



**UNIVERSITY OF GHANA
DEPARTMENT OF PSYCHOLOGY**

**PSYCHOLOGICAL CONTRACT BREACH, JOB DEMANDS AND
EMOTIONAL EXHAUSTION IN SOME SELECTED GHANAIAN
ORGANIZATIONS**

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**THIS THESIS/DISSERTATION IS SUBMITTED TO THE DEPARTMENT
OF PSYCHOLOGY, UNIVERSITY OF GHANA, LEGON, IN PARTIAL
FULFILLMENT OF THE REQUIREMENT FOR THE AWARD OF MPhil
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DECLARATION

I, Darkwah Ernest, the author of this thesis do hereby declare that except for references to other people's works, which I have duly acknowledged, the study herein presented is the first of its kind to be carried out in the Department of Psychology, University of Ghana, Legon, during the 2013/2014 academic year under objective supervision of Dr. Maxwell Asumeng and Professor J.Y. Opoku. This work has never been submitted in any form, whole, or part for a degree in this university or elsewhere.

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Date

This work has been submitted for examination for examination with our approval as supervisor

Signed.....

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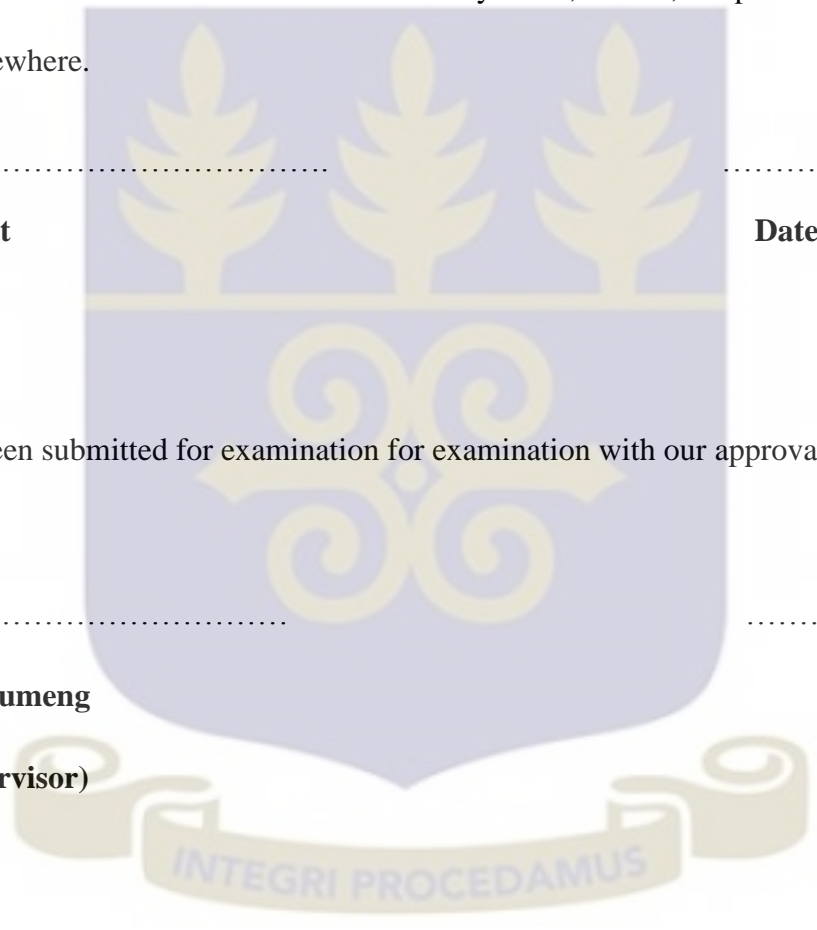
Date

Signed.....

Prof. J. Y . Opoku
(Co-supervisor)

.....

Date



DEDICATION

Dedicated to my family, friends and the memory of my late father.



ACKNOWLEDGEMENTS

Glory and honour to God the Most High, who has been with me throughout my life and has seen me achieve great things. I know greater things are ahead. My sincerest gratitude goes to my supervisors Dr. Maxwell Asumeng and Professor J.Y. Opoku for their immense contribution towards putting this work in good shape. I would also like to thank all the organizations who granted access for data collection and made this work a success. Again, I would like to appreciate the help and unflinching support of Cynthia Akosua Agyapong, Mrs Beatrice Marfo and her Husband, Mrs Faustina Elikplim Akurugu and her husband, and my dearest friends Micalina Fenteng, Dorcas Ofosu –Budu, Mr. Archibald Steiner, Richard Essah and Obed Frimpong Yamoah. God bless you all so much. I love you.

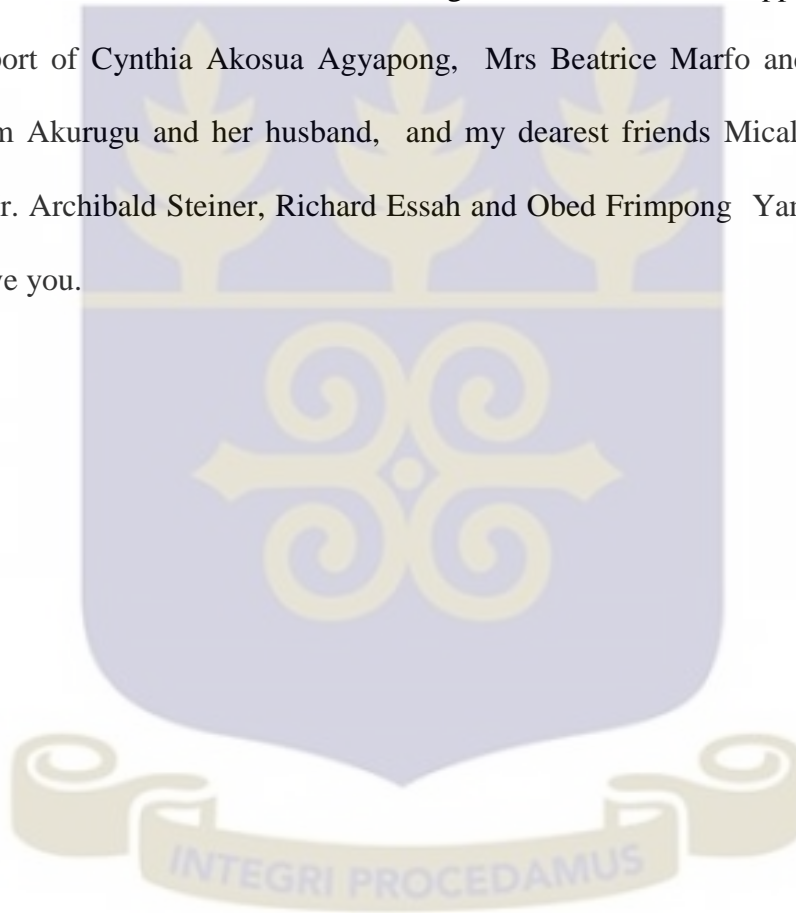


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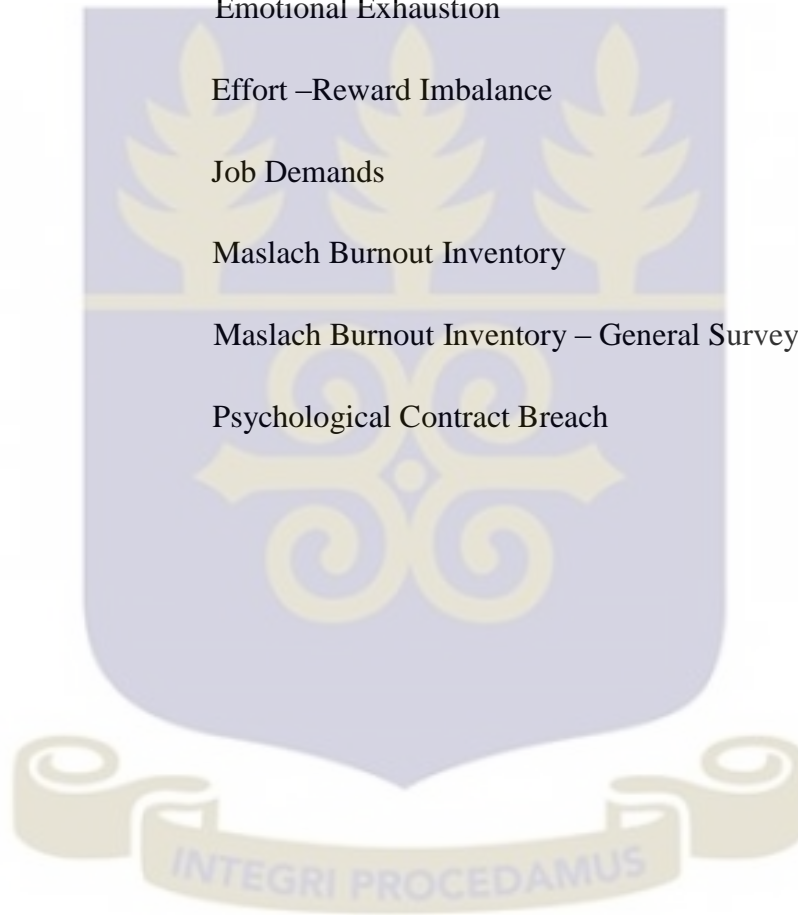
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LIST OF ABBREVIATIONS

APA :	American Psychological Association
COPSOQ –II:	Copenhagen Psychosocial Questionnaire – 2 nd Edition
ECH:	Ethics Committee of the Humanities
E.E:	Emotional Exhaustion
ERI:	Effort –Reward Imbalance
JD:	Job Demands
MBI:	Maslach Burnout Inventory
MBI – GS:	Maslach Burnout Inventory – General Survey
PCB :	Psychological Contract Breach



ABSTRACT

The competitive and unpredictable nature of today's business environment is increasingly making organizations expect more from their employees. There are consistent research findings that Job Demands (JD), Psychological Contract Breach (PCB) and Emotional Exhaustion (EE) are on the rise in organizations. Though it is hard to believe that the concurrent rise in these three factors is mere coincidence, the possible links that exist between these factors seem to have eluded research attention. Considering the fact that emotional exhaustion has been found to precipitate devastating effects on employees and organizational success, this research was conducted to investigate the possible relationships that exist between PCB, JD and EE with the aim of producing a model that portrays PCB and JD as predictors of EE. Three hundred and thirty-one (331) employees were drawn from Ghana's telecommunications, advertising, and corporate consulting industries to form the sample for the study. Data were analysed using Pearson correlation tests and regression analyses. A significant positive relationship was found between JD and EE and between PCB and EE. Hierarchical regression tests also revealed that the unmet compensations contract dimension of PCB better predicted emotional exhaustion than the unmet work environment and work characteristics contract dimensions. Emotional job demands also predicted EE better than quantitative and cognitive job demands. Over all, PCB was a better predictor of EE than JD. The findings suggest that organizations need to design interventions that either help employees to cope with the demands of their jobs or relieve them of some of the demands. Interventions will also have to involve measures that reduce the breaches of psychological contracts on the part of employers.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

With rapid technological advancements, dynamic innovations and stiff competition ever increasing in the modern business arena, organizations are becoming increasingly reliant on their employees as they expect more efforts from them in order to survive and be successful. Organizational research in recent years has therefore tended to focus more on the wellbeing of employees as they strive to meet the expectations of their employers and achieve their personal career goals in the face of these pressures. Among the issues that have come up for investigation is emotional exhaustion.

The simplest definition of the concept of emotional exhaustion is given as depletion of emotional resources (Demerouti, Bakker, Nachreiner, & Schaufeli, 2001; Gilbert, Laschinger & Leiter, 2010). In a broader sense, Spies (2006, P50) has defined it as entailing “feelings of emotional overextension and energy depletion due to one’s contact with other people”. Cropanzano, Rupp and Byrne (2003) observe that emotional exhaustion describes a feeling of being emotionally overextended and exhausted by one’s work.

Until recently, emotional exhaustion was treated largely as part of the broader framework of burnout. For example, Maslach (1982) categorized it as one dimension of burnout in her development of the famous Maslach Burnout Inventory (MBI) purported to measure general burnout among professionals in the human services. The other two components found in the burnout literature are depersonalization or dehumanization - described as a set of insensitive behaviours demonstrated by a worker towards a client and diminished personal accomplishment -

described as excessive negative evaluations of the self by a worker (Nwankwo, Kanu, Obi1, Sydney-Agbor, Agu, & Aboh, 2013).

One other observation about research treatment of the concept of emotional exhaustion is that, as part of the components of general burnout, investigations of the phenomenon has tended to centre on the human services, especially health sector workers and call centre workers (Spies, 2006). Bailey and McCollough (2000) cite Berry (1980) as attributing this focus on limiting investigations into emotional exhaustion to the human services to a conviction among researchers that the amount of emotional content in those occupations are high. However, as observed by Grandey (2000), the stiff competition that has engulfed the modern business environment now requires that, for success and survival of their organizations, workers have to increasingly engage in “service with a smile” in almost all interactions with customers, clients and colleague workers. This, to some extent, proves that indeed the emotional content of work in other service sectors is increasing with increasing competition.

For example, current trends in the advertising industry indicate that adverts that evoke stronger emotions do produce greater involvement among consumers (Du Plessis, 2005). This does imply that employees in this area, to some extent, are required to put themselves in situations that may enable them ‘know’ and ‘understand’ the emotional tendencies of targeted consumers in order to develop adverts that may evoke the strongest of such emotions and yield desirable results. In this way, the job becomes emotionally demanding, though this demand may differ in nature and intensity from that required in the human services.

Apart from this, relations with colleague workers and clients who need specialist services also require the employees in other work areas including advertising, corporate services and telecommunications to demonstrate “appropriate” emotions that will buffer worker-to-worker

relations as well as worker-client relations. For example, stiff competition in the telecommunications industry means that workers in this area may have to tap into the emotions of customers and render services that are deeply satisfying considering that technological advancement has made it possible for customers to move from one network to another if they are not satisfied.

Also, there are observations of increasing need for team work especially in private sector organizations as competition increases. According to Farh, Seo and Tesluk (2012), team work has a substantial amount of emotional demand on the employee considering that each worker needs to share space and ideas to some extent, with another worker and work collaboratively. Research by Gevers, van Erven, de Jonge, and Maas (2010) found that acute emotional strain had severe negative implications on teamwork. This may be because there is significant demand for tolerance (which weighs in on a person's emotions) on the part of each employee especially in corporate consultancy institutions where team work becomes paramount. The emotional demands in these work areas therefore become high in this regard. The concentration of emotion and emotional exhaustion research on the human services therefore, in a way, does not contribute properly to solving problems in these other work areas.

Current researchers (eg. Gacovic & Tetrick, 2003) are therefore beginning to find such treatment of the concept of emotional exhaustion (limiting it to human services and conceiving it only as one dimension of burnout) as problematic as they argue that eventual findings tend to lead to the development of interventions only for one category of workers and present the general effects of burnout without narrowing down on the specific predictors and effects of emotional exhaustion itself. To this end, organizational researchers are gradually moving away from seeing the concept as one dimension of burnout and rather investigating it on its own. In fact, Maslach (2000) acknowledges that, considered as the basic individual stress dimension of burnout, emotional

exhaustion is gradually receiving the most attention in empirical studies separate from the other two dimensions of burnout.

Recent research works on emotional exhaustion as a unique concept separate from general burnout have found links to various employee outcomes, including decreases in self-esteem, depression, anxiety, feelings of helplessness and irritability (Demerouti et al., 2001; Kahill, 1998) and physiological problems such as fatigue, headaches, insomnia and gastrointestinal disturbances (Demerouti et al, 2001). These consequences undoubtedly have a bearing on the ability of employees to carry out work duties and the effectiveness of organizations as a whole. Thus, the devastating consequences that emotional exhaustion has on employee wellbeing and behaviour and the implications for organizational performance and success make it very imperative that more investigations are made into the phenomenon.

However, as demonstrated earlier, existing literature proves that much of the research attention on emotional exhaustion has been couched in the broader framework of burnout and the few that have treated it as a separate phenomenon have focused on its consequences with little attention to its predictors.

1.1.1 Psychological Contract Breach, its dimensions and links with Emotional Exhaustion

Research on the concept of psychological contract has persisted for years. For example, Freese and Schalk (2008) cite Argyris (1960) as observing that psychological contract emerged as a concept in the psychological literature about fifty years ago as a way of understanding the dynamics of the employment relationship.

As defined by Rousseau (1989), the psychological contract reflects the beliefs individuals hold regarding the terms and conditions of the exchange agreement between themselves and their organizations. Thus, when employees perceive that their organizations have failed to fulfill their

part of this “mutual” agreement, a breach perception has occurred. Conceptually, psychological contract breach perception is defined as employee’s perception that their employers have not fulfilled their promises to them (Rousseau, 1996).

According to Freese and Schalk (2008), the popularity of the psychological contract soared in the 1980s and 1990s because it was a period characterized by large-scale and small-scale organizational changes which put the employment relationship between employers and employees to a test. The changes to this relationship, the researchers note, also resulted in many serious behavioural and attitudinal reactions among employees which were linked to employees’ perceptions that such changes went against them and were in breach of their expectations of their employers.

Thus, perceptions of psychological contract breach have been found to be usually triggered by organizational change processes including mergers, restructuring and downsizing (Chen, Tsui, & Zhong 2008). Interestingly, such organizational changes have become quite characteristic of modern organizations as prevailing business conditions make it necessary for organizations to re-strategize frequently to meet or beat competition and be effective. The concept of breach of psychological contract has therefore become important to investigators once again.

Though breach perceptions are normally measured in a composite form or global form, (Robinson & Morrison, 2000), current trends are showing that researchers are gradually becoming more comfortable with dimensional measures of the construct due to the recognition that there are different dimensions of the psychological contract and possible corresponding dimensions of breach perception (Bunderson, 2001; Phuong, 2013). These different breach dimensions may precipitate differential employee work outcomes. For example, employees who perceive that their organizations have failed to honour their remuneration obligations may exhibit behaviours that may

differ from those who perceive that their organizations have not fulfilled obligations regarding the nature of the work environment.

Phuong (2013) gives three dimensions of psychological contract breach perception: unmet job characteristic contract (a perception that the nature of the job given is different from the one promised or expected), unmet work environment contract (a perception that the work environment is different from the kind promised or expected) and unmet compensation contract (a perception that the compensation for work promised or expected has not been met by the employer). Whichever form it takes, there is sufficient research evidence that links perceptions of psychological contract breach, which is subjective among employees, to negative behavioural, performance and psychological consequences (Morrison & Robinson, 1997; Rousseau, 1989; Turnley & Feldman, 1999), including reduced organizational commitment, intentions to leave and general counter-productive behaviours (Lemire & Rouillard, 2005).

Meta-analytic review by Topa and Palaci (2004) also document increases in negative results for the individual employee and the organization such as dissatisfaction with work and negligence in task performance, as well as decreases in desirable results such as satisfaction, organizational commitment and civil behaviour. These consequences are similar to the consequences found for job demands and emotional exhaustion which make it highly likely that these factors could be related. As a matter of fact, some research evidence suggests the existence of this relationship but evidence on the importance employees attach to different facets of their work also suggest that the different dimensions of breach perceptions may precipitate employee outcomes like emotional exhaustion differently.

1.1.2 Job Demands, its dimensions and Links with Emotional Exhaustion

Research evidence on job demands and its antecedents and consequences abound. Descriptions put forward of the phenomenon of job demands (JD) have established its predictive relationship with general burnout. What has not been so keenly investigated is its specific relationship with the emotional exhaustion component of burnout.

Generally, job demands is defined as the degree to which the working environment contains stimuli that require some effort (Jones & Fletcher, 1996) or, more specifically, physical, psychological, social, or organizational aspects of a job that require sustained physical and/or psychological effort or skills (Bakker, Demerouti & Euwema, 2005). According to Demerouti et al. (2001), researchers agree that job demands lead to negative consequences if additional effort is required beyond the usual ways of achieving work goals. The concept is usually described as having three dimensions which are quantitative, psychological or cognitive and emotional or affective according to Peeters, Anthony, Montgomery, Bakker, and Schaufeli (2005). These dimensions are also demonstrated by research works on emotion work (Brotheridge & Lee, 2003) and the Job Demands – Resource Model (Bakker & Demerouti, 2007).

The Peeters et al. (2005) study gives comprehensive definitions of the three dimensions of job demands. Quantitative job demand was defined as “work overload or work pressure or too much work to do in too little time” (Peeters et al, 2005 p. 45). Thus in broader terms, the dimension of quantitative job demands could be seen as the rate and extent to which an employee or worker is required to, as part of his or her job, engage in various work activities within a specified time. It may also include the pace of work, the amount of work to be done within a given period of time and the extent to which an employee is required to multitask at work.

Measures of quantitative job demands usually concentrate on how much work an individual does at his job and the time limits for completing such work activities. For example, the quantitative subscale of the Copenhagen Psychosocial Questionnaire series (Pejtersen, Kristensen, Borg & Bjorner, 2010) has items that measure an employee's perception of the pace of work and how often work piles up on them. Quantitative work overload, which is a perception that stems from high quantitative job demands, has been proven to affect a variety of aspects of wellbeing and work life of workers, including effects on heart rate (Mazloun, Kumashiro, Izumi & Higuchi, 2008).

Psychological job demands, often referred to as cognitive job demands (Pejtersen et al., 2010), describe the extent and rate at which a job requires its holder to use his or her cognitive resources including memory and attention. It involves such activities as sustained mental analysis of systems and events, generating new ideas, logical and quantitative reasoning and making inferences and deductions from available information.

According to Van de Ven, Vlerick and Jonge (2008), cognitive job demands have implications for employee perceptions of self-competence, especially in the face of supportive cognitive job resources. In fact, the researchers note that employees who see their jobs as being highly demanding cognitively, also perceive themselves as highly competent. This then goes to predict that the perception of high competence may lead such employees to expect corresponding high compensation from employers. Research on social comparison and the Adams's Equity theory (Adams 1965) support this prediction, as they emphasize employee tendencies to compare their inputs to their outputs and make judgments that end up affecting their work attitudes. This may lay a foundation for perceptions of psychological contract breaches should the employer be seen as not fulfilling this expectation.

Literature on emotional job demands is usually obtained from research in the area of emotion work. Emotion work refers to the regulation of inappropriate emotions in an employee's daily interactions at work in order to comply with emotional standards that are congruent with job requirements (Brotheridge & Lee, 2003; Zammuner & Galli, 2005). Thus, by implication, emotional job demands describe the extent to which a job requires its holder to display "appropriate" emotions and regulate "inappropriate" ones while at work at all times. Doing this obviously requires some amount of effort from the job holder and if the amount of emotion regulation required on a job becomes higher, it could lead to possible exhaustion of the employee emotionally. Emotional job demands may therefore have implications for the experience of emotional exhaustions in a worker.

Overall, job demands has been linked to employee outcomes that are similar to and as devastating as the consequences found for emotional exhaustion including turnover intentions and actual turnover (Hoonakker, Carayon & Korunka, 2013), work-family conflict (Peeters et al., 2005), presenteeism (Demerouti, Le Blanc, Bakker, Schaufeli & Hox, 2009), and general job dissatisfaction (Lewig & Dollard, 2003). These similarities in consequences hint on the possibility that perhaps the two are related. Though job demands, and especially its impact on employee output and organizational successes have been well researched, how it relates to emotional exhaustion among employees has not been so keenly researched. The few researches that have focused on how job demands relate to emotional exhaustion have also not factored in the specific contributions of the individual dimensions of job demands.

1.2 Statement of the Problem

It is evident that the current rough global business terrain results in tremendous job demands on employees as organizations strive to match up to or, at best, beat competition and achieve

effectiveness. Local and international media in recent times constantly report mergers, restructuring and downsizing activities taking place in organizations. For example, in June 2014, local Ghanaian media reported a downsizing activity in one of Ghana's gold mining organizations that saw over six thousand workers laid off.

Though the unpredictable nature of modern business trends fairly justifies these constant changes in strategy in modern organizations, these change processes have been noted to be often comorbid with perceptions of breach of psychological contracts (see Johnson & O'Leary-Kelly, 2003; Robinson & Rousseau, 1994;). For example, estimates of the rate of psychological contract breaches occurring in organizations range from 25% (Turnley & Feldman, 1998) to over 90% (Robinson & Morrison, 2000).

It has also been consistently demonstrated (eg. Demerouti et al., 2001; Nwankwo et al, 2013) that there is a current rise in the experiences of emotional exhaustion on the part of employees. This is supported by the literature in emotion work that is increasingly proving that workers in organizations outside the human services are having to work in groups and adopt tactics that put significant amount of emotional demands on them.

The seeming concurrent rise in these factors (psychological contract breaches, job demands and emotional exhaustion) as demonstrated in the literature makes it quite hard to view them as coincidental. However the issue seems to have attracted little attention as not much research evidence exists to prove or disprove their interconnectedness.

Trends seem to show that these factors have often been explored apart or at best, in relation to other work related factors, most notably, job satisfaction. Further focus has tended to be on the consequences often triggered by these factors on employee wellbeing and organizational success.

Thus research exploration of the links between these three important variables and especially the roles of their specific dimensions is conspicuously missing from the literature.

The problem with such a situation is that organizations tend to receive a lot of research evidence and recommendations on how best to handle the negative implications of these factors without being enlightened on the probable relationships that exist between them. Thus organizations may spend resources designing interventions that are targeted at reducing or tackling the main effects of these factors while neglecting their probable dimensional effects.

Such interventions may also focus on the global consequences of factors such as psychological contract breaches and job demands without detailed information on their specific dimensions and how they compare in predicting employee outcomes like emotional exhaustion. At best, such interventions may achieve a certain percentage of success but problems may still persist.

In order to help organizations tackle such problems comprehensively, it is imperative that research is carried out to ascertain the relationships that exist between these factors and how the specific dimensions of psychological contract breach and job demands individually and collectively predict emotional exhaustion among employees. It is in this light that this research was carried out to first, fill the gap in the scientific literature regarding the relationships between PCB, JD and EE and also to give organizations a real shot at effectively dealing with the many negative consequences often precipitated by emotional exhaustion.

1.3 Rationale for the Study

Despite the similarities in the negative consequences that are precipitated by psychological contract breach perceptions, job demands and emotional exhaustion among employees, the possible links that exist between these factors and the specific influences of their different dimensions seem not so much researched.

This situation creates a significant gap in the literature regarding the exact relationships that exist between psychological contract breach and emotional exhaustion as well as between job demands and emotional exhaustion. There is also the lack of evidence regarding the role of the different dimensions of job demands and psychological contract breaches in predicting emotional exhaustion. These pose a problem to the ability of organizations to develop interventions that would comprehensively deal with the many consequences of these three factors for organizational effectiveness.

The reason behind the present study was therefore to expand the literature by filling the gaps regarding the relationships between psychological contract breach, job demands and emotional exhaustion and to uncover the comparative powers of the dimensions of psychological contract breach and job demands in predicting emotional exhaustion. This will give organizations a better chance at solving the psychological, behavioural and other consequences that are contingent on the interconnectedness between these three variables and emotional exhaustion.

1.4 Aims of the Study

The general aim of the study was to investigate the relationships that exist between Psychological contract breach (PCB), job demands (JD) and emotional exhaustion (EE) in organizations and prove PCB and JD as predictors of EE.

1.5 Study Objectives

Specific research objectives were:

1. To find out if perception of breach of psychological contract predicts employees' experience of emotional exhaustion
2. To examine the relationship between perception of job demands and the experience of emotional exhaustion among employees

3. To find out if the three dimensions of psychological contract breach predict the experience of emotional exhaustion differently
4. To determine whether there are differences in the degrees to which the three dimensions of job demands predict emotional exhaustion
5. To examine the comparative predictive ability of psychological contract breaches and job demands on emotional exhaustion

1.6 Relevance of the Study

This study will provide empirical evidence to organizations on how psychological contract breach and job demands individually and collectively precipitate emotional exhaustion among employees. It also provides insight into how the dimensions of job demands and psychological contract breach each contribute to producing emotional exhaustion in employees. The evidence provided here will enable organizations to design interventions that will mitigate both the individual and combined effects of these factors as well as the effects of their specific dimensions. The study will also fill the gap in the scientific literature regarding the exact relationships that exist between psychological contract breach, job demands and emotional exhaustion.



CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter encompasses a theoretical framework containing theories that explain the concepts under investigation and also includes a detailed review of studies related to this present one and their findings. Expected outcomes in the study are stated in the form of hypotheses supported with a conceptual model and operational definitions of key terms used.

2.2 *Theoretical Framework*

The concentration of research efforts on emotional exhaustion, psychological contract breach and job demands have led to the building of considerable amount of theories that explain these phenomena. For the purpose of this present study, three relevant theories: Burnout Theory, Effort-Reward Imbalance Theory and Demand-Control Model were reviewed and they serve as the framework within which the findings of the study are explained.

2.2.1 Burnout Theory

Because emotional exhaustion has been largely treated as one dimension of burnout over the years, research on this phenomenon has tended to be situated in general burnout theory. Burnout has been defined by Maslach (1982) as a syndrome of emotional exhaustion, depersonalization and reduced personal accomplishment that can occur among individuals who do work of some kind. Generally, burnout theories hold that the phenomenon is a form of work related strain that results from a significant accumulation of work related stress (Nwankwo et al., 2013).

Such stressors may relate to the characteristics of the job including skill requirements, job content, job resources and many more. These characteristics directly reflect the demands that a job

makes on its holder. Thus, there is general agreement about the fact that job demands which translate into work stress have a direct causal relationship with burnout.

According to Schaufeli and Buunk (2002), the complexity of the phenomenon of burnout has accounted for a lack of a single universal theory agreed upon by researchers in the area. This has led to the development of several models that claim to explain the concept. Notable among them is the Multi-Dimensional Model developed by Maslach and Jackson (1986). The model describes the phenomenon as encompassing three components (emotional exhaustion, depersonalization and reduced personal accomplishment) and postulates that how these three components relate to various workplace variables in the organizational setting differ. Maslach (2003) however observes that, of the three components, it is exhaustion or cynicism that manifests as a result of work overload or high job demands.

What the theory does not indicate is how the specific quantitative, psychological and emotional dimensions of job demands compare to each other in predicting burnout or its individual component of emotional exhaustion. It is understandable that the lack of this detail could be problematic as organizations may focus on taking global measures in attempts to mitigate the proven consequences of the components of burnout without paying attention to the specific contributions of the stated dimensions of job demands in these consequences. Because the emotional exhaustion component of burnout is seen as more consequential (Shirom, 2003), researchers (eg. Gacovic & Tetrick, 2003; Nwanko et al, 2013) are beginning to see more value in isolating it and studying it on its own.

Nevertheless, burnout theory clearly and adequately explains how job demands relate to burnout which happens to encompass emotional exhaustion as one of its key components. Evidence from the literature (eg. Shirom, 2003) also demonstrates that, of the three components, emotional

exhaustion is the most consequential. In this regard, the theory can be seen as establishing a relationship between job demands and emotional exhaustion and therefore serves as a framework within which the predictions made in this study could be tested.

2.2.2. Effort-Reward Imbalance (ERI) Model (Siegrist, 1996)

The Effort-Reward Imbalance model propounded by Siegrist (1996) holds that, negative employee characteristics including job dissatisfaction and counter-productive behaviours are a function of the extent of balance or imbalance that employees perceive between their efforts at work, defined by such factors as job demands, work obligations, responsibilities etc. and the rewards they receive defined by such factors as wages, prestige, job security, career opportunities, etc. (Tsutsumi & Kawakami, 2002).

Xanthopoulou, Bakker, Dollard et al., (2007) have also described the ERI model as proposing that adverse health effects occur when there is an imbalance between (high) efforts and (low) rewards. Thus if employees perceive that their rewards are lower than their efforts then there is an imbalance and this can precipitate health problems stemming from feelings of dissatisfaction and exhaustion and lead to the expression of counter-productive behaviours.

The theory therefore agrees that employees have expectations of what they should do for their organizations and what their organizations are supposed to do for them in return which, in principle, is consistent with the definitions of the psychological contract as given by Rousseau (1989). Thus what this theory refers to as 'imbalance' may be considered similar to what Rousseau (2000) refers to as "breach" of the psychological contract- employee's perception that the employer has failed in delivering its promises to them.

This theory therefore provides a basis for the prediction in this present study that perhaps a perception of imbalance or breach of the psychological contract on the part of the employee could

lead to consequences such as the experience of emotional exhaustion. This is especially so considering that, for example, the definitions of the unmet compensations contract as given by Phuong (2013) match the descriptions of imbalance between efforts and rewards as given by this model.

However, though the theory explains factors such as perceived imbalance between efforts and rewards as a predictor of negative employee experiences including emotional exhaustion, it does not indicate specifically which dimensions of efforts and also which dimensions of rewards predict emotional exhaustion better than the other. Van Vegchel, De Jonge and Landsbergis, (2005) criticizes the model that its conceptualizations of effort (demands) and rewards are too general and also argue that testing specific types of efforts and rewards would be more valuable. Researchers such as Xanthopoulou et al. (2005) therefore recommend that there is the need for research to identify and measure specific types of job demands or work efforts and resources as well as rewards that characterize the particular occupational group(s) under study.

Despite this accepted weakness in the theory, these criticisms do not any way affect the theory's explanation of the fact that when employees perceive an "imbalance" between their efforts and rewards, negative consequences like emotional exhaustion may result.

In this regard, the theory is adequate in explaining a possible relationship between perceived breaches of the psychological contract, which technically reflect employee perceptions of an imbalance between their efforts (inputs) and the rewards (in terms of compensation, work environment and job characteristics) that was promised them and their experience of consequences like emotional exhaustion.

In sum, the theory is an adequate framework for explaining or establishing a relationship between psychological contract breach and emotional exhaustion due to its emphasis on how

subjective employee evaluations of the balance between their efforts and their rewards could predict consequences like exhaustion.

2.2.3 Demand - Control Model (Karasek, 1990)

The Demand-Control model of occupational stress propounded by Karasek (1990) and expanded by Johnson and Hall (1988) in their Demand-Control Support model (J-CS) explains workplace stress as a predictor of emotional exhaustion and a function of how demanding a person perceives his or her job to be and, how much control (That is, discretion, authority or decision latitude) the individual has over his or her own work duties. According to Xanthopoulou et al. (2007), the model explains that control or support may offset the negative impact of high job demands (workload and time pressure and negative job strain).

According to Jones and Bright (2001), this model has been significantly influential on literature in the area of job design and occupational health, partly because it is quite spare, practical and testable. The simple message in this model is that the greater the level of control employees have over their job, the more likely they are to be satisfied with the job even if the job demands are high. With a negative correlation established between job satisfaction and emotional exhaustion (Seigrist, 1996), this model seems to suggest that the relationship between job demands and stress-related constructs such as emotional exhaustion is moderated by variables such as perceived level of control or autonomy over the job.

Critics of the theory argue that as much as this model may be true in its explanation of the moderating effects of control on the relationship between job demands and emotional exhaustion, it is also incomplete in treating the totality of factors and the different circumstances under which these factors may produce exhaustion. Researchers including De Jonge and Kompier (1997), and Van der Doef and Maes, (1999) have, for example, criticized that the model is too restrictive and therefore unable to capture the complexity of different work environments and Xanthopoulou et al.

(2007) observe that the model focuses only on quantitative (work pressure) and not qualitative (emotional) job demands and includes only two types of job resources.

Bakker and Demerouti(2007) acknowledge that the study of the processes explaining the broad concept of burnout cannot be limited only to work load, control and support because each occupational setting is characterized by different types and levels of work characteristics. This may be particularly true for the modern business environment which is noted for its unpredictability due to constant change in technology and client demands. The criticism can therefore not be overlooked in studies like the present one which specifically targets the emotional exhaustion component of burnout.

However, the moderating effect of factors such as control and support on the relationship between job demands and employee consequences like exhaustion which have been the centre of attention for the critics did not form the main interest in the present study. The concentration here was on the demonstration of a direct relationship between job demands and employee outcomes like emotional exhaustion.

Thus, the model is of relevance to this study because it explains or establishes a relationship between job demands and emotional exhaustion. It is in regard of the explanations offered by this theory that the present study predicted that a direct positive relationship would be found between job demands, its dimensions and emotional exhaustion.

In all, the Burnout Theory, the Effort-Reward Imbalance Theory and the Demand Control Model suggest that employee perceptions of breaches of the psychological contract as well as the demands made on them by their jobs could produce emotional exhaustion in them. Because this study was interested in testing these relationships, the theories gave adequate grounds for the formulation of predictions regarding these relationships. For example, while the Burnout theory

explains that the components of burnout including emotional exhaustion may be precipitated by factors like high job demands, the Demand-Control model suggests that high job demands may result in exhaustion if control and support are not available. The Effort-Reward Imbalance model suggests that employee perceptions that their organizations have failed in given them fair compensations and other benefits for their efforts may result in consequences including exhaustion.

It was therefore predicted in this present study that job demands would significantly positively relate to, and predict emotional exhaustion and that breach of psychological contract would also positively predict employee experiences of emotional exhaustion.

2.3 Review of Related studies

The realization of the devastating consequences that emotional exhaustion can have on employee wellbeing and work behaviours has led various researchers to conduct series of studies around the phenomenon in attempts to lay bare the factors that precipitate it and some consequences that result. There has also been considerable research that have formulated buffer hypotheses and tested how certain elements such as job resources can offset the negative impacts of factors that usually precipitate emotional exhaustion. Research evidence so far has indicated a strong consistency in the fact that one main predictor of emotional exhaustion is job demands. Research in the area of psychological contract breach also does indicate that this phenomenon could evoke negative emotions in employees which could lead them to feel exhausted. What has not been so clearly demonstrated is how the different aspects of demands and contract breaches predict the exhaustion component of burnout.

2.3.1 Psychological Contract Breach, its Dimensions and Links with Emotional Exhaustion

In a bid to throw more light on how factors such as breach of psychological contract could affect employee outcomes and behaviour, Gakovic and Tetrick (2003) examined how psychological contract breach perceptions influence the experience of emotional exhaustion and job dissatisfaction in employees. Using a sample of 161 (N=161) subjects drawn from a large financial corporation, the researchers administered questionnaires assessing work-related attitudes and behaviours. They found that both emotional exhaustion and job dissatisfaction were predicted by fulfilment of organizational obligations. The researchers concluded that breach of the psychological contract results in feelings of job dissatisfaction and emotional exhaustion.

The observations made by Gakovic and Tetrick were confirmed in a study by Kraft (2008) which examined the effects of violation of the psychological contract on employee outcomes and observed that trust and transactional contract types moderated the relationship between contract violation and employee outcomes while relational contract type moderated the relationship between contract fulfillment and employee outcomes. Specific outcomes like organizational trust and commitment were found to be negatively related with psychological contract violations. Since trust has an emotional component (McKnight, Cummings & Chervany, 1995), the implication is that psychological contract violations have an influence on the emotions of workers. This also implies that should such negative emotions be aroused too much, emotional exhaustion could occur.

A more direct link between employee psychological contract breach perceptions and the components of burnout (which include emotional exhaustion) was obtained by Pai, Suar and Leiter (2012). These researchers set out to investigate the factors that act as antecedents, consequences and buffers of employee burnout. Gathering data from 372 software developers in India through the use of questionnaires, data analyses produced results that indicated that, among other factors,

employees who had greater perceptions of psychological contract violations also stood a greater risk of experiencing burnout. Thus, with emotional exhaustion being one of the key dimensions of burnout, the implication here is that employee perceptions or feelings that their employers have failed to fulfill their expectations could result in the development of emotional exhaustion.

Similar evidence provided by Suazo (2008) after a study on the implication of psychological contract breach perceptions for work related attitudes and behaviours indicated that breach perceptions negatively affected such employee attitudes as job commitment, general job satisfaction and turnover intentions. One dimension of commitment that is known to organizational researchers is affective commitment. The fact that psychological contract breach predicted the level of employee general commitment (of which affective commitment is part) implies that employee perceptions of contract breaches on the part of the employer arouses emotional responses. In this sense, the tendency for emotional exhaustion to occur as a result of perceived contract breaches could be high. However, the general nature of this study makes it fall short in proving this specific detail.

When Jam, Haq and Fatima (2011) set out to explore the mediating role of affective commitment on the relationship between the psychological contract and job outcomes, they worked under the assumption that employee perceptions of breach of psychological contract would trigger negative emotions that would affect the level of emotional attachment (affective commitment) employees have with their jobs and organizations and this would lead to negative influences on job outcomes such as job satisfaction. Analyses of data collected from 302 employees from several organizations proved the researchers right, as they observed that affective commitment, indeed, fully mediated the relationship between relational contracts and job satisfaction as well as the relationship between relational contracts and turnover intention.

Though there was no specific indication of how dimensions of psychological contract breaches including employee views of unmet compensations contract, unmet work environment contract and unmet work characteristics contract as established by Phuong (2013), compare in predicting these work outcomes, the finding that psychological contract breach worked through affective commitment to affect outcomes like satisfaction and turnover proves that, indeed, breaches of psychological contract has possible relationships with employee emotional outcomes including emotional exhaustion.

Cantisano, Domínguez and García (2007) conducted one study that sought to investigate the direct effects of social comparison and perceived breach of psychological contract on burnout. Using a multi group analysis, the researchers predicted that breach of psychological contract would have a direct effect on emotional exhaustion, cynicism, and the lack of professional efficacy (the three dimensions of burnout) and that the relationship between breach of contract and the dimensions of burnout would be mediated by positive and negative social comparison.

After analyzing data collected from 401 Spanish teachers, the researchers observed that while their expectation of a direct positive relationship between breach of psychological contract and emotional exhaustion was met, breach of psychological contract had no significant relationship with the lack of professional efficacy dimension of burnout. The finding of a direct positive relationship between perceptions of breach of psychological contract and the emotional exhaustion dimension of burnout seems to have answered the question about this relationship being asked in this present study. However, questions still remain. For example, can the findings obtained from teachers be generalized to employees in other industries? What was the exact nature of breach perceptions the teachers had? Was it in relation to their work characteristics, compensations, work environment, or all? With established differences in job characteristics and the nature of work between jobs in different sectors of economies, it becomes important that the limitation in scope of

the findings obtained by these researchers be addressed with further research that covers other areas of work that seems to have been left out. This present study was a step in this direction.

In a set of two studies in two different countries, Bal, Chiaburu and Diaz (2011) investigated the moderation effect of emotion regulation on the relationship between psychological contract breach and proactive behaviours. Defining proactive behaviours as knowledge sharing and taking charge, the investigators sought to answer the question of whether psychological contract breach perceptions could reduce such behaviours. Collecting data from employees in the United States and the Netherlands, the researchers found that cognitive change buffered the negative effects of breach perceptions on feelings of violation and knowledge sharing among the United States participants. When the study was replicated in the Netherlands, the researchers observed that high levels of attentional deployment as an emotion regulation strategy accentuated the negative effects of both social and generative breach on employees' taking charge.

Thus in effect, breach of psychological contract had a reduction effect on employee proactiveness but this relationship was moderated by emotion regulation. Yet again, the literature (as demonstrated by this study) proves that psychological contract breach perceptions have something to do with employees' feelings towards their jobs and organizations and could therefore have something to do with employees becoming emotionally exhausted. What was not so clearly demonstrated by the study is whether the components of breach perception differentially predict outcomes like proactiveness which would have given an indication of the possible differences between the components in predicting outcomes like emotional exhaustion

Son (2014) reasoned that when employee outcomes like turnover intentions develop, factors like organizational support and abusive supervision could be responsible. However the researcher again reasoned that predictor variables like psychological contract fulfillment and emotional

exhaustion could act as mediators in these effects. To test these hypotheses, data was collected from 255 Korean employees and examined. Among several predictions, it was expected that psychological contract fulfillment would mediate the relationship between organizational support and employee turnover intention and that emotional exhaustion would mediate the relationship between organizational support and turnover intention.

When the collected data was analyzed, the researchers found that all their expectations were met. That is, psychological contract fulfillment and emotional exhaustion both fully mediated the relationship between perceived organizational support and turnover intent. The interpretation to this finding and its relevance to the present study was that a mediator variable is also an independent variable. In this sense, both psychological contract and emotional exhaustion had direct relationships with turnover intention. By implication, if psychological contract significantly predicted turnover intention and emotional exhaustion also did the same, then there is every possibility that employee perception of the extent of psychological contract fulfillment or breach, could significantly predict their extent of emotional exhaustion, which would then predict their levels of turnover intention. This was however not demonstrated in Son's research. The present study therefore sought to determine whether this relationship would be established.

Apart from the observation that the studies reviewed above do not largely factor in the specific dimensions of psychological contract breaches and other work-related variables in predicting employee outcomes, their scopes and the scopes of many others like them demonstrate that correlating singular factors with employee outcomes such as emotional exhaustion and job satisfaction has become quite characteristic of the literature in this area. For example, while the Gakovic and Tetrick study only correlated global psychological contract breach perceptions to measures of job dissatisfaction and emotional exhaustion, the Suazo study also only correlated psychological contract breach perceptions to work related attitudes and behaviours.

However, current trends in the psychological contract literature is gradually proving that researchers have begun to appreciate the fact that work comes in different dimensions and characteristics and these characteristics may form important parts of the employee expectations described in the concept of the psychological contract. For example, employees may have expectations about the nature of the work environment, the characteristics of the work and the compensations to be received. In this sense, Phuong (2013) argues that measurements of the psychological contract should include specific measures for these dimensions of expectations.

Though not much work has been done concerning how these dimensions compare against each other in predicting the attitudinal and behavioural consequences associated with psychological contract breach perceptions, considerable evidence can be drawn from the literature in areas such as job satisfaction and work characteristics to make predictions about how the different dimensions of the psychological contract predict employee behaviours.

For example, the unmet compensations contract dimension of the concept of psychological contract breach is defined as employee perceptions that the compensation for work promised or expected has not been met by the employer (Phuong, 2012). Such compensations for work may include pay, insurances, accommodation, promotions and other benefits. In a sense, this can be likened to the pay or remuneration satisfaction dimension of job satisfaction. Comparisons of the different dimensions of job satisfaction on how they predict employee behaviors have shown that employee dissatisfaction with compensations predicts more negative work behaviours than, for example, dissatisfaction with supervision.

In a study to investigate burnout consequences on job satisfaction, Adenike (2007) collected data from samples of industrial sales representatives in Nigeria with the expectation that, as noted by Leiter and Maslach (2005), the different dimensions of job satisfaction would predict burnout

differently. Analyses of the data confirmed the research expectations as the study revealed that job context and promotion significantly predicted levels of burnout. Between the job context, (which is similar to or same as the work environment) and promotion, the researchers still found significant differences with promotions predicting more burnout than context.

Other researchers including Ojokuku and Sajuyigbe (2009) and Sajuyigbe, Olaoye and Adeyemi (2013) have all obtained evidence that suggest that pay and promotions are some of the most important variables that explain employee outcomes like job performance and satisfaction. With researchers establishing a link between factors like performance and satisfaction to emotional exhaustion and positive relationship between psychological contract breaches and job dissatisfaction, a similar relationship between psychological contract breach and emotional exhaustion is implied.

The indication is that, perhaps, employees attach different amounts of emotions and importance to different aspects of a job such as the promotions and compensations that come with it and the context. In this, sense there is every possibility that when employees perceive that their employer has breached their compensations contract, more negative outcomes like emotional exhaustion (which is a component of burnout) may result.

However, Pugh (1991) has suggested that a mismatch in rewards for working people might not necessarily lead to burnout; but that the intrinsic reward such as pride in doing something of importance and doing it well may be a critical part of burnout levels as lack of reward is associated with feelings of inefficiency. Leiter et al (2005) also concluded from their study that although there is no correlation between pay and burnout, employees need to be paid appropriately because poor pay structures have a negative effect on the employees.

There is therefore a clear inconsistency regarding the exact ways in which different aspects of job satisfaction, which may also translate into the aspects of psychological contract breach as described by Phuong (2013), predict negative consequences such as burnout of which emotional exhaustion is part. The lack of clarity in this relationship, could in part, result from the lack of extensive research in the area. Apart from this possibility, perhaps differences in contextual characteristics between the various samples among which these studies were conducted could also account for the differences in findings obtained. In this sense, cross-context generalizations could prove problematic.

However, to the extent that the effort-reward imbalance theory explains that negative employee characteristics including job dissatisfaction and counter-productive behaviours are a function of the extent of balance or imbalance that employees perceive between their efforts and their rewards, it was reasonable to expect in this present study that employee perceptions of unmet compensations contract would predict a negative consequence like emotional exhaustion more than perceptions of unmet work environment contract and unmet work characteristics contract. This prediction was therefore made in the present study with the hope that the establishment of this fact would help give more clarification to the issue.

2.3.2 Job demands, its Dimensions and Links with emotional exhaustion

Investigations of how employee perceptions of job demands produce such behavioural and attitudinal outcomes like burnout and its components of emotional exhaustion, depersonalization and reduced personal accomplishment have been largely situated within the framework of the demand-control model which explains that the amount of exhaustion, for example, depends on the amount of demands that the job makes on its holder. Many studies have been conducted over the years that confirm this explanation.

For example, Soleimani (2009) worked with this model and examined the relationship between teachers' instruction procedures and job burnout with the expectation that, instruction procedure that tend to be demanding on a teacher would produce more burnout than procedures that were viewed as less demanding. Collecting data from 140 primary school teachers in Garmsar, Iran, the researchers applied statistical techniques including Pearson correlations and regression analysis and found that a significant positive relationship existed between the direct instruction procedure (defined as involving the teacher taking charge of total classroom activities) and teacher burnout. A significant negative relationship was observed between the semi-direct instruction procedure (defined as the teacher sharing classroom tasks with pupils) and teacher burnout while no significant relationship was found between the indirect procedure (defined as the teacher acting only as a facilitator). The researchers concluded that the demanding nature of the direct instruction procedure lead to the increased teacher burnout observed. This conclusions points out that, when employees perceive their jobs as demanding, burnout (which included emotional exhaustion) may result.

The findings obtained by this study was confirmed by Van Jaarsveld, Walker and Skarlicki (2010) when they investigated the role job demands and emotional exhaustion in the relationship between customer and employee incivility and found that a significant positive relationship existed between job demands and emotional exhaustion.

These studies however did not go deep enough to prove the specific relationship between the demanding teaching procedure and the individual dimensions of burnout. Again, the nature of the demands made on the teacher by the direct method, whether quantitative, cognitive or emotional was not investigated. Thus the study only gives a general view of how job demands may precipitate constructs like burnout and, perhaps, emotional exhaustion. The present study will address this lack

of detail, by delving into how the specific dimensions of job demands predict the specific aspect of burnout called emotional exhaustion.

One of the rare studies that factored in specific dimensions of job demands and examined how they predicted emotional exhaustion was conducted by Vegchel, Jonge, Soderfeldt, Dormann and Schaufeli (2004). The study investigated the moderating effect of both job control and social support on the relations between job demands and burnout in the human services. Splitting job demands into quantitative and emotional, data analysis revealed that emotional demands were slightly better than quantitative demands in predicting emotional exhaustion. The study however was silent on cognitive demands and its role in predicting emotional exhaustion. Considering that jobs in the human services and other sectors require their holders to make, at least some cognitive evaluations and take some decisions, the failure to evaluate this dimension of demands was a limitation in this study.

Among a sample of South African call center workers, Lewig and Dollard (2003) examined how the emotional demands (emotional labour) of call center work relates to the experience of emotional exhaustion and job satisfaction and found that emotional labour significantly predicted both dependent variables (emotional exhaustion and job satisfaction). Specifically, the research “confirmed the pre-eminence of emotional dissonance compared to a range of emotional demand variables in its potency to account for variance in emotional exhaustion and job satisfaction.” (p.366).

This finding was further supported by evidence from a study conducted by Jonker (2012) which also found significant relationships between emotional dissonance and feelings of exhaustion. The Jonker study utilized a population of care-givers in private and public health sectors with a view of providing a framework for measuring emotion work and also to establish

differences among different samples. Because the emotional component of job demands has been proven to have implications for emotional exhaustion, it is deemed highly likely that the other two components of job demands (quantitative and psychological) may as well hold implications for emotional exhaustion.

This was demonstrated when Sundin, Hochwalder and Lisspers (2011) reported from a longitudinal examination of generic and occupational specific job demands, and work-related social support associated with burnout that, quantitative job demands and professional worries were associated with emotional exhaustion dimensions of burnout. The researchers concluded that there is an association between generic as well as occupational specific job demands and emotional exhaustion.

Also a study by Hoonakker et al (2013) in which 624 IT workers were surveyed in an attempt to use the Job-Demands –Resources model to predict turnover revealed that relationships between job demands and turnover intentions were mediated by emotional exhaustion. Thus, it was revealed that turnover intentions occur when job demands lead employees to feel emotionally exhausted.

In another study, Brotheridge and Grandey (2002) compared two perspectives of emotional labor as predictors of burnout and found that significant differences existed between the emotional demands reported by five different occupational groups. The study also revealed that the use of surface level emotional labour (faking) predicted depersonalization beyond the work demands. This suggests that different dimensions of demands could precipitate emotional consequences differently. The findings led the researchers to conclude that there may be new antecedents of employee burnout that need to be explored.

For example, there has been little indication of the relative contributions of the dimensions of job demands in the observed relationships between demands and exhaustion. With different jobs requiring different forms of commitment and efforts from their holders, there is the need for research to go beyond such general descriptions of relationships between predictor variables and criteria in order to give organizations a better chance at designing efficient interventions.

Again, because previous studies have concentrated their investigations on work populations largely in the human services with a seeming special emphasis on the health sector workers, it becomes somehow difficult to extend their findings to other work sectors. This is because, as noted by Bakker and Demerouti (2007), different occupational settings may be characterized by different types and levels of work characteristics. Even in situations where these characteristics may be the same or similar, there may be differences in intensity.

For example, the intensity of effort that may be required in dealing with a client requiring advice in planning and advertising campaign may be different from that required in dealing with a client requiring hotel service. In these situations, it becomes difficult to bundle these two work situations together and use one theoretical position to explain them. The present study was therefore situated among advertisers, corporate service workers and telecom services – populations among which emotional exhaustion has not been so much studied.

Peeters et al (2005) tested a three-factor structure of job demands and home demands and the mediating effects of home-work interferences and work-home interference on the relationship between these demands and burnout and observed that job demands and home demands appeared to have a direct and indirect effect on burnout. There was however no indication of how the different dimensions of job demands each predicted burnout. Also there was no specification of how job demands correlated with the specific components of burnout such as emotional exhaustion. This is

evidence for the earlier argument that research on job demands and emotional exhaustion usually present general effects with no specific details of the roles of the dimensions of the concepts. Such general presentations lead to the development of corresponding general interventions that are not detailed enough to cater for the specific roles of the concepts.

Again, just like Jonker tested the relationship between emotional labour and emotional exhaustion, most researchers also limit themselves to correlating physical or quantitative job demands to physical fatigue and psychological demands to psychological wellbeing. Such simplistic correlations tend to ignore the possible interaction effects that several work factors could have on employees. For example, critics of models that explain the job demand and burnout relationships, argue that the studies upon which the models were built focused mainly on just- the observation of less emotional exhaustion on the part of employees who dissociated their emotions from their work. As indicated in the Lewig and Dollard (2003) and Jonker (2012) studies, this only means that emotional demands could be just one of the factors predicting emotional exhaustion. This present study therefore looked at the dimensions of job demands in totality and their relationship with emotional exhaustion

The present research followed in the footsteps of these latter studies to broaden the scope of emotional exhaustion research and test the individual and combined influences of two work-related factors (psychological contract breach and job demands) and the comparative contributions of their dimensions on an employee outcome like emotional exhaustion.

2.3.3 Comparisons between Psychological Contract Breach and Job Demands on their relationship with emotional exhaustion

Research trends in the literature shows that both psychological contract breaches and job demands have been keenly investigated on how they predict general burnout and its component of

emotional exhaustion. However, while few have bothered to go deeper and investigate the relative contributions of the dimensions of these variables in predicting emotional exhaustion, even fewer have bothered to test the comparative power of psychological contract breaches and job demands in predicting emotional exhaustion.

Research evidence so far on how these predictors individually predict emotional exhaustion seemed to suggest at one point that, perhaps job demands would be a better predictor of emotional exhaustion than psychological contract breach and at other points that the opposite is true. For instance, the Demand-Control model (Karasek, 1990), which explains how employee consequences like exhaustion develop, places a lot more emphasis on employee perceptions of the nature of demands made on them by the job than their perceptions of contract breaches by their employers.

Demerouti et al. (2001), while expanding the demand-resource model, specifically found that job demands significantly predicted the emotional exhaustion component of burnout than subjective considerations of the fairness in the work relationship.

This was supported by findings obtained by Nwanko et al. (2013). These researchers investigated psychological contract breach and work overload as predictors of emotional exhaustion among bank workers in Nigeria and observed that both variables significantly predicted emotional exhaustion. However, work overload (which, in a way translates into job demands), accounted for 38% of the variance, proving more predictive of the dependent variable than psychological contract breach which accounted for 12% of the variance.

Contrary to the Nwanko et al. (2013) findings, one other finding that was obtained in the Gakovic and Tetrik (2003) study revealed that, breach of psychological contract was negatively associated with emotional exhaustion while job demands was positively associated with emotional exhaustion. More importantly, the strength of the associations presented by the researchers showed

that the negative association between psychological contract breach and emotional exhaustion was stronger ($r = -.43$) than the positive association between job demands and emotional exhaustion ($r = .27$) (p.240). This suggests that perhaps psychological contract breach more strongly predicts emotional exhaustion than job demands.

When Noblet, Rodwell and Allisey (2009) examined the extent to which breaches of the psychological contract and perceptions of organizational fairness account for variations in job stress among police officers, they obtained findings that confirmed the findings reported by the Gakovic and Tetrik study. Among several relationships observed, the researchers reported that while work overload was significantly positively related to job stress, psychological contract was significantly negatively related to job stress. However, like the Gakovic and Tetrik study, the strength of the associations differed with the negative relationship between psychological contract breaches and job stress proving stronger than the positive association between work overload and job stress.

These contradictory findings regarding how psychological contract breaches and job demands compare in predicting an employee outcome like emotional exhaustion implied that the relative predictive strengths of these variables may be context-dependent. In this sense, it would be inappropriate for organizational researchers to attempt applying findings obtained in one context to the other. The present study therefore aimed at presenting the case as it applies in the Ghanaian context as a way of expanding the literature by providing evidence from a Ghanaian sample. With much more evidence existing to suggest that job demands could prove more predictive of emotional exhaustion than breaches of the psychological contract it was predicted in this study that job demands would predict emotional exhaustion more than psychological contract breaches.

In summary, it can be observed that much research attention has been dedicated over the years to investigating work variables like job demands, psychological contract breaches and

burnout (including emotional exhaustion). The studies over the years seem to prove some of the relationships investigated in this present study, with much evidence existing to prove that factors like job demands and psychological contract breaches could predict negative employee outcomes such as emotional exhaustion.

However, a common trend that can be observed in the literature is that researchers have tended to focus on correlating singular predictive factors to singular outcomes without delving deeper to investigate how the specific dimensions of certain work variables like job demands and psychological contract breaches predict outcomes like emotional exhaustion. For example, Lewig and Dollard (2003) and Jonker (2012) all concentrated on correlating emotional job demands to emotional exhaustion, neglecting other dimensions such as physical and psychological job demands.

Again, researchers such as Cantisano et al. (2007), Jam, et al. (2011), Suazo (2008), Bal et al. (2011) and many others like them who have investigated psychological contract breaches and how they predict outcome variables like burnout, job satisfaction and others have also tended not to focus so much on the comparative powers of the dimensions established for psychological contract on how they relate to or predict such outcomes.

The definitions given to these dimensions (see Phuong, 2012) make it more likely that, for example, a breach perception in all three dimensions of the psychological contract will likely precipitate feelings of emotional exhaustion that differs in intensity compared to breach perception in a single dimension. Again, evidence from theories including the effort-reward imbalance model, and studies such as that of Adenike, (2007) point to the fact that certain dimensions of employee expectations such as expected compensations and work context could be crucial in predicting attitudinal and behavioural outcomes.

The complexities of the modern work environments also make it highly possible that a combination of factors as well as contributions of the different dimensions of these factors could result in the observations that were made by these researchers. For example, Van der Doef and Maes (1999) concluded from their studies that specific types of job demands may interact with specific types of control to produce or reduce exhaustion and other negative consequences of perceptions of high job demands. In like manner, specific dimensions of job demands may predict consequences like exhaustion differently. The lack of sufficient evidence regarding how the different dimensions of job demands may predict consequences like exhaustion therefore creates a gap in the literature that could prove detrimental to organizational intervention design.

Bakker and Demerouti (2007), have also criticized models such as the Demand-Control Support model for its restrictions of the explanations of burnout and its component of emotional exhaustion to only workload, control and support arguing that such restrictions do not take into consideration the fact that different occupational settings may have varying levels and types of work characteristics which may interact to produce exhaustion.

Lee and Ashforth (1996) identified many more work-related factors including emotional demands as predictors of general burnout, which in a way, suggest that emotional demands could specifically relate to emotional exhaustion, and Van Vegchel, de Jonge, Soderfeldt et al. (2004) found one interaction effect between emotional demands and job control with regard to emotional exhaustion.

Thus, the simplistic correlations and global instead of dimensional measurements of the work variables observed in the literature, tend to offer important but narrow views of the relationships that may exist between these important work variables. Such views may fall short in

giving organizations adequate empirical grounds to design and implement comprehensive work interventions.

Nonetheless, the evidence provided by these studies regarding the possible links between psychological contract breach, job demands and emotional exhaustion gave empirical basis for the testing of these relationships. The present study therefore focused on building on the foundations laid by these previous studies with the expectation that employee perceptions of psychological contract breaches and job demands would significantly positively relate to their experience of emotional exhaustion. More importantly, the present study also sought to expand the literature by investigating the individual contributions of the dimensions of psychological contract breach and job demands towards predicting an outcome variable like emotional exhaustion.

2.4 Statement of Hypotheses

1. There will be a significant positive relationship between psychological contract breach and emotional exhaustion among employees.
2. Breach of compensations contract will significantly account for more variance in emotional exhaustion as compared to breaches of work characteristics contract and work environment contract dimensions of PCB.
3. There will be a significant positive relationship between job demands and emotional exhaustion
4. The emotional dimension of job demands will significantly account for more variance in emotional exhaustion than the quantitative and cognitive dimensions.
5. Job demands will significantly account for more variance in emotional exhaustion as compared to psychological contract breach.

Figure 1 presents a conceptual model showing the expected relationships between the predictor variables and the criterion variable.

CONCEPTUAL MODEL

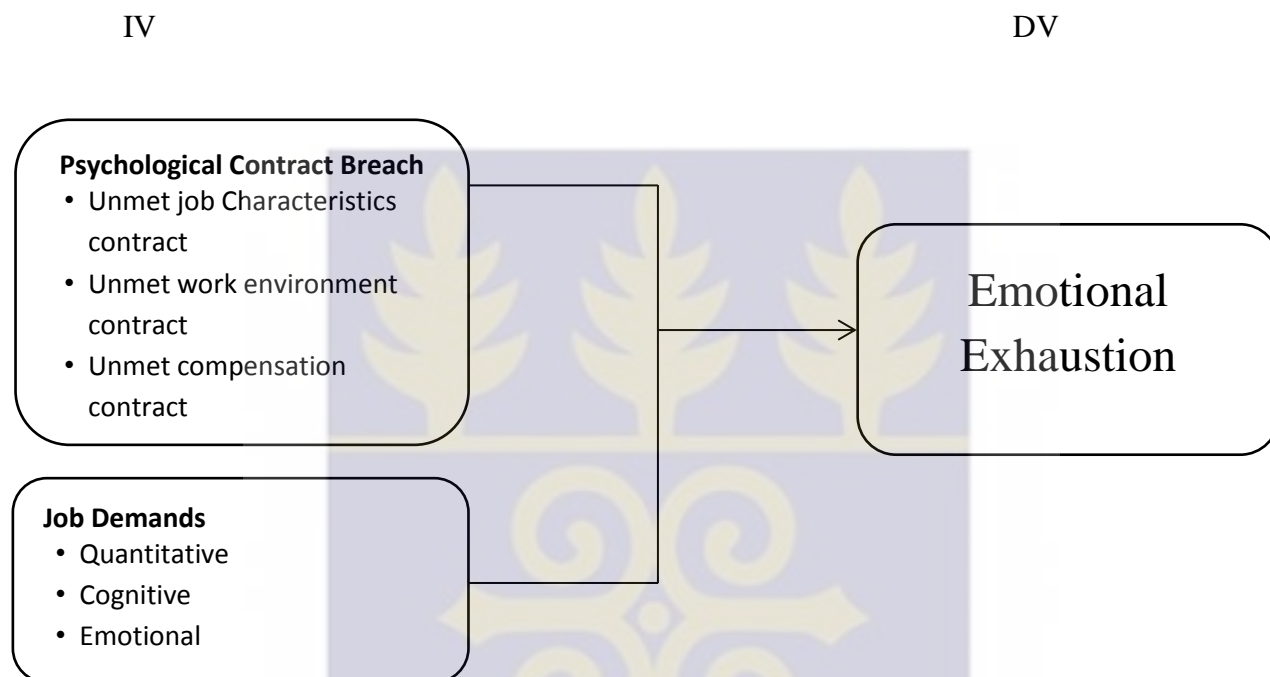


Figure 1. Model showing hypothesized relationships between the predictor variables and the criterion in the study

The model above was tested based on the relationships predicted. It portrays psychological contract breach and job demands as predictors of emotional exhaustion. It also expresses how the different dimensions of psychological contract breach and job demands may influence the experience of emotional exhaustion differently. This was the aim of the present study.

2.5 Operational Definitions

Job Demands: an employee's perception of how demanding his or her job is.

Psychological Contract Breach: Employee's perception that the organization has failed in fulfilling its obligations.

Emotional exhaustion: A feeling of being emotionally drained.

CHAPTER THREE

METHODOLOGY

3.1 Introduction

This chapter describes the research method adopted in conducting this study. It discusses the setting where the study took place and the population used. Characteristics of the sample or respondents who participated in the study are discussed as well as the sampling techniques that were adopted. There is also a description of the research instruments used and a presentation of the step-by-step procedure followed in piloting the instruments and collecting data for analysis. Ethical issues that were considered are also discussed as well as the procedure by which the data were scored.

3.2 Research setting

The study was carried out in Accra, the capital city of Ghana. With a total population of about 1,848,614 and housing about 70% of Ghana's private sector workforce (according to the 2010 population census, GSS, 2010), Accra is known to be the hub of Ghana's business activities. Largely, organizations in the mobile telecommunication, creative advertising and corporate consulting industries have their headquarters in this city with majority of their branches also located in various suburbs of the city. The implication is that, most of the work activities of these organizations take place in Accra. There was therefore every indication that job demands, the tendencies for psychological contract breaches to occur and for employees to experience emotional exhaustion would be likely higher in this setting compared to other places in Ghana. Because the study targeted organizations in these industries, the most appropriate location for its conduct was Accra. Data was therefore collected on the premises of mobile telecommunication, creative advertising and corporate consulting organizations that granted access for the data collection.

3.3 Population

The study targeted the population of workers in mobile telecommunications, creative advertising and corporate consulting organizations in Ghana. These organizations were selected from the private sector because they are seen as among the industries where competition is most intense, making the demand for the provision of quality services significantly higher on employees.

For example, statistics from the National Communications Authority (NCA) of Ghana indicates that extreme competition for subscribers especially in the telecommunication industry in Ghana led to a rise in market share for organizations that mobilized enough resources to face up to the competition and a reduction in the market shares of those that could not meet up the competition in early 2014.

Data released by the NCA for the month of March, 2014 for example, indicated that, in the telecommunications sector, MTN Ghana recorded a 1% increase in its subscriber base giving it 45% of the total monthly market share while Vodafone increased its market share from 22.41% in February to 22.61% in March 2014. Airtel experienced a decrease of 1% in its market share closing the month of March at 12.35% of total market share, the subscriber base of Glo Ghana Ltd decreased by 4% between February and March 2014 and maintained its 4.83% of the market share, Expresso's subscriber base increased by 0.5% as at the end of March 2014 giving it 0.54% of the market share and Tigo's subscriber base also decreased by 1% as at end of March 2014 but confirmed its 14.3% of the market share.(NCA – Mobile Voice Market Share, 2014). Undoubtedly, the rise and fall in market shares in this industry is a result of high competition and this will likely result in organizations pushing their employees to their limits to stay ahead of competitors. Increasing job demands is therefore inevitable for employees in this industry.

Significant increases have also been recorded in the creative advertising industry, with the Advertising Association of Ghana (AAG) reporting an increase of around 10% in 2013. The increase in companies, most probably stems from an increase in the demand for creative advertising services in the face of stiff competition for organizations. This inadvertently results in an increase in the amount of demands that are placed on employees in this sector and the tendency for exhaustion.

The increase in competitions and the need for constant strategizing and re-strategizing among organizations, also likely lead many organizations to seek consultancy services to aid in these processes. This has resulted in an increase in the number of corporate consulting agencies and a consequent increase in job demands and the tendency for exhaustion on employees in this sector as well.

In a nutshell, the characteristics of the business atmosphere in the telecommunications, advertising and corporate consulting organizations in Ghana, likely result in heavy work demands on employees in these sectors, making them a suitable population to be used in this study which had its focus on examining the relationship between job demands, psychological contract breach and emotional exhaustion.

3.4 Sample

This is a small proportion of the population randomly selected to represent them (Sansonetti, 2004). By observing the characteristics of the sample, inferences can be made about the characteristics of the population from which it has been drawn. According to Tabachnick and Fidell (1996), the appropriate sample size for a research work is given by the formula: $N > 50 + 8M$ (where M represents the number of independent variables in the study). Considering that the present study had two independent variables, the implication was that a sample of sixty-six employees and above would be adequate, $[(50 + 8(2) = 66)]$.

However, researchers (eg. Charter, 1999; Opoku, 2012) have observed that larger sample sizes increase the external validity of findings obtained in a study. This is especially true for studies that target larger populations. In this regard, a total sample of three hundred and sixty (360) skilled employees was targeted to respond to the data gathering instruments. Non-skilled personnel such as security men and drivers were excluded from the study because of the likelihood of their being unable to read and respond appropriately to items on the instruments.

When the questionnaires were distributed, three hundred and forty-two (342) were returned. Out of this number, eleven (11) were uncompleted and had to be excluded from the analyses implying that, a total of three hundred and thirty-one (331) questionnaires were correctly completed and returned. This indicated a response rate of 91.94%. Since researchers (eg. Fowler, 1984) recommend that a response rate of 60% and above is adequate for research, this number of responses was considered adequate for the study and used. The sample size of the study was therefore 331 employees.

The demographic data collected indicated that, of the 331 respondents, the highest length of service or work tenure recorded was 12 years and the minimum was 2 years. Mean length of service was 6.12 years ($SD = 2.65$). Table 1 presents a summary of the characteristics of the sample used in the study:

Table 1. Demographic Characteristics of the Sample

Variable		Frequency	Percent
Sex	Male	161	48.6
	Female	170	51.4
Industry	Telecom	153	46.3
	Advertising	109	32.9
	Corporate Consulting	69	20.8
Position	Junior staff	161	48.6
	Middle Level Staff	118	35.6
	Manager / Senior Staff	52	15.7

As presented in Table 1, there were a total of 161 males accounting for 48.6% of the sample and 170 females accounting for 51.4%. The sample was therefore adequate in terms of balanced assessment on gender generalizations of the findings. One hundred and fifty-three (46.3%) of the sample worked for telecommunication organizations, 109 (32.9%) worked for Advertising organizations and 69 (20.8%) worked for corporate consulting organizations. The differences in the size of respondents from the different sectors could be a result of the fact that the sectors differ significantly in the size of their workforces with mobile telecommunication organizations having the largest workforce.

The respondent characteristics also shows that 161 (48.6%) of the respondents served in junior staff roles including front desk management and secretaries, while 118 (35.6%) served in middle level staff roles, including supervisors and team heads. A further 52 (15.7%) served in managerial positions.

3.5 Sampling Technique

Sampling was done in two stages. Stage one involved picking out organizations that were interested in the study. This was done by discussing the research topic and its purpose with as many

organizations in the mobile telecommunication, advertising and corporate consulting industries as possible. Those that showed interest and agreed to be part of the study were conveniently sampled. In all, six (6) organizations participated in the study, and these were made up of 2 telecommunication, 2 advertising and 2 corporate consulting organizations.

The second phase of sampling involved picking out respondents from the organizations that had granted access to respond to the questionnaires. This was also done using the convenient, non-probability sampling technique. This method ensured that as many employees in the organizations who were willing and available to take part in the study were used. The method was used because many of the organizations and employees were reluctant to take part in the study. Had all the targeted organizations and employees been involved, perhaps it would have been possible to establish a sampling frame on the basis of which a probability sampling technique like the simple random sampling could have been used. Because researchers (eg. Aron & Aron, 1999), do agree that applied research could face difficulties in establishing a sampling frame, the convenient sampling technique is allowed and so was used in this study.

3.6 Design

This study was intended to examine how psychological contract breach and job demands are related to, and predict emotional exhaustion among employees in selected organizations. Due to the interest in obtaining information from a large number of people and to establish a relationship between variables, the correlational research method, which is quantitative in nature, was adopted.

The study also required participants to respond to items on questionnaires that elicited information about their own perceptions or opinions and feelings. In this regard, the specific design used was the cross-sectional survey design. Researchers (eg. Fink, 2008) have established that the cross sectional survey design is one of the most effective methods that can be used in social science

studies that collect large volumes of data for quantitative analysis. It was on this basis that the design was used.

3.7 Materials / Instruments/Measures

A set of questionnaires were used to collect data from the respondents. The questionnaires contained items that elicited different kinds of information. For this reason, the instrument was sectioned into four. The first section (Section A) contained items that elicited demographic information from respondents. Items in this section included sex, type of organization, position and length of service in the organization.

Sections B to D contained items measuring the dependent variable (Emotional Exhaustion) and the two independent variables (Psychological contract breach and Job Demands) as well as their dimensions. Each section was preceded with instructions on the purpose of the items, the response options available and the meanings or weights of the response options.

3.7.1 Emotional Exhaustion

The Emotional Exhaustion subscale of the Maslach Burnout Inventory – General Survey (MBI –GS; Maslach, Jackson & Leiter, 1996) was used to collect data on emotional exhaustion. The MBI-GS instrument was developed as an upgraded version of the first edition of the MBI which concentrated only on measuring burnout in workers in the human services. The General Survey version was thus designed to measure general burnout in various other work settings. It has three subscales measuring the components of burnout which are Depersonalization, Diminished Personal Accomplishment and Emotional Exhaustion. Its emotional exhaustion subscale measures the extent to which employees feel exhausted by their work. Since the present study was interested only in emotional exhaustion, it was that subscale that was used. The subscale is a five-item measure with a 7-point Likert style response format ranging from “never” (0) to “every day” (6).

Sample items on the subscale included “I feel used up at the end of the work day” and “I feel emotionally drained from my work”. Storm and Rothman (2003) cite Lieter and Schaufeli (1996) as obtaining an internal consistency of 0.91 for the subscale. A pilot test conducted in this present study however yielded a Cronbach’s alpha of .796.

3.7.2 Job Demands

The second version of the multi-dimensional Copenhagen Psychosocial Questionnaire (COPSOQ- II) was used to measure job demands. Developed by Pejtersen et al (2010) for the Psychosocial Department of the National Institute of Occupational Health, Copenhagen, Denmark, the instrument measures various dimensions of job demands including quantitative, cognitive and emotional demands as well as sensorial demands and demands for hiding emotions. Since the focus of this study was on examining the quantitative, cognitive and emotional dimensions of job demands on their relationship with emotional exhaustion, it was only those subscales that were used. The Quantitative and emotional demands subscales each had seven (7) items, while the cognitive demands subscale had four items. Each item on all the subscales had 5 response options weighted: Never/Hardly (0), Seldom (25), Sometimes (50), Often (75) and Always (100).

Sample items on the Quantitative subscale include “Is your workload unevenly distributed so it piles up?” and “Do you get behind with your work?”. A Cronbach’s alpha of .848 was obtained for this subscale during piloting in this present study.

The Cognitive subscale of the instrument has items including “Do you have to keep your eyes on lots of things while you work?” and “Does your work require that you remember a lot of things?”. Cronbach’s alpha obtained for this subscale during piloting in this present study was .849.

Items on the emotional demands subscale includes “Does your work put you in emotionally disturbing situations?” and “Is your work emotionally demanding?”. The pilot test conducted in this study produced a Cronbach’s alpha of .848 for the subscale.

Thus all the subscales on the instrument proved reliable for use in the study.

3.7.3 Psychological Contract Breach

The Dimensional Measure of Psychological Contract Breach (Phuong, 2013) was used to measure psychological contract breach perception among the sample. The scale asks respondents to indicate the extent to which their employers have fulfilled their obligations to them by giving them (employees), for example “Job that is important for the company”, “No harassment at work” and “periodic salary increase”. Responses are provided on a 5-point response format ranging from “Much less than promised” (5) to “much more than promised” (1).

Three dimensions of breach perceptions are measured by the instrument. They are Unmet Work Characteristics Contract, Unmet Work Environment Contract and Unmet Compensations contract. Each dimension has its own subscale made up of items measuring the construct. Over all, the instrument is reported by Phuong (2013) as having a validity coefficient of .89 and internal consistency coefficient of .91. However piloting tests conducted in this present study yielded different but satisfactory reliability coefficients for the different subscales used which are reported below:

The Unmet Work Characteristics Contract is made up of ten (10) items. Some of the items include “Job that is important for the company” and “Appropriate job allocation considering your knowledge”. A Cronbach’s alpha of .826 was obtained for this subscale after piloting in this present study.

The Unmet Work Environment Contract has nine (9) items. Sample items include “No discrimination in the workplace” and “Authority to decide the way to do the work”. The Piloting test in this present study yielded a Cronbach’s alpha of .716 for this subscale

The Unmet Compensations contract subscale measures the extent to which employees perceive their organizations as fulfilling their obligations to them regarding compensation for work. There are nine (9) items in all. Sample items include “Periodical salary increase” and “Overtime pay for overtime work”. A Cronbach’s Alpha of .691 was obtained for this subscale after piloting in this present study. In all, the instrument proved to be adequately reliable for the study.

3.8 Scoring

All scales were scored in accordance with the scoring procedures outlined by the developers of the instrument. In general, all the scales were scored by summing up the numerical weights of the various responses selected by respondents as outlined by the scales’ norms. For the Emotional Exhaustion subscale of the Maslach Burnout Inventory- General Survey, the lowest possible score was 0 and the highest was 30. For the Copenhagen Psychosocial Questionnaire, score ranges were 0 - 700 for each of the subscales used. For the Dimensional Measure of Breach of Psychological Contract, score ranges were 10 – 50 for the Unmet Work Characteristics Contract Subscale, 9 - 45 for the Unmet Work Environment Contract and 9 - 45 for the Unmet Compensations Contracts respectively. For all the scales, higher scores indicate higher measures of the variables tested.

3.9 Procedure

The study was in two stages. The first stage involved piloting the data gathering instruments and the second stage involved collecting data from respondents for analysis using the piloted instruments.

3.9.1 Piloting

All instruments used to collect data in the study were piloted. The pilot sample was 30 in size, drawn from across organizations in the selected industries that did not take part in the main study. This pretesting of the instrument was done for purposes of establishing the meaningfulness of the items on the scales to respondents and also to ascertain their reliabilities. Again, in accordance with the recommendations of Teijlingen and Hundley (2001), the piloting was done because of its advantage of predetermining possible difficulties or complications that may be faced during the main study.

In general, all instruments proved adequately reliable and suitable for use in the main study. The Emotional exhaustion subscale of the Maslach Burnout Inventory-General Survey which was used to measure the dependent variable (Emotional exhaustion) yielded a Cronbach's alpha of .796, proving its suitability for use

The Dimensional Measure of psychological contract breach which was used to measure employee perceptions of breach of psychological contract proved suitable for the study, producing reliability coefficients of .826, .716 and .691 for the Unmet Work Characteristics Contract, Unmet Work Environment Contract and Unmet Compensations Contracts respectively.

All subscales of the Copenhagen Psychosocial Questionnaire used to measure the second independent variable, job demands, also yielded suitable reliability coefficients of .848, .849 and .848. for quantitative, Cognitive and Emotional demands respectively.

3.9.2 Main Study

Ethical clearance was first sought from the Ethics Committee of the Humanities (ECH) of the University of Ghana before data collection commenced. An initial visit was paid to as many

telecommunication, advertising and corporate consulting organizations as possible in Accra. The purpose of this visit was to present a letter of introduction from the Department of Psychology and also ask for permission to collect data. Generally, some of the organizations refused outright to let their employees take part in the study. For organizations that granted permission, some respondents themselves also declined to participate. Eventually, six organizations (two mobile telecommunications, two creative advertising and two corporate consulting) agreed to be part of the study and granted permission for data collection among their employees. A date was therefore scheduled for data collection to begin in these organizations.

The data gathering instrument was packaged such that the cover page was a letter of introduction, introducing the researcher, the study purpose and the estimated length of time it would take to complete the questionnaire. This was followed by a consent form which respondents had to read and sign to indicate their understanding of their role in the study and their voluntary acceptance to participate.

The main questionnaires then followed the signing of the consent form. The entire questionnaire package was presented to respondents in sealed envelopes. Respondents were allowed to complete them in their spare time because the organizations only accepted to be part of the study, on condition that, the questionnaires would not be filled during working hours.

A drop off point for completed questionnaires was designated in each participating organization for respondents to deposit their questionnaires after completion. In all, it took three weeks for data collection to be completed.

3.10 Ethical Considerations

Careful measures were taken in order to follow all the ethical guidelines that were relevant to this study as outlined by the American Psychological Association (APA) for the conduct of psychological research (APA, 2002).

Institutional approval was sought and obtained from the Board of Graduate Studies of the University of Ghana through the Department of Psychology, after which a research proposal was presented to the Ethics Committee of the Humanities (ECH) for ethical clearance. When clearance was obtained, permission letters with attached approved informed consent forms were first sent to the target organizations to seek their participation in the study.

In accordance with Standard 3.10 of the APA's ethical regulations, the consent forms contained information on: (1) The purpose of the research, expected duration and procedures; (2) Participant rights to decline participation and /or to withdraw from the research once participation had commenced; (3) foreseeable consequences of declining or withdrawing; (4) reasonably foreseeable factors that may be expected to influence their willingness to participate, for example, potential risks, discomforts or adverse effects; (5) any prospective research benefits; (6) limits of confidentiality; (7) incentives for participation and (8) whom to contact for questions about the research and research participants' rights.

During data collection, the same information on the consent forms was presented to each individual participant who read and signed the form to indicate acceptance to volunteer before completing the questionnaires. In order to ensure confidentiality, each questionnaire was presented in a sealed envelope and participants dropped them off at a designated point after completion.

CHAPTER FOUR

RESULTS

4.1 Introduction

This chapter presents the results obtained from statistical analysis of the data collected. Results are presented in appropriate tables and interpretations are given under each of the tables. All data gathered were subjected to statistical analysis using the Statistical Package for the Social Sciences (SPSS) version 20.0. On the basis of evidence present in the existing literature, five main hypotheses were formulated and tested using statistical methods deemed appropriate for each hypothesis.

Data analysis was done in two parts. The first part involved preliminary tests including tests for descriptive statistics, reliability analysis, tests of correlations and tests for normality in the data. The second part involved testing the hypotheses formulated in the study.

4.2 Preliminary Analyses

During the preliminary analysis, descriptive statistics of the study variables including means and standard deviations were computed. This was followed by reliability analysis which was done to determine the reliability of the instruments used. The reliability analyses showed that all the instruments used were reliable (see Table 2).

A test for normality in the data collected was also conducted in the preliminary analysis. This is because, as noted by Tabachnick and Fidell (2007), a basic requirement for the use of parametric statistical tests such as regression analyses is the normal distribution of the variables involved. The test for normality yielded Skewness and Kurtosis statistics between -1 and +1, proving that the variables were normally distributed and therefore amenable to parametric statistical

analyses. Table 2 presents a summary of the results of descriptive statistics, reliability analysis and test of normality of the study variables:

Table 2.: Descriptive Statistics and Reliability Indices of the Study Variables (N=131)

Variables	Mean	SD	Skewness	Kurtosis	Alpha
Emotional Exhaustion	21.78	2.53	-.728	.538	.796
Quantitative Job demands	489.71	108.15	.958	.008	.848
Cognitive Job Demands	484.60	110.39	.987	-.024	.849
Emotional Job Demands	484.68	110.40	.987	-.029	.848
Work Characteristics Contract	15.83	3.07	-.486	-.080	.826
Work Environment Contract	12.84	2.64	-.491	-.236	.716
Compensations Contract	14.06	2.98	-.332	-.376	.691

As shown in Table 2, the test of normality proved that the variables were normally distributed as Skewness and Kurtosis fell within the acceptable range of -1 to +1 (Tabachnick & Fidell, 2007). The Reliability coefficients also proved that the instruments were good to be used. With proven normality, parametric statistical tests which are more powerful than their non-parametric counterparts were used for subsequent data testing.

The next analysis conducted involved the use of the Pearson Product Moment Correlation analyses to test the relationships between the predictor variables and the criterion variable. Table 3 is a presentation of the results of the inter-correlations between the variables:

Table 3: Inter-correlations between the Predictor Variables

Variables	1	2	3	4	5	6	7	8	9
1. Emotional Exhaustion	-								
2. Job Demands	.847**	-							
3. Breach of Psyc. Contract	.931**	.887	-						
4. Quantitative Job demands	.858**	.995*	.899*	-					
5. Cognitive Job Demands	.838**	.911*	.879*	.988*	-				
6. Emotional Job Demands	.838**	.921*	.878*	.988*	.989*	-			
7. Work Characteristics Contract	.926**	.894*	.996*	.904*	.885*	.884*	-		
8. Work Environment Contract	.934**	.856*	.993*	.869*	.847*	.846*	.980*	-	
9. Compensations Contract	.920**	.898*	.997*	.908*	.890*	.889*	.992*	.986*	-

* $p < .05$ N = 331, ** $p < .01$, N = 331

Table 3 shows that the independent variables had strong significant relationships with the dependent variable. This is demonstrated by the strong positive correlation coefficients recorded for each variable namely: Job demands ($r = .847$, $p < .01$) and psychological contract breach ($r = .931$, $p < .01$). The individual dimensions of the independent variables also had significant positive relationships with the dependent variable. These were: quantitative job demands ($r = .858$, $p < .01$), Cognitive job demands ($r = .838$, $p < .01$), emotional job demands ($r = .838$, $p < .01$), work characteristics contract ($r = .926$, $p < .01$), work environment contract ($r = .934$, $p < .01$) and compensations contract ($r = .920$, $p < .01$). This concluded the preliminary analysis.

4.3 Hypotheses Testing

The major statistical tests used to test the hypotheses in the study were the Pearson Product Moment Correlation Coefficient (Pearson r), the Hierarchical Multiple Regression Test and the Standard Multiple Regression test. These tests were used because of the interest of the study in determining the direction and strength of possible relationships between the variables and testing the power of each of the dimensions of the independent variables in predicting the dependent variable.

4.3.1 Test of Hypothesis 1

The prediction made in Hypothesis 1 was that, psychological contract breach would have a significant positive relationship with emotional exhaustion. In other words, it was expected that the extent to which an employee perceives that his or her organization has failed in fulfilling its obligations would positively correspond to the extent to which that employee feels emotionally exhausted by the job. In order to test this prediction, the Pearson Product Moment Correlation Coefficient was again used because the intention was to test the strength and direction of a relationship.

The results, as presented in Table 3, indicate that there was a strong, significant positive relationship between Psychological contract breach ($M = 59.07$, $SD = 7.41$) and emotional exhaustion ($M = 21.78$, $SD = 2.53$), ($r = .931$, $p = .000$) (Refer to Table 2 for means and standard deviations). Thus indeed, employees' perception of the extent to which their organizations have failed in fulfilling its obligations to them had a significant effect on the extent to which such employees felt exhausted from their work.

From the direction of the relationship, it is demonstrated that the higher an employee's perception of breach, the higher that person's feeling of exhaustion. This shows that the prediction that there would be significant positive relationship between psychological contract breach and emotional exhaustion as stated in hypothesis 1 was supported.

4.3.2 Test of Hypothesis 2

Hypothesis 2 predicted that breach of compensations contract would significantly account for more variance in emotional exhaustion as compared to breaches of the work characteristics contract and work environment contracts. This hypothesis was intended to determine, in a serial

manner, the relative contributions of each of the dimensions of psychological contract breach in predicting emotional exhaustion. Thus, the Hierarchical Multiple Regression analysis was used in testing it. Since much of the evidence in the literature suggested that compensation issues normally precipitate the most negative outcomes in employees, the breach of compensations contract dimension was entered in the first block. Results of the analysis are presented in Table 4:

Table 4: Results of Hierarchical Multiple Regression Analyses for breach of compensation, work characteristics and work environment contracts as Predictors of Emotional Exhaustion

Model		B	SE	<i>B</i>
1	Constant	4.42	.411	
	Compensations Contract	.923	.022	.920**
2	Constant	3.17	.474	
	Compensations Contract	.129	.165	.129
	Work Characteristics Contract	.779	.161	.798**
3	Constant	.728	.526	
	Compensations Contract	.714	.183	.711
	Work Characteristics Contract	.693	.147	.709
	Work Environment Contract	1.030	.126	.941**

$R^2 = .847, .857$ and $.881$ for steps 1, 2, and 3 respectively. $\Delta R^2 = .010$ and $.024$ for steps 2 and 3 respectively. ** $p < .01$

From the results displayed in Table 4, a significant model emerged from the analyses ($R^2 = .847, F_{(1, 329)} = 1818.72, p = .000$) for step 1. Unmet compensations contract significantly predicted emotional exhaustion, accounting for 84.7% of variance in the criterion measure (emotional exhaustion).

When unmet work environment contract was introduced in step 2, the predictive power of the model increased ($R^2 = .857, F_{(2, 328)} = 983.11, p = .000$). Unmet work environment contract accounted for a significant 1% upward change ($\Delta R^2 = .010, \Delta F = 23.44, p = .000$) in the variance in emotional exhaustion.

At step three, unmet work environment contract was added to the model and the predictive power of the model again significantly increased ($R^2 = .881$, $F(3, 327) = 809.04$, $p = .000$). Unmet work environment contract accounted for 2.4% ($\Delta R^2 = .024$, $\Delta F = 66.75$, $p = .000$) variance in emotional exhaustion.

Comparatively therefore, Unmet compensations contract ($\beta = .920$, $p < .01$) was the most powerful predictor of emotional exhaustion accounting for 84.7% of variance, followed by Unmet work environment contract ($\beta = .941$, $p < .01$) which accounted for 2.4% of the variance while unmet work characteristics contracts ($\beta = .709$, $p < .01$) emerged the least powerful predictor, accounting for 1% of the variance in emotional exhaustion. Hypothesis 2 was therefore supported because it predicted that breach of compensations contract would significantly account for more variance in emotional exhaustion as compared to breaches of the work characteristics contract and work environment contracts.

4.3.3 Test of Hypothesis 3

This hypothesis predicted that there would be a significant positive relationship between employees' perception of how demanding their jobs are and how emotionally exhausted they feel. As indicated, because of the intention to test the strength and direction of the relationship between the two variables (job demands and emotional exhaustion), the Pearson Product Moment Correlation (Pearson r) test was used to test this hypothesis.

As demonstrated in the results in Table 3, a strong significant positive relationship was observed between job demands ($M = 1459$, $SD = 328.06$) and emotional exhaustion ($M = 21.78$, $SD = 2.53$) ($r = .847$, $p = .000$) (Refer to Table 2 for means and standard deviations). The implication is that employees' perceptions of how demanding their jobs are, significantly influence their experiences of emotional exhaustion, in that, the more an employee sees his or her job as

demanding, the more he or she tends to feel exhausted. In this regard, the prediction that there would be a significant positive relationship between job demands and emotional exhaustion that was stated in hypothesis 3, was supported.

4.3.4 Test of Hypothesis 4

This hypothesis predicted that the emotional dimension of job demands would significantly account for more variance in emotional exhaustion than the quantitative and cognitive dimensions. Thus, like the second hypothesis, the intention of this hypothesis was to consider, in a serial manner, the relative contributions of the three dimensions of job demands in predicting emotional exhaustion. The most appropriate statistical test to use in this circumstance was the Hierarchical Multiple Regression test. Since the expectation was that the emotional dimension would make a comparatively higher contribution, it was entered in the first block while the quantitative and cognitive dimensions followed in that order. In Table 5, results obtained from the regression test are presented.

Table 5: Results of Hierarchical Multiple Regression Analyses for Emotional, Quantitative and Cognitive Job Demands as Predictors of Emotional Exhaustion

Model		B	SE	β
1	Constant	12.45	.344	
	Emotional Job Demands	.019	.001	.838**
2	Constant	11.84	.334	
	Emotional Job Demands	.010	.004	.413
	Quantitative Job Demands	.030	.004	1.26*
3	Constant	11.84	.334	
	Emotional Job Demands	.032	.030	1.40
	Quantitative Job Demands	.030	.004	1.25
	Cognitive Job Demands	.023	.030	.997

$R^2 = .701, .740$ and $.740$ for steps 1, 2, and 3 respectively. $\Delta R^2 = .038$ and $.000$ for steps 2 and 3 respectively. * $p < .05$, ** $p < .01$

The results obtained from the Hierarchical Regression, as shown in Table 5 revealed a significant model ($R^2 = .701$, $F_{(1, 329)} = 772.94$, $p = 000$) for step 1, indicating that emotional job demands significantly predicted the dependent measure, emotional exhaustion, accounting for 70.1% of variance. Emotional job demands, thus, significantly influenced emotional exhaustion ($\beta = .838$, $p < .01$).

In step 2, Quantitative job demands was added to the model and this significantly increased the predictive power of the model ($R^2 = .740$, $F_{(2, 328)} = 466.45$, $p = 000$). After the first predictor (emotional job demands) was controlled, quantitative job demands still significantly predicted emotional exhaustion ($\Delta R^2 = .038$, $\Delta F = 48.46$, $p = .000$). This means that quantitative job demands accounted for 3.8% of the variance in emotional exhaustion and had a significant influence ($\beta = 1.26$, $p < .05$).

In Step 3, the third dimension of job demands (cognitive job demands) was added to the model but the predictive power of the model remained the same ($R^2 = .740$, $F_{(3, 327)} = 310.76$, $p = 000$). No significant changes were observed ($\Delta R^2 = .000$, $\Delta F = .581$, $p = .447$). This means that cognitive job demands made no contribution to the model ($\beta = .997$, $p > .05$).

In this regard, Hypothesis 4 was supported as it correctly predicted that the emotional dimension of job demands would significantly account for more variance in emotional exhaustion than the quantitative and cognitive dimensions.

4.3.5 Test of Hypothesis 5

This was the final hypothesis tested in the study. It sought to determine the power of each of the independent variables (job demands and psychological contract breach) in predicting the dependent variable (emotional exhaustion). The intention was to determine the extent of variance in the dependent variable accounted for by both predictors (the model) as well as the predictive power

of each of the variables as compared to the other. It was predicted that job demands would account for a higher variance in emotional exhaustion than psychological contract breach. In order to test this prediction, the Standard Multiple Regression analysis was used. Results of the regression test are presented in Table 6:

Table 6: Results of Standard Multiple Regression Analyses for Job Demands and Psychological Contract Breach as Predictors of Emotional Exhaustion

	B	SE	β	<i>p</i>
Constant	3.60	.500		
Job Demands	.001	.000	.097	.026
Psyc. Contract Breach	.289	.015	.845	.000

$R^2 = .868, p < .05$

The Standard Multiple Regression analysis revealed a strong significant model ($R^2 = .868, F_{(2, 328)} = 1082.90, p < .05$). On the whole, both independent variables (job demands and psychological contract breach accounted for 86.8% ($R^2 = .868$) of variance in the dependent variable (emotional exhaustion) showing that, indeed psychological contract breach and job demands are strong predictors of emotional exhaustion. Job demands contributed significantly ($\beta = .097, p < .05$) towards predicting emotional exhaustion and psychological contract breach also contributed significantly ($\beta = .845, p < .05$).

Comparatively, the power of psychological contract breach in predicting emotional exhaustion was much stronger than that of job demands. This means that the prediction made in Hypotheses 5 that job demands would account for a higher variance in emotional exhaustion than psychological contract breach did not come true. The hypothesis was therefore not supported.

4.4 Summary of Findings

After taking the data gathered through appropriate statistical analyses, the following findings were obtained:

1. The more employees perceived their organizations as breaching the psychological contract between them, the more emotionally exhausted they felt.
2. Perceived breaches of the compensations contract better predicted emotional exhaustion than breaches of the work environment contract. Breaches of the work environment contract also predicted emotional exhaustion better than breaches of the work characteristics contracts.
3. Employees' perception of how demanding their jobs were was found to have a significant positive relationship with how emotionally exhausted they felt.
4. The emotional dimension of job demands was a better predictor of emotional exhaustion among employees compared to the quantitative dimension. However, the quantitative dimension also predicted emotional exhaustion better than the cognitive dimension.
5. Psychological contract breach was a more powerful predictor of emotional exhaustion compared to job demands

While some of the findings actually met the research expectations and supported evidence in existing literature, others did not and rather challenge the existing evidence. It is therefore important to discuss the findings and their implications for future research, policy making and organizational intervention designs and strategizing. This way, organizations would be able to utilize the information for their success and survival. The next chapter presents such discussions.

CHAPTER FIVE

DISCUSSION

5.1 Introduction

Modern business trends are increasingly bringing about intense competition between organizations who must rise to meet such competition in order to survive and be successful. This is especially so for organizations that operate in the telecommunication, advertising and corporate consulting industries as these organizations are arguably the ‘engine rooms’ to the success of the now vast service sector of Ghana’s economy which makes up 50.6% of Gross National Product (GNP) according to 2013 estimates by the Ghana Statistical Service, (Ghana Statistical Service, 2013).

Technological innovation and modernization that have characterized today’s world have brought in their wake dynamism in the needs of customers and clients in these industries, and organizations now, more than ever, are having to adopt all means necessary to satisfy these needs in order to maintain their customers and stand any chance of increasing their market shares.

In the midst of all these intense pressures are employees who make up, according to Branham (2005), the greatest assets of any organization. The implication is that the increasing dynamism in customer and client demands directly requires increasing dynamism and effort from employees if their organizations are to stand any chance of thriving in the modern business environment. In this regard, any personal, organizational or environmental factors that could negatively affect employee wellbeing and work attitudes becomes directly threatening to organizations. One such factor, according to Banks, Whelpley, In-Sue and KangHyun (2012) is emotional exhaustion.

On the bases of explanations offered by such theories as general burnout theory, demand-control models and theories of effort –rewards imbalance regarding how employee perception of job demands and the extent to which their employers fulfil their obligations to them could precipitate consequences like emotional exhaustion, this study set out to investigate the exact relationships that exist between these variables. The findings obtained from analyses of the data collected in this investigation, are discussed here:

5.2 Discussion

The present study set out to explore the relationships that exist between employee perceptions of psychological contract breaches on the part of their employers, their perceptions of how demanding their jobs are and how these account for the development of emotional exhaustion in them.

The purpose of such an enterprise was to obtain empirical evidence to portray psychological contract breach and job demands as predictors of emotional exhaustion and thereby give organizations scientific ground to design and implement interventions that may help reduce the incidence and prevalence of the phenomenon of emotional exhaustion and its consequent problems.

The study's objectives were to find out firstly, how psychological contract breach relates to emotional exhaustion and secondly, how employee perceptions of job demands also relate to the development of emotional exhaustion. It was again an objective of the study to investigate how the various dimensions of psychological contract breach and job demands compare in their ability to predict emotional exhaustion.

The quest for such detail was based on the realization of inadequate evidence in existing literature regarding how, for instance, the perception of unmet compensation contract dimension of psychological contract breach compare to the perception of unmet work environment contract

dimension in predicting an employee outcome like emotional exhaustion. With evidence from the job satisfaction literature suggesting that the value attached to pay and compensations issues by employees outweigh that attached to factors like work environment and work characteristics issues (Funmilola, Sola & Olusola, 2013), there was the conviction that the consequences of these dimensions of psychological contract breach would differ significantly.

It was hoped that the provision of such detailed evidence would make any organizational interventions designed on the basis of research, comprehensive enough to deal with the problem of emotional exhaustion and all its aspects.

Drawing on literature across a wide terrain of organizational research including burnout, emotion work, job demands, job satisfaction, psychological contract breach and emotional exhaustion, five main predictions or hypotheses that sought to establish relationships between the psychological contract breach and emotional exhaustion and job demands and emotional exhaustion were formulated and tested in this study.

5.2.1 The relationship between Psychological Contract Breach and Emotional Exhaustion

The first hypothesis that was tested in this study sought to establish a relationship between psychological contract breach and emotional exhaustion, and predicted that there would be a significant positive relationship between the two phenomena.

This prediction was made on the bases of research evidence in the existing literature that suggest that when employees perceive that their organizations are not fulfilling their obligations to them, negative work attitudes ensue which could include general burnout (Cantisano, Domínguez and García 2007; Gakovic and Tetrick 2003; Pai, Suar and Leiter 2011). With researchers (eg. Maslach and Jackson 2005) establishing emotional exhaustion as a significant dimension of

burnout, there was every reason to expect that increased perceptions of breach of psychological contract would correspond with increased feelings of emotional exhaustion.

The prediction was confirmed when Pearson Product Moment Correlation Coefficient test of the data collected on the hypothesis yielded a strong significant positive coefficient of $r = .931$ proving that, indeed, the two variables are strongly positively related. The implication is that, as predicted, increasing employee perceptions of breach of psychological contract by their employers comes with increasing experience of emotional exhaustion. What this means for organizations is that the more their employees perceive them as not fulfilling their obligations towards them, the more they feel emotionally exhausted. This could also mean significant increases in negative behavioural and attitudinal consequences like decreases in self-esteem, depression, anxiety, feelings of helplessness and irritability, and physiological problems such as fatigue, headaches, insomnia and gastrointestinal disturbances that have been linked to emotional exhaustion by researchers such as Kahill (1998), and Demerouti et al. (2001).

The confirmation of this hypothesis, first, supports the explanations offered by the effort-reward imbalance model (Siegrist, 1996) which explains that employee perceptions of inequity between their efforts at work, defined by such factors as job demands, work obligations, responsibilities, etc., and the rewards they receive defined by such factors as wages, prestige, job security and career opportunities is a crucial factor in determining the incidence of negative consequences like emotional exhaustion.

This is because, the definition of the psychological contract as given by Rousseau (2000) points to the fact that the concept involves what employees expect their employers to do for them in return for the efforts they (employees) invest in the organization. Thus the psychological contract is a form of an exchange agreement in which both parties (employers and employees) have

obligations towards the other. In this sense, the observation in this present study that employees who perceived higher breaches of their psychological contract also demonstrated higher levels of emotional exhaustion, is a clear confirmation that the perception of inequity between what employees invest in the organization and what the organization does for them in return resulted in exhaustion. The theory has therefore been proven true.

The observations that employee perceptions of breach of psychological contracts by their employers result in emotional exhaustion among them is also consistent with a number of research findings in the literature.

For example, the finding is consistent with the observations made by Gakovic and Tetric (2003) whose investigations into the role of psychological contract breach in employees' experience of emotional exhaustion and job dissatisfaction led to the conclusion that breach of the psychological contract results in feelings of emotional exhaustion and job strain.

Again, the finding supports those of Pai, Suar and Leiter (2011) who investigated the factors that act as antecedents, consequences and buffers of employee burnout and obtained findings that indicated that, among other factors, employees who had greater perceptions of psychological contract violations also stood a greater risk of experiencing burnout. With emotional exhaustion known to be one of the key dimensions of burnout, the findings between these two studies are consistent in proving that, indeed, psychological contract breaches are positively associated with employee burnout, and much so the specific burnout component of emotional exhaustion.

The observations reported by Cantisano et al. (2007) in the literature that a positive relationship exists between breach of psychological contract and emotional exhaustion and that reported by Son (2014) that psychological contract fulfillment and emotional exhaustion both fully

mediated the relationship between perceived organizational support and turnover intent were also both confirmed by this finding.

The Son (2014) study proved psychological contract breach as a predictor of turnover intention which has also been proven by researchers such as Green, Miller and Aarons (2011), and Knudsen, Ducharme and Roman (2006) as a consequent of emotional exhaustion. Thus, the associations between psychological contract breach and emotional exhaustion is implied in that study and has been confirmed in the present one in the Ghanaian context.

Similarly, the positive relationship between psychological contract breach perceptions and emotional exhaustion that were implied in studies such as that of Kraft (2008), Suazo (2008), Jam et al. (2011) and Bal et al. (2011) has been confirmed by the finding obtained in hypothesis one of this research. These studies obtained findings that suggested that psychological contract breach has implications for employee emotional states, a phenomenon which also has implications for employee emotional exhaustion. Because these studies did not go deep enough to produce concrete evidence of such relationships and only implied it, the present study did, and the finding confirms that indeed psychological contract breach perceptions have positive relationships with emotional exhaustion.

One main observation here is that the relationship between these two variables as obtained in this study and the others in the literature may hold true across a wide range of work populations. This is because, many of the studies conducted were located among varying work populations, including health service workers, call center workers, IT workers and educational workers. This study further expanded these populations by focusing on workers within the advertising, telecommunication and corporate services industry within the Ghanaian context.

The implication is that interventions designed to reduce emotional exhaustion through the fulfillment of employee psychological contract may work across these populations. With research (eg. Robinson & Morrison, 2000; Turnley & Feldman, 1998) proving the rate of psychological contract breaches to be between 25% to 90%, the finding that the phenomenon precipitates emotional exhaustion, as proved here, sounds a warning to organizational leaders in the advertising, telecommunication and corporate consulting industry of Ghana about the possible harm they could be doing to their employees and the need to institute intervention measures with urgency. An important implication however is also that the application of such interventions may have to be restricted to such populations.

5.2.2 The Dimensions of Psychological Contract Breach and their Relationships with Emotional Exhaustion

Realizing that testing global measures of psychological contract breaches and correlating them with employee outcomes had become characteristic of the literature in this area, which does not help much because of the lack of detail, this study sought to delve deeper into measuring the specific dimensions of psychological contract breaches (as established by Phuong, 2012; 2013) and finding their relationship with constructs like emotional exhaustion.

The aim was to provide much more comprehensive evidence regarding how specific aspects of employee perceptions of employer psychological contract breaches predict an outcome like emotional exhaustion in them. On the bases of theoretical explanations offered by the Effort-reward imbalance model (Siegrist, 1996) regarding how employee considerations of equity between efforts and rewards could predict factors like emotional exhaustion and general burnout, it was predicted that breach of compensations contract would predict more emotional exhaustion than breaches of the work environment and work characteristics contracts.

The prediction was further informed by evidence from job satisfaction studies including that of Funmilola et al. (2013) which proved that pay and promotion satisfaction significantly predicted work performance as compared to other aspects of satisfaction. This evidence suggested that, perhaps, employees attach a lot more importance and emotions to rewards issues than other aspects of the work relationships. Thus, should there be a perception that the employer has failed to fulfill compensations contract, more consequences could result as compared to perceptions of breaches of other aspects of the psychological contract.

Standard multiple regression tests of the comparative power of the dimensions of the psychological contract in predicting emotional exhaustion showed that, the model was a good one as the three dimensions together predicted 88.1% of the variance in emotional exhaustion. Comparatively, as predicted, unmet compensations contract was the most powerful predictor of emotional exhaustion followed by unmet work environment contract and then unmet work characteristics contract.

Thus, the findings obtained provide support for the effort-reward imbalance model here again, as it shows that employee evaluations of the balance between their efforts and their rewards (which is indicated by how well they think their employers are fulfilling their obligations to them regarding rewards or compensations for work) predicts outcomes like emotional exhaustion.

The finding is also consistent with evidence provided from studies by Funmilola et al. (2013), Ojokuku and Sajuyigbe (2009) and Sajuyigbe et al. (2013) which suggested that employee perceptions of the extent to which their employers give them fair rewards such as pay and promotions is a significant determinant of outcomes like satisfaction and exhaustion more than employee considerations of other aspects of work

The finding however contradicts evidence presented by Pugh (1991) who concluded that a mismatch in rewards for working people might not necessarily lead to burnout (of which emotional exhaustion is a component); but that the intrinsic reward such as pride in doing something of importance and doing it well may be a critical part of burnout levels as lack of reward is associated with feelings of inefficiency.

Evidence presented by Leiter et al. (2005) which suggested that there is no correlation between pay or compensations and burnout and that employees only need to be paid appropriately because poor pay structures have a negative effect on the employee behaviours has also been contradicted here.

While the inconsistency in the findings of this present study with those in the literature is indicative of the need for further research to ascertain what actually pertains, it is also indicative that different work populations may have different characteristics that could affect the extent to which certain work variables such as perceptions of breaches of the different dimensions of the psychological contract works on them.

The findings also give an important indication that, perhaps, cross-cultural or cross-context generalizations of research findings need to be curbed as different findings things may apply in different places. As demonstrated here, while in some populations issues about compensations were found not to relate to significant employee outcomes like emotional exhaustion and burnout, the opposite has been found in the Ghanaian context.

The most probable explanation is that, perhaps, cultural and social factors as well as factors like work values may predispose different worker populations to attaching importance to different aspects of their work. In Ghana, the prevailing poor economic situation is likely to lead employees to attach more importance to issues of compensations for work than in the western, more

economically advanced countries where workers may be more concerned about the work environment and work characteristics.

While future research may have to provide empirical backing for these probabilities, the present finding tells leaders of organizations in Ghana's advertising, telecommunications and corporate services industry that employees suffer higher levels of emotional exhaustion when they perceive that their employers have failed to fulfill their compensations contracts, more than the other two contracts involved in the psychological contract concept. Therefore, organizational interventions designed to reduce exhaustion in employees, should focus more on ensuring that perceptions of compensations contract breaches are prevented or reduced.

5.2.3 The Relationship between Job Demands and Emotional Exhaustion.

Convinced by the explanations offered by the Demand-Control model of occupational stress propounded by Karasek (1990) that workplace stress is a predictor of emotional exhaustion and a function of how demanding a person's job is, one main prediction that was made in this present study was that job demands would be significantly and positively related to emotional exhaustion among employees. In other words, it was expected that perceptions of high job demands among employees would be associated with higher levels of emotional exhaustion. Though Xanthopoulou et al. (2007) describe the model as explaining that control or support may offset the negative impact of high job demands, the model still suggests that job demands significantly predicts emotional exhaustion.

Evidence in the literature proved this, though majority of such evidence is silent on the specific aspects of job demands that may predict emotional exhaustion than the other. For example, Soleimani (2009) found that, among teachers, instruction procedures that were seen as demanding resulted in higher levels of burnout than procedures that were seen as less demanding. Jonker

(2012) and Sundin et al. (2011) supported this when they found in their studies that aspects of job demands such as high emotional demands predicted emotional exhaustion and some of the other dimensions of burnout.

The test conducted for this prediction proved the prediction right, as a strong significant positive relationship was found between job demands and emotional exhaustion. The findings proved the explanations of the demand control model correct and also confirmed the findings of many of the studies presented in the literature.

For example, the finding confirms that of Soleimani (2009) which suggested that work procedures of a demanding nature results in higher employee burnout which included emotional exhaustion. It also confirms the findings obtained by Peeters et al. (2005), Jonker (2012) and Sundin et al. (2011) that work that involved higher demands on employees lead to the development of exhaustion among them.

Particularly, the observations made by Hoonakker et al (2013) whose studies revealed that turnover intentions occur when job demands lead employees to feel emotionally exhausted have been supported as the present finding points that job demands directly predict emotional exhaustion.

The observation that demanding jobs strongly associate with emotional exhaustion among Ghanaian workers comes as little surprise though, especially regarding the population used in this research. Since the beginning of the mobile phone revolution in Ghana, the competition for subscribers and the quest to be on top of the mobile technology game has created intense competition leading to fluctuating market shares for the telecommunication companies. The expansion of the service sector of the Ghanaian economy has also come with increasing demands on corporate consulting organizations as small, medium and large scale enterprises seek advice in strategizing to compete in their respective markets. The success of the telecom companies and the

majority of the industries in the service sector also rests on the shoulders of advertising organizations whose job it is to promote these organizations. Thus demands on the competition in the telecommunication organizations, demands for corporate consulting services, and increasing need for advertising have culminated in high job demands on employees in these sectors, which are manifesting emotional exhaustions among them.

The finding holds implications for job design and allocations for Ghana's advertising, telecommunications and corporate services industries. It is indicative of the fact that organizational demands on employees which is manifested in the demands that specific jobs in these industries make on their holders is resulting in increased amount of emotional exhaustion among the workforce. Should this continue, organizations should begin to expect employee health problems that have been found to be co-morbid with emotional exhaustion (as outlined by researchers such as Kahill (1998) and Demerouti et al. (2001)) and be prepared to face the performance consequences that may result from these problems.

Otherwise, organizations in these industries should begin job re-design and re-evaluation programmes that aim at reducing the work load on staff in order to stand any chance at reducing emotional exhaustion. Perhaps, intervention programmes that involve strategic expansion of the workforce should begin to form part of the change programmes in these organizations and these interventions should focus on reducing job demands on employees.

5.2.4 The Dimensions of Job Demands and their Relationships with Emotional Exhaustion

One common trend observed in the literature on how job demands relate to emotional exhaustion was that researchers had tended to focus on measuring general job demands without considering the specific dimensions of the concept and how each dimension compares to the other in predicting emotional exhaustion. The lack of this detail was seen as detrimental to organizational

intervention design as organizations would then tend to design interventions that deal with general effects of job demands. The provision of evidence for the specific contributions of the individual dimensions of job demands, would therefore give organizations enough basis to make such interventions more comprehensive.

To this end, the present study tested three dimensions of job demands as established by Peeters et al (2005) and the Copenhagen Psychosocial Questionnaire developed in 2006 on their predictive powers regarding emotional exhaustion. On the bases of the explanations put forward by the Demand-Control Support model (Johnson & Hall, 1988), and evidence from the emotion work literature (eg. Jonker, 2012; Lewig & Dollard 2003), it was predicted that the emotional dimension of job demands would predict higher levels of emotional exhaustion than the quantitative and cognitive dimensions.

Findings from the data analyses supported this prediction as emotional job demands accounted for the highest percentage of variance (70.1%) in emotional exhaustion compared to quantitative demands which predicted 3.8%. The cognitive dimension did not account for emotional exhaustion.

The finding is in support of evidence presented by Jonker (2012), and Lewig and Dollard (2003) who both found that jobs that have higher emotional content make high emotional demands in employees and therefore result in higher emotional exhaustion among them than jobs that are more quantitative or cognitive in nature. Similar findings were also obtained by Jan de Jonge et al. (2004) who found that emotional demands slightly predicted emotional exhaustion better than quantitative demands.

Though the predictive power of quantitative job demands regarding emotional exhaustion was found to be weak, it was still significant and this confirms the finding of Sundin et al. (2011)

who reported from their study that, quantitative job demands and professional worries were associated with emotional exhaustion dimensions of burnout.

One possible explanation for the finding regarding the power of emotional job demands in predicting emotional exhaustion could be that, perhaps, employees are more protective of their emotions at work and thus need considerable effort in involving their emotions in their jobs. This is however anecdotal and may need confirmation from further research evidence.

The finding here proves to the scientific community and especially organizational researchers that emotional demands of jobs may not be so much a domain of the human services which have been the focus of research attention in this area anymore. Perhaps the increasing demands for team work as organizations in the advertising, telecommunications and corporate service industries in Ghana strive to face competition and satisfy customers and clients, poses considerable drain on the emotional resources of employees as compared to quantitative and cognitive demands of these jobs. This could be a reason why emotional job demands are resulting in higher levels of emotional exhaustion than quantitative and cognitive job demands.

The implication of the finding for organizations is that, structures will have to be instituted to serve as emotional buffers for employees in these organizations. As demonstrated by the demand-control support model, and researchers such as Bal et al. (2011) and Son (2014), organizational support systems and attentional deployment as an emotion regulation strategy could serve to buffer the effects of emotional demands on employees and help them cope with emotional drain. Organizations may therefore have to factor in these buffer hypotheses into their interventions programmes designed to reduce emotional exhaustion. The finding indicates that, such programmes should have majority of resources deployed to target the specific effects of emotional demands as compared to the other dimensions of job demands. Alternatively, job redesign, employee training

and job re-evaluations could help organizations in these industries reduce the amount of emotional demands on employees or help them cope better.

5.2.5 Comparison between Psychological Contract Breach and Job demands on their relationships with Emotional Exhaustion

Having observed from the literature that both psychological contract breach and job demands have relationships with burnout and its individual components of emotional exhaustion, depersonalization and reduced professional efficacy, it was expected that, perhaps, some evidence would exist to give a view about how psychological contract breaches and job demands compare in predicting emotional exhaustion. However, not much evidence was found. The little evidence that was found also proved contradictory. While some findings (eg. Demerouti et al., 2001; Nwanko et al., 2013) suggested that job demands could prove more predictive than psychological contract breaches, others (eg. Gakovic & Tetrik 2003; Noblet et al 2009) suggested the opposite.

Since a little more evidence from theoretical standpoints seemed to support the superior predictive ability of job demands, it was hypothesized in the present study that job demands would account for more variance in emotional exhaustion than psychological contract breach.

Data analysis using the standard multiple regression rejected this hypothesis as the opposite was found. That is, contrary to the research expectations, it was found that employee perceptions of psychological contract breaches better predicted emotional exhaustion than their perceptions of job demands.

The finding therefore supports the suggestions made by Gakovic and Tetrik (2003) and Noblet et al. (2009) who found that the negative associations between psychological contract breach and emotional exhaustions was more significant than the positive associations between job demands and emotional exhaustion.

However, the suggestions of the Demerouti et al. (2001) and Nwanko et al. (2013) studies have been contradicted by these findings. Perhaps, the contextual differences in the study locations earlier predicted actually worked to produce the differences in findings. This is again indicative of the fact that the design of cross-context interventions on the bases of evidence obtained from one or a few contexts could be misleading for organizations.

As has been presented in this study, perceptions of breaches of the psychological context by employees in the advertising, telecommunication and corporate services industries in Ghana is associated with higher levels of emotional exhaustion among them. Thus organizational interventions that target reducing emotional exhaustion and protecting organizations against the negative performance and behavioural consequences that come with it would do better if they focused more on reducing employee perceptions of breaches of psychological contracts than job demands. Perhaps, the organizational change processes that are known to precipitate employee perceptions of psychological contract breaches need to be managed better.

In Figure 2, a diagrammatic presentation has been made showing a model of the observed relationships between the predictor variables and the criterion variables in the study. The model was significant as both predictors made accounted for 86.8% of variance in the criterion measure.

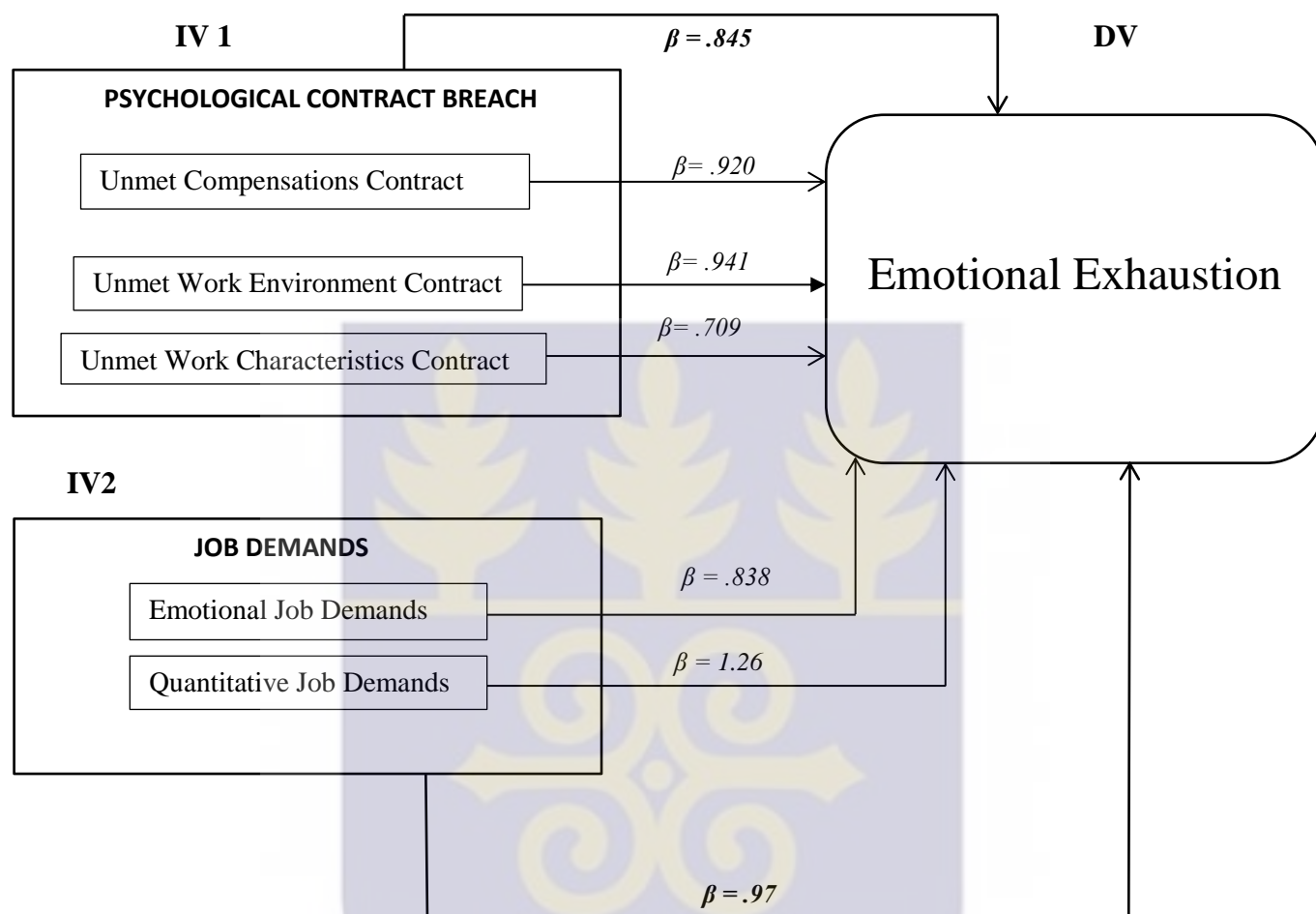
MODEL OF OBSERVED RELATIONSHIPS

Figure 2. Model showing observed relationships found between the study variables $R^2 = .868$

The proposed model predicted that psychological contract breach and job demands as well as all their dimensions would significantly predict emotional exhaustion (see Figure 1.). However the data analysis revealed that while all three dimensions of psychological contract breach contributed significantly to predicting emotional exhaustion, only two of the dimensions of job demands (emotional and quantitative) significantly predicted emotional exhaustion. Cognitive job demands made no contribution at all, and was therefore taken out of the model. Figure 2 presents the model that emerged from the data analysis.

5.3 Theoretical and Practical Implications of Findings

The findings obtained in this study hold important implications for the application of theory and the practice of organizational psychology. It also holds implications for organizational leaders whose job it is to design measures that ensure the success of their organizations in the current turbulent market environment.

Theoretically, the findings prove that the explanations offered by burnout theory regarding how the nature of job demands could result in consequences like emotional exhaustion among employees is applicable in the Ghanaian context. This study found that, true to this theory, employees who perceived that their jobs were highly demanding also reported higher levels of emotional exhaustion.

The practical implication of this observation for organizational interventionists is that, there is an urgent need for the design and implementation of interventions that offer support systems to help employees cope with the high job demands in the advertising, telecommunication and corporate services sectors of Ghana in order to help reduce levels of exhaustion among them. With emotional exhaustion proven by researchers to precipitate health and behavioural problems among employees, the need for such interventions is urgent in order to safeguard the wellbeing of employees who drive the success of organizations.

This study has also proven the applicability of the Demand-Control model that explains how job demands may precipitate consequences like emotional exhaustion in the Ghanaian context. Previous evidence that supported the theory largely came from other geographical and work contexts, and the calls for indigenization of research made it necessary that contextual investigations are conducted before such theories are applied. Indeed, this study brings evidence

from Ghana within the context of the advertising, telecommunication and corporate services environment and support has been found for the theory.

Practically, organizational leaders in the sectors that were studied in this research may have to review their job design strategies as evidence has shown that majority of the employees reported their jobs as highly demanding. With such strong positive relationship found between employee perceptions of job demands and their feelings of exhaustion, it is imperative that interventionists take action and put in measures that will help relieve employees of some of their work burdens in order to avert the consequences that come with emotional exhaustion among employees.

The Effort-Rewards Imbalance theory was also supported by this research. Employees particularly showed higher levels of emotional exhaustion when they perceived that the compensations (rewards) provided by their employees were less than promised or expected. This is in line with the positions of the theory that, when employees perceive inequity between the efforts they put in at work and the rewards they receive, consequences like emotional exhaustion may result.

Organizations therefore need to review their compensations systems and ensure that there is adequate equity between employee efforts and rewards. It would also be appropriate for organizations to ensure that their employees' expectations of them are realistic. As suggested by Sutton and Griffin (2004), this could be achieved through the organization of realistic job previews especially during recruitment and selection in order to disabuse the minds of employees from developing unrealistic expectations from their employers. According to Premack and Wanous (1985), realistic job previews are devices used in the early stages of personnel selection to provide potential employees with information on both the positive and negative aspects of the job. Rousseau (2000) however notes that, the nature and content of the psychological contract may change with

time and experience on the job. This therefore means that, previews and reviews may have to be organized intermittently in order to ensure that employees' subjective expectations from their employers are always realistic.

One other finding from this study is that, contrary to popular opinion, employee perceptions of psychological contract breaches by their employer significantly better predicted emotional exhaustion than job demands. This implies that in the course of designing interventions targeted at reducing the incidence and prevalence of emotional exhaustion, employers may have to pay particular attention to ensuring that psychological contract breaches are reduced. Organizations may have to reconsider the rate and extent at which they engage in change process such as downsizing which, according to researchers (eg. Chen, Tsui, & Zhong, 2008) have a higher tendency of resulting in psychological contract breaches.

5.4 Limitations of the Study

This study makes significant contributions to the literature regarding scientific understanding of organizational and employee factors that can affect the wellbeing of employees and the success of organizations. However, there are certain limitations of which users need to be aware in their applications of the evidence provided here.

Firstly, the study design was quantitative and descriptive in nature. The use of the cross-sectional survey design and the collection of data from self-report questionnaires prove this. According to Opoku (2012), such descriptive methods only describe the relationships that exist between variables without explaining them. Therefore, the study is limited to only describing the relationships that exist amongst the variables studied and does not in any way offer explanatory evidence. The information here should accordingly, not be used to attempt explanations of the relationships observed as this was not the focus of the study. Such explanations may have to be

proven by future studies that use explanatory methodologies such as field experiments and qualitative designs.

Secondly, the study faced difficulties getting as many organizations as possible to participate. Most organizations within the industries targeted felt uncomfortable granting permission for data to be collected from their staff especially upon realizing that employees would be rating the organization on its fulfillment of obligations. Due to this, the final sample obtained for the study was quite small. This limits the extent to which the research findings may be generalized. In this regard, it is important to note that applications of the findings in this study to other work populations should be done with caution and generalizations should be limited to the population of workers among whom the sample was selected.

These limitations however do not in any way compromise the authenticity and originality of the information obtained here. The evidence presented may therefore be used in designing policies and intervention that aim at reducing employee perceptions of psychological contract breaches and job demands in order to prevent emotional exhaustion and its contingent problems.

5.5 Recommendations

In order for future researchers to address the limitations observed in this study, certain recommendations need to be made. It is recommended that future researchers consider integrative research methodologies that improve the ability of studies to provide both descriptive and explanatory evidence. For example, integrating qualitative and quantitative methods could yield more comprehensive information that would both describe employee organizational behavioral issues and provide in-depth analyses as well. Such studies would help to better understand the relationships that exist between important organizational and employee variables and the reasons behind such relationships especially in emerging economies like Ghana. Resorting to these

technique could also better aid organizations in designing interventions that address organizational behavioral problems in-depth.

Also, the ability of research to solve practical problems largely depends on its extent of generalizability. In this sense, the limitation in external validity due to the limited sample size in this study also limits the extent to which it could be used in solving organizational problems. It is therefore recommended that future researchers gather enough resources (both financial and material) in order to be able to expand their sample sizes and improve the external validity of their findings. Considering that the main factor that accounted for the limited sample size in this study was the unwillingness of organizations to allow their staff to participate, future researchers may need to engage in more intensive organizational education, to enlighten organizations on the importance of allowing their staffs participate in their research. Perhaps, researchers may also have to provide more assurances of anonymity and confidentiality in order to make organizations feel safe enough to participate.

In order to help broaden the scope of the literature regarding how psychological contract breaches and job demands may precipitate consequences like emotional exhaustion, future researchers are encouraged to carry out similar studies among other work populations where such studies have been missing. For example, little is known about these relationships in public sector organizations. With a considerable proportion of Ghana's workforce still in the public sector, locating such studies there would prove valuable as Ghana looks to solving problems in all sectors to accelerate its development agenda.

Again, a greater proportion of the psychological contract literature has tended to focus on measuring employee perceptions of contract breaches and how these precipitate behavioural problems. Thus the evidence is a little employee biased, as little is known regarding consequences

that may result when employers also perceive employees as breaching this same contract. In order to provide balanced evidence and help provide comprehensive understanding of the employment relationship, it is recommended that future researchers try to measure perceptions of the psychological contract from the employer perspective and test some of the consequences that may result when employers perceive that employees have failed to fulfill their obligations.

Studies of factors that may affect worker wellbeing have tended to centre on employees in the formal sector and so the interventions that are designed normally suit the characteristics of the formally educated worker. Such interventions do not benefit the proportion of workers in the non-formal sector who also make significant contributions to the Ghanaian economy. Judging by market trends and the changing environment, there is every possibility that factors like job demands may be increasing among this work population as well. Focusing research attention on how, for example, rising work demands precipitates consequences like emotional exhaustion among this population would also go a long way to help improve the wellbeing of the entire workforce in Ghana, both formal and non-formal.

5.6 Conclusions

Overall, it can be concluded that this study has been successful in answering its research questions and achieving the aims for which it was conducted. It was the aim of the study to investigate how psychological contract breaches and job demands relate to emotional exhaustion in employees. This was done with the object of portraying psychological contract breaches and job demands, as well as their different dimensions as predictors of emotional exhaustion.

The findings have proven that, indeed, employee perceptions of psychological contract breaches and job demands significantly predict the level of emotional exhaustion they feel.

It has also proven that, comparatively, employee perceptions of unmet compensations contracts, precipitate higher levels of emotional exhaustion than their perceptions of unmet work environment and work characteristics contracts. Again the study has shown that emotional job demands predict emotional exhaustion better than quantitative and cognitive job demands. Over all, the study proved psychological contract breach as a better predictor of emotional exhaustion than job demands.

These findings make it necessary for organizations within the advertising, telecommunications and corporate services industries of Ghana to consider job design reviews in order to relieve employees of some of the demands made on them. Alternatively, organizational support systems may have to be instituted in order to help employees cope with these demands and reduce emotional exhaustion.

To reduce the levels of perception of psychological contract breaches, organizations may have to organize realistic job previews during recruitment and selection processes as such previews have been proven to be effective in diffusing any unrealistic expectations that employees may have about their organizations. With further evidence showing that employee subjective expectations of their employers may change with time and experience, there is the need for organizations to institute measures to ensure fulfillment of its obligations to its employees in order to safeguard the work relationship and reduce emotional exhaustion among their employees.

With emotional exhaustion proven to be very consequential for employee health and wellbeing, it is imperative that organizations institute these measures to protect their most valuable assets: employees.

In the institution of such measures, particular attention need to be paid to employee perceptions of unmet compensations contract on the part of their employers as well as the level of

emotional demands made on them. These two factors have been shown by this study to be the most predictive of emotional exhaustion compared to the other dimensions measured.



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APPENDICES

APPENDIX 1. INFORMED CONSENT FORM

UNIVERSITY OF GHANA



Official Use only
Protocol number

OFFICE OF RESEARCH, INNOVATION AND DEVELOPMENT
Ethics Committee for Humanities (ECH)

PROTOCOL CONSENTFORM

Section A- BACKGROUND INFORMATION

Title of Study:	Psychological Contract Breach, Job demands and Emotional Exhaustion in Some Selected Ghanaian Organizations
Principal Investigator:	Ernest Darkwah
Certified Protocol Number	

Section B-CONSENT TO PARTICIPATE IN RESEARCH

General Information about Research

You are invited to participate in an academic research project which is aimed at examining the relationships between psychological contract breach, job demands and emotional exhaustion in workers. The purpose of the study is to provide insight into how psychological contract breaches and job demands may individually and / or collectively make employees feel emotionally drained. It will take not more than 30 minutes for you to complete the questionnaire that will be provided. Your participation in the study ends as soon as you complete the questionnaire. It is a paper and pencil questionnaire that will require you to respond honestly and objectively to certain statements as they apply to you in your line of work. Please feel free to ask questions if you do not understand anything.

Benefits/Risk of the study

This study is not intended to benefit you directly. Nonetheless, your participation in the research will help provide insight into how psychological contract breach and job demands affect workers. You may experience fatigue as a result of taking time to complete the questionnaire. Aside this, there are no foreseeable risks or consequences for taking part in the research. You will be allowed to complete the questionnaire in your free time.

Confidentiality

You are assured of complete confidentiality of any information you provide. Only the researcher and approved research assistants will have access to the data you will provide. By signing this form you agree to give such access. The results will be reported in an aggregated format (e.g., as averages, etc.), and under no circumstances will any individual participant be identified in a publication or presentation describing this study.

Compensation

You will receive no compensation for taking part in this study

Withdrawal from Study

Your participation is voluntary and you may withdraw at any time without penalty. You will not be adversely affected if you decline to participate or later stop participating. You or your legal representative will be informed in a timely manner if information becomes available that may be relevant to your willingness to continue participation or withdraw.

Contact for Additional Information

The following persons can be contacted in case of any discomfort, explanation or further information.:

- Ernest Darkwah (Investigator): Department of Psychology, University of Ghana, -Accra Phone: 0246 77 46 71
- Dr. Maxwell Asumeng (Supervisor) Department of Psychology, University of Ghana, Legon-Accra. Phone: 0248674405

Section C-VOLUNTEER AGREEMENT

"I have read or have had someone read all of the above, asked questions, received answers regarding participation in this study, and am willing to give consent for me, my child/ward to participate in this study. I will not have waived any of my rights by signing this consent form. Upon signing this consent form, I will receive a copy for my personal records."

Name of Volunteer

Signature or mark of volunteer

Date

If volunteers cannot read the form themselves, a witness must sign here:

I was present while the benefits, risks and procedures were read to the volunteer. All questions were answered and the volunteer has agreed to take part in the research.

Name of witness

Signature of witness

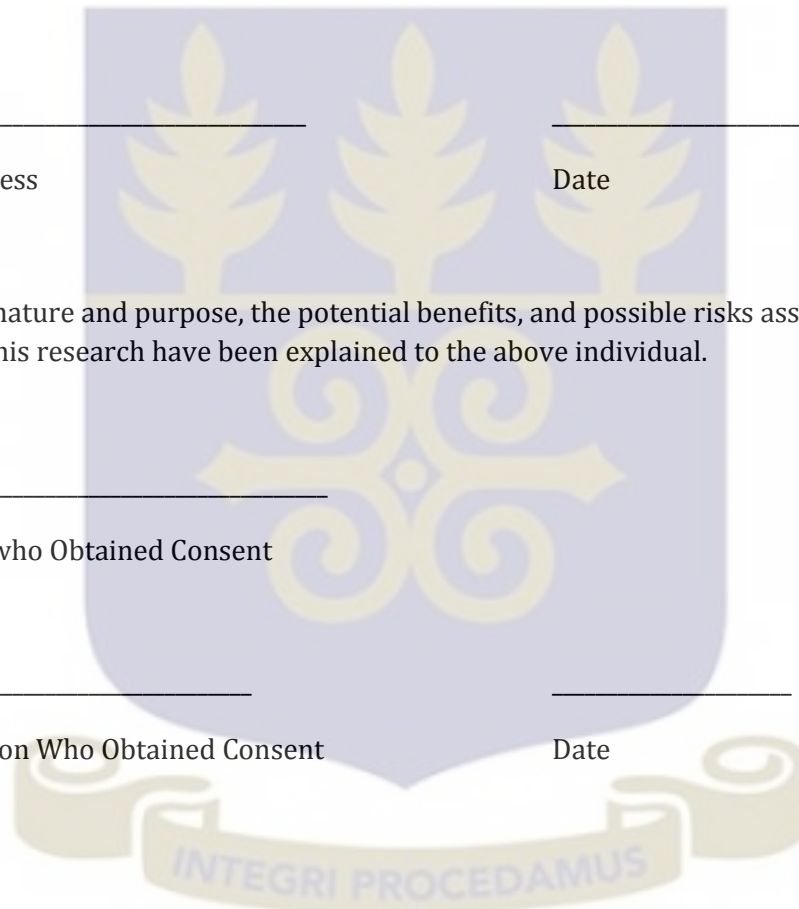
Date

I certify that the nature and purpose, the potential benefits, and possible risks associated with participating in this research have been explained to the above individual.

Name of Person who Obtained Consent

Signature of Person Who Obtained Consent

Date



APPENDIX 2: DATA GATHERING INSTRUMENT

RESEARCH PROJECT PARTICIPATION

Dear Sir/ Madam,

You are invited to participate in my academic research project which is aimed at examining the relationships between psychological contract breach, job demands and emotional exhaustion in workers. The project is in partial fulfillment of the requirements for the award of Master of Philosophy Degree in Psychology at the University of Ghana.

It will take not more than 30 minutes for you to complete the questionnaire. Unfortunately, the study is not intended to benefit you directly which means you will not receive any compensation or payments for your participation. Nonetheless, your participation in the research will help provide insight into some of the factors that affect the wellbeing of workers.

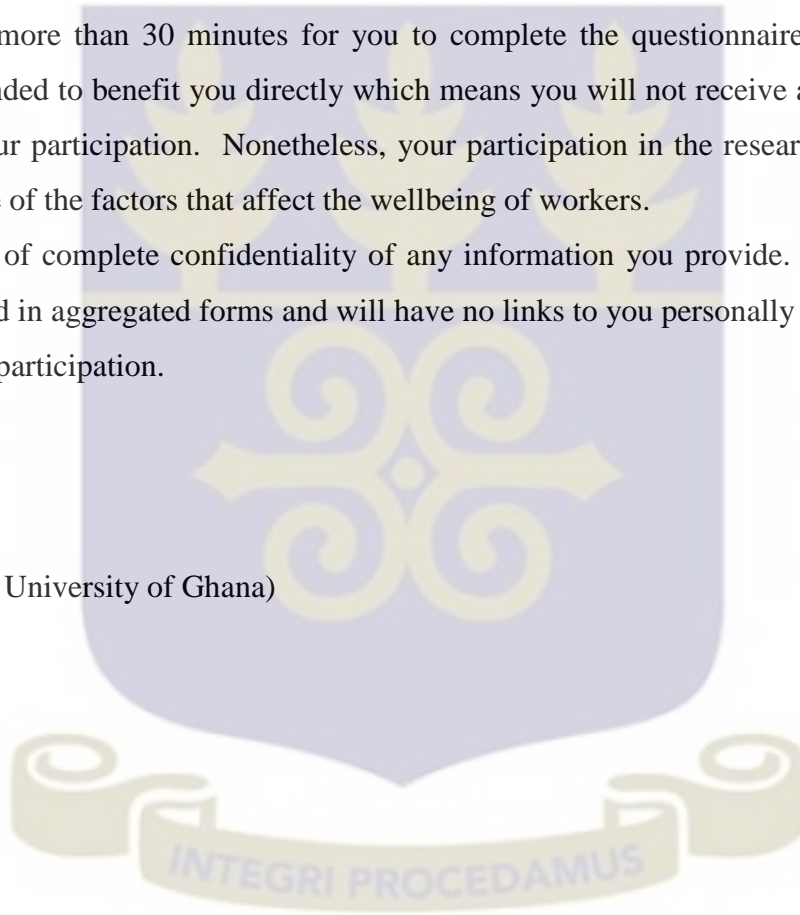
You are assured of complete confidentiality of any information you provide. Results of the study shall be presented in aggregated forms and will have no links to you personally in any way.

Thanks for your participation.

Yours faithfully

Ernest Darkwah

(M. Phil student, University of Ghana)



SECTION A.

Please indicate the option that best applies to you by ticking (✓) the appropriate box.

Industry: Telecom Advertising Corporate Consulting Other

Position : Junior Staff Middle Level Staff Manager Other

Length of Service:.....

Sex: Male Female

SECTION B.

Please read these Statements carefully and decide if you ever feel this way about your job. If you never had this feeling, circle the zero (0). If you have had this feeling, indicate how often you feel it by circling the number (from 1-6) that best describes how frequently you feel that way

SCALE:

0 Never	1 A few times a year or less	2 Once a month or less	3 A few times a month or less	4 Once a week	5 A few times a week	6 Every day
------------	---------------------------------------	---------------------------------	--	------------------	----------------------------	----------------

- | | | | | | | | |
|---|---|---|---|---|---|---|---|
| 1. I feel emotionally drained from my work | 0 | 1 | 2 | 3 | 4 | 5 | 6 |
| 2. I feel used up at the end of the workday | 0 | 1 | 2 | 3 | 4 | 5 | 6 |
| 3. I feel tired when I get up in the morning and
have to face another day on the job | 0 | 1 | 2 | 3 | 4 | 5 | 6 |
| 4. Working all day is really a strain for me | 0 | 1 | 2 | 3 | 4 | 5 | 6 |
| 5. I feel totally exhausted from my work | 0 | 1 | 2 | 3 | 4 | 5 | 6 |

SECTION C:

Please provide responses to the questions below as they apply to your work by selecting one of the responses provided

1. Is your workload unevenly distributed so it piles up?
Always Often Sometimes Seldom Never/hardly
2. How often do you not have time to complete all your work tasks?
Always Often Sometimes Seldom Never/hardly
3. Do you get behind with your work?
Always Often Sometimes Seldom Never/hardly
4. Do you have enough time for your work tasks?
Always Often Sometimes Seldom Never/hardly
5. Do you have to work very fast?
Always Often Sometimes Seldom Never/hardly
6. Do you work at a high pace throughout the day?
Always Often Sometimes Seldom Never/hardly
7. Is it necessary to keep working at a high pace?
Always Often Sometimes Seldom Never/hardly
8. Do you have to keep your eyes on lots of things while you work?
Always Often Sometimes Seldom Never/hardly
9. Does your work require that you remember a lot of things?
Always Often Sometimes Seldom Never/hardly
10. Does your work demand that you come up with new ideas on your own
Always Often Sometimes Seldom Never/hardly
11. Does your work require you to make difficult decisions?
Always Often Sometimes Seldom Never/hardly
12. Does your work put you in emotionally disturbing situations?
Always Often Sometimes Seldom Never/hardly

13. Do you have to relate to other people’s personal problems as part of your work?

Always Often Sometimes Seldom Never/hardly

14. Is your work emotionally demanding?

Always Often Sometimes Seldom Never/hardly

15. Do you get emotionally involved in your work?

Always Often Sometimes Seldom Never/hardly

16. Are you required to treat everyone equally, even if you do not feel like it?

Always Often Sometimes Seldom Never/hardly

17. Does your work require that you hide your feelings?

Always Often Sometimes Seldom Never/hardly

18. Are you required to be kind and open towards everyone – regardless of how they behave towards you?

Always Often Sometimes Seldom Never/hardly

SECTION D

Please indicate the extent to which your employer fulfills their obligation to you by giving you the following:

1	2	3	4	5
Much less than promised	Less than promised	Just as promised	More than promised	Much more than promised

- | | | | | | |
|--|---|---|---|---|---|
| 1. Job that is important for the company | 1 | 2 | 3 | 4 | 5 |
| 2. Job that is important for the community | 1 | 2 | 3 | 4 | 5 |
| 3. Interesting and challenging job | 1 | 2 | 3 | 4 | 5 |
| 4. Opportunity to develop marketable skills | 1 | 2 | 3 | 4 | 5 |
| 5. Opportunity to acquire new knowledge and skills | 1 | 2 | 3 | 4 | 5 |
| 6. Flexible working hours | 1 | 2 | 3 | 4 | 5 |
| 7. Information regarding the company’s financial and operating performance | 1 | 2 | 3 | 4 | 5 |
| 8. Opportunity to apply professional knowledge to the job | 1 | 2 | 3 | 4 | 5 |
| 9. Appropriate job allocation considering your knowledge, abilities and skills | 1 | 2 | 3 | 4 | 5 |

10. Regular feedback about your performance	1	2	3	4	5
11. No discrimination in the workplace	1	2	3	4	5
12. Not to make unreasonable demand of employees	1	2	3	4	5
13. No harassment at work	1	2	3	4	5
14. Authority to decide the way to do the work	1	2	3	4	5
15. Respect as an individual	1	2	3	4	5
16. Holistic concern	1	2	3	4	5
17. Support when encountering difficulties with the job	1	2	3	4	5
18. Fair and equitable performance appraisal	1	2	3	4	5
19. Empower and entrust the employees within the scope of the job	1	2	3	4	5
20. Periodical salary increase	1	2	3	4	5
21. Overtime pay for overtime work	1	2	3	4	5
22. Benefit for employees (vacation, medical check-up, stock option...)	1	2	3	4	5
23. Retirement benefit	1	2	3	4	5
24. Subsidy for working night shift, working in chemical and/or noisy surrounding	1	2	3	4	5
25. Incentive that is linked to job performance	1	2	3	4	5
26. Safe and congenial working conditions	1	2	3	4	5
27. Concern and benefits for family members	1	2	3	4	5
28. High and Competitive salary	1	2	3	4	5

