

DOUBLE EDGE SWORD: THE IMPACT OF FEELING TRUSTED ON ORGANIZATION CITIZENSHIP BEHAVIOR VIA EMOTIONAL EXHAUSTION

**Muhammad Faisal Malik, Dr. Muhammad Asif Khan, Fahad Rehman
SZABIST, ISLAMABAD**

Abstract

The Present study is conducted with the aim to test the theory of conservation of resources with different aspect as majority of the previous studies took trust as a positive single construct whereas we are capturing the negative outcomes of feeling trusted. Therefore the present study attempts to explore the negative outcomes of feeling trusted. The data is collected from 550 individual employees of Pakistan. The results are obtained by using MPlus which indicate that feeling trusted is having significant relationship with OCB and emotional exhaustion mediates the relationship of feeling trusted and OCB, whereas job autonomy as moderator did not contribute a significant role in the relationship of feeling trusted and emotional exhaustion.

Keywords- Feeling Trusted, OCB, Job Autonomy, Emotional Exhaustion

Introduction

Organization citizenship behavior (OCB) can be defined as the tendency of employee's voluntary commitment within the organization that is not a part of his/ her defined job. It can promote the effectiveness, efficiency and productivity of the organization (Mohnen & Hall, 2013). Organizations, today, are trying to encourage its employees to exhibit OCB to obtain its positive outcomes (Bolino & Turnely, 2003). There are numerous empirical studies which have focused on identifying the predictors of organization citizenship behaviors; however, in those studies the researchers have emphasized on promoting the OCB in the employees. There is also a possibility that organizations have the element of organization citizenship behavior in their manuals (Paille, 2009). In the recent era, organizations are facing an issue of organization citizenship behavior amongst its employees, especially in the government sector organizations where employees just perform the routine tasks and do not exhibit the OCB. In addition, they do not involve themselves into knowledge sharing activity; rather they get involve in counterproductive work behavior. Therefore, it is imperative for organizations to analyze the behavior of individual employees, and encourage them to share their knowledge with colleagues and adopt friendly behavior with their colleagues at work place (Podsakoff et al., 2009). Moreover, organizations need to work on the behavior of individuals because the OCB is more related to voluntary adoption of friendly behavior and is not a formal job responsibility of the employees.

Majority of the previous studies like Aryee, Budhwar, and Chen, (2002); Chen and Barnes, (2007); Dirks and Ferrin, (2002); Dumitru and Schoop (2016); Heffernan, O'Neill, Travaglione, and Droulers, (2008); Mayer and Gavin, (2005); Podsakoff, MacKenzie, Paine, and Bachrach, (2000); Schaubroeck et al., (2013) studied trust as a single construct however the other aspect "Feeling Trusted" has been ignored in previous studies as supported by Baer et al., (2015). We have considered both the negative and positive outcomes of feeling trusted and only five studies (e.g. Dumitru & Schoop, (2016); Heffernan, O'Neill, Travaglione, & Droulers, (2008); Malhotra, (2004); Pillutla, Malhotra & Murnighan, (2003) have been found in database which contain the connotation "feeling trusted", "being trusted", "trusted parties," and "trusted other". Moreover, these studies have checked feeling trusted relationship with only positive cognitive or behavioral outcomes with social exchange lens or considering it as normative norm. Outcomes of being trusted may vary too, depending on the trustee party's perception and other reasons explained by Lam and Lau, (2008). Despite of positive outcomes of feeling trusted, researchers like, Baer et al., (2015); Lawler, (1992); Mayer et al., (1995) found that overdosed trust could be perceived as a burden by the employees. However, negative possible aftermaths of this underpinning side of trust has not been rigorously studied (Baer et al., 2015; Lau and Lam, 2008; Konovsky and Pugh, 1994). This becomes the justification of conducting the present study. Moreover we have included job autonomy as a potential moderator which can decrease the feeling of emotional exhaustion due to overdose of trust in our framework. The present study will discuss and address the problem of semi government organizations of Pakistan where turnover rate is low as compared to private sector organizations, but employees show less citizenship behavior because they feel secure in the organization even if they perform only routine tasks and exhibit low performance.

This study will try to investigate the influence of feeling trusted on employee related outcomes such as organization citizenship behavior with inclusion of mediating role of emotional exhaustion. Today's competitive business environment, where every organization not only strives to have an edge over its competitors, but sustainability of superiority over the competitors is an immense challenge for the organizations. Businesses now, unlike traditional industrial era, are not assumed to produce goods or

services, but to produce good people. These people (employees) learn from their prevailing work environments and the business culture (Bitmiş & Ergeneli, (2013); Walumbwa, Luthans, Avey, and Oke, (2011) and for practitioners and scholars it has been known that business performance sustainability requires sacrifices and dedication from top to lower staff, and they are required to perform beyond their call of duty or above than their regular job descriptions.

The supporting theory for the current study is "Conservation of resources theory" presented by Hobfoll, (2001). The theory is basically focusing on the antecedents and outcome of stress. The model of present study has its roots in the conservation of resource theory as it is observed that feeling trust can generate the feelings of emotional exhaustion because trust of supervisor is a sensitive phenomenon which gets fulfilled through continuous work that can lead to stressful work experience. The said theory is applied in the current model because of the three mechanisms fostering the theory of conservation of resources. These mechanisms are (1) resource gain, (2) resource losses and (3) resource threat mechanism. The current research is focusing on the mechanism which can predict our variable feeling trusted and which is more related to personal characteristics and the energies that include resources. The purpose of taking emotional exhaustion as mediator is that resource losses which are one of the components of the conservation of resources theory hinder because of risk taking attitude due to perceived work load. Such hindrance can create the emotional exhaustion feelings. Basically the conservation of resource theory is all about focusing on the resources. Prior researches regarding conservation of resource theory operationalized the resource gain, resource losses and support (Parker, Johnson, Collins, & Nguyen, 2013), support of supervisor, negative or positive events at workplace, psychological resilience (Shin, Taylor, & Seo, 2012) and employee outcomes i.e. job satisfaction, employee performance (Chen, Ployhart, Thomas, Anderson, & Bliese, 2011). We have the intention to identify emotional exhaustion as mediator which is related to resource identification as directed by Hobfoll (2001) and related to the objectives of our study.

Feeling Trusted and OCB

In traditional literature, trust and being trusted or feeling trusted are often considered as one but due to inconsistent outcomes and more rigorous studies, now these are being treated as two different prospects of trusting relationships, Lau and Lam, (2008); Serva, Fuller and Mayer, (2005). Lau, Liu, & Fu, (2007) concluded that both the parties involved in trusting relationship may have different views and may engaged in different behaviors. The core construct of our study feeling trusted has been defined by Lau et al, (2007) as "the trusted other's own perception of whether he or she is trusted by others." According to Lau and colleagues feeling trusted can be materialized and truly expected when supervisor treats subordinates equitably, empowers them, supports them and shares important information with them. However, Researchers explained that these inducements are directly proportionate with latter party's competence with respect of objective, reliability concerning to competency and assurance, openness to be trusted, and their overall concern to the objective." Collectively, all the above mentioned favorable treatments provided by the supervisor, on the behalf of organization, to achieve organizational objectives, create a sense of vulnerability which may result in a risk taking behavior among the employees on the behalf of the other party (supervisor) in view of Baer et al., (2015).

In previous literature, this area has been explored with respect to social-exchange mechanism (Konovsky & Pugh, 1994), cognitive mechanism (Mayer & Gavin, 2005), and with self-evaluative perspective (Lau, Lam, & Wen, 2014; Shrauger & Schoeneman, 1999). Malhotra, (2004) emphasized that these above mentioned supervisor's

inducements create a sense of reciprocity among the other party (under command), which leads them to exert extra effort to adopt the performance behavior which are beyond the expectations of their supervisor or above their job descriptions. These feelings of being trusted by supervisors enable the employees to perform extra role behaviors in the organization (Salamon & Robinson, 2008). This phenomenon give positive outcomes for organization like increased job performance of employees (Brower et al., 2009) as well as the feelings of employees of being trusted is also beneficial for the supervisors. If the supervisor of an organization is having highly motivated teams with feelings of trust than the supervisor can get better results (Lau et al., 2007). Based on the above mentioned studies, nascent literature and arguments trust can be defined as the good thing for both organization and for supervisors (Salamon & Robinson, 2008; B rower et al., 2009). Moreover, literature suggested that feeling trusted, trust or being trusted areas has been explored with respect to different mechanism e.g. social-exchange mechanism (Konovsky & Pugh, 1994), cognitive mechanism (Mayer & Gavin, 2005) and with self-evaluative perspective (Lau, Lam, & Wen, 2014; Shrauger & Schoeneman, 1999). These mechanism emphasis that these above mentioned supervisor's trust inducements create a sense of reciprocity among the other party (under commands), which leads them to exert extra effort to adopt the performance behavior which are beyond the expectations of their supervisor or above their job descriptions (Malhotra, 2004).

Organ (1988, p. 4) defined these extra-role behaviors (ERBs) as "Individual's behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization. By discretionary, it mean that the behavior is not an enforceable requirement of the role or the job description, that is, the clearly specifiable terms of the person's employment contract with the organization; the behavior is rather a matter of personal choice, such that its omission is not generally understood as punishable". As these ERBs are a matter of someone's internal motivation and willingness, all above mentioned inducements collectively, are a source of empowerment in one way or other, which may result in internal motivation to perform beyond the call of duty (Seibert, Silver and Randolph, 2004). On the basis of exchange relationship and above mentioned logic we formulate the first hypothesis as:

H1: Feeling Trusted is positively related with Employees Organizational Citizenship Behavior.

Mediating Role of Emotional Exhaustion

Immediate positive outcomes of feeling trusted are well studied in the previous literature i.e. work performance and intentions to quit (Brower et al., 2009); job satisfaction (Lester & Brower, 2003). However, Schaufeli, and Bakker, (2004) raised a very relevant question that for how long these positive outcomes could be expected specially when someone is being expected to perform some extra role?. Schaufeli and colleagues(2004) also claimed that when the demands and expectations are too high there are two options to meet them, one is provision of extra psychological or physiological resources so called strain coping mechanism, and the other is passive coping mechanism like reduction in in-role or extra-role performance (Hockey, 1997).

Misunderstandings about the consequences of feeling trusted and its mechanism have been observed by Priem and Nystrom, (2014). Similarly, Brower et al., (2009) claims that "we believe that being trusted operates on performance through different mechanisms than does trust." Same research directions have been recently offered by De Jong, Kroon, and Schilke, (2016). In addition to this the trusted employees are considered more competent and reliable, hence control and monitoring also become their

own responsibility, which further added some additional obligations (Lau, Lam, & Wen, 2014) which may stimulate negatively (like stress) at some stage.

According to JD-R Model (Demerouti, et al., 2001) the situation when there are high demands and less availability of job resources or threat of resources loss, the stress level will increase, which may elicit negative responses (Wright & Hobfoll, 2004), like employees anxiety, depression, or emotional exhaustion: one of the most consistent and centered dimension of job burnout, Halbesleben, and Bowler (2007) other dimensions are depersonalization (lack of connectedness) and diminished personal accomplishment (a negative self evaluation). Emotional Exhaustion has been described as a physical and emotional depletion or strain due to work stressors. Demerouti, et al., (2001), suggested that “Emotional exhaustion closely resembles traditional stress reactions that are studied in occupational stress research, such as fatigue, job-related depression, psychosomatic complaints, and anxiety.” Previously, emotional exhaustion has been studied with variety of theoretical models. Organizational Managers are more concerned about it because of its long-term negative consequences on employees’ attitude and behaviors like decreased job satisfaction, lower organizational commitment, and decreased productivity and performance (Boswell, Olson-Buchanan, and LePine, 2004; Mulki, Jaramillo, and Locander, 2006). Previously emotional exhaustion has been studied and found negatively related to Organizational Commitment, $\beta=-0.35$, $R^2=.20$; Job Performance, $\beta=-.07$, $R^2=.03$; OCB $\beta=-0.08$, $R^2=.03$, and positively to Turnover Intentions ($\beta=0.67$, $R^2=.32$); Cropanzano, Rupp, and Byrne,(2003); Maslach, Jackson, and Leiter (1986) argued that high demands with absence of specific resources (social and supervisor support) predicts emotional exhaustion which in turn reduces employee’s in-role and extra-role performance or sometimes employee can look for counter productive work behavior or diminished his extra-roles. Based on above argument we formulate the second hypothesis of our study as:

H2. Emotional Exhaustion mediates between Feeling Trusted and Organizational Citizenship Behavior.

Moderating Role of Job autonomy

Previous available studies also suggested that job autonomy as a potential variable which can play an influential role between different relationships. It can either strengthen or weaker the relationship. Parker, Williams, and Turner, (2006) suggested in their research that the confidence which is generating through autonomous practices lead the individuals to meet the expectations level of their higher authorities by focusing as proactive and integrative in a way to complete the task (Parker, 1998).

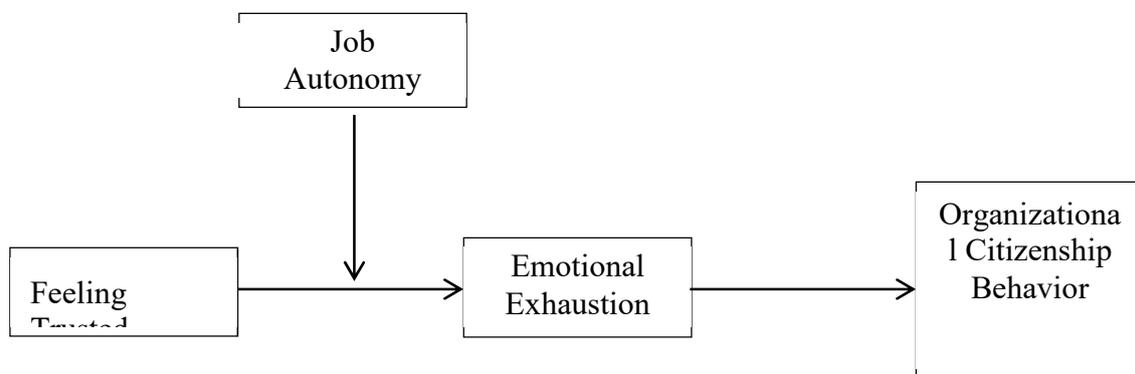
Thompson and Prottas (2006) explained that the job autonomy is a degree of liberation provided by the organization or supervisors to the employee during the process of assigning a job or task. Basically the concept of autonomy is that the liberty employer provided to employee for completing the assigned task by adopting their own procedures. When employees at workplace having major say during the process of scheduling their work, assigning resources and even in defining process of completion of tasks, then they have the autonomy at work (Hackman & Oldham, 1975). Baard et al., (2004) defined job autonomy as the state of individual employees where he/ she perceived freedom of choice relating to completion of project, task with limited involvement of others. Due to job autonomy employees can try to complete the task, try to meet the expectations level of their supervisors, so they come up with positive attitude at workplace.

The autonomy is having the capacity to play an influential role in different relationships. Moreover, the confidence which is generated through autonomous (Parker, Williams, & Turner, 2006) practices leads the individuals to meet the expectations level of their

higher authorities by becoming proactive to complete the task (Parker, 1998). Autonomy in completion of tasks is one of the important factors among all other factors. So it is important for the competent authorities of the organization that if they are expecting extra role performance to give freedom to employee for completion of their task. When employee is having the feeling of trust and enough job autonomy to perform an assigned task, feelings of burnout can decrease. This argument is the rationale for taking job autonomy as a moderator in the relation between feeling trusted and emotional exhaustion.

H3: Job autonomy moderates the relationship between feeling trusted and Emotional Exhaustion such that it weakens the relationship.

Theoretical Framework



Methodology

Research Design

The present study is correlational in nature, since it is trying to examine the relation between independent and dependent variable, where independent variable is feeling trusted and the dependent variable is organization citizenship behavior.

For assessing feeling trusted, emotional exhaustion, job autonomy and organization citizenship behavior different scales has been used. Structured questionnaire was used to collect the responses. Individual employees rated the feeling trusted, emotional exhaustion, job autonomy and organization citizenship behavior. All the items related to variables were responded on 5-points Likert Scale. Where 1 (strongly disagree) to 5 (strongly agree), unless otherwise stated.

Research Settings:

For empirical testing the model we collected the data from exploration and production (E & P) sector related organizations of Pakistan. It serves as an appropriate research setting for testing our hypotheses for several reasons. First, E & P sector is the most important sector for the country which is having significant contribution in the economy. Secondly, the selected organization is having its operations in almost all over the Pakistan, so it is having more diverse workforce where feeling trusted, autonomy, emotional exhaustion and organization citizenship behavior can give more accurate results. Thirdly, we collected data from Human Resource Officers and Finance Officers who are maintain the record of almost more than 10,000 employees, so they can report actual feelings of emotional exhaustion and other related variable.

Out sample comprised on 95% percent males and 5% females, the reason behind such figure is that most of the Exploration and Production (E&P) related organizations are

having their operations in fields, so females cannot be placed at fields due to cultural constraints. Due to cultural orientation of Pakistan, females discourage to perform such kind of jobs. We also conducted the demographic analysis with respect to age which revealed that 65% reported their age from 28-35 years, 15% from 36-40 years, 15% from 41-45 and 5% reported from 46 and above years of age respectively. Among these individuals 75% are having 10-15 years of experience, 25% are serving with 16 to 25 years of experience.

Measurement

The scale adopted from Lau, Liu, & Fu (2007) was used for assessment of feeling trusted. The sample items taken from the scale are “My supervisor empowers me with great decision-making power”, “My supervisor consults with me confidential information within my organization” and “My supervisor informs me of his/her personal developmental plans”. All the items were rated on five point Likert scale as mentioned above.

The mediating variable emotional exhaustion was assessed by using the Maslachi, Jackson, & Leiter, (1996) scale. The said scale consisted of 09 items.

The moderating variable job autonomy’s scale was adopted from Breugh. J (1985). This scale consists on 4 items and the sample questions are “I am able to choose the way to go about my job”, “I am able to modify what my job objectives are”, “My job is such that I cannot decide when to do particular work activities” and “I have no Control over the sequencing or my work activities”.

For assessing the dependent variable 09 items scale was adopted from the Lee & Allen (2002). The sample items of this scale are “I show genuine concern and courtesy toward coworkers, on workplace as well as their personal issues” and “I adjust my work schedule in way to create time to facilitate and share the work load of my colleagues”. Since the context of study are the Exploration and Production related semi government related organization of Pakistan. So the population of current study is the individual employees working in the said sector. We intended to collect the data from human resource department, administration department and recruitment department where individual employees rated their organization citizenship behavior, feeling trusted, job autonomy and emotional exhaustion.

In order to test the research model the structural equation modeling (SEM) is used, whereas all the assumption of normality, multicollinearity, reliability, convergent and discriminant validity are also assessed in order to validate the collected data and scale of the questionnaire. Similarly, exploratory factor analyses is also conducted in order to validate the adapted questionnaire, for this purpose we used SPSS 20.0, and for confirmatory factor analysis Mplus 7.0 was used. Similarly, Mplus was also used in order to empirically validate the research results.

Results and Findings

In order to assess the structural model the two step approach is used proposed by Anderson and Gerbing (1988), whereas the reliability and convergent validity is assessed through measurement model and relationship between the constructs is measured by using structural model. But before assessing the measurement model the collected data is screened in order to get credible results (Gaskin, 2014), for this purpose normality and Multicollinearity is assessed and 50 observations are deleted using multivariate normality test (DeCarlo, 1997). A total of 550 useful observations are left and then again Skewness and Kurtosis are used in order check the normality and it is

found that all the constructs are in acceptable range of Skewness and Kurtosis between -2 and +2 as recommended by Gaskin (2014).

Similarly using variance inflation factor (VIF) and tolerance the multicollinearity between the independent constructs is also assessed, according to O'brien (2007) that VIF value must be less than 3 which indicates that no multicollinearity problem exists between the predictors, all the VIF values are also found less than 3 against each corresponding independent construct which indicated that no multicollinearity problem exists in the variables under study.

Measurement Model

Numerous tests are conducted in order to investigate the convergent and discriminant validity. As shown in table 1 that all items of the constructs have loadings exceeding 0.5 and loaded under concerned factor. Table 1 also shows that the Cronbach's Alpha of all the constructs are in range between 0.70 and 0.90 exceeding minimum recommended cut off value 0.70 that confirms the convergent validity. Similarly all average variance extracted (AVE) values exceed 0.50, and composite reliability exceed 0.70 providing additional support of the convergent validity. Whereas the square root of AVE is also found greater than the correlation coefficients between the constructs lending support of discriminant validity.

Overall model fit appears quite good, the χ^2 test value is 683.131 ($p < 0.05$) which indicated the good fit. Whereas the root mean square error of approximation (RMSEA) is 0.047 which is acceptable and less than recommended cut off value of 0.05 (Albright, 2006). Whereas, standardized root mean square residual (SRMR) is 0.046 which is less than recommended cut off value 0.05. Similarly, confirmatory fit indices (CFI) and Tucker – Lewis fit index (TFI) are 0.910 and 0.90 respectively that is greater than recommended cut off value 0.90, which indicates the good model fit to data.

Table 1

Factor loadings, reliability, and convergent validity of measurement model (N=550)

Constructs & Items	ρ	Λ	\square	CR	AVE
Emotional Exhaustion					
EE1	.772	0.722	0.900	0.897	0.492
EE2	.810	0.754			
EE3	.752	0.681			
EE4	.678	0.619			
EE5	.720	0.706			
EE6	.755	0.698			
EE7	.817	0.756			
EE8	.681	0.748			
EE9	.588	0.684			
Feeling Trusted					
FT1	.773	0.732	0.836	0.840	0.568
FT2	.843	0.797			
FT3	.895	0.793			
FT4	.686	0.689			
Job Autonomy					
JA1	.731	0.744	0.809	0.811	0.518
JA2	.809	0.756			
JA3	.798	0.715			
JA4	.668	0.662			
Organizational Citizenship					

Behaviour

OCB1	.575	0.76	0.786	0.772	0.501
OCB2	.659	0.752			
OCB3	.828	0.653			
OCB4	.771	0.599			

KMO = .927; Chi - square (df=210) = 5657.596, P = 0.000

Measurement model fit statistics:**a. Absolute fit indices**

$\chi^2 = 683.131$, df = 183, P = 0.000, RMSEA = 0.07, SRMR=0.046

b. Incremental fit indices

CFI = 0.910, TLI = 0.90.

Note. ρ = Factor loadings at 0.40 using EFA; λ = standardized factors loadings using CFA; α = Cronbach Alpha; CR = Composite Reliability; AVE = average variance extracted.

Table 2**Discriminant validity of constructs and multicollinearity (N=550)**

Variables	VIF	Tolerance	MSV	MaxR(H)	1	2	3	4
JA	0.707	1.414	0.394	0.815	0.720			
EE	1.692	0.591	0.462	0.930	0.590	0.702		
FT	1.550	0.645	0.473	0.949	0.527	0.652	0.754	
OCB			0.473	0.958	0.628	0.680	0.688	0.707

Note. In the correlation matrix the bolded diagonal elements are squared root of AVE.

* $P < 0.05$.

** $p < 0.01$

Structural Model

Bayesian structural equation modeling in Mplus 7.0 is used in order to test the hypotheses. As shown in table 3 that 38% of variation is explained by the feeling trusted– strength in organization citizenship behavior, and feeling trusted is positively related with organizations citizenship behavior ($\beta = 0.388$, $p < 0.05$). The results clearly showing that direct impact of feeling trusted on OCB is supported and mediation related results reveal that emotional exhaustion is partially mediating the relationship of feeling trusted and OCB. Whereas, the results of moderation (job autonomy) are not supported by the data, so the stated hypothesis is rejected.

Table 3**Results of hypotheses (N=550)**

Independent Variables	Model 1	Model 2	Results
	EE (MV)	OCB (DV)	
Hypothesized direct & mediating effects path			
H1. FT	0.388* (0.129)	0.343* (0.051)	Supported
H2. FT X EE	-	0.375* (0.044)	Supported-Partial Mediation
R-square		0.380	
Hypothesized moderating effect paths			
H3. JA	0.252 (0.132)	-	Not Supported
H4. JA X FT	0.015 (0.036)		Not Supported

R-square

0.409

* $p < 0.05$, ** $p < 0.01$ (FT= Feeling Trusted, EE= Emotional Exhaustion, JA= Job Autonomy and OCB= Organization Citizenship behavior)

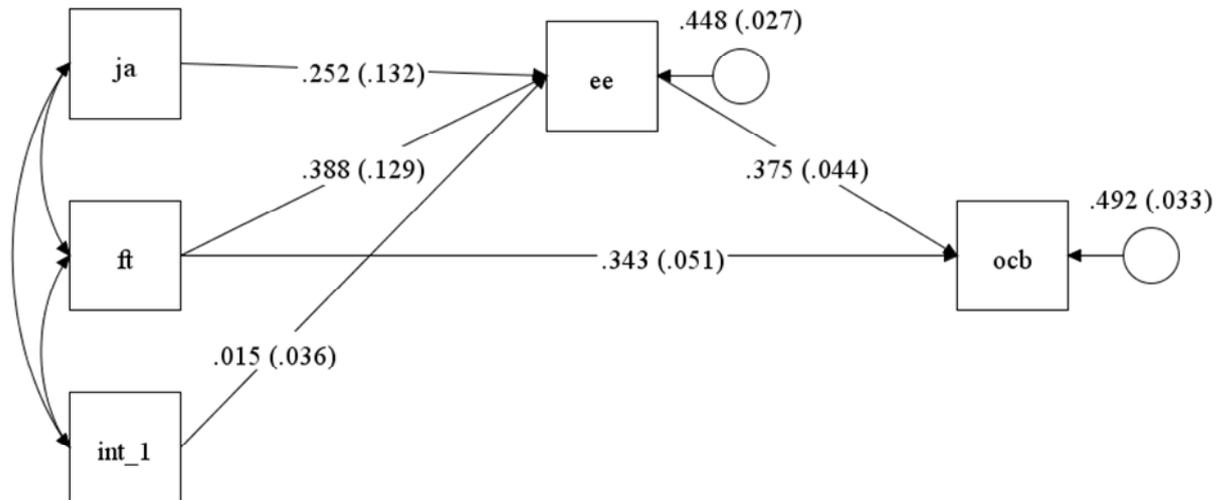


Fig 2: Research Model Results

Discussion

The objective of the study was to investigate the impact of feeling trusted on organization citizenship behavior of semi-government related organization. Trust is a very basic component of interpersonal relationships not only in the organization but in the society as a whole. Trusting oneself or gaining the trust of others is very difficult. Every individual is having some sort of characteristics, based on these characteristics different personalities emerge which can perceive and interpret trust differently. In the context of organization/ workplace it is beneficial for the supervisors to trust their subordinates. If the supervisors do so then the employee feels better and motivate them due to feeling trusted.

The current study was conducted in the semi government sector related organization of Pakistan and the results suggested and supported the previous studies that the feeling trusted is having significant relationship with employee's organization citizenship behavior (H1). The reason behind such results is that when employee is having the feelings of being trusted by their supervisors motivates them to meet with the expectations of their supervisors and employee with trusted feelings are more concerned to retain and maintain their reputation and for this purpose they exhibit more energy to fulfill the expectations of their supervisors. In response when their supervisors acknowledge their efforts, it signals them that their positive image has been attained. These signals can motivate the employees to come with true spirits and exert more energy to do more work.

Our second hypothesis also got acceptance about the mediating role of emotional exhaustion in the relationship of feeling trusted and OCB. The reason being that employee tries to maintain the reputation and for this purpose goes beyond his/ her job description which causes the feelings of exhaustion. The present study checked the impact of feeling trusted in the Pakistani context which is having the culture where people do have the tendency to give exert more to maintain the relationships. Moreover, the theory of "conservation of resources" (Hobfoll, 2001) also suggests about resource loss, resource gain and threat of resource mechanism. The theory is also talking about the maintaining of the reputation which can have the impact on emotional exhaustion.

Through emotional exhaustion the ones organization citizenship behavior and commitment towards the organization and towards the supervisor can decrease. The results suggested that even in Pakistan employees do have the tendency to work more which can affect the organization citizenship behavior through emotional exhaustion. The research conducted in the Asian countries can contradict with the previous research's results conducted in the European cultural settings; Pakistan like other Asian countries is having different cultural orientation where people oriented with the concept that we cannot speak in front of elders. Moreover, the peoples of Pakistan have strong emphasis on the emotions (own and others), so they tend to exhibit positive or more citizenship behavior. Our current research was conducted in the Pakistan, so from the results we cannot obtained the negative values. The results are showing the positive decreased values which mean that feeling trusted through emotional exhaustion have the impact on organization citizenship behavior, thus supporting our second hypothesis (H2).

We also proposed that the job autonomy is moderating in the relationship of feeling trusted and emotional exhaustion. The reason behind taking the moderating of job autonomy was to mitigate the impact of emotional exhaustion as it can decrease the strength of relationship of feeling trusted and emotional exhaustion. In the current study the results suggested that job autonomy is not moderating the relationship of feeling trusted and emotional exhaustion. The reason being that in Pakistan we have bureaucratic organizations where people follow the traditional style of management of command and control so employees are not trained enough to handle autonomy. So when employees are being trusted by their supervisors and they also have the job autonomy they do not contribute in the extra role behaviors or they do not even perform rather they procrastinate from their prime tasks (Akhtar & Malik, 2016) so that they have less feelings of emotional exhaustion. Furthermore, the employees of government sectors are permanent so that they have no threat of losing their job Due to the above stated factors the results of moderating variable is not supporting (H3).

Managerial Implications

The current study is having some practical implications for the organizations working in competitive environment, more specifically government sector related organizations, where organization need to motivate their employees for exert extra role behaviors i.e. organization citizenship behavior. For gaining maximum organization commitment and creative performance from the employees, organizations need to implement the strategies which can play influential role for such behavior of employee. Organization needs to train its supervisors to perform supportive role with their subordinates, provide them autonomy at the certain level to perform their tasks/ assignments, so that the employees can perform in a better way and trust them. For this purpose organizations need to introduce the training programs for supervisors, so that they can perform in a better way and can get better performance from the employees.

Future Research

The current study added some new insights to the existing literature by capturing the negative side of feeling trusted with the moderating role of job autonomy and mediating role of emotional exhaustion in a collectivist culture like Pakistan. For further research on this topic some cultural constraints can be added between the relationship of feeling trusted and emotional exhaustion. The reason behind this is that people of collectivist societies can take trust or feeling trusted differently therefore cultural dimensions will enrich this model. Moreover, the antecedents of feeling trusted like personality traits or sensitivity of employee can also be added so that we can identify that which kind of individuals values the trust of supervisors or organization. Furthermore, current study

only added one dimension of burnout, for future the researcher can add all the dimensions and can check this relationship.

Conclusion

The current study's results identify organizations to promote flexible strategies and provide the opportunities to potential employees so that they can overcome the feeling of emotional exhaustion. It is very important for the organization to provide an environment where people motivate themselves to display the organization citizenship behavior, which can boost the performance of individual employee as well as it is beneficial for the organization. It was observed during our study that employees who is giving maximum output and involvement / engagement in work gets extra work from than the supervisors so that the feeling of exhaustion can take place which has negative impact on employee's OCB. So it is imperative for the organization to either give some sort of extra benefits to the potential employee which can motivate them and help them to overcome the feelings of burnout. The study gave a new direction to government organization and as well as to the private sectors where workload is comparatively high. This work load and feeling of being trusted can generate the negative feelings. So the organization can use the result of current study to mitigate the negative effects and enhance OCB of the employees. This will help retention of employees which has become an area of growing concern for all organizations.

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