Illegitimate Tasks and Employee Outcomes in Higher Education Institutions: A Test of Mediated Moderation Model

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Abstract
Purpose: The purpose of this study is to examine the mediating role of depressive mood between illegitimate tasks, job satisfaction and burnout with the help of stress-as-offense-to-self theory. Also, Leader Member Exchange has been diagnosed in moderating role among the relationship of illegitimate tasks and depressive moods.
Methodology: A total of 350 employees from 7 private universities were reached to collect the data for this research. Structural Equation Modeling technique was applied for model testing and for analysis of data SPSS and AMOS version 22 were used.
Findings: Results supported the hypotheses, that illegitimate tasks through mediating role of depressive mood decreases job satisfaction and increases burnout. Moreover, LMX buffers this link by playing its role as moderator between illegitimate tasks and depressive mood. This buffering role of LMX establishes the significance of supervisor in outcome variables.
Limitations/ Applications: Data were collected through self-reported questionnaire, which may raise question of biasness because of its common method variance
Implications: This study adds to current literature on workplace stressors that illegitimate tasks are significant task with respect to stressors that explicates the discrepancy in significant consequence variables.
Novelty/Originality of this study: This study has explored the mediating role of depressive mood between the relationship of illegitimate tasks and job satisfaction and further it tested the buffering role of LMX on depressive mood and ITs relationship. This study adds to organizational behavior literature from a cultural context of Pakistan.

Keywords: Illegitimate tasks, depressive mood, leader member exchange, job satisfaction, burnout

I. INTRODUCTION

Maintaining employee motivation and upholding their satisfaction at job are amongst the supreme challenges for any organization today (Ilyas et al., 2021; Rehmat et al., 2021; Yousef, 2017). Losing a highly skilled employee is massively expensive, so workers' dissatisfaction particularly through burnout, does not only slow down the overall productivity of an organization but also adds on to the financial worries (Hancocket al., 2013). Such business hindrances stimulate employers for investigating the antecedents of less job satisfaction and burnout, especially in a growing sector like education (Asrar-ul-Haq et al., 2017).

Prior studies have already established the strong association between work stress and employees' mental, psychological and overall physical health (Abid et al., 2020; Erum et al., 2020; Sonnentag&Frese, 2003). The dilapidating effects of work stress are increasing day by day (Gerlmaier & Latniak, 2011), yet the question remained unanswered regarding the work stressors that highly influence job satisfaction (JS) and cause burnout (Holtom et al., 2008). A massive research on work stress discussed only limited number of stressors and researchers (Rosen et al., 2010; Semmer. et al.,2007) have proposed to expand the domain of work stressors. This paper brings the model of illegitimate tasks (ITs) to a limelight as a novel and toughcomponent which is less studied and is directly linked to work tasks. According to Semmer et al. (2015), if individuals feel that particular task is not a part of their duty, and reasonablywould not beasked aboutit, is illegitimate task. Employees consider it a violation of their work rights when they perform illegitimate tasks (Semmer et al., 2015), and all explained tasks inherently carry a message which appears as a threat forindividuals'self-worth (Semmer et al., 2007, 2015).

Existing literature exposes negative relation amongillegitimate tasks and job satisfaction(Eatough et al., 2016) and createsjob dissatisfaction rather led to unnecessary tasks(Muntz et al., 2019).Literature also shed the light on positive association of illegitimate tasks with burnout intention and depressive mood (Oostlanderet al.,2014). However, a massive literature inspects the direct impactof IT on JS (Holtom et al., 2008; Omansky et al., 2016), but more research is needed for understanding the interplaying variables. Researchers neither examined the effect of LMX as moderating on relationship of illegitimate task and

depressive mood, nor the mediating role of depressive mood; and this is the focus of present research. Secondly, the linkage between illegitimate tasks with job satisfaction and burnout has been investigated in limited manufacturing sector and further research is needed in service sector; thus, the current study also makes an attempt to fill the existing gap.

Furthermore, providing a quality education is the goal of Higher Education Commission (HEC) of Pakistan and universities are struggling to achieve the goals. In traditional higher education systemthe faculty members are considered as one of the main factors of quality teaching (Enders, 2007). Kim & Mauborgne (2000) argue that education qualityrelies on professionalism, attitude and devotionof teachers andonly their job satisfaction canbring positive changes in higher education sector. But existing research found that illegitimate tasks arealso the part of the workload of teachers(Goosen 2019) andthis indication leads us to investigate the impact of illegitimate tasks on education sector. So, this study aimed at investigating the impact of illegitimate tasks onburnoutandJS in teaching faculty of private universities.This study will explore the mediating role of depressive mood between the relationship of illegitimate tasks and job satisfaction and further it will test the buffering role of LMX on depressive mood and ITs relationship.This study will likely to contribute in higher education sector and will be helpful for the authorities in devising policies to enhance job satisfaction and to lessen the burnout among university teachers.

II. REVIEW OF LITERATURE

Stress-as-offense-to-self (SOS)theory addresses threat to self-concept, and this threat has two aspects, first is, threat to personal self-evaluation commonly known as "personal self-esteem", and second is,threat to evaluation by others, commonly known as "social self-esteem"(Semmer et al., 2015, 2019). Therefore, SOS theory is grounded on universallyexistingbelief that individuals' basic objective is to having a favorable image at workplace (Alicke & Sedikides, 2009). An important objective is to prevent the reputation from potential threats (Semmer et al., 2015, 2019) from employees' perspective. There are many effects that subsidize to individuals' self-image; work-related roles usually are one of them (Ashforth, 2001) and theseroles maycauserisk to an employees' work-related identity. If the tasks convey illegitimacy and disrespect, they can irritate an individual (Semmer et al., 2007, 2015, 2019). The focus of SOS is on stressors that can threaten individuals' self-esteem and challenge their capabilities instead of advancement (Semmer et al., 2007, 2015).

2.1 Relationship of illegitimate tasks and job satisfaction

Illegitimate tasks are in fact destructionof significant boundary between what people consider their role is, and what they do not need to do (Munir et al., 2020). When a research assistant is asked to look after professor's child while heis busy in taking class. It may cause a feeling like "this is not a part of my job", in research assistant. But that job task is perceived illegitimate only when it is unwanted, because tasks that are performed by will are legitimate: doing a favor, i.e. the research assistant can take care of professor child when s/he feels that professor is not having good health. Conclusively illegitimate tasks spoil the quality of official duty assigned to a certain occupational role; therefore, illegitimate tasks disrupt employees' occupational distinctiveness and are famous for identity related stressors (Sonnentag, & Lischetzke, 2018).

Individuals fight for their self-identity and self-esteem, but when they perceive threat for professional identity through illegitimate tasks, those make them dissatisfied (Ilyas et al., 2020). Semmer et al (2015) establishes that illegitimate work environment creates stress, and stress initiates non-productivity. Teachers need concentration and time to prepare their lesson plans, and any unnecessary tasks hinder the productivity that declines job satisfaction and cause stress (Faupel, Otto, Krug & Kottwitz, 2016).

Existing research shows that teaching profession carries a load of stress, and illegitimate assignments or tasks provide fuel to stress (Schwarzer & Hallum, 2008). Fried and Ferris (1987) state that the probable association betweenjob satisfactionand illegitimate tasks is grounded on the principle thatjob satisfaction is impacted by task characteristics. Job Characteristics Theory (JCT) also elaborates that specific task attributes upset individuals' job satisfaction (Hackman & Oldham, 1975). It is also identified that legitimacy is important characteristic of task that makes a person responsible to his job. Therefore, illegitimate tasks distract a person from specific tasks, due to their unnecessary or unreasonable nature.

Focused on daily fluctuations, illegitimate tasks show negative reaction toward a job satisfaction (Semmer et al., 2007; KOTTWITZ et al., 2019) also linked with low level of job satisfaction (Eatough et al., 2016; Ali et a., 2018). Based on literature, it is hypothesized that:

H1a: Illegitimate tasks at workplace have negative impact on the employee's job satisfaction.

2.2 Relationship ofillegitimate Tasks and Burnout

Notably, the illegitimate tasks are perceived inappropriate and considered to be violating the professional identity of an individual (Semmer et al., 2007, 2015). Such perception by employees, indicates a discrepancy in assigning duties and individuals' task expectation from job (Ilgen & Hollenbeck, 1991), and such discrepancy spoils professional identity and confronts employees' self-esteem (Oysermanet al.,2012) and strongly linked with depressive symptoms (Fila & Eatough, 2020).

Burnout is a pattern of reduced personal accomplishment, depersonalization and emotional exhaustion that arises among employees who work with other individuals of the same capacity (Maslachet al.,1996). When a person's workload is inconsistent with work-related role norms, it may be perceived as an abuse of the said job descriptions and leads to solidifying perception of illegitimacy that in return impacts the psychological strain. (Ford & Jin, 2015).Existing studies have established that practice of illegitimate tasks is not just an inconvenience or a job-related threat, but an overwhelming attack on individual's professional identity (Maslach et al., 2008).ITs irritates employees, containing a mixture of push and pull factors, negative feelings, unmet expectations and extraordinary events"(Cregard& Corin 2019).

A study conducted in non-profit organizations showed that there is a positive association between perceived illegitimate tasks and turnover intensions (Apostel, Syrek, & Antoni, 2018) and burnoutand illegitimate tasks are also inter-related (Bianchi & Schonfeld, 2018).Thus, based on existing review of literature we hypothesize that:

H1b: Illegitimate tasks at workplace have positive impact on the employee's burnout.

2.3 Relationship ofillegitimate Tasks and depressive mood

Illegitimate tasks usually convey identity devaluation message to employees at workplace (Semmer et al., 2007) and also linked with reduced intrinsic motivation (Muntz& Dormann, 2020). In the light of SOS theory, it is assumed that discrete negative emotions like depressive mood may be exaggerated by illegitimate tasks. As previous research has exposed a positive relation between ITs and depressive mood (Eatough et al., 2016),negative impact on employees' emotions (Shani-Pindek et al., 2019; Ahmed et al., 2018) and emotional exhaustion (Fila & Eatough, 2018). A study conducted in USA, where almost 90 individuals were evaluated three or four times a day, displayed that illegitimate tasks are linked with higher depressive mood (Eatough et al., 2016). Based on the above argument we assume that depressive mood may mediate the connection amid illegitimate tasks, job satisfaction and burnout.

H2:   Illegitimate tasks at workplace are positively linked with employee's depressive mood.

H3a: Employee's depressive mood is negatively linked with job satisfaction.

H3b: Employee's depressive mood ispositively linked with burnout.

H4a: Employee's depressive mood mediates the association amongst illegitimates tasks and job satisfaction.

H4b: Employee's depressive mood mediates the association amongst illegitimates tasks and burnout.

## 2.4 Leader Member Exchange asmoderator
Leader Member Exchange, also known as LMX, suggests that individuals at managerial positions develop exchange relationship with their team members (Farouk, 2002). Liden and Graen (1980)have verified that perception of stronger exchange relationship among team members results in increased involvement and helps managers to achieve work targets. Therefore, the excellence of LMX effect intensities of delegation, autonomy and responsibility, and in response, workers identify more latitude,

feelings of contribution and influence over the decisions (Gomez & Rosen, 2001). Liden and Maslyn (1998) devised a LMX model having four dimensions naming professional respect, affect, loyalty, and contribution and further studies confirmed that more the LMX with respect to these dimensions, more the employees will feel less stressed.

Moreover, a considerable theoretical work recommends that employees with greater and positive perception of LMX should have greater levels of self-esteem. The more the self-esteem individuals have at workplace, the less they will be affected by tasks carrying social threats. Researchalso found that employees with low quality relation with leaders take illegitimate tasks as more unreasonable compare to those in high-quality relationships (Sias & Duncan, 2019). Thus, it is expected that LMX will reduce the negative outcomes of illegitimate tasks, such as depressive mood.Zhou et al., (2020) have also stressed upon the role of leaders in reducing psychological outcomes of illegitimate tasks. On the behalf of above literature, this study hypothesizes:

H5: Leader member exchange relation moderates the positive association between illegitimate tasks and depressive mood, such that more the leader member exchange, less will be impact on depressive mood, low the leader member exchange, more will be impact on depressive mood.Theoretical model is provided in fig 1.

Fig: 1
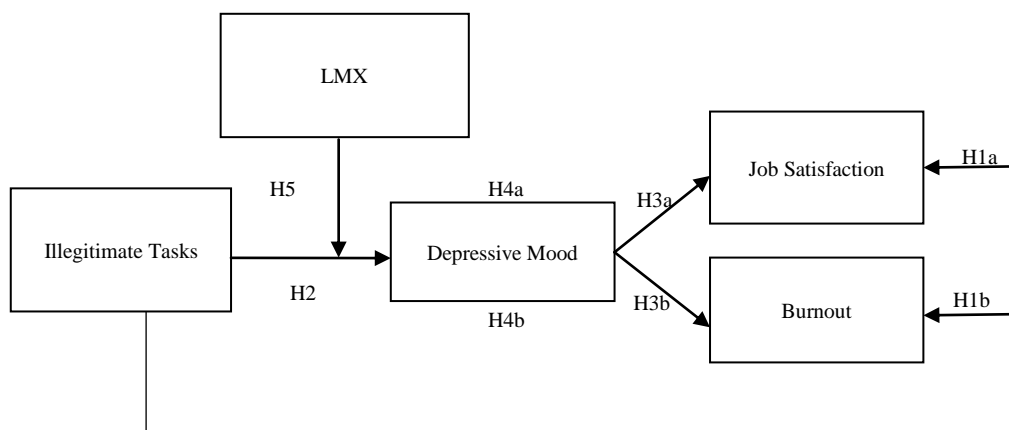
Theoretical model

III. METHODS

3.1 Participants and procedure

The faculty members of private universities of Lahore were the participants of this study. Simple random sampling technique was used to select seven universities among 28. Online questionnaires were sent to faculty memberswith the surety to maintain the secrecy of the information. Employee data like employee numbers were gathered from HR department of the respective university through proper signed permission letter. Fifty (50) questionnaires were distributed among each of seven universities. Out of 350, we received 320 replies that make the 91% response rate. Out of these 320 responses, only 303 were completely filled and remaining 17 were discarded due to certain missing values. Among these replies 189 were men that is 62%. Persons having age range preliminary from 21 to 60 years were included in study. Maximum respondents were unmarried.

3.2 Measures

For data collection of study variables, five point Likert Scalewas usedin self-administered questionnaire.

Illegitimate Tasks

ITs were measured by Bern illegitimate tasks' scale developed by Semmer et al. (2015). This measure comprises of eight items. Sample item is, "Do you have work tasks to take care of, which you believe should be done by someone else"? A Cronbach's valuewas 0.88.

Job Satisfaction

Michigan Organizational Assessment Questionnaire developed by Cammann et al, (1979)was used for measuring employee's job satisfaction, The sample item was, "In general, I like working here". A Cronbach's value was 0.72.

Burnout

Burnout was measured by using the scale of Demerouti et al. (2001). This scale basically measures two dimensions of burnout; the disengagement and emotional exhaustion. Four questions of this scale measure disengagement and the sample item is, "It happens more often that I talk about my work in a derogatory way". Four items of this scale measure emotional exhaustion and sample item is "During my work, I often feel emotionally drained". Value for Cronbach's was 0.89.

Depressive Mood

This study used Kandel and Devis (1982) scale to measure depressive mood. This scale comprises of four items. Sample item is "At work place you feel unhappy, sad or depressed". Cronbach's value was 0.64.

Control Variables

Based on previous researches, this study uses age, gender, marital status, job tenure, and time pressure as control variables. Pressure related to time is basic element of job in education industry, where employees realized about time deficiency to complete their tasks timely while sometimes they are required to perform speedily other than routine (Roe & Zijlstra, 2000). Based on Semmer et al. (1995), this scale comprises of four items and was measured on 5-point likert scale, example statement was, "How often do you miss or delay a break because of having too much work to do"? Cronbach alpha value was .89

IV. RESULTS

Factor	Means	Std. Deviation	Composite Reliability CR > 0.7	Average Variance Extracted (AVE) ≥ 0.5	Square root AVE
LMX	2.5432	.74584	0.822	0.502	0.708
IT	3.7938	.81271	0.892	0.624	0.789
DM	3.9635	.90178	0.902	0.704	0.839

The faculty members of private universities of Lahore (189 male, 114 female, Max. age= 37, age range=21-60) were the participants of this study. SPSS 22 and Amos 22 were used as statistical analysis tools.

Table 1
Mean, Standard Deviation, Reliability, ConvergentValidity ofVariables.

JS	3.7942	.73154	0.878	0.648	0.804
BO	2.7562	.43273	0.819	0.756	0.869

Confirmatory Factor Analysis

Before hypothesis testing, the confirmatory factor analysis (CFA) with Amos 22 was led. Hypothesis testing was performed by Structural Equation Model (SEM). Mediation analysis was conducted with SEM, through a direct path from ITs to JS and Burnout and indirect paths via depressive mood as recommended by Iacobucci et al, (2007). Moderation effect was checked using Baron and Kenny (1986) processwhere a structural model is designedalong with interaction terms. Moreover, mediated-moderation was also checked through SEM.

Measurement Model

	CR	AVE		Correlations				
For				**1**	**2**	**3**	**4**	**5**
	0.822	0.502	1.LMX	0.708				
	0.892	0.624	2.IT	-.303**	0.789			
	0.902	0.704	3.DM	-.389**	.209**	0.839		
	0.878	0.648	4.JS	.260**	-.205**	-.281**	0.804	
	0.819	0.756	5.BO	-.130**	.136**	.425**	-.127	0.869

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

measurement model, fit indices wereused. In this measurement, values of fit indices shown a good fit ($\chi 2$ = 1452.231, df = 570, $\chi 2$/df = 2.54, root mean square error of approximation (RMSEA= 0.05), comparative fit index (CFI=0.90), Non-Normed Fit Index (NNFI=0.90), because these values meet the standard criteria ($\chi 2$/df< 3, RMSEA<0.08, CFI>0.95, NNFI>0.95) (Browne et al., 1993). Cheung & Rensvold (2002), also confirmed that Comparative Fit Index (CFI) and Non-Normed Fit Index (NNFI) values of 0.90 are acceptable. Reliability was measured through Cronbach's alpha values, given in table 2.

For measuring the discriminant validity,Fornell-Larcker's criterion method was used. The square roots of Average Variance Extracted (AVE) values must be more than the values ofcorrelation(Kim, 2010). In table 2,the values of AVE are presented,which shows all values in acceptable range (AVE ≥ 0.5), so the criteria of convergent validity assessment are fulfilled (Hair et al., 1995).

Table 2
Results of Discriminate Validity

A positive correlation among ITs and depressive mood was observed (r =0. 209, p <.01), BO (r =0. 136, p <.01).Also, ITs is negatively correlated with JS (r = 0.205, p <.01), LMX (r =0. 303, p <.01). Moreover, a positive correlation among depressive mood and burnout is observed (r =0. 425, p <.01), and a negative correlation is noted among DM and JS (r =0. 281, p <.01). Additionally, a negative correlation among LMX and depressive mood is observed (r = 0.389, p <. 01). Thus, results supported the purposed hypotheses. There is no issue regarding multicollinearity, because coefficients of correlational relation were lower (<0.70) (Tabachnick & Fidell, 1996).

Hypotheses Testing

For examining the relations, structural model was used. A good fit was shown by the values of fit indices ($\chi 2$ = 1110.64, df = 406, $\chi 2$/df = 2.73, RMSEA= 0.05, CFI=0.95, NNFI=0.93).

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Table 3

Results of Structural Model

The analysis got the support from statistics (as shown in table 2), thus all hypotheses are supported. H1 (a) depicts that JS is negatively impacted by ITsand it is supported with (β= 0.205, p<0.001). H1 (b) shows that burnout is positively impacted by ITsand it is supported with (β= 0.136, p<0.001). H2 shows that depressive mood is positively impacted by ITs, and it is supported with (β=0.209, p<0.001). H3 (a) highlights that depressive mood has negative impact on JS, and is supported with (β=0.281, p<0.01). H3 (b) shows that depressive mood has positive impact on burnout and it is supported with (β= 0.487, p<0.001).

Depressive Mood as a Mediator

As recommended by Iacobucci, Saldanha & Deng. (2007), two structural models were tested in this study with a direct path from ITs to burnout and JS and indirect paths via depressive mood for assessing mediation analysis.

Mediation Model 1

Results of structural model 1, values of fit indices shown a good fit (χ2 = 1249, df = 436, χ2/df = 2.86, RMSEA = .06, NNFI = .90, CFI = .90).

Table4

Mediation Model 1

Predictor	Direct effects			Indirect effects via DM				Total effects
	Hypotheses	Hypothesized Paths		Standardized Regression (β)	Weights	t-value	P-value	Results
	H1 (a)	JS	← IT	-.205		-2.984	***	Accepted
	H1 (b)	BO	← IT	.136		-2.014	***	Accepted
	H2	DM	← IT	.209		2.999	***	Accepted
	H3 (a)	JS	← DM	-.281		-4.706	.003	Accepted
	H3 (b)	BO	← DM	.425		7.301	.001	Accepted
	*** Significance at p<0.001 ** significance at p<0.01 * significance at p<0.05							
IT	-0.053 (significant) at p>0.05			-0.081(significant) at p<0.05				-0.134

Table depicts that direct effect of ITs on JS is significant through path coefficient. ITs has positive impact on JS through an indirect effect via DM. Thus, depressive mood partially mediates the relationship between ITs and JS and this analysis supported H4 (a).

Mediation Model 2

The values of fit indices shown a good fit (χ2 = 1873, df = 709, χ2/df = 2.66, RMSEA = .06, NNFI = .95, CFI = .95) in structural model 2.

Table 5
Mediation Model 2

Predictor	Direct effects	Indirect effects via DM	Total effects
IT	0.483 (significant) at p>0.05	0.265 (significant) at p<0.05	0.748

Table 6 depicts thatdirect effect of ITs on burnout is significantthrough path coefficient. Through an indirect effect via depressive mood, ITs has a significant impact on the burnout. So, we can evaluate that depressive mood partially mediates the relationship between IT and burnout, these results support H4 (b).

Moderation Analysis
For checking of moderation effect, Baron and Kenny (1986) process has been used. Structural model has been madeon the basis of variables interaction. The values of fit indices in a moderation model shown a good fit (χ2 = 6.225, df = 3.4, χ2/df = 1.83, RMSEA = .06, NNFI = .95, CFI = .93).

Table 6
Results of Moderation Analysis

Hypotheses	Hypothesized Paths			Standardized Regression Weights (β)	t-value	P-value	Results
	DM	←	IT	.239	3.120	***	
H4	DM	←	LMX	-.316	-7.690	.002	Accepted
	DM	←	Interaction	-.302	-6.982	***	

*** Significance at p<0.001 ** significance at p<0.01 * significance at p<0.05

H5 posits that LMX buffers the linkage of ITs and depressive mood. For example higher levels of LMX will decline the relationship of IT and depressive mood and vice versa, hence this is supported. It is depicted from results of Table 6 that standardized regression coefficients from interaction term are -0.302 that is significant with (t= -6.982, p<0.001) and which further supported below interaction moderation graph, which shows LMX diminishes the positive relationship between ITs and depressive mood.

V. DISCUSSION

As hypothesized in H1a and H1b, assigning illegitimate tasks is positively linked with burnout even under the control of time pressureand negatively associated with job satisfaction. This association of illegitimate tasks among job satisfaction and burnout,supplements the findings of Eatough et al. (2016) by showing that increasein illegitimate tasks reduces job satisfaction and increases burnout. Our results are aligned with Job characteristic theory that provided a foundation about impact of task characteristics on job satisfaction (Hackman & Oldham, 1975). As maintaining self-worth is critical and stressors are threat for such objectives (Lazarus, 1999), and such stressors canadversely affect self-worth (Thoits, 1991). Therefore employees try to maintain their self-image and self-identity (Semmer et al., 2007, 2015), so, when the actions of other person shows lack of appreciation or identity, which is obvious through illegitimate tasks, this poses a threat to individual's identity which leads to low job satisfaction and results in burnout. Our results are in-line with studies which found illegitimate tasks positively related to burnout (Apostel, Syrek, & Antoni, 2018). Existing literature also supports that self-esteem and

illegitimate tasks are connected to each other and that the later threatens individual's self and professional identity (Eatough et al., 2016; Apostel et al., 2018; Ma & Pung, 2019) and our results add into this literature.

Parallel to the results, as forecasted in H2, illegitimate tasks were positively associated with depressive mood (Eatough et al., 2016). Furthermore, as predicted in this study, depressive mood and job satisfaction are negatively linked to each other.These findings are in line with study of Todorova et al, (2013), explaining that negative emotions like depressive mood are linked with low job satisfaction and burnout, thus H3 is supported.

The findings pertaining to H4: depressive mood shows mediation between illegitimate tasks, job satisfaction and burnout, are unique and enhances the theoretical area of workplace stressors such as illegitimate tasks. Furthermore, H4 results adds to establishment of illegitimate tasks framework in the form of a stressor, which is recommended by Eatough et al. (2016).

As hypothesized in H5, more LMX moderated the positive linkage between illegitimate tasks and depressive mood in the presence of age, gender, marital status and time pressure as control variables. The H5 findings exhibit that in existence of high exchange relation between employees, the illegitimate tasks show less positive association with depressive mood while the association is stronger when LMX is low. Moreover, LMX shows significant moderating effect on the association of illegitimate tasks and its impact on emotions: depressive mood, which eventually leads to burnout. These findings open a new arena for research on illegitimate tasks; as this stressor is not extensively studied yet (Thomas & Lankau, 2009). The results also confirmfindings of Apostel et al. (2018), where poor supervisory practices and low appreciation from boss leads to burnout.

Commutatively, the results indicate that illegitimate tasks are expressive occupational stressors that are associated with job satisfaction, burnout and depressive mood of employees.

5.1 Theoretical and managerial Implications

Findings suggest that developing relation with employees and giving them honour, may be enhanced by enhancing communication circle by the employer. These results correspond with the SOS framework and offer more signals for effectiveness of this conceptualization of SOS particularly focusing illegitimate tasks.

Our study proposes various managerial implications. Firstly, this study is in alignment with existing research and supports the claim that illegitimate tasks are responsible forassessing individual's well-being, and swells undesirable employee attitudes. Therefore, supervisors and head of departments (HODs) must differentiate between role and illegitimate tasks (Apostel et al., 2018). Undoubtedly, supervisors/HODs necessarily focus on achieving targets with their team members; subsequently culminating stressors will help in doing so. Supervisors/HOD's should take actions to avoid putting employees into weird or awkward situation and should avoid assigning tasks that are beyond the job role of their employees. Illegitimate tasks may be the outcome of institutional inefficiencies, wrong decision making of top management or inappropriateness in designing job tasks. Therefore, a number of such illegitimate or unsuitable tasks might be a result of inadequate institutional decision rather than supervisors. So, institutions and top management i.e. vice chancellors need to play their role in identifying the possible illegitimacy in work tasks and revise institutional policies and procedures accordingly (Björk et al., 2013).

LMX moderates the relationship between supervisors/HODs that shows open communication among boss and employees is helpful to understand role expectations. Thus, we can suggest that if there is good exchange between supervisor and employee, they will better understand the objective of the assigned tasks and proceed accordingly. Studies also suggest that the appropriateness of illegitimate tasks and their illegitimacy is related to exchange between leader and member (Sias & Duncan, 2019). LMX possibly influence the perception of legitimacy or illegitimacy of assigned tasks and more LMX relationship inculcate positive task perception (Sias & Duncan, 2019).

5.2 Limitations and Future Directions

In this study, data were collected through self-reported questionnaire, which may raise question of biasness because of its common method variance(CMV). Spector (2006) argues thatCMV is probably exaggerated and for this reason, research design should be built mainly on tenacity and researcher's preferred implication. So, self-reported questionnaire is most suitable way to measure illegitimate tasks, because these tasks are based on individual perceptions and mainly unapproachable for an outside observer. Self-report is properly coordinatedassessing attitudes, emotions and physical perceptions such as exhaustion for a similar reason. Hence, considering the particular variables of study, self-report method was found to be the most satisfactory method employed in current study.

Secondly, few measures like job satisfaction was limited to only three items and depressed mood measure was only limited to four items, this might lessen the reliability of measurement. Different personalities may perceive illegitimate tasks in a different way so future studies should take personality types, emotional intelligence and legacy of leader as moderator to enhance its level of significance.Furthermore, the impact of illegitimate tasks on well-being of employees is routed in identity theory (Thoits, 1991), more consideration isneeded to other factors related to identity.

VI. Conclusion

This study supports Semmer's (2007) propositions of SOS framework.SOS model discusses that violation of self-image causes stress, feeling of disrespect and dissatisfaction, therefore Illegitimate tasks as a stressor threatens the individuals' role in an organization and resultantly challenges person's image which leads to reduce self-respect, thus the study solidifies the theory with empirical evidence. This study exposed as expected, that illegitimate tasks are positively linked with burnout and depressive mood whereas negatively linked with job satisfaction. Organizations may reduce burnout if they intervene with policies once came to know about employees' dissatisfaction. This study suggests not only fundamental process by which burnout and job satisfaction are linked with illegitimate tasks, but also provides theoretical implications for understanding the antecedents of job satisfaction and burnout. The study additionally offers practical implications for employers in terms of job design and task specificity.

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