

관리자의 기대불일치가 직무소진에 미치는 영향 : 과다몰입의 매개효과 검증

Impact of Unmet Expectations on Manager's Job Burnout: Examination of the mediating role of Overcommitment

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요약

본 연구는 기대보상불일치이론에 기초하여 기업 내 관리자 그룹을 대상으로 직무활동에서 경험하는 기대불일치와 직무소진, 과다몰입의 매개효과 검증, 과다몰입과 직무소진과의 관계에서 상대적 LMX의 조절효과 분석을 목적으로 하였다. 민간은행에 재직 중인 172명의 관리자를 대상으로 설문지를 수집 분석하였고 SPSS 24.0 프로그램을 활용한 실증분석이 이루어졌다. 요인분석을 통해 변수측정의 신뢰도와 타당성을 검증하였으며 다중회귀분석을 통해 영향관계를 분석하였다. 실증 분석 결과 기대불일치는 직무소진과 과다몰입에 정적인 영향을 미치는 것으로 확인되었으며 과다몰입은 기대불일치와 직무소진 간 매개효과 유의성을 검증할 수 있었으나 상대적 LMX의 조절효과 가설은 통계적으로 유의한 결과를 보여주지 않았다. 조직연구에서 역할의 중요성이 증대되는 관리자 그룹의 기대불일치현상이 과다몰입과 직무소진과의 인과 관계에 관한 실천적 함의와 직무설계 및 관리방안에 대한 시사점을 제시하였고 변수의 선행요인 정교화를 시도하였다는 점에서 학제적 의미를 찾을 수 있다.

■ 중심어 : | 기대불일치 | 과다몰입 | 직무소진 | 상대적LMX |

Abstract

This research was designed to verify the causal relationships between organization managers' unmet expectations and job burnout and the mediating effects of overcommitment based on the effort-rewards imbalance theory. It was also intended to evaluate the moderating effect of LMXSC on the relationship between overcommitment and job burnout. 172 branch managers working at commercial bank were selected as the target research group. This study was validated by The SPSS 24.0, the reliability was justified through the factor analysis, and the casual relationship was confirmed through the three-step regression. As a result, unmet expectations had a strong positive correlation with job burnout and overcommitment. Overcommitment had a strong positive correlation with the mediating effect between unmet expectations and job burnout. Moderating effects of LMXSC were not significant. This study showed the practical implication between unmet expectations, overcommitment, and job burnout. Additionally it exhibited the job design and management practice in manager groups where the importance of their role has been expanded. Lastly, we found the interdisciplinary implication from making an effort to elaborate the antecedent of variables.

■ keyword : | Unmet Expectations | Overcommitment | Job Burnout | LMXSC |

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I. INTRODUCTION

Published research shows that managers can drive of organizational strategy[1][2]. These managers tend to be expert problem solvers[3] who ensure that successfully managing the emotional stress of employee will result in a radical, organizational change[4][5]. This working situation could cause managers to frequently experience role conflicts because of the contradictory demands and expectations that they face from their heads and subordinates. Subordinates expect managers to help them be represented upwards in the organization while heads expect the management to communicate the goals of the organization downwards to the staff and that the managers responsibly accomplish their goals[6][7]. A number of studies have pointed to this process where managers are more likely to feel that they have a greater workload. They also feel that they are given more duties and targets without the necessary resources to fulfill the expectations[8]. They are indeed the filling of the organizational sandwich, the toothpaste in the tube squeezed between the upper and lower levels of strict organizational demands[9]. One of the theories provides strong support for the direct correlation between pressure experienced by managers and unmet expectations[10][11]. Within the organizational context of rapid and continual changes, mutual obligations and expectations between employees and employers are constantly reconsidered, creating a climate in which unmet expectations are likely to occur[12][13].

Numerous studies have found that offering realistic job previews or negotiation of a psychological contract are practices that may prevent newcomers from holding high expectations while increasing the met expectations[14][15]. Unmet expectations lead to various negative outcomes such as job burnout and

turnover intention. The relationship between unmet expectations and job burnout may be construed from the angle of expectancy theory, discrepancy theory as well as psychological contracts violations, which are based on the social exchange theory with reciprocity [16][17]. Based on these findings, unmet expectations have been a key psychological variable in the above mentioned theories[18]. It could be inferred that the concept of overcommitment could be contextually linked to affective organizational commitment with regard to the above studies. Also, symptoms of overcommitment in Korean workers including recognition of job market unrest and sense of the restructuring crisis were correlated with obsessive-compulsive workaholism and performance related human resources. Overcommitment has been used as an important factor in understanding the behaviors and attitudes of workers[19]. Despite development in attention given to overcommitment, there still appears to be considerable confusion and disagreement about what commitment is, where it is directed, how it develops, and how it affects behavior[20].

Under these environmental changes and institutionalizing unmet expectations, the commitment that employees have toward their organization and its constituents depends on their work attitude, potential to influence organizational effectiveness, and the employee's outcomes in the workplace. Commitment levels relate to numerous criteria, such as task and contextual performance, satisfaction, cognitive withdrawal, and turnover[20][21]. Organizational commitment is one of the most frequently examined forms of such psychological attachment. Especially, affective organizational commitment is an intense emotional attachment to an organization and is believed to be the result of a high-quality exchange between an organization and its employees[22].

II. THEORETICAL BACKGROUND

The organization and organization's members maintain various relationships in order to fulfill each other's goals, and advance forward through balance and conflict[23]. The organization expects its members to complete certain tasks to achieve their goals, and these members fulfill their expectations by doing the work that was assigned to them by the organization. The extent to which the organization and individual are in agreement can be determined by how balanced the expectations between these two entities are[14]. An individual determines how much effort they will invest based on their motivation. Here, motivational factors are determined based on their expectation of achieving a certain goal and the degree of attraction to the rewards[24]. Therefore, this study has deduced that unmet expectations are a decisive factor in determining an employee's attitude and actions, and believes that a follow-up study on Vroom's expectancy theory[25] and Siegrist's effort and reward imbalance model will serve as basis for discussion.

1. Unmet Expectations

Regarding an employee's experience with unmet expectations at work, Verinis, Brandsma, and Cofer[26] defined unmet expectations as the difference between an employee's chance of achieving expected positive results in the future and the level of achievement that they experience in reality. There are many studies that conceptualize this discrepancy that occurs when an individual's expectations are not recognized, denied, or not met in the organization. The discrepancy rests between what a person encounters on the job in terms of the person's positive and negative experiences as well as what the person expected to encounter[11][27]. It is important to note

that employees' expectations regarding future rewards for their performance in an organization are crucial to their work motivation.

The literary interpretation of unmet expectations can be explained through theories such as Expectancy theory[27][28], Discrepancy theory[29][30], Psychological Contract Breach and Equity Theory [18]. Many of the results reported in research on unmet expectations fit the exchange relationship framework to motivate workers to make it more equitable[31]. Critics of the psychological contracts literature contend that the sole mechanism underlying employees' responses to psychological contract violations is this sense of unmet expectations[17][32].

2. Overcommitment

Overcommitment, which is when an employee is too absorbed in his/her work, is considered one of the factors of workaholism. While this phenomenon is caused by situations created by the organization or socio-cultural circumstances, it is argued that primarily individuals' tendencies result in overcommitment[33][34]. Overcommitment has been introduced as an intrinsic component of the model of effort-reward imbalance (ERI) at work[35].

Overcommitment can also be defined as a set of attitudes, behaviors, and emotions reflecting excessive striving in combination with a strong desire for approval and esteem[36][37]. The ERI model has its roots in social exchange theories and in the notion of distributive justice[38]. This model is one of the widely used work stress models with a selective focus. Kinnunen, Feldt, and Makikangas[39] suggested that the ERI model seems to resemble theories based on the equity theory. It also emphasizes both the effort and the reward structure of work[40]. Also, Mudrack[41] and Liang and Chu[42] conceptualized the idea of how overcommitment

can lead to workaholism from a foundational perspective by explaining the personal tendencies such as perfectionism etc. Overcommitment was made considerable by the scale need for control, which contains two latent factors: vigor and immersion[43].

3. Job Burnout

Job Burnout is a concept used to explain the extent of mental, psychological fatigue[44] and ultimately means a state of physical, mental, and emotional depression from an excessive work burden[45]. Also, the construct conception of job burnout is diverse and still in progress[46][47]. Among the many diverse theories related to job burnout, the Job demand-control model, the most influential theory, provides a theoretical foundation for related research[48]. As its expanded version, the job demand-control support model, the Job-demand resources model are an integrated theory to explain job burnout[49]. The most widely utilized factors of organizing job burnout can be outlined as Emotional exhaustion, Depersonalization, Reduced personal accomplishment[12][50].

4. LMXSC

Vidyarthi et al[51] defined leader - member exchange social comparison(LMXSC) as the comparison between one's own LMX and that of coworkers. A central premise of the LMX theory is that different social exchange relationships within a work unit act as the motive behind employees' reciprocal behaviors[52]. Leader - member exchange (LMX) theory is based on the premise that leaders form different relationships with employees[53]. The level of LMX refers to the quality of the interpersonal exchange relationship between an employee and his-her supervisor. LMX theory has traditionally relied on the norm of reciprocity[54], social exchange

theory[55], role theory and attribution theory. Dienesch et al[56] deployed the discussion on process development of LMX by integrating the traditional theories mentioned above. Vidyarthi et al[51] extended a discussion on LMX by linking the traditional views with the social comparison theory[57].

III. Research Model and Hypothesis

1. Research Model

The purpose of this study is to clarify the casual relationship between unmet expectations and overcommitment, job burnout among managers in the finance industry, and to investigate the moderating effect of LMXSC in the relationship between the aforementioned variables. To construct this study, independent variables were chosen from the expectancy theory, which can be seen as the base theory. The mediator variable was chosen from the effort-reward imbalance model, which is connected to the expectancy theory, and the dependent variable was the perceived consequence of these two variables. Unmet expectations were adapted as the independent variable through the expectancy theory, discrepancy theory, psychological contract violation and equity theory. Overcommitment was adapted as the mediator variable of behavioral or attitudinal consequences. Job burnout was chosen as the dependent variables. Finally, this study completed the research model by selecting LMXSC as a moderator of the relationship between these variables.

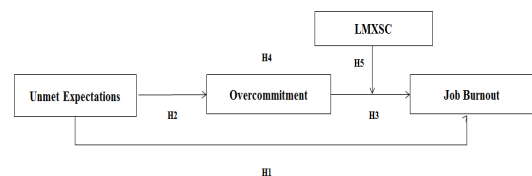


Figure 1. Conceptual model of research

2. Research Hypotheses

2.1 Job burnout as a result of Unmet expectations

Job burnout as result of Unmet expectations Previous researches on unmet expectations have provided strong support that the degree to which expectations of workers are met is associated with later work outcomes according to the effort-rewards imbalance theory[17][58]. As Houkes et al[59] examined, unmet expectations lead to decreased job satisfaction, reduced commitment, lower performance, and increased job-burnout[13][14]. The relationship between unmet expectations and job-burnout may be construed by examining psychological contracts violations, which are based on the social exchange theory with reciprocity[15][18][60]. Employees consciously or unconsciously decide how much they will invest in their social exchange relationships[18] by considering what they expect to reap from these relationships. If these relationships do not lead to the anticipated results, the exchange with the organization is inequitable as stated in the equity theory[61], possibly causing employees to seek a more equitable relationship by decreasing the amount that they invest in this exchange[62]. Accordingly, we expect a significant positive relationship between unmet expectations and job Burnout.

Hypothesis 1. Unmet expectations will be positively related to Job burnout.

Hypotheses 1-1. Effort will be positively related to job burnout and Reward will be negatively related to job burnout.

Hypotheses 1-2. Effort will be positively related to Exhaustion and Reward will be negatively related to Exhaustion.

Hypotheses 1-3. Effort will be positively related to Depersonalization and Reward will be negatively related to Depersonalization.

Hypotheses 1-4. Effort will be positively related to Feeling of inefficacy and Reward will be negatively related to Feeling of inefficacy.

2.2 Overcommitment as a result of Unmet expectations

Since the ERI model is based on the principle of social exchange such as reciprocity[37], the ERI model may be theoretically connected to the expectancy theory of motivation[63]. The relationship between the ERI model and Expectancy theory signifies the terms of the social exchange relationships that exists between individuals and their organizations. Theoretically, the effort-rewards imbalance model[34] states that when an individual feels that his/her expectations are unmet and the work rewards are inadequate, overcommitment can result[64]. Namely, when there is an imbalance between efforts and rewards, overcommitment can be seen as a personality trait especially in Type A individuals who are overly ambitious in seeking approval and esteem[64]. In this way, there are many studies suggesting that unmet expectations, which can be equated with effort reward imbalance, lead to overcommitment in agreement with person-organization fit theory[65]. These findings suggest a strong relationship between unmet expectations and overcommitment either directly or indirectly. As such, we further suggest that unmet expectations positively influence over-commitment.

Hypotheses 2. Unmet expectations are positively related to Overcommitment.

Hypotheses 2-1. Effort will be positively related to overcommitment, and Reward will be negatively related to Overcommitment.

2.3 Job burnout as a result of Overcommitment

Within the framework of the ERI model on the underlying reciprocity, the relationship between overcommitment and Job burnout can be discussed. One of the three assumptions in the ERI model is that overcommitted employees are at greater risk of suffering from reduced occupational well-being[66]. Overcommitment was linked to both job satisfaction [67] and emotional exhaustion, as well as depersonalization. High Overcommitment has been connected to higher work related stress[68][69] higher burnout, and its core dimension of emotional exhaustion[70]. Hasselhorn et al[71] applied the ERI model to the work related outcome including Job burnout. Kinnunen et al[39] has further shown that overcommitment strengthened the relationship between ERI imbalance and Job burnout among managers. Also, our results showed that a perceived effort-reward imbalance in a job setting is a significant predictor of job burnout among health care workers and that a strong positive relationship between the ERI model and job burnout can be found in several empirical study results as stated in job stress model[1][72]. According to researches above, we can postulate that over-commitment positively influences Job burnout.

Hypothesis 3. Overcommitment will be positively related to Job burnout.

Hypotheses 3-1. Overcommitment will be positively related to Exhaustion.

Hypotheses 3-2. Overcommitment will be positively related to Depersonalization.

Hypotheses 3-3. Overcommitment will be positively related to Feeling in Efficacy.

2.4 Mediating effects of Overcommitment

Because of the lack of attention to studies about the moderating effects of overcommitment in the relationship between unmet expectations and Job burnout, we are left to determine what the moderating effects of overcommitment are through the social exchange theory, which forms a theoretical basis for unmet expectations and overcommitment as well as relevant prior research. As Wanous et al[73] notes, literature on unmet expectations suggests that unmet expectations lead to decreased job satisfaction, lower performance, and Job burnout. According to the imbalance of the effort and reward model[66] which is based on overcommitment, we can figure out the direct relationship between unmet expectations and overcommitment. Among the numerous researchers, Van Vegchel et al[37] proposed the idea that ERI models could be applied to job-related outcomes such as work motivation and job satisfaction. Hasselhorn et al[71] and Kinnunen et al[39] also suggested that the ERI model was applied to work related outcomes such as job burnout. As mentioned above, we scrutinized the influence of unmet expectations on overcommitment and how this is an antecedent for Job burnout. The following hypothesis was based on the discussion and empirical studies of this previous research.

Hypothesis 4. Overcommitment will mediate the relationship between Unmet expectations and Job burnout.

2.5 Moderating effects of LMX Social Comparison

It has been suggested that positive exchange relations at work negatively predict job burnout of

employees and that leaders' behavior also predict individual job burnout[74]. LMX, which is based on transactional and emotional relationships[75], has also been shown to be positively associated with work attitudes[76]. In addition, LMX has been a good source of decreasing employees' job burnout[4][77]. Also, LMXSC that measures the LMX in terms of the social comparison theory can be understood in the same context. In other words, the social comparison theory can be ratiocinated by perceiving the quality of LMXSC as a determinant of attitude and behaviors such as job burnout. It has been suggested that LMXSC is positively correlated with organizational commitment[51][78]. Based on the logic above, it can be deduced that LMXSC plays a moderating role in the relationship between the mediator and the dependent variable. Therefore, it is possible to suggest the following hypotheses.

Hypotheses 5. LMX Social Comparison will moderate the relationship between overcommitment and job burnout.

IV. METHODOLOGY

1. Participants and Data collection

The population that fits the purpose of this study is the group of managers, including heads of branches who work in commercial banks. The reason that bank managers were selected as the research subjects is that they are part of a major corporation and employee policies can be kept consistent according to the bank's controls and regulations. Data for this study were collected by distributing a questionnaire from 1/15/2016 - 1/25/2016. The questionnaire package, which includes the questionnaire and return envelope, was personally distributed through internal

dispenser pouch. In order to test this study's Hypotheses, we expected the rate of valid answers to be 70% and set the sample size to be a total of 300 people. After handing out questionnaires to 300 heads of branches, we received 196 completed copies with a 65.3% collection rate. From the 196 collected questionnaires, responses that were false, duplicate, or had no value to the investigation were excluded. Data were also excluded if they were deemed to be outliers from the measured factors. In the end, 172 questionnaires were used, leading to a 57.3% valid data rate.

2. Measurement

A questionnaire was used as the primary investigation tool to achieve this study's purpose. The questionnaire was composed using demographic factors such as unmet expectations, overcommitment, job burnout, and LMX social comparison. In order to verify the investigation tool's validity for this study, three people with doctorate degrees in business administration and psychology (two are university professors, two have doctorate degrees and are working in corporations) were able to show whether or not the questionnaire was structured in a way that is appropriate for the study's purpose and whether or not the questions were related to the variables being measured.

2.1 Unmet Expectations

Unmet expectations was measured by the Tools that were developed based on numerous academic and experience-based study results from Siegrist et al[68] and reviewed and supplemented to fit the corporate setting were used as the instrument to measure unmet expectations. 15 questions were measured using the Likert scale and were related to unmet expectations, five of which pertained to effort and the

remaining 10 questions were about rewards, which are the subordinate concepts of unmet expectations.

2.2 Overcommitment

To devise an instrument that could measure overcommitment, Ki-do Eum's version[79], which adapted tools developed by Siegrist[36], was revised so that the measuring tool corresponds with the study purpose. The questions used words that suit banking terminology and were reviewed and revised so that they would be easy for respondents to understand. The questionnaires were composed of 6 questions included 1 reverse code.

2.3 Job Burnout

The measurement instrument for job burnout was used after revising and supplementing the instrument developed by MBI-GS, Schaufeli, Leiter, Maslach and Jackson[80] to fit the bank setting, and used 14 questions for analysis. The questions were composed of 16 items with three dimensions : emotional exhaustion indicating, a feeling of draining of emotional resources caused by too much cognitive strain; depersonalization, indicating a negative, cynical and extremely distant attitude towards others[81][82].

2.4 LMXSC

The instrument of measurement for LMXSC was based on six questions that were developed by Erdogan and Liden[76], and each question was measured on a five-point scale from one (not at all) to five (extremely true) points. Employees' perceptions of LMXSC were estimated with a six-item measure developed by Edrogan and Liden[76].

V. RESULTS

1. Overview

1.1 Data Analysis

The PASW Statistics 24.0 program, was used for the data collected from this study. First, reliability analysis was run to test the reliability of the research data. A frequency analysis was then conducted for respondents' demographic data analysis. A descriptive statistic was run on SPSS 24.0 for mean, standard deviation, skewness, and kurtosis of the collected data. And then a correlation analysis was conducted on SPSS 24.0 for the correlation of the measured variables. For all analyses, the statistical significance level was set to $p < 0.5$, which is common for most research in the social sciences.

1.2 Typical Properties of the Sample

While processing the questionnaire data, the missing values and outliers (central tendency, etc.) for valid response data were reviewed. Missing values were removed through the listwise method. After removing missing values, consistent central and extreme values were removed for responses with outlier values. 24 questionnaires out of 196 that were collected were removed, and a total of 172 questionnaires were used as the sample in the final analysis. A frequency analysis was performed to assess the sample's demographic properties. The demographic properties of respondents are shown in Table 1. In terms of gender distribution, there were 157 men (74.3%) and 13 women (25.7%). For total length of employment, there were six people who worked for less than 20 years (5.8%) and the rest worked more than 20 years (95.3%) For length of employment in the current position, 64 people responded one to five years (37.2%), 50 people responded six to 10 years (29.1%), and 58 people responded 10 years or more (33.7%). For position distribution, there were 40 managers (23.3%), and 132

general managers (76.7%). Lastly, the academic distribution showed that eight people were high school graduates (4.7%), 121 were college graduates (70.3%), and 43 were graduate school graduates (23.0%).

Table 1. Demographic Data: Participant Characteristics

Item	Division	Frequency	Ratio
Gender	Male	157	91.3
	Female	15	8.7
Tenure	Less 20 years	8	4.7
	Over 20 years	164	95.3
Years in present rank	1 to 5 years	64	37.2
	6 to 10 years	50	29.1
	Over 10 years	58	33.7
Job position	Manager	40	23.3
	General manager	132	76.7
Education	Junior College	8	4.7
	College	121	70.3
	Graduate	43	25.0

1.3 Exploratory Factor Analysis and Reliability Analysis

1.3.1 Exploratory Factor Analysis for Unmet Expectations

Cronbach α 's coefficient in the reliability analysis results regarding a total of two potential variables was at least 0.7 which shows an extremely high reliability. The main components of factor extraction were analyzed, and the Varimax method for rotation method was used to conduct an exploratory factor analysis. Five items with a factor load that was too low were removed, and a total of 10 items were adopted. If the factor loading is at least 0.4, it is a significant variable, and if it is at least 0.5, it can be seen as an important variable. The 10 variables had a factor load of at least 0.5, so they were considered important factors. Also, two factors had an explanatory power of 53%. The *KMO* value that measures the sample's appropriateness was 0.735, which is close to 1, and Bartlett's global verification statistics, which verifies whether or not the

correlation between variables is 0, was 509.130 ($df=45$, $p=0.000$), so it was significant under a significance level of 0.01. Thus, the correlation matrix can be interpreted as appropriate for a factor analysis. The exploratory factor analysis results regarding the unmet expectations of respondents are shown in [Table 2].

Table 2. Exploratory Factor Analysis for Unmet Expectations

Variable		Measured items	Factor 1	Factor 2		
Factor						
Unmet Expectations	Effort	UM1		0.834		
		UM2		0.665		
		UM3		0.639		
		UM5		0.776		
		UM6	0.685			
	Reward	UM8	0.622			
		UM9	0.514			
		UM13	0.813			
		UM14	0.817			
		UM15	0.754			
		Explanatory Dispersion (%)		30.345	21.822	
		Accumulated Dispersion (%)		30.345	52.257	
		Cronbach α 's Coefficient		0.776	0.709	
		KMO = 0.735, Bartlett ($\chi^2 = 509.130$, $df = 45$, $p=0.000$)				

1.3.2 Exploratory Factor Analysis for Job Burnout

After a reliability analysis regarding a total of three potential variables, Cronbach's α coefficient was more than 0.7, which showed that reliability was extremely high. The main components of factor extraction were analyzed, and the Varimax method was used for rotation method to conduct an exploratory factor analysis. Therefore, two variables with a factor load that was too low were removed, and a total of 14 variables was adopted. If the factor loading is at least 0.4, it is a significant variable, and if it is at least 0.5, it can be seen as an important variable. The 14 variables all had a factor load of at least 0.6, so they were interpreted as important factors. Also, three factors had an explanatory power of 65%. The *KMO* value that measures the sample's appropriateness was 0.847, which is close to 1, and Bartlett's global

verification statistics, which verifies whether or not the correlation between variables is 0, was 1113.568 ($df=91$, $p=0.000$), so it was significant under a significance level of 0.01. Thus, the correlation matrix can be interpreted as appropriate for a factor analysis. The exploratory factor analysis results regarding the job burnout of respondents are shown in [Table 3].

Table 3. Exploratory Factor Analysis for Job Burnout

Variable		Factor 1	Factor 2	Factor 3	
Factor	items				
Job Burnout	Exhaustion	BO1		0.739	
		BO2		0.828	
		BO3		0.672	
		BO4		0.651	
		BO5		0.769	
	Depersonalization	BO6		0.765	
		BO7		0.814	
		BO8		0.794	
		BO9		0.764	
	Feeling of inefficacy	BO12	0.755		
		BO13	0.816		
		BO14	0.607		
		BO15	0.815		
		BO16	0.840		
	Explanatory Dispersion		34.057	21.768	9.168
	Accumulated Dispersion		34.057	55.825	64.993
Cronbach α 's Coefficient		0.839	0.854	0.836	
KMO = 0.847, Bartlett ($\chi^2 = 1113.568$, $df = 91$, $p=0.000$)					

1.4 Confirmatory Factor Analysis (CFA)

According to the CFA analysis of the first measurement model, the goodness of fit indices showed that χ^2 (p) was 54.411 (0.003), which did not meet the acceptable level.

Table 4. Goodness of Fit Indices of the Measurement Model

Model	$\chi^2(p)$	χ^2/DF (Q value)	GFI	CFI	AGFI	RMSEA
Measure	54.41	1.876 (0.003)	0.94	0.93	0.88	0.07

Note. GFI = Goodness of Fit Index, CFI = Comparative Fit Index, AGFI = Adjusted GFI, RMSEA = Root Mean Square Error of Approximation.

However, the other goodness of fit indices showed that $\chi^2/df = 1.876$, i.e., was lower than 3; GFI = 0.941,

CFI = 0.931 and AGFI = 0.888, showing acceptable goodness of fit; while RMSEA = 0.072, i.e., close to 0.05; indicating that the goodness of fit of this measurement model was acceptable in [Table 4]. Moreover, the standardized regression coefficients were generally appropriate, and because the CR value was more than 0.7, and the AVE value was more than 0.5, convergent validity was considered optimal. Therefore, the AVE values were used to analyze the discriminant validity between the constructs in [Table 5].

Table 5. Discriminant Validity Analysis between Constructs

Var	UME	OVC	JOB	CR	AVE
UME	0.668			0.909	0.668
OVC	0.033	0.624		0.831	0.624
JOB	-0.404	0.128	0.563	0.865	0.563

1.5 Analysis of Reliability

The result of the analysis of reliability about total nine potential variables show an extremely high reliability because Cronbach α 's coefficient is higher than 0.7. Therefore these questionnaires in the study can be interpreted as appropriate for internal consistency coefficient in [Table 6].

Table 6. Analysis of Reliability

Variable	Questionnaire	Cronbach α	
UME	Effort	4	0.709
	Reward	6	0.776
Overcommitment	5	0.766	
JBO	Exhaustion	5	0.836
	Depersonalization	4	0.854
	Feeling of inefficacy	5	0.836
LMXSC	6	0.807	

1.6 Correlation Analysis Results for Potential Factors

The correlation between potential factors that were included in the study model shows in [Table 7]. The

correlations between potential variables are mostly statistically significant as follow.

Table 7. Correlation Analysis Results for Potential Factors

Var	M	SD	1	2	3	4	5	6
Teu	3.88	.39	1					
Edu	2.20	.51	.062	1				
UME	3.61	.45	.082	.000	1			
OVC	3.36	.56	.097	-.008	.238**	1		
JBO	3.26	.47	.045	.006	.256**	.291**	1	
LMXSC	3.08	.59	.000	.129	.293**	.119	.226**	1

Unmet expectations and LMXSC had the highest positive correlation ($r=0.293$), and job burnout at ($r=0.256$)and overcommitment followed at ($r=0.238$). In addition, $r=.291$ for job burnout and overcommitment, and $r=.226$ for LMXSC and job burnout. But the correlations between overcommitment and LMXSC was not found to be significant. When all variables were compared, the independent variables and parameters had a strong or medium correlation, as did independent variables with dependent variables and parameters with independent variables.

1.7 Control variable

This research demographically controlled for education, tenure. these two variable may reflect employees' level of human capital. Older employees and employees with high level education might have substantial human capital that could be invested in their work roles. A higher level of education provides employees with professional knowledge and skills that help to show constructive, change-oriented behavior and fulfill one's job tasks. In addition, organizational tenure and tenure with current leader also were controlled. Prior research suggests positive

relations between these two variables and job attitudes.

2. Main Analysis

2.1 Main effects

In order to test the Hypotheses, we performed a post-hoc verification on contextual effects through a simple regression analysis and a three-step regression analysis, verified the moderating effects using a hierarchical regression analysis, and performed a Sobel test as post-hoc test.

For Hypotheses 1, Unmet Expectations will be positively related to job burnout. According to the regression analysis results, the regression model for unmet expectations and job burnout was found to be significant in the F value verification ($F=3.978, p < .05$). $R^2 = 0.050$ implies a somewhat high explanatory power. Therefore, the regression coefficient for unmet expectations and job burnout was $0.254 (p < .05)$, which implies a positive influence in Table Therefore, Hypotheses 1 was adopted in [Table 8].

Table 8. The direct effect of UME on Job Burnout

	Job Burnout			
	B	SE	β	t
Constant	2.168	.457		
Tenure	.029	.091	.024	.315
Education	.004	.070	.004	.059
UME	.269	.079	.254**	3.401
$R^2 = 0.066, adj R^2 = 0.050, F = 3.978^* (p < .05)$				

For Hypotheses 1-1, effort will be positively related to job burnout and reward will be negatively related to job burnout. According to the regression analysis results, the regression model for effort or reward and job burnout was found to be significant with the F value verification ($F= 8.149, p < .01$). $R^2 = 0.163$ implies a somewhat high explanatory power. Therefore, the regression coefficient for effort and job

burnout was .401 ($p < .01$), which implies a positive influence, and the regression coefficient for reward and job burnout was $-.043$ ($p > .05$), which implies not significant. Therefore, Hypotheses 1-1 was partly adopted in [Table 9].

Table 9. The direct effect of effort and reward on Job Burnout

	Job Burnout			
	<i>B</i>	<i>SE</i>	β	<i>t</i>
Constant	2.063	.435		
Tenure	.029	.087	.024	.331
Education	.002	.066	.002	.027
Effort	.308	.054	.401**	5.567
Reward	-.033	0.53	-.043	-.612
$R^2 = 0.163, adj R^2 = 0.143, F = 8.149^{**}$ ($p < .01$)				

For Hypotheses 1-2, effort will be positively related to exhaustion and reward will be negatively related to exhaustion.

According to the regression analysis results, the regression model for effort or reward and exhaustion was found to be significant in the F value verification ($F=8.437$ $p < .01$). $R^2 = 0.168$ implies a somewhat high explanatory power. Therefore, the regression coefficient for effort and exhaustion was 0.400 ($p < .01$), which implies a positive influence. the regression coefficient for reward and exhaustion was $-.097$ ($p > .05$), which implies not significant. Therefore, Hypotheses 1-2 was partly adopted in [Table 10].

Table 10. The direct effect of effort and reward on Exhaustion

	Exhaustion			
	<i>B</i>	<i>SE</i>	β	<i>t</i>
Constant	1.782	.691		
Tenure	.028	.138	.015	.206
Education	-.046	.105	-.031	-.436
Effort	.489	.087	.400**	5.653
Reward	-.166	0.85	-.097	-.1.366
$R^2 = 0.168, adj R^2 = 0.148, F = 8.437^{**}$ ($p < .01$)				

For Hypotheses 1-3, effort will be positively related to depersonalization and reward will be negatively related to depersonalization. According to the regression analysis results, the regression model for effort or reward and depersonalization was found to be significant in the F value verification ($F=2.814$ $p < .05$). $R^2 = 0.063$ implies a somewhat low explanatory power. Therefore, the regression coefficient for effort and depersonalization was 0.208 ($p < .01$), which implies a positive influence. The regression coefficient for reward and depersonalization was $-.123$ ($p > .05$), which implies a negative influence. Therefore, Hypotheses 1-3 was partly adopted in [Table 11].

Table 11. The direct effect of effort and reward on Depersonalization

	Depersonalization			
	<i>B</i>	<i>SE</i>	β	<i>t</i>
Constant	2.625	.806		
Tenure	-.171	.161	-.080	-1.066
Education	.053	.122	.032	.430
Effort	.279	.101	.208**	2.769
Reward	-.163	0.99	-.123	-1.643
$R^2 = 0.063, adj R^2 = 0.041, F = 2.814^{**}$ ($p < .05$)				

For Hypotheses 1-4, effort will be positively related to feeling of inefficacy and reward will be negatively related to feeling of inefficacy. According to the regression analysis results, the regression model for effort or reward and feeling of inefficacy was found to be significant in the F value verification ($F=3.970$, $p < .01$). $R^2 = 0.087$ implies a somewhat low explanatory power. Therefore, the regression coefficient for effort and Feeling of inefficacy was 0.156 ($p < .05$), which implies a positive influence.

The regression coefficient for reward and Feeling of inefficacy was $.184$ ($p < .01$), which implies a positive influence. Therefore, Hypotheses 1-4 was partly adopted in [Table 12].

Table 12. The direct effect of effort and reward on Feeling of inefficacy

	Feeling of inefficacy			
	B	SE	β	t
Constant	1.782	.591		
Tenure	.229	.118	.144	1.942
Education	-.001	.090	-.001	-.016
Effort	.155	.074	.156*	2.102
Reward	.180	0.73	.184*	2.487

$R^2 = 0.087, adj R^2 = 0.065, F = 3.970^{**} (p < .01)$

For Hypotheses 2, Unmet Expectations positively related to overcommitment. According to the regression analysis results, the regression model for unmet expectations and overcommitment was found to be significant with the *F* value verification ($F=3.757, p < .05$). $R^2 = 0.063$ implies a somewhat high explanatory power. Therefore, the regression coefficient for unmet expectations and overcommitment was 0.232 ($p < .05$), which implies a positive influence. Therefore, Hypotheses 2 was adopted in [Table 13].

Table 13. The direct effect of UME on OVC

	Overcommitment			
	B	SE	β	t
Constant	1.901	.545		
Tenure	.114	.109	.079	1.046
Education	-.014	.083	-.013	-.169
UME	.291	.094	.232**	.002

$R^2 = 0.063, adj R^2 = 0.046, F = 3.757^* (p < .05)$

For Hypotheses 2-1, effort will be positively related overcommitment and reward will be negatively related to overcommitment. According to the regression analysis results, the regression model for effort or reward and overcommitment was found to be significant in the *F* value verification ($F=5.095, p < .01$). $R^2 = 0.109$ implies a somewhat high explanatory power. Therefore, the regression coefficient for effort and overcommitment was 0.315

($p < .01$), which implies a positive influence. The regression coefficient for reward and overcommitment was .010 ($p > .05$), which not implies a significant. Therefore, Hypotheses 2-1 was partly adopted in [Table 14].

Table 14. The direct effect of effort and reward on OVC

	Overcommitment			
	B	SE	β	t
Constant	1.185	.533		
Tenure	.114	.106	.079	1.069
Education	-.016	.081	-.014	-.096
Effort	.287	.067	.315**	4.303
Reward	.009	0.66	.010	.135

$R^2 = 0.109, adj R^2 = 0.087, F = 5.095^{**} (p < .01)$

For Hypotheses 3, overcommitment and job burnout had a positive relationship. According to the regression analysis results, the regression model for overcommitment and job burnout was found to be significant with the *F* value verification ($F=5.198, p < .01$). $R^2 = 0.085$ implies a somewhat low explanatory power. Therefore, the regression coefficient for overcommitment and job burnout was 0.289 ($p < .01$), which implies a positive influence. Therefore, Hypotheses 3 was adopted in [Table 15].

Table 15. The direct effect of OVC on Job Burnout

	Exhaustion			
	B	SE	β	t
Constant	1,515	.624		
Tenure	.042	.136	-.009	-.132
Education	.017	.104	-.023	-.334
OVC	.573	.094	.427**	6.098

$R^2 = 0.183, adj R^2 = 0.168, F = 12.518^{**} (p < .01)$

For Hypotheses 3-1, overcommitment will be positively related to exhaustion. According to the regression analysis results, the regression model for Overcommitment and exhaustion was found to be

significant in the F value verification ($F=12.518$, $p < .01$). $R^2 = 0.183$ implies a somewhat high explanatory power. Therefore, the regression coefficient for overcommitment and exhaustion was 0.427 ($p < .01$), which implies a positive influence. Therefore, Hypotheses 3-1 was adopted in [Table 16].

Table 16. The direct effect of OVC on Exhaustion

	Job Burnout			
	<i>B</i>	<i>SE</i>	β	<i>t</i>
Constant	2.350	.414		
Tenure	.020	.091	.016	.220
Education	.007	.069	.007	.095
OVC	.243	.092	.289**	3.902

$R^2 = 0.085$, $adj R^2 = 0.069$, $F = 5.198^{**}$ ($p < .01$)

For Hypotheses 3-2, overcommitment will be positively related to depersonalization. According to the regression analysis results, the regression model for Overcommitment and depersonalization was found to be not significant in the F value verification ($F=2.008$, $p < .01$). Therefore, Hypotheses 3-2 was not adopted in [Table 17].

Table 17. The direct effect of OVC on Depersonalization

	Depersonalization			
	<i>B</i>	<i>SE</i>	β	<i>t</i>
Constant	2.408	.745		
Tenure	-.196	.163	-.092	-1.203
Education	.059	.124	.036	.475
OVC	.248	.112	.168*	2.212

$R^2 = 0.035$, $adj R^2 = 0.017$, $F = 2.008$ ($p < .01$)

For Hypotheses 3-3, overcommitment will be positively related to feeling in efficacy. According to the regression analysis results, the regression model for Overcommitment and feeling in efficacy was not found to be significant in the F value verification ($F=1.967$, $p > .05$). Therefore, Hypotheses 3-3 was not adopted in [Table 18].

Table 18. The direct effect of OVC on Feeling in Efficacy

	Feeling of inefficacy			
	<i>B</i>	<i>SE</i>	β	<i>t</i>
Constant	3.128	.554		
Tenure	.274	.121	.173	2.263
Education	-.005	.092	-.004	-.051
OVC	-.091	.083	-.083	-1.093

$R^2 = 0.034$, $adj R^2 = 0.017$, $F = 1.967$ ($p > .05$)

2.2 Mediating effects, and moderating effects

Hypotheses 4 is about the mediating effects of overcommitment with regard to the influence of unmet expectations on job burnout. Through the above three-step hierarchical regression analysis, we found that overcommitment played a mediating effects in unmet expectations and job burnout from the results verifying Hypotheses 4. First, if we look at the stage 1 regression model, the F value is 3.757 and the p (.012) value is less than the significance level of .05, which shows significance. $R^2 = 0.063$ means that explanatory power is somewhat low, and $\beta = .232$ means that unmet expectations have a significant, positive relationship with overcommitment as mediator. Next, if we look at the stage 2 regression model, the F value is 3.978 and the p (.009) value is less than the significance level of .01, which shows significant results. $R^2 = 0.066$ means explanatory power is somewhat high, and $\beta = .254$ means that unmet expectations have a significant, positive relationship with job burnout.

Lastly, in the three-step regression model that simultaneously examined the influence of independent variables and parameters on dependent variables, the F value was 10.552 and the p (0.01) value was less than the significance level (0.1), thus revealing significant results. $R^2 = 0.122$ implies a somewhat high explanatory power. However, unmet expectations had a significant relationship with job burnout with $\beta = .198$ and p value of .009, and

overcommitment had a significant positive relationship with job burnout. Also, the standardized regression coefficient β value was .254 in step 2 and .198 in step 3, which is less than in step 2, thus overcommitment played a complete mediating effects between unmet expectations and job burnout.

Next, in order to perform post-hoc verification on whether indirect effects are significant through overcommitment, we performed an additional Sobel test. After testing $\beta = .291$, $SE = .196$ from step 1 and $\beta = .209$, $SE = .079$ from step 3, $Z = 2.01$, $p < .05$. Because the Z value was larger than 1.96, this meant that the indirect effect of overcommitment on the relationship of unmet expectations and job burnout was statistically significant. These results show that overcommitment plays a completely mediating effect in the relationship between unmet expectations and job burnout. Therefore, Hypotheses 4 was adopted in [Table 19].

Table 19. The mediating effect of OVC between UME and Job Burnout

	Step1			Step2			Step3		
	Over-commitment			Job burnout			Job burnout		
	<i>B</i>	β	<i>t</i>	<i>B</i>	β	<i>t</i>	<i>B</i>	β	<i>t</i>
	(<i>SE</i>)			(<i>SE</i>)			(<i>SE</i>)		
Ten	.114 (.109)	.079	1.04	.029 (.091)	.024	.315	.005 (.089)	.004	.061
Edu	-.01 (.803)	-.01	-1.16	.004 (.070)	.004	.059	.007 (.068)	.007	.103
UME	.291 (.094)	.232**	3.091	.269 (.079)	.254**	3.40	.209 (.079)	.198**	2.64
OVC	-	-	-	-	-	-	.205 (.063)	.243**	3.24
	$R^2 = 0.063$			$R^2 = 0.066$			$R^2 = 0.122$		
	$adj R^2 = 0.046$			$adj R^2 = 0.050$			$adj R^2 = 0.101$		
	$F = 3.757^*$			$F = 3.978^{**}$			$F = 10.552^{**}$		
	$(p < .05)$			$(p < .01)$			$(p < .01)$		

Hypotheses 5 is regarding whether LMXSC has a moderating effect between overcommitment and job burnout. We performed a hierarchical regression analysis in order to verify this study's Hypotheses. Also, In order to solve a possibility that multi-collinearity may occur, the mean centering

technique was used[83]. In order to test Hypotheses 5, we entered the interactive term of overcommitment and LMXSC to the influence that overcommitment has on job burnout and analyzed the moderating effect. We only entered overcommitment in step 1 and verified the effect, and found that there was a significant relationship as the F value was 5.198 and the p (.000) value was less than the significance level of .01. R^2 was 0.085, which implies a somewhat high explanatory power. In step 2, we entered overcommitment and LMXSC simultaneously and found statistically significant results with an F value of 7.160 and a p (.006) that was less than the significance level of .01. R^2 was 0.123, which implies a somewhat high explanatory power. In step 3, we entered the interactive term of overcommitment and LMXSC and found that results were not significant with an F value of 2.048 and a p (.929) that was larger than the significance level of .05. Therefore, Hypotheses 5 showed results that were not statistically significant in Table 20. LMXSC did not have a regulation effect between overcommitment and job burnout.

Table 20. The moderating effect of LMXSC between Overcommitment and Job Burnout

	Step1			Step2			Step3		
	<i>B</i>	β	<i>t</i>	<i>B</i>	β	<i>t</i>	<i>B</i>	β	<i>t</i>
	(<i>SE</i>)			(<i>SE</i>)			(<i>SE</i>)		
Ten	.020 (.091)	.016	.220	.025 (.089)	.020	.278	.024 (.089)	.020	.275
Edu	.007 (.069)	.007	.095	-.01 (.068)	-.01	-.25	-.01 (.068)	-.01	-.25
OVC	.243 (.062)	.289**	3.90	.223 (.062)	.265**	3.61	.231 (.062)	.275	3.74
LMXSC				.158 (.059)	.197**	2.67	.151 (.159)	.189	2.56
OVCx LMX SC	-	-	-	-	-	-	.136 (.095)	.104	1.43
	$R^2 = 0.085$			$R^2 = 0.123$			$R^2 = 0.133$		
	$adj R^2 = 0.069$			$adj R^2 = 0.102$			$adj R^2 = 0.107$		
	$F = 5.198^{**}$			$F = 7.160^{**}$			$F = 2.048$		

VI. DISCUSSION

1. General Summary

The phenomenon of unmet expectations that easily occurs in managers in this environment is expected to be an important factor that influences the organization's growth and the attitude of employees. This study design begins a discussion on what results the unmet expectations phenomenon brings, what the parameters are, and which factors have a regulating effect. Based on this background, the purpose of the study was to investigate how the unmet expectations experienced by managers in an organization influences job burnout and the causal relationships in this process. We looked at the overcommitment phenomenon, in which one is overly absorbed in work, and its intermediary role in the relationship of variables. Furthermore, we performed an empirical analysis on the regulating effect of LMWSC, which compares the quality of relationships with one's leaders compared to that of their coworkers.

In order to achieve the purpose of the study, we performed a theoretical literature study, and established a study model as well as five research hypotheses based on key preceding theories such as the expectancy theory, the effort and rewards model, and discrepancy theory. The final result of this study will have deep significance for scholars and will support the arguments of multiple scholars.

2. Conclusions and Implications

The study's results and implications are as follows. First, as expected, unmet expectations have a strong positive correlation with job burnout. This supports the argument that the unmet expectations experienced by employees are connected to work performance and ultimately lead to negative results such as intent to

change jobs and, low job satisfaction[13][14]. In other words, this study is presented in the same context as that of preceding studies, which state that employees who experience unmet expectations will display negative emotions. Furthermore, this study suggests that establishing a proper reward system for invested efforts may be more effective in preventing and reducing job burnout in the corporate environment, which emphasizes competition and achievement. Second, as expected unmet expectations have a strong positive correlation with overcommitment. The results of this present study support other studies, which claim that if an employee, who shows personal tendencies such as the desire to achieve recognition, self-esteem, experiences an imbalance in effort and rewards, as explained in the effort-rewards imbalance model, this employee will become positively absorbed in work as opposed to showing a negative attitude[34][84].

This research indicates that the consequences of unmet expectations are displayed in various work attitudes such as overcommitment and job burnout, which can be attributed to personal disposition. These results address the rooted relationship between unmet expectations and other variables such as obsessive, compulsive commitment of managers as a result of a performance-based management system, which is being widely spread in organization. The results also imply that organizations need strategies to elicit positive results from manager's overcommitment that will significantly impact the organization. Third, as expected overcommitment has a strong positive influence on the mediating effect between unmet expectations and job burnout. This study's results, which found that overcommitment has a strong positive correlation with job burnout, support the argument that high overcommitment has been linked, for example, to higher work-related stress[68].

These results indicate that overcommitment interestingly does not have an intermediary effect on the relationship between unmet expectations and job burnout. This suggested significant results that are linked to negative results of existing studies, but we can deduce the reason from the characteristics of the sample population. Bank managers are objectively evaluated for their work performance through an internal performance, and their effort and results can be objectively seen through internal performance index. This index is objective and fair, but it does not deviate from the designated range of results. Thus, the intermediary effect of overcommitment could have been offset. Because the job characteristics of bank managers required lots of time and knowledge, they have much more influence and leadership than normal workers, and we believe this intermediary effect may have been excluded. Also, The reason for such findings is that the culture of banks is very hierarchical, formalized, and bureaucratic. Fourth, the Hypotheses that LMXSC will regulate overcommitment and job burnout was not significant, and we determined that there was LMXSC did not have a moderating effect. This means that LMXSC occurs at higher levels of social comparison by escaping the scope of mutual exchanges between people, and the personnel appraisal system in the organization does not have an influence on individual LMXSC. This study analyzed LMXSC from the administrative perspective, which occurs between a manager and his/her superior, and the fact that the LMXSC with top executives was omitted may have had an influence. Some of these results can be confirmed through the internal performance index for managers. Even if managers believe that their relationship with their superior is not good or believes that they are not being supported and acknowledged by the organization, then they will try their best in

their roles to meet the evaluation. On the contrary, even if they believe they have a good relationship with their superiors and are being supported by their organization, managers will think that they are not accountable for their results or performance if they are fully committed to their roles.

In this way, the reason that the study's results are different from the Hypotheses may be the unique evaluation system for this commercial bank and its personnel management policies. The fact that the personnel management system entails immediate superiors to evaluate managers may have influenced the results. A more detailed LMXSC study on managers performed from a more systematic perspective of the organization's actions instead of the terms of personal relation may assist human resource personnel and expand the range of LMXSC research.

3. Limitations and Future Research

This study has its several limitations. First, a cross-sectional study was performed on how social supports and mutual relationships influence the innovative actions of employees. Thus it is difficult to clearly reveal the causal relations: therefore a longitudinal study is recommended for the future. Second, we performed a multiple analysis on groups of 172 managers in a commercial bank for related variables, We could not collect more data from more corporate workers due to difficulties in the data collection process. Thus these results may be generalized or skewed to one side. First off, this study finding cannot be generalized to other banks since only the managerial group of a single bank was surveyed. There is a need to expand the study's subjects to other banks in the industry.

This study suggests the following for future research endeavors. First, there must be a comparison study on the preceding factors of unmet expectations

and overcommitment. Because unmet expectations have a negative effect on the organization's productivity, management is extremely important. Thus, there must be research on the preceding factors that bring about unmet expectations and overcommitment. Second, in order to secure the parsimony of this study we included a limited number of variables that are related to the job characteristics of a bank manager from the effort-reward imbalance model. However, more factors should be included to increase the study's significance. Third, if studies on job burnout are expanded to other industries, job comparison studies will be possible. Therefore, this research can be made more universal to help improve the overall work quality of the industrial society. Fourth, an individual's actions that depend on overcommitment and the impact of those actions on the organization can lead to various outcomes. Future studies may look at various results of overcommitment that this study did not consider.

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