfaction

Research supported that there is association between stress and job satisfaction (Chaplain, 2008; Schwarzer and Hallum, 2008). It is reported that job satisfaction is multiplied from day to day activities in class room, working with supportive colleagues and work environment (Cockburn and Haydon, 2004). Liu and Ramsy (2008) establish that stress initiates from unproductive work environment as teacher needs concentration and time to prepare their lesson plans. Work load in the form of unnecessary tasks influence on job satisfaction and also bring stress, with demands from administrators, colleagues and students complicated by workload (Greenglass, Esther and Burke, 2003).

Existing research shows that teaching profession is associated with high stress and a lot of factors are associated with this stress. Unreasonable tasks also increase stress and moves to low level of job satisfaction (Schwarzer and Hallum, 2008).

The anticipation of illegitimate tasks to link with job satisfaction is based on the principle that task features of a person's have impact on job satisfaction (Fried and Ferris, 1987). According to job characteristics theory specific task features affect individual's job satisfaction (Hackman and Oldham, 1975). It is specified that legitimacy is important characteristic of task that makes a person sticky to his job. Therefore, illegitimate tasks detract

a person from specific tasks either due to unnecessary activities or due to unreasonable tasks. Focused on daily fluctuations, illegitimate tasks show negative reaction toward a job (Semmer et al., 2007). Illegitimate tasks are linked with low level of job satisfaction (Eatough et al., 2016). So based on existing research it is hypothesized:

H1: Illegitimate tasks at workplace have negative impact on employee's job satisfaction.

2.3.2 Illegitimate Tasks and Burnout

The practice of burnout was not just an inconvenience or a job-related threat, but an overwhelming attack on their professional identity (Maslach et al., 2008). According to Job demand model, illegitimate tasks would be taken as demands from insufficient resources followed by disengagement and emotional exhaustion so it will lead towards burnout (Demerouti et al. 2001). Existing research provides evidence that illegitimate tasks and burnout is highly correlated (Semmer et al., 2015). According to another study illegitimate tasks are the predictors of organizational strain in the form of burnout (Eatough et al., 2016). Based on previous studies it is hypothesized that:

H2: Illegitimate tasks at workplace have positive impact on the employee's burnout.

2.3.3 Illegitimate Tasks and Depressive Mood

Depressive mood is important to study because negative emotional reactions to job stressors may lead to decrements in well-being over time and leads to depressive mood (Fox and Spector, 1999). The link of illegitimate tasks has been established with the feelings of resentment (Semmer et al., 2015). Illegitimate tasks are the tasks which increases depressive mood among employees and it has long lasting impact as mood are still depressive on the next day of job (Eatough et al., 2016). So it is hypothesized:

H3 Illegitimate tasks at workplace have positive impact on depressive mood.

CHAPTER 3

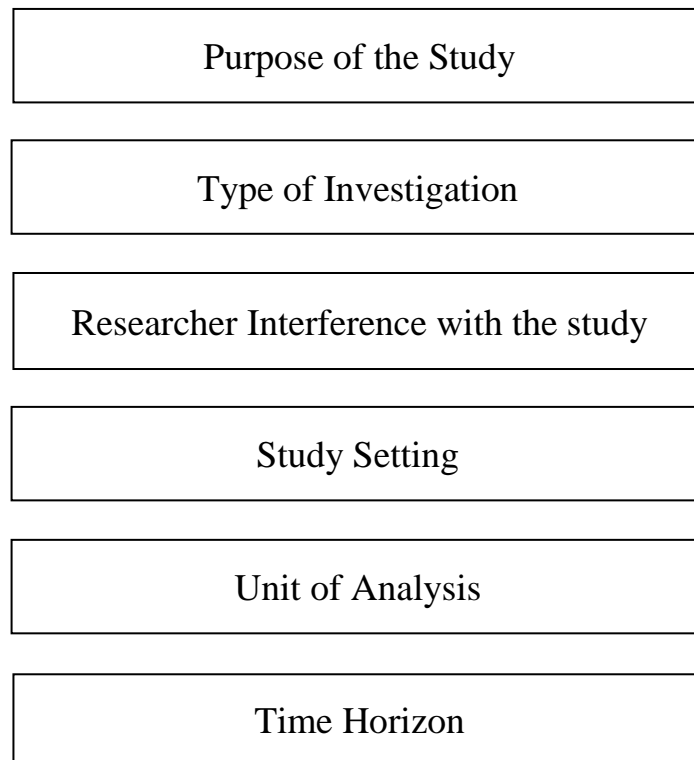
RESEARCH METHODOLOGY

This part of study includes all details about the type of study. What type of statistical techniques were used in this study to interpret data. What type of participants were included in this study and why the specific participants are the part of this study? What techniques were used to collect data from particular respondents. This part of study also elaborates the sampling techniques to gather data from respondents. Final part of this study includes the measures used this study to collect data. Which measuring scale is used with what techniques and how many items were included in each measure was a part of this portion. Data were collected from faculty members of private universities through questionnaire. participants were contacted at their universities to fill questionnaire. They were guided about the nature of this study and how to understand questions before filling the questionnaire. Inclusion criteria minimum of 21 years old or older, working five days a week, being fluent in English and having job tenure minimum 1 year at their current job .350 questionnaires were distributed among faculty members of six universities in Lahore. The selection of universities was based on convenience sampling. Age range from 25-60 and above. No incentive was given to participants.

3.1 RESEARCH DESIGN PROCESS

The research design, contains a sequence of coherent decision-making choices, issues concerning to decisions regarding the objective for the study (exploratory, descriptive, hypothesis testing), its locality (study setting), the type it must conform to (type of investigation), the degree to which it is manipulated and controlled by the researcher (degree of researcher interference), its temporal facets (time horizon) and the level at which the data will be investigated (unit of analysis), are integral to research design (Sekaran, 2015).

Research design has following elements.



This is empirical study which uses statistical techniques correlation and regression. Empirical research method is a type of research method in which realistic observations or data is collected in order to response a specific research questions (Yanow and Schwartz-Shea, 2015), Likely, to analyze the effect of illegitimate tasks on employees' well-being. The well-being indicators are job satisfaction, burnout and depressive mood. Self-reported questionnaire will be used to get data for these variables. It is a non-contrived (field study) study, because respondents i.e. the university faculty members will be communicated on their job to fill the self-reported questionnaires in their regular work environment. The motive of using self-reported questionnaires as survey was mainly that in the past, maximum researches have used this method for data collection for illegitimate tasks and checked its impact on employee well-being. Moreover, it is cost effective and has benefit of less interference of researcher, therefore, reduces the possible bias from the participants. This method helps the respondents to respond the questionnaires at ease as well let them to take their time for right and well thought response. The data for this study was collected from individuals so unit of analysis for this study were individuals. Data was collected in one go so it is cross sectional study.

3.2 PARTICIPANTS

The faculty members of private universities of Lahore were the participants of this study. The reason of selection for faculty members was; they were familiar with English language so they can easily understand the nature of questions and reply accordingly. Another reason of selection for faculty members was that HEC, focuses on quality of education for the last sixteen years and universities are trying hard to trail it's guiding principles. The quality is the only concerned with faculty members, in higher education (Enders, 2006) so the determinant of quality is the faculty of institutions. Kim (2000) described that quality of education can be achieved if faculty members are devoted, passionate and positive changes can be only achieved if they are stress free and satisfied. The data were gathered from all level faculty like lecturers, assistant professors, associate professors and professors. First they were being guided about the importance of study and then a questionnaire consisting of illegitimate tasks, job satisfaction, burnout and depressive mood were flowed to be filled. The list of universities; where from data was gathered, is provided in Table 1.

Table 1
Respondents Frequency Table with Percentage

S#	Name of University	Sample	Response Rate	
1	Superior University	50	48	96%
2	Hajveri University	70	65	92%
3	Global Institute Lahore	50	47	94%
4	BZU Lahore Campus	50	45	90%
5	Beacon House National University	50	42	84%
6	National College of Business Administration and Economics	30	28	93%
7	Lahore Leads University	50	45	90%

3.3 SAMPLING TECHNIQUES

This research study was based on convenient sampling technique due to time limitations. Convenience sampling commonly known as availability sampling is a particular type of non-probability sampling technique that relies on data collected from population members who are easily available to contribute in study (Saunders, Lewis and Thornhill, 2016). The data were

collected from faculty members of private universities of Lahore, the rationale of data collection from this population was, it was easy and convenient. 350 questionnaires based on the population size will be distributed among the teaching faculty of private sector universities of Lahore

3.4 MEASURES

Data was collected through self-administered questionnaire by personal visit at universities and also through online. Self-reported questionnaires were distributed among faculty members in universities and collected after defined time. In online data collection method, emails were sent to the participants and their feedback response was counted on collection. The 5 point likert scale was used to measure study variables and some previous studies also used the same criteria for research. All study measures are attached in Appendix A.

3.4.1 Illegitimate Tasks

To measure illegitimate tasks, Bern illegitimate task scale of Semmer et al. (2015) was used. This measure comprises of eight items. Items were divided into two portions with a title statement so faculty member can understand them in their right context. Sample item is, “Do you have work tasks to take care of, which you believe should be done by someone else”? 5 point likert scale was used to record the response ranging from (1) Never (2) Almost never (3) Sometimes (4) Fairly often (5) Often. Internal consistency of 8 items of illegitimate tasks measures was calculated using method for item level reliability and Cronbach’s alpha value for pilot study was found to be 0.88.

3.4.2 Job Satisfaction

Michigan Organizational Assessment Questionnaire by Cammann, Fichman, Jenkins and Klesh (1979) was used to measure employee’s job satisfaction. The first question was, “In general, I like working here”, the second question was for counter check of first question and its statement was, “In general I don’t like my job here”. These questions were measured on 5 point likert scale ranging from (1) To a very large extent (2) To a good extent (3) Occasionally (4) Rarely (5) Not at all.

The internal consistency was measured and Cronbach’s alpha value for pilot study was found to be 0.72.

3.4.3 Burnout

Burnout intensions were measured by using the scale of Demerouti et al. (2001). This scale basically measures two dimensions of burnout, the disengagement and emotional exhaustion. Four questions of this scale consists of disengagement and the sample item is, “It happens more and more often that I talk about my work in a derogatory way”.

Four item of this scale consists of Emotional exhaustion and sample item is “During my work, I often feel emotionally drained”.

This measure was 8 item scale and three questions like question no 4, 5 and 8 were used for reverse. This study included these three reverse question to check the reliability of participants whether they are filling the questionnaire after complete understanding. The responses were measured on 5 point likert scale with range starting from strongly agree = 1, to strongly disagree. Internal consistency of these 8 items were checked and value for Cronbach’s alpha with pilot study was found to be 0.89.

3.4.4 Depressive Mood

This study used Kandel and Devis (1982) scale to measure depressive mood. This scale comprises of four items. Five point Likert scale with range starting from (1 = not at all, 5 = very much) will be used to measure respondent’s response rate. These items were further modified to make them more understandable. Sample item is “At work place you feel unhappy, sad or depressed”. Internal consistency of these items were checked and it was found Cronbach’s alphas value for pilot study was 0.644.

Table 2
Cronbach’s Alpha Values

Sr.	Variable	Pilot study value for Cronbach’s alpha
1	Illegitimate Tasks	0.88
2	Job Satisfaction	0.72
3	Burnout	0.89
4	Depressive Mood	0.64

CHAPTER 4

DATA ANALYSIS AND RESULTS

This chapter covers the results of this study and is the enhancement and interpretation of chapter 3 methodology. On the basis of analyzed empirical data, findings and results have been suggested regarding the proposed research questions and hypotheses. Three hypotheses were proposed in which illegitimate tasks are independent variables and job satisfaction, burnout and depressive mood are dependent variables and control variables include age, gender, marital status and job tenure. Respondents profile analysis is given in Table 3, bivariate correlations are given in Table 3 and model fit for regression are given in Table 2.

4.1 DEMOGRAPHICS

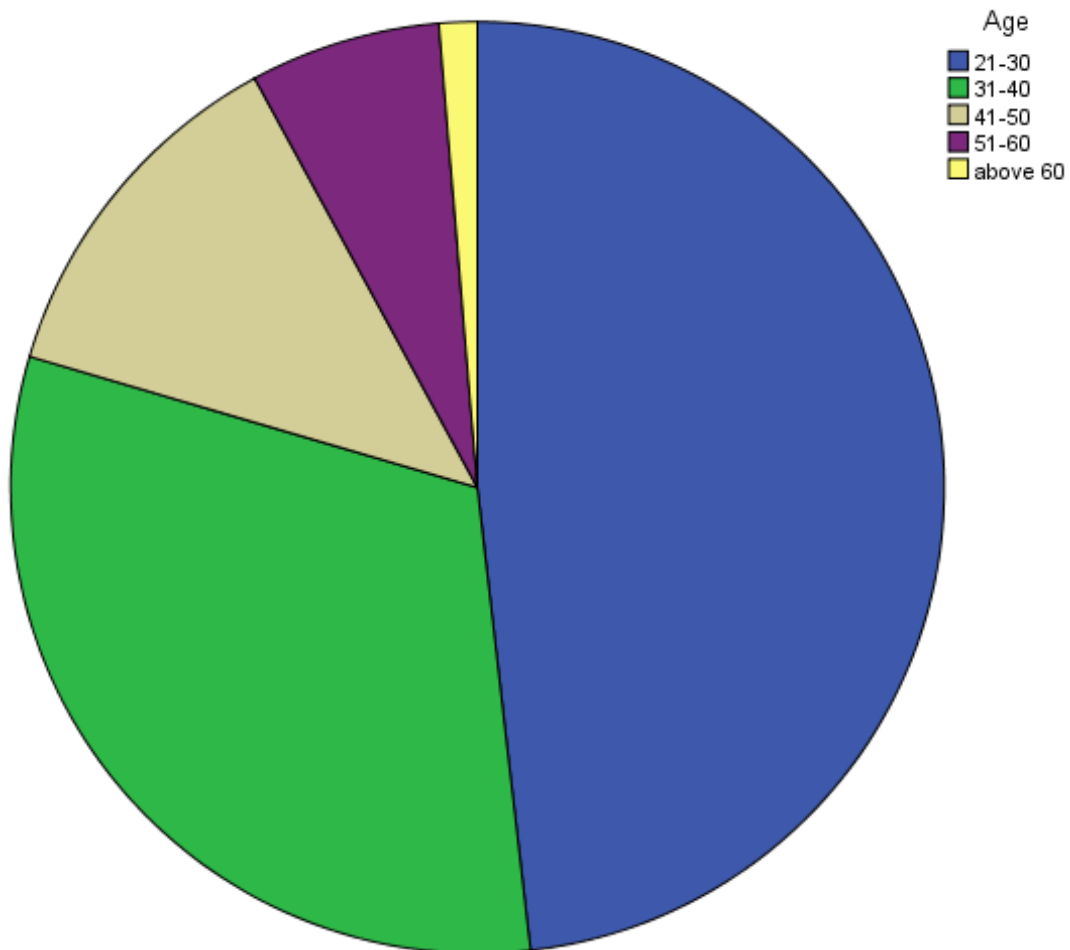
Demographic information was gathered including gender (coded male = 1, female = 2), age in years (21-30 = 1, 31-40 = 2, 41-50 = 3, 51-60 = 4 and above 60 = 5), job tenure in the present job in years (1-3 years = 1, 4-6 years = 2, 7-9 years = 3, 9-12 years = 4, above 12 years = 5), marital status (single = 1, married = 2 and complexed (including all divorced, widows and complicated relationships are included in complex) = 3. Demographics are given in Table 3.

Table 3
Demographic Coding Table

S#	Coding
Gender	male = 1, female = 2
Age	21-30 = 1, 31-40 = 2, 41-50 = 3, 51-60 = 4 and above 60 = 5
Job Tenure	1-3 years = 1, 4-6 years = 2, 7-9 years = 3, 9-12 years =4, above 12 years = 5
Marital Status	single = 1, married = 2 and complexed =3

Total 350 questionnaires were distributed among respondents .320 were returned so response rate was 91%. Out of these 320 responses 303 were completely filled and rest 17 were not entered into data due to missing values. Among these responses 189 were males with 62% response rate and 114 were

females with 38 % response rate. Individuals having age range starting from 21 years to above 60 years were included in study. Response rate was high from age group 1 having 86 respondents (46 %) males and from the same age group 60 respondents (52%) females. Maximum respondents were unmarried. .51 % males were unmarried and 45 % female respondents were unmarried. Respondents for job tenure were maximum male belongs group 3 and their proportion was 34 % and females belongs to group 2 with 35 % proportion. The results are described in Table 4.



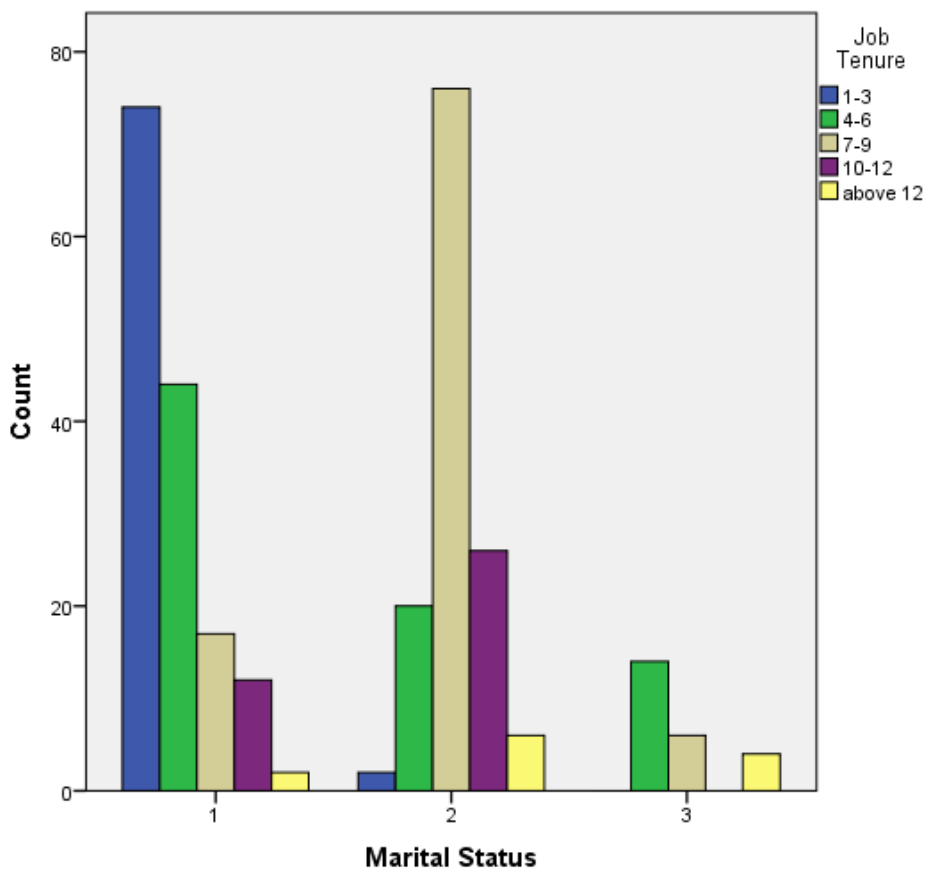
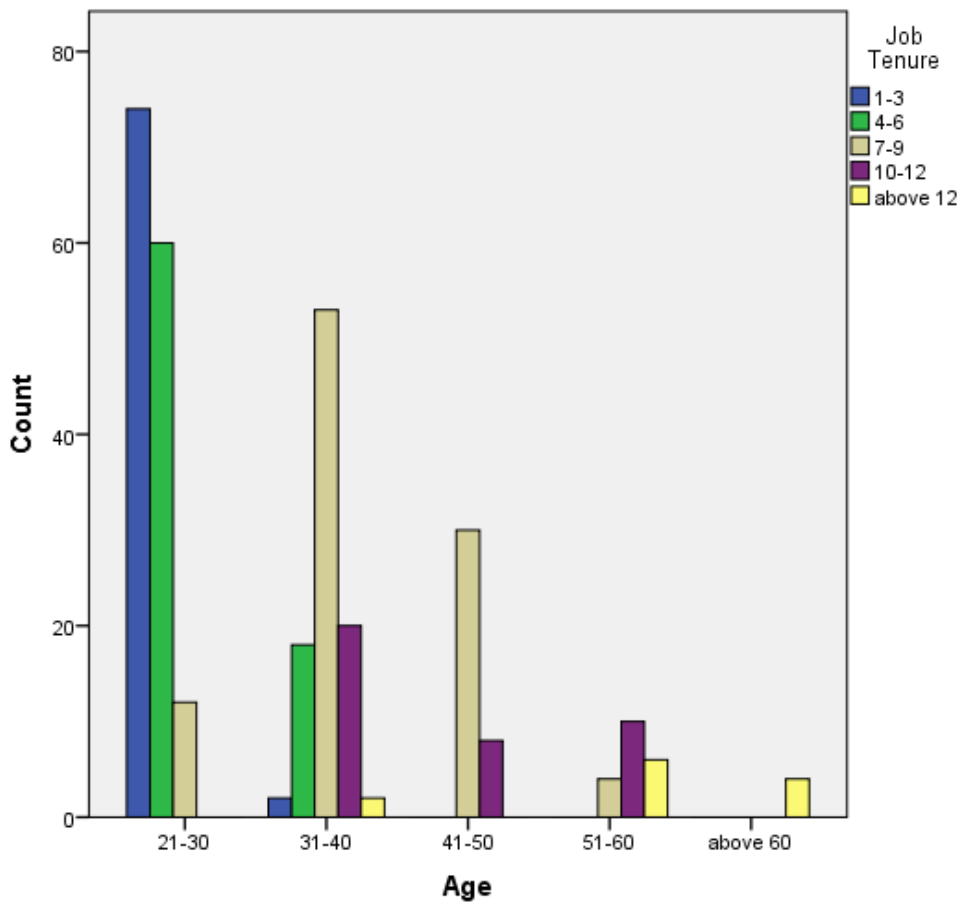


Table 4
Respondents Profile Analysis

N= 303		Male	Female	Total
Age	21-30	86	60	146
	31-40	63	32	95
	41-50	26	12	38
	51-60	12	8	20
	Above 60	2	2	4
	Total	189	114	303
Marital Status	Single	97	52	149
	Married	80	50	130
	Completed	12	12	24
	Total	189	114	303
Job Tenure	1-3	50	26	76
	4-6	38	40	78
	7-9	65	34	99
	10-12	28	10	38
	Above 12	8	4	12
	Total	189	114	303

4.2 BIVARIATE CORRELATIONS

Correlation was run among variables and results shows that job satisfaction is negatively related to illegitimate tasks. It means by increasing illegitimate tasks employees are less satisfied from jobs. Correlation among illegitimate tasks and job satisfaction is significant at $p < 0.01$ level and significant value is $-.353^{**}$. Illegitimate tasks are positively related to job burnout, which indicates that by increasing the illegitimate tasks job burnout also increases. The correlation between illegitimate tasks and job burnout is highly significant at $p < 0.01$ level and its value is $.314^{**}$. The correlation among illegitimate tasks and depressive mood is also positively related and significant at $p < 0.01$. This positive relation indicates that by increasing the illegitimate tasks, depressive mood also increases. The significant value is $.179$. Results of bivariate correlation also shows that there exists a negative relation among depressive mood and job satisfaction. Employees with high depressive moods will be less satisfied by their jobs. The correlation is significant at $p < 0.05$ level and its value is $-.142$. The results are depicted in Table 5.

Table 5
Bivariate Correlations

Level	1	2	3	4
Illegitimate Tasks	1			
Job Satisfaction	-.353**	1		
Burnout	.314**	.079	1	
Depressive Mood	.179**	-.142*	-.031	1

** Correlation is significant at the 0.01 level (2-tailed).

* Correlation is significant at the 0.05 level (2-tailed).

4.3 REGRESSION ANALYSIS

As bivariate correlation shows that relationship among dependent and independent variables exists. Multilevel regression was run to check the level of relationship among independent variable illegitimate tasks and dependent variables like job satisfaction, burnout and depressive mood. On the base of results, after running the regression test, this study justifies the level of acceptance (support) or refute of hypothesis. Following the pathway, first this study predicts about the supported linkage between illegitimate tasks and job satisfaction. Next illegitimate tasks and burnout and finally illegitimate tasks and depressive mood. Internal consistency for illegitimate tasks was 0.60.

4.3.1 Job Satisfaction (Dependent Variable)

Hypotheses 1 was supposed that Illegitimate tasks at workplace have negative impact on employee's job satisfaction. Internal consistency of data was 0.81. Firstly, Model 1 was run at SPSS with control variables; the R^2 value was 0.021. Both job tenure and gender showed strength in results but none of both was significant. In Model 2 when independent variable illegitimate tasks were added they aggravated the R^2 value to .149. The ΔR value is .128 which shows the high impact of illegitimate tasks on job satisfaction. By the use of illegitimate tasks only age was significant. The results indicate that by increasing illegitimate tasks employees level of job satisfaction is reduced. Hence, hypothesis 1 was supported. Internal consistency of complete data was 0.81.

H1 Illegitimate tasks at workplace have negative impact on employee's job satisfaction (supported).

4.3.2 Burnout (Dependent Variable)

Hypotheses 2 was proposed that Illegitimate tasks at workplace have positive impact on the employee's burnout. Internal consistency of data was 0.71.

Model 1 was run at SPSS between burnout and control variables and results shows strong values for gender and marital status but there were no significant relations among the variables. The R^2 value is .057. In Model 2 for burnout when illegitimate tasks were added as independent variables, the value of R^2 was aggravated up to .156 and the value of ΔR was 0.099. Due to illegitimate tasks job tenure became significant with burnout. This shows employees having greater job tenure with the organization is less effected by illegitimate tasks and don't go for burnout. Hypotheses 2 was supported as illegitimate tasks were significant with job burnout. With the increase of illegitimate tasks, job burnout at work place was increased.

H2: Illegitimate tasks at workplace have positive impact on the employee's burnout (supported).

4.3.3 Depressive Mood (Dependent Variable)

Hypotheses 3 was proposed that employees having Illegitimate tasks at workplace have positive impact on the employee's depressive mood. Internal consistency of data was 0.77 SPSS was run in Model 1 to check the relationship among control variables and employee's depressive mood and results shows that not even a single control variables were significant with depressive mood. The R^2 value for control variables is 0.015. Model 2 was run at SPSS and R^2 value aggravated to .042 and ΔR was 0.027. Due to increase in illegitimate tasks employee's depressive mood was increased. The relation among illegitimate tasks and employee's depressive mood is highly significant. So hypotheses 3 was also supported that employees having Illegitimate tasks at workplace have positive impact on the employee's depressive mood. The model fit of regression test is given in Table 7. Alpha values are given in Table 6.

H3: Illegitimate tasks at workplace have positive impact on depressive mood (Supported).

The results show that all hypotheses of this study are supported and it may be highlighted that illegitimate task at workplace leads to employee

depressive mood due to which they are less satisfied by their jobs and may go for burnout. The results are given in Table 6.

Table 6
Cronbach's Alpha Values for Variables

S#	Variable	Cronbach's Alpha
1	Illegitimate Tasks	0.76
2	Job Satisfaction	0.67
3	Burnout	0.73
4	Depressive Mood	0.64

Table 7
Fit of Measurement Models to Test Regression

	Job Satisfaction		Burnout		Depressive Mood	
	Model 1	Model 2	Model 1	Model 2	Model 1	Model 2
Control variables						
Gender	.039	.033	-.005	-.010	-.017	-.014
Age	-.163	-.151	.079	-.068	-.123	-.117
Job Tenure	-.036	-.009	.185	.208	-.163	-.150
Marital Status	.071	-.108	-.030	-.062	.002	-.016
Independent Variable Illegitimate Tasks	-.359***		.317***		.178*	
Model Fit						
R ²	.021	.149	.057	.156	.015	.042
ΔR	.128		.099		.027	

CHAPTER 5

DISCUSSION

5.1 INTRODUCTION

Commutatively, the results indicate that illegitimate tasks are expressive occupational stressors that have linked with employee job satisfaction, burnout and depressive mood. With burnout and depressive mood illegitimate tasks are positively related while with job satisfaction illegitimate tasks are negatively related. The entire results of this study are in expected directions. What trails below is first, a more comprehensive review of this study's results to demonstrate the core findings of the study and second, a detailed discussion of the theoretical and practical implications of this study's findings, limitations, future research directions and a summary and conclusion will be followed.

5.1.1 Hypothesis 1

First, hypothesis 1 is stated that illegitimate tasks have negative impact on job satisfaction. The results of this study are aligned with Job characteristic theory that provided a grounding base that task characteristics have impact on job satisfaction (Hackman and Oldham, 1975). It is also quantified that legitimacy is also an important characteristic of tasks that helps an individual to remain sticky to his job. So unnecessary and unreasonable tasks can detract a person from specific tasks. The findings also fully supported the results given by (Semmer et al., 2007) and (Eatough et al., 2016) that highlighted that illegitimate tasks are linked with low level of job satisfaction.

5.1.2 Hypothesis 2

Hypothesis 2 is stated that illegitimate tasks have positive impact on burnout. The findings that burnout is subtle to illegitimate tasks are aligned with SOS framework (Semmer et al., 2007) and identity theory (Thoits, 1991). As, protecting self-worth is important human objective and stressors embody hazard to such objectives (Lazarus, 1999), it follows, as drawn in these models, that stressors have the ability to worsen self-worth (Semmer et al., 2007; Thoits, 1991). Therefore, when the actions of other person highlight a lack of identity or appreciation, which is inherent in the form of illegitimate tasks, this constitutes a threat to individual's identity which leads to burnout.

The results that illegitimate tasks are associated with burnout corresponds with the proposals of the SOS model and identity theory and supports the concept that illegitimate tasks represent a threat to an individual sense of self-worth and loss of self-image or worth leads to burnout. The findings also supported the results given by (Semmer et al., 2015).

5.1.3 Hypothesis 3

Furthermore, it was expected that illegitimate tasks have impact, not only to job satisfaction and burnout, but also at depressive mood. Hypothesis 3 stated that illegitimate tasks should be related to individual's depressive mood. Results indicated illegitimate tasks predicted depressive mood at work place. The findings also supported the results given by (Eatough et al., 2016).

5.2 THEORETICAL IMPLICATIONS

This study has few theoretical contributions, what follows is first, the support to the basic network of illegitimate tasks presented from current study. Next; a discussion on how this study finding related to job satisfaction align with the notion of job characteristic theory; burnout and depressive mood. Finally, few arrays in the results have been identified, as described above, substantial consideration is now given to a more thorough discussion of the implications associated with this study.

This study found evidence for the propositions of SOS framework (Semmer, 2007).

As discussed in results, SOS model suggests that a way, in which self-image is violated may be taken as "Stress as Disrespect". Illegitimate tasks particularly contain a stressor which is threatening to a person's image which leads to reduce in self-respect and individual's role is at stance with the institution. These findings correspond with the SOS framework and offer more signals for the usefulness of this conceptualization of stress process particularly considering illegitimate tasks.

5.2.1 Contributions to the Basic Network.

Next, these data provide additional insight into the domain space that illegitimate tasks may influence. Discrete emotions such as depressive mood had not yet been fully examined but Eatough (2016), as only one study has

focused on this variable. Furthermore, few indicators of job attitude like disengagement and emotional exhaustion which leads to burnout (Semmer et al., 2012), attitudes have been examined (such as resentment toward one's institution and factors of burnout such as disengagement; Semmer et al., 2012), job satisfaction had yet to be fully explored as only one study (Eatough et al., 2016), has figured out this link. Thus, this study contributed to the illegitimate tasks discussion and literature by offering additional information into the emotional, physical and attitudinal consequences that illegitimate tasks may provoke.

5.2.2 Unique Patterns of Association

This data exhibit distinguishing outlines within each particular responsive and attitudinal outcome. A conversation of the latent consequences of the ways observed with job satisfaction, burnout and depressive mood are below, followed by a discussion of the complete pattern of results and their latent implications.

5.2.3 Job Satisfaction

Job satisfaction was negatively associated with illegitimate tasks. This finding is according to the view that task features can influence employee satisfaction levels (Fried and Ferris, 1987). Furthermore, this proposes that illegitimate tasks are stressors which have broad level implications on employee orientation toward their jobs and their institutions. In fact, it probably does, as existing research has shown that illegitimate tasks have impact to make slow the developing emotions such as resentment (Semmer et al., 2010) and performance behaviors (Semmer, Tschan, Meier, Facchin and Jacobshagen, 2010). What can be supposed from these results, is that when examining the effects of illegitimate tasks on job satisfaction from one day to the next, carry-over is not substantial (Eatough et al., 2016), This is the initial step toward a more comprehensive understanding of the influence illegitimate tasks can have on employee attitudes. Importantly, these results inspire more studies into other factors which may be directly tied to institutional effectiveness.

5.2.4 Burnout

Burnout was positively associated with illegitimate tasks. These findings are according to proposed hypothesis of this study and are also aligned with

SOS framework (Semmer et al., 2012) and identity theory (Thoits, 1991). In fact, Illegitimate tasks effect on individual's identity and hence, "the self" because role expectations are dishonored. Illegitimate tasks are in fact, hindrance stressors, which not like the challenge stressors, contains aspirants which uplifts self (Widmer et al., 2014; Widmer et al., 2012). As individuals can expect that illegitimate tasks are stressors which are linked with an extensive set of well-being indicators; specifically, their association with feeling of resentment and emotional exhaustion, because it shows reactions that are distinctive for unfairness appraisal (Cohen-Charash and Spector, 2001).

5.2.5 Depressive Mood

This study assumed a positive association between illegitimate tasks and employee depressive mood and study findings are according to our expectations. With respects to depressive mood, considerable research has bounded the cognitive nature of depressive indicators (Beck, Rush, Shaw and Emery, 1979; Feliciano, Segal and Vair, 2011). Thus, the cognitive processing associated with developing a depressive mood state, can explain the reason; why relations between illegitimate tasks and depressive mood exists. Depression and depressive symptoms have a tendency to be transmitted in harmful cognitive processes (Beck, et al., 1979). Beck's cognitive theory of depression explains how the cognitive symptoms of depression actually lead the affective or mood symptoms of depression, rather than vice versa (Beck et al., 1979). In fact, existing research on illegitimate tasks has established a constructive linkage between illegitimate tasks and counterproductive work behaviors aimed both at supervisors and at colleagues (Semmer et al., 2010). Furthermore, some research has demonstrated that cognitive processes such as reflection and gloomy following the experience of a stressor can lead to augmented depressive symptoms (Cox, Funasaki, Smith and Mezulis, 2012). Although not directly examined in this study, employees who experienced a form of devaluation at work, may continue to process this event even after it is over.

5.3 PRACTICAL IMPLICATIONS

This research study has numerous practical implications. First, this data along with existing research (Semmer et al., 2010; Semmer et al., 2012; Eatough et al., 2016) supported the idea that illegitimate tasks; a type of stressors which are associated to reduce individual's well-being, undesirable employee behaviour and negative attitude. Thus supervisors and head of

departments must keep in mind for definite type of tasks to be supposed as illegitimate. Undoubtedly, supervisors and head of department necessarily focus on achieving essential functional work and leading their subordinates to lead towards organizational goals.

Conversely, what this data may imply is that supervisors should be aware what their assignments convey messages to employees. Imagining that whether supervisors' and head of department's decision convey messages that employees are not being given value fully, not their individual roles being acknowledged within the organization, or are given tasks that are quite unnecessary or unreasonable. No doubt, supervisors or head of departments should take actions that doesn't put employees into weird or awkward situation or demanding more than their level.

Obvious situations of dignity are quite easy to identify and in return more eagerly avoidable or remedied. Sometimes tasks are not much offensive but even then taken as negative consequences. Illegitimate tasks may be the outcome of institutions inefficiencies, wrong decision making of top management or conventions about the appropriateness of tasks so it requires more conscientious attentiveness to prevent them. Therefore, a number of such tasks might arise from institutional level rather than arising from the wrong decisions of supervisor or head of departments. So institutions and top management like vice chancellors should also identify the prospective for illegitimacy in work tasks to outcome from environment related gauges like policies and procedures outlined by institutional system. Progressively, inspection about the usefulness and inevitability of institutional processes may lead to superior effectiveness and more positive outcome from faculty members.

Open communication and encouraging feedback among faculty member and supervisors, Head of departments or deans may help to avoid from the illegitimacy of unnecessary and unreasonable tasks. Positive feedback and social gratitude have been revealed contain positive inspiration for employee performance (Stajkovic and Luthans, 2003) and these supports of social value might also help to frustrate the occurrences when tasks do not carry such a message.

It is also remarkable that some tasks might be perceived as illegitimate to one faculty member but may not seem illegitimate to other members. This might be due to personality factors, previous experience, justice orientation, loyalty with organization and implicit understanding level among faculty member and head of department. As perception about illegitimacy of tasks are experienced through person's own lens.

It is necessary for HOD's to know about the skills, preferences, personalities and experiences of faculty members. Further open communication among head of department and faculty members about the use of skills that faculty members are willing or not to apply at institutions may help demarcate where faculty members perceive their own role boundaries.

Furthermore, being open and clear about one's role when very first time, starting a job or even job roles alteration may help avoid confusion about what can or cannot be rationally expected of the employee satisfying that role. In addition, there are circumstances when illegitimate tasks are unavoidable due to lack of staff members or downsizing, it might be important to be thoughtful for the way in which illegitimate tasks are allocated to faculty members; like demonstrating the reasons why certain tasks are important, this might reduce the threat to self-image.

Concluding, this study highlights that special attention should be given to faculty members to maintain self-image and acknowledging their value for institutions may be one way of restoring graphics of illegitimate tasks, like appreciation of a faculty member's achievement may help to aggravate the employees level of job satisfaction (Semmer, Tschan, Elfering, Kalin and Gerbner, 2005) and this may be also a way to reinforce faculty members level of professional identity.

5.4 LIMITATIONS

Similar to other studies, the current study also has few limitations. First of all, data was collected through self-reported questionnaire, which may rise the question of biasness because of its common method variance. However, as defined by Spector (2006), common method variance is probably exaggerated and research design should be built mainly on its tenacity and the investigator's desired implication. So the self-reported questionnaire is the most appropriate way to measure illegitimate tasks, because they are based in individual perceptions and so chiefly unapproachable to an outside observer. Self-report is properly harmonized to the measure of attitudes, emotions and physical perceptions such as exhaustion for a similar reason. Thus, the use of a self-report method in this situation was determined to be the most satisfactory method considering the particular variables of study.

Secondly, few measures like job satisfaction was limited to only three items and depressed mood measure was only limited to four items, this might lessen the reliability of measurement.

Thirdly, depressive mood cannot give good results while measuring in a single attempt, so this study may attenuate the results if measured multiple times in a day.

Fourthly, the reliability of such measures can be enhanced if data is collected for multiple days rather than a cross sectional assessment (Iida, Shrouf, Laurenceau and Bolger, 2012)

5.5 FUTURE DIRECTIONS

This study suggests many future research directions. Firstly, this study contributes to nomological network of illegitimate tasks, further research must carry on, to enhance the consequences linked with this stressor “the illegitimate tasks” to develop its network for maximum outcomes. Like this study finding are; that illegitimate tasks leads to decrease job satisfaction, such findings lead to the question that whether illegitimate tasks are also associated with other work attitudes in a similar way as organizational commitment, creativity, life satisfaction and happiness.

Besides, different personalities may perceive illegitimate tasks in a different way so future studies should take personality types, emotional intelligence and legacy of leader as moderator to enhance its level of significance.

Furthermore, the impact of illegitimate tasks on employee well-being is routed in identity theory (Thoits, 1991), more consideration must be given to other identity related factors like, the bulk or important of individual’s belonging to the institution might be mainly important. Accounting for the scope of individual’s role, job and managerial identities as well as person’s level of work significance (extent of significance that work plays in person’s life; Walsh and Gordon, 2008), can be chiefly relevant to well understand the purpose of illegitimate tasks.

Next, previous literature and current study have shown negative linkage among illegitimate tasks and employees well-being and behaviors. Exploration about the predictors of illegitimate tasks may be rather interesting. In fact, illegitimate tasks are considered to be particular form of unfair treatment (Semmer et al., 2012), but might be supervisors intentionally use such tasks as inherent or obvious tools in order to evoke desired behavior or punish undesirable behavior.

Finally, there is possibility that the negative impact of illegitimate tasks may not seem much in the morning but it might have extensive negative role in the evening when energy level of faculty members is much reduced, so future research in Pakistani culture should focus to record the behavior in different hours of day to get accurate role of illegitimate tasks on employee well-being in the faculty of private universities.

5.6 CONCLUSION

Faculty members spent 8 hours of their life in university. So work is an integral part of personality and identity as well. Illegitimate tasks point to the requirement of imagining the social meaning of job design, particularly with respect to offense to the self (Semmer and Beehr, 2014; Semmer et al., 2007). So the signals which seem like a social devaluation, disrespect or inconsideration can damage individuals sense of self. Supervisors and head of department's decisions have massive consequences on the affecters sense of self-worth to others and to institutions. Unveiling this stressor, Supervisors and head of departments may help faculty members to evoke positive changes inside them. This leads institutions to the road of success.

REFERENCES

1. Abramson, L.Y., Seligman, M.E.P. and Teasdale, J.D. (1978). Learned helplessness in humans: Critique and reformulation. *Journal of Abnormal Psychology*, 87, 49-74.
2. Aiken, L.H., Clarke, S.P., Sloane, D.M., Sochalski, J. and Silber, J.H. (2002). Hospital nurse staffing and patient mortality, nurse burnout and job dissatisfaction. *Jama*, 288(16), 1987-1993.
3. Aiken, L.H., Clarke, S.P., Sloane, D.M., Sochalski, J.A., Busse, R., Clarke, H. and Shamian, J. (2001). Nurses' reports on hospital care in five countries. *Health Affairs*, 20(3), 43-53.
4. Alicke, M. and Sedikides, C. (2009). Self-enhancement and self-protection: What they are and what they do. *European Review of Social Psychology*, 20, 1-48.
5. Ashforth, B.E. (2001). *Role transitions in organizational life: An identity-based perspective*. Mahwah, NJ US: Lawrence Erlbaum Associates Publishers.
6. Ashforth, B.E. and Kreiner, G.E. (1999). How can you do it? Dirty work and the challenge of constructing a positive identity. *Academy of Management Review*, 24, 413-434.
7. Aziri, B. (2011). Job satisfaction: A literature review. *Management Research and Practice*, 3(4), 77-86.
8. Bakker, A.B. and Demerouti, E. (2007). The job demands-resources model: State of the art. *Journal of Managerial Psychology*, 22(3), 309-328.
9. Barclay, L. J., Skarlicki, D.P. and Pugh, S.D. (2005). Exploring the role of emotions in injustice perceptions and retaliation. *Journal of Applied Psychology*, 90(4), 629-643.
10. Baumeister, R.F. and Leary, M.R. (1995). The need to belong: Desire for interpersonal attachments as a fundamental human motivation. *Psychological Bulletin*, 117(3), 497-529.
11. Beck, A.T. (Ed.). (1979). *Cognitive therapy of depression*. Guilford Press.

12. Beehr, T.A. and Glazer, S. (2005). Organizational role stress. *Handbook of Work Stress*, 7-33.
13. Bhagat, R.S., Krishnan, B., Nelson, T.A., Moustafa Leonard, K., Ford Jr, D.L. and Billing, T.K. (2010). Organizational stress, psychological strain and work outcomes in six national contexts: a closer look at the moderating influences of coping styles and decision latitude. *Cross Cultural Management: An International Journal*, 17(1), 10-29.
14. Bibring, E. (1953). The mechanism of depression. In: *Affective Disorders—Psychoanalytic Contributions to Their Study*, Ed. P. Greenacre. New York: International Universities Press, 13-48.
15. Björk, L., Bejerot, E., Jacobshagen, N. and Härenstam, A. (2013). I shouldn't have to do this: Illegitimate tasks as a stressor in relation to organizational control and resource deficits. *Work and Stress*, 27, 262-277.
16. Cammann, C., Fichman, M., Jenkins, D. and Klesh, J. (1979). *The Michigan organizational assessment questionnaire*. Unpublished manuscript, University of Michigan, Ann Arbor. Ann Arbor: University of Michigan.
17. Chaplain, R.P. (2008). Stress and psychological distress among trainee secondary teachers in England. *Educational Psychology*, 28, 195-209.
18. Cho, J., Laschinger, H.K. and Wong, C. (2006). Workplace empowerment, work engagement and organizational commitment of new graduate nurses. *Nursing Leadership*, 19, 43-60.
19. Cockburn, A. and Haydn, T. (2004). *Recruiting and retaining teachers: Understanding why teachers teach*. Psychology Press.
20. Cohen-Charash, Y. and Spector, P.E. (2001). The role of justice in organizations: A meta-analysis. *Organizational Behavior and Human Decision Processes*, 86(2), 278-321.
21. Cox, S., Funasaki, K., Smith, L. and Mezulis, A.H. (2012). A prospective study of brooding and reflection as moderators of the relationship between stress and depressive symptoms in adolescence. *Cognitive Therapy and Research*, 36(4), 290-299.
22. Cropanzano, R., Goldman, B. and Folger, R. (2003). Deontic justice: The role of moral principles in workplace fairness. *Journal of Organizational Behavior*, 24, 1019-1024.

23. Davis, A. and Newstrom, J.W. (1985). *Human Behavior at Work: Organizational Behavior*, McGraw-Hill, New York.
24. Demerouti, E., Bakker, A.B., Nachreiner, F. and Schaufeli, W.B., (2001). The job demands-resources model of burnout. *Journal of Applied Psychology*, 86(3), 499-512.
25. Diener, E. (2000). Subjective well-being: The science of happiness and a proposal for a national index. *American Psychologist*, 55(1), 34-43.
26. Eatough, M.E., Meier, L., Igit, I., Elfering, A., Spector, E.P. and Semmer, K.N., (2016). You want me to do what? Two daily diary studies of illegitimate tasks and employee well-being. *Journal of Organizational Behavior*, 37, 108-127.
27. Elovainio, M., Leino-Arjas, P., Vahtera, J. and Kivimaki, M. (2006). Justice at work and cardiovascular mortality: A prospective cohort study. *Journal of Psychosomatic Research*, 61, 271-274.
28. Enders, J. (2007). The academic profession. In *International handbook of higher education* (pp. 5-21). Springer Netherlands.
29. Ford, M.T. and Jin, J. (2015). Incongruence between workload and occupational norms for time pressure predicts depressive symptoms. *European Journal of Work and Organizational Psychology*, 24(1), 88-100.
30. Ford, M.T. (2012). Job-occupation misfit as an occupational stressor. *Journal of Vocational Behavior*, 80(2), 412-421.
31. Fox, S. and Spector, P.E. (1999). A model of work frustration-aggression. *Journal of Organizational Behavior*, 20(6), 915-931.
32. Freudenberger, H.J. (1974). Staff burnout. *Journal of Social Issues*, 30, 159-65.
33. Fried, Y. and Ferris, G.R. (1987). The validity of the Job Characteristics Model: A review and meta-analysis. *Personnel Psychology*, 40(2), 287-322.
34. George, J.M. and Jones, G.R. (2008). *Understanding and Managing Organizational Behavior*, Fifth Edition, Pearson/Prentice Hall, New Jersey.

35. George, M. (2016). *Study of occupational stress and burnout among nurses in relation to personality self-esteem and ways of coping*. Ph.D. Dissertation, Punjab University, Chandigarh, India.
36. Green, D.E., Walkey, F.H. and Taylor, A.J. (1991). The three-factor structure of the Maslach Burnout Inventory: A multicultural, multinational confirmatory study. *Journal of Social Behavior and Personality*, 6(3), 453.
37. Greenglass, Esther R. and Ronald J. Burke. (2003). "Teacher stress." *Occupational Stress in the Service Professions*, 213-236.
38. Hackman, J. and Oldham, G.R. (1975). *Work Redesign*. Reading; MA: Addison-Wesley.
39. Hemingway, C.A. and MacLagan, P.W. (2004). Managers' personal values as drivers of corporate social responsibility. *Journal of Business Ethics*, 50, 33-44.
40. Hoppock, R. (1935). *Job satisfaction*. Harper Brothers, New York.
41. Huppert, F.A. and So, T.C. (2013). Flourishing across Europe: Application of a new conceptual framework for defining well-being. *Social Indicators Research*, 110(3), 837-861.
42. Iida, M., Shrout, P.E., Laurenceau, J.P. and Bolger, N. (2012). Using diary methods in psychological research. In H. Cooper (Ed.), *APA Handbook of Research Methods in Psychology*, 1, 277-305.
43. Kaliski, B.S. (2009). *Encyclopedia of Business and Finance-Two-volume set*. MacMillan Reference Books.
44. Kandel D. and B, Davies M. (1982). Epidemiology of depressive mood in adolescents: An empirical study. *Archives of General Psychiatry*, 39, 1205-1212.
45. Karasek, R.A. (1979). Job demands, job decision latitude and mental strain: Implications for job redesign. *Administrative Science Quarterly*, 24(2), 285-308.
46. Kim, W.C. and Mauborgne, R.A. (2000). Procedural justice, attitudes and subsidiary top management compliance with multinationals' corporate strategic decisions. *Academy of Management Journal*, 36(3), 502-526.

47. Knights, J.A. and Kennedy, B.J. (2005). Psychological contract violation: Impacts on job satisfaction and organizational commitment among Australian senior public servants. *Applied HRM Research*, 10(2), 57-72.
48. Kottwitz, M., Meier, L.L., Jacobshagen, N., Kalin, W., Elfering, A., Henig, J. and Semmer, N.K. (2008). Illegitimate tasks associated with higher cortisol levels among male employees when subjective health is relatively low: An intra-individual analysis. *Scandinavian Journal of Work, Environment and Health*, 34, 337-344.
49. Kottwitz, M.U., Meier, L.L., Jacobshagen, N., Kälin, W., Elfering, A., Hennig, J. and Semmer, N.K. (2013). Illegitimate tasks associated with higher cortisol levels among male employees when subjective health is relatively low: an intra-individual analysis. *Scand Journal of Work Environment* 39(3), 310-318.
50. Landsbergis, P.A., Schnall, P.L., Belkic, K.L., Schwartz, J., Pickering, T.G. and Baker, D. (2001). Work stressors and cardiovascular disease. *Work: Journal of Prevention, Assessment & Rehabilitation*, 17(3), 191-208.
51. Lapa, T.A., Carvalho, S.A. and Pinto-Gouveia, J. (2017). Psychological distress, burnout and personality traits in Dutch anesthesiologists. *European Journal of Anesthesiology (EJA)*, 34(1), 41-42.
52. Leiter, M.P., Jackson, N.J. and Shaughnessy, K. (2009). Contrasting burnout, turnover intention, control, value congruence and knowledge sharing between Baby Boomers and Generation X. *Journal of Nursing Management*, 17(1), 100-109.
53. Liu, C., Spector, P.E. and Shi, L., (2007). Cross-national job stress: A quantitative and qualitative study. *Journal of Organizational Behavior*, 28(2), 209-239.
54. Martin, J. and Siehl, C. (1983). Organizational culture and counterculture: an uneasy symbiosis. *Organizational Dynamics*, 12, 52-64.
55. Maslach, C. (1976). Burned-out. *Human Behavior*, 9, 16-22.
56. Maslach, C. and Jackson, S.E. (1981). The measurement of experienced burnout. *Journal of Occupational Behavior*, 2, 99-113.

57. Maslach, C., Jackson, S.E. and Leiter, M.P. (1996). *MBI: The Maslach Burnout Inventory: Manual*, Consulting Psychologists Press, Palo Alto, CA.
58. Maslach, C., Leiter, M.P. and Schaufeli, W.B. (2008). Measuring burnout, in Cooper, C.L. and Cartwright, S. (Eds), *The Oxford Handbook of Organizational Wellbeing*, Oxford University Press, Oxford, pp. 86-108.
59. McDonald, P., Brown, K. and Bradley, L. (2005). Have traditional career paths given way to protean ones? Evidence from senior managers in the Australian public sector. *Career Development International*, 10(2), 109-129.
60. Meijman, T.F. and Mulder, G. (1998). Psychological aspects of workload. In P.J.D. Drenth, H. Thierry and C.J. de Wolff (Eds.) *Handbook of work and organizational psychology*. (2nd Ed. Vol. 2, pp 5-33), Psychology Press, Hove, England.
61. Meyer, J.P., Becker, T.E. and van Dick, R. (2006). Social identities and commitments at work: Toward an integrative model. *Journal of Organizational Behavior*, 27, 665-683.
62. Michael, A. (2006). *A handbook of human resource management practice*. London and Sterling VA.
63. Mullins, J.L. (2005). *Management and organizational behavior*, Seventh Edition, Pearson Education Limited, Essex.
64. Pereira, D., Semmer, N.K. and Elfering, A. (2014). Illegitimate tasks and sleep quality: An ambulatory study. *Stress and Health*, 30, 209-221.
65. Robbins, J.M., Ford, M.T. and Tetrick, L.E. (2012). Perceived unfairness and employee health: A meta-analytic integration. *Journal of Applied Psychology*, 97, 235-272.
66. Rosen, C.C., Chang, C.H., Djurdjevic, E. and Eatough, E. (2010). Occupational stressors and job performance: An updated review and recommendations. *New Developments in Theoretical and Conceptual Approaches to Job Stress*, 8, 1-60.
67. Sabo, K. (1990). Protecting the professional role. A study to review non-nursing activities and recommendations for change. *Canadian Journal of Nursing Administration*, 3(4), 15-18.

68. Santos, A., Mustafa, M. and Chern, G.T. (2016). The Big Five personality traits and burnout among Malaysian HR professionals: The mediating role of emotion regulation. *Asia-Pacific Journal of Business Administration*, 8(1), 2-20.
69. Saunders, M., Lewis, P. and Thornhill, A. (2016). *Research Methods for Business Students*, 7th Edition, Pearson Education Limited.
70. Schaufeli, W.B. and Salanova, M. (2007). Efficacy or inefficacy, that's the question: Burnout and work engagement and their relationships with efficacy beliefs. *Anxiety, Stress and Coping*, 20(2), 177-196.
71. Schwarzer, R. and Hallum, S. (2008). Perceived teacher self-efficacy as a predictor of job stress and burnout: Mediation analysis. *Applied Psychology: An International Review*, 57, 152-171.
72. Sekaran, U. and Bougie, R. (2011). *Research method for business: A skill building approach*.
73. Semmer, N.K. (2000). Control at work: Issues of specificity, generality and legitimacy. In W.J. Perrig & A. Grob (Eds.) *Control of Human Behaviour, Mental Processes, and Consciousness: Essay in Honour of the 60th Birthday of August Flammer* (pp. 714-741) Mahwah, NJ: Erlbaum.
74. Semmer, N.K., Jacobshagen, N. and Meier, L.L. (2006). Arbeit and (mangelnde) Wertschätzung [Work and (lack of) appreciation]. *Wirtschafts Psychologie*, 8, 87-95.
75. Semmer, N.K., Jacobshagen, N., Meier, L.L., Elfering, A., Beehr, T.A., Kälin, W. and Tschan, F. (2015). Illegitimate tasks as a source of work stress. *Work and Stress*, 29(1), 32-56.
76. Semmer, N.K., McGrath, J.E. and Beehr, T.A., (2005). Conceptual issues in research on stress and health. In C.L. Cooper (Ed.), *Handbook of stress medicine and health*. CRC Press LCC.
77. Semmer, N.K., Tschan, F., Meier, L.L., Facchin, S. and Jacobshagen, N. (2010). Illegitimate tasks and counterproductive work behavior. *Applied Psychology: An International Review*, 59(1), 70-96.
78. Skarlicki, D.P. and Rupp, D.E. (2010). Dual processing and organizational justice: The role of rational versus experiential processing in third-party reactions to workplace mistreatment. *Journal of Applied Psychology*, 95, 944-952.

79. Sonnentag, S. and Frese, M. (2003). *Stress in organizations*. John Wiley and Sons, Inc.
80. Spector, P.E. (1997). *Job satisfaction: Application, assessment, causes and consequences*. Thousand Oaks, CA, US: Sage Publications.
81. Spector, P.E. (2006). Method variance in organizational research truth or urban legend? *Organizational Research Methods*, 9(2), 221-232.
82. Spencer, S. and Rupp, D.E. (2009). Angry, guilty and conflicted: Injustice toward coworkers heightens emotional labor through cognitive and emotional mechanisms. *Journal of Applied Psychology*, 94, 429-444.
83. Stajkovic, A.D. and Luthans, F. (2003). Behavioral management and task performance in organizations: conceptual background, meta-analysis and test of alternative models. *Personnel Psychology*, 56(1), 155-194.
84. Statt, D.A. (2004). *The Routledge dictionary of business management*. Routledge.
85. Stocker, D., Jacobshagen, N., Semmer, N.K. and Annen, H. (2010). Appreciation at work in the Swiss Armed Forces. *Swiss Journal of Psychology*, 68, 117-124.
86. Stocker, D., Jacobshagen, N., Semmer, N.K. and Annen, H. (2010). Appreciation at work in the Swiss Armed Forces. *Swiss Journal of Psychology*, 68, 117-124.
87. Thoits, P.A. (1991). On merging identity theory and stress research. *Social Psychology Quarterly*, 54(2), 101-112.
88. Van der Wal, R.A., Bucx, M.J., Hendriks, J.C., Scheffer, G.J. and Prins, J.B. (2016). Psychological distress, burnout and personality traits in Dutch Anesthesiologists: A survey. *European Journal of Anesthesiology*, (EJA), 33(3), 179-186.
89. Van Hooff, M.L., Geurts, S.A., Beckers, D.G. and Kompier, M.A. (2011). Daily recovery from work: The role of activities, effort and pleasure. *Work & Stress*, 25(1), 55-74.
90. Vroom, V.H. (1982). *Work and motivation*. Robert E. Krieger Publishing Company.

91. Warr, P. (2007). *Work, happiness and unhappiness*. Mahwah, NJ: Lawrence Erlbaum.
92. Weiss, H.M. (2002). Deconstructing job satisfaction: Separating evaluations, beliefs and affective experiences. *Human Resource Management Review*, 12, 173-194.
93. Weiss, H.M. and Cropanzano R., (1996). Affective Event Theory: A theoretical discussion of the structure, causes and consequences of affective experiences at work. *Research in Organizational Behavior*, 18, 1-74.
94. Widmer, P.S., Keller, A.C., Gardner, D.H. and Semmer, N.K. (2014). Challenge stressors: Longitudinal effects on self-attitudes, work attitudes and health. Paper presented at the 11th Conference of the *European Academy of Occupational Health Psychology*, London.
95. Widmer, P.S., Semmer, N.K., Kälin, W., Jacobshagen, N. and Meier, L.L. (2012). The ambivalence of challenge stressors: Time pressure associated with both negative and positive well-being. *Journal of Vocational Behavior*, 80(2), 422-433.
96. Yanow, D. and Schwartz-Shea, P. (2015). *Interpretation and method: Empirical research methods and the interpretive turn*. Routledge.
97. Zurlo, M.C., Pes, D. and Capasso, R. (2016). Personality Characteristics, Job Stressors and Job Satisfaction Main and Interaction Effects on Psychological and Physical Health Conditions of Italian Schoolteachers. *Psychological Reports*, 119(1), 27-38.

ANNEXURE

SURVEY QUESTIONNAIRE

Dear Respondents
Greetings!
Assalam-o-Alaikum

Thanks for investing the time to participate in this research activity. Your honest response will be highly appreciated. We sincerely guarantee the confidentiality of your responses.

Section 1: Personal Information

Gender:

Male Female

Age (in years):

21-30 31-40 41-50 51-60 Above 60

Job Tenure at Current Workplace (in years):

1-3 4-6 7-9 10-12 Above 12

Marital Status:

Married Unmarried Completed

The questionnaire is all about illegitimate tasks and their impact on job satisfaction, burnout and depressive mood. Illegitimate tasks are basically the tasks which you feel are not the part of your core/basic responsibilities. By keeping in mind the illegitimate tasks, fill the questionnaire regarding your feelings about job satisfaction, burnout and depressed mood.

Section 1: Illegitimate Tasks

Please read each of the following statements and indicate the suitable answer by circling an option:

S#	Item	Never	Almost Never	Sometimes	Fairly Often	Often
1	Do you have tasks you feel they have not to be done by you?	1	2	3	4	5
2	Does illegitimate tasks make sense at all?	1	2	3	4	5
3	Do you think that illegitimate tasks would not exist, if things were organized differently?	1	2	3	4	5
4	Illegitimate tasks just exist because supervisor/boss simply demand it	1	2	3	4	5

S#	Item	Never	Almost Never	Sometimes	Fairly Often	Often
Do you have work tasks to Take Care of, which you Believe						
5	Should be done by someone else	1	2	3	4	5
6	Should not be expected from you	1	2	3	4	5
7	Put you into an awkward position	1	2	3	4	5
8	Are unfair for you to have to deal with	1	2	3	4	5

Section 2: Burnout

The questions in this section try to record your ability to cope with work pressure. Please read each of the following statements and indicate the suitable answer by circling an option:

S#	Item	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1	I can tolerate the pressure of my work very well.	1	2	3	4	5
2	After working, I have enough energy for my leisure activities.	1	2	3	4	5
3	Usually, I can manage the amount of my work well.	1	2	3	4	5
4	It happens more and more often that I talk about my work in a critical way	1	2	3	4	5
5	It happens more and more often that I talk about my work in a negative way.	1	2	3	4	5
6	I find my work to be a positive challenge.	1	2	3	4	5
7	This is the only type of work that I can imagine myself doing.	1	2	3	4	5
8	During my work, I often feel emotionally drained	1	2	3	4	5

Section 3: Depressive Moods

The questions in this section try to record that how you feel at workplace. Please read each of the following statements and indicate the suitable answer by circling an option:

S#	Item	Not at all	Rarely	Occasionally	To a Good Extent	To a very Large Extent
1	At work place you feel unhappy, sad or depressed?	1	2	3	4	5
2	Do you feel hopeless about future?	1	2	3	4	5
3	At work place you feel nervous or tense?	1	2	3	4	5
4	Do you get worried too much about things?	1	2	3	4	5

Section 4: Job Satisfaction

This section tries to record your level of job satisfaction at your current organization. Please indicate the suitable answer by circling your degree of job satisfaction:

S#	Item	To a very Large Extent	To a Good Extent	Occasionally	Rarely	Not at all
1	In general, I like working here.	1	2	3	4	5
2	In general I don't like my job here.	1	2	3	4	5
3	All in all, I am satisfied with my job	1	2	3	4	5