

BAM 2023 CONFERENCE

US
UNIVERSITY
OF SUSSEX

**BUSINESS
SCHOOL**

Knights with inverted smile: the mediating role of psychological contract breach and effort
reward imbalance on stress outcomes

HUMERA AZHAR

Aix Marseille Univ, CERGAM, Aix-en-Provence, France.

OLIVIER Roques

Aix Marseille Univ, CERGAM, Aix-en-Provence, France.

**KNIGHTS WITH INVERTED SMILE:
MEDIATING ROLE OF PSYCHOLOGICAL CONTRACT BREACH
AND EFFORT-REWARD IMBALANCE ON THE RELATIONSHIP
BETWEEN DIRTY WORK AND STRESS OUTCOMES**

Humera Azhar¹ , Olivier Roques²

¹Aix-Marseille Graduate School of Management - IAE

Hemin de la Quille Puyricard-CS 30063 -13089.

Aix-en-Provence- Cedex 2- (France)

humera.siddiqi@iae-aix.com

²Aix-Marseille Graduate School of Management - IAE

Hemin de la Quille Puyricard-CS 30063 - 13089.

Aix-en-Provence - Cedex 2 - (France)

olivier.roques@iae-aix.com

ABSTRACT

Dirty work (DW) means doing tasks that people find unpleasant, embarrassing, or questionable and often taking on unglamorous roles, making undesirable decisions, or performing tasks that could potentially harm others. While DW may be necessary for the smooth operation of an organization, these tasks can be detrimental to the health of employees thus leading to the problem related to stress. Previous studies have focused on the overall well-being aspect and general stress associated with dirty work. However, specific stress outcomes (burnout and deviant silence) and the perceptual drivers (psychological contract breach and effort-reward imbalance) among white-collar employees have received scant attention. Drawing from the social identity theory, this research investigates how dirty work contributes to these specific stress-related outcomes among white-collar professions by validating a model that incorporates psychological contract breach (PCB) and effort-reward imbalance (ERI) as dual intervening mechanisms. A quantitative survey research design was used to collect data from 419 Pakistani professionals employed by a variety of organizations in a cross-sectional study. Our results showed PCB and ERI as significant mediators between the relationship of DW and stress outcomes (BOT and DVS) among employees in white-collar professions. Notably, we found that in the framework of dirty work, social identity theory causes stress. By utilizing our study findings, policymakers can establish protective labor laws for DW employees, fostering positive work environments and organizational outcomes. Also, by mitigating the negative effects of DW, organizations can improve employee health, motivation, and productivity, thereby creating a more positive and productive work environment. This is the first paper to reflect on these perceptual drivers and the resultant specific stress outcomes in dirty work research.

Keywords: dirty work (DW), effort-reward imbalance (ERI), burnout (BOT), deviant silence (DVS), psychological contract breach (PCB)

INTRODUCTION

In today's dynamic and rapidly evolving work landscape, regardless of their industry or role, employees often find themselves grappling with tasks that are considered unpleasant, morally ambiguous, or socially stigmatized. An investment banker being told that they are "just a greedy parasite on society" or called a "corporate criminal" due to their association with the financial industry; a car salesperson is called a "sleazy liar" or accused of ripping people off; a doctor being told that they are "just in it for the money" or being accused of causing harm due to medical malpractice. Welcome to the world of dirty work – a lesser-explored terrain that permeates every corner of our rapidly evolving society; where stigma lurks in the shadows. This stigmatization towards individuals can manifest as subtle attitudes or biases towards their work, which can still have detrimental effects on their mental health and well-being.

Employees who conduct dirty work report much greater levels of stress and worse mental health results as compared to those who do not ([Ashforth, Kreiner, & Fugate, 2000](#)). The majority of research examining different antecedents of dirty work shows that employees who do such work showed emotional weariness, burnout, and work dissatisfaction ([Sharma et al., 2022](#)). Furthermore, the researchers discovered that dirty work is associated with increased turnover intentions and lower job performance. These findings suggest that dirty work can be extremely stressful and have a negative impact on employees' well-being and job outcomes. Another recent study by [Zhang and Wang \(2020\)](#) discovered that employees who do dirty work are more stressed than those who do not. "Dirty work" refers to any task that carries negative connotations due to its association with moral, physical, or social concerns ([Ashforth and Kreiner, 1999](#); [Zhang et al., 2021](#); [Hughes, 1958](#); [Lai et al., 2012](#); [Schaubroeck et al., 2018](#)).

Even though tainted occupations are necessary for society to function, those who engage in these activities frequently experience stigma because of the taint connected to their work ([Hughes, 1951](#)). Engaging in a dirty job might negatively affect one's professional identity, particularly if it presents moral conundrums or conflicts with one's values. In other words, when confronted with situations wherein one or a few of one's social identities is compromised, people may feel threatened ([Holmes et al., 2016](#)).

According to studies, white-collar professions frequently involve doing dirty work. For instance, ([Bouwmeester et al., 2022](#)) discovered that high-status professionals like doctors and lawyers may also partake in shady activities because the tasks they perform are deemed unpleasant or unethical. Furthermore, [Atabay et al., \(2020\)](#) discovered that individuals in the finance industry may participate in reprehensible activities, such as manipulating financial data, to meet performance benchmarks or preserve job security. It is vital to comprehend that a variety of occupations may include doing dirty including white-collar work.

The stigma attached to dirty work might impact negatively workers' identities thus leading to undesirable effects like the higher level of turnover, workplace deviance, and negative job attitudes, as well as increased stress and lower self-esteem ([Baran et al., 2012](#)). This can ultimately lead to decreased well-being and poor workplace conduct ([Kriener et al., 2006](#)). According to [Good and Sanchez \(2010\)](#), social identity threat is consistent with social identity theory (SIT) and can lead to increased aggression and decreased supportive behavior. The findings show that the negative implication of doing dirty work can have serious consequences for both employees and businesses. Therefore, companies must recognize the potential negative effects of dirty work and implement strategies to mitigate these effects, such as providing support and resources to

employees who engage in these activities ([Ashforth & Kreiner, 1999](#)). This way, businesses may foster an encouraging workplace that supports healthy behavior and employee wellness.

It is essential to clarify and strengthen the rationale behind employing the knight metaphor to represent individuals engaged in unappreciated and stigmatized roles. While it may initially seem counterintuitive to compare employees involved in dirty work to the historical figure of knights who were associated with nobility and privilege, the metaphor serves a deeper purpose in highlighting the hidden struggles and sacrifices inherent in certain roles. In exploring the metaphor of knights, the paper delves beyond the surface-level perception of knights as noble and wealthy individuals and instead focuses on the lesser-known aspects of their lives. Knights were not immune to challenges and hardships. They faced arduous battles, made personal sacrifices, and often had to endure physical and emotional tolls for the greater good. While the traditional depiction of knights may indeed convey an image of prestige and chivalry, the paper aims to shed light on the lesser-explored aspects of knights' lives—their sacrifices, hardships, and the burdens they carried. This metaphor is chosen not to directly equate the social status or historical context of knights with contemporary employees, but rather to emphasize the shared experiences of facing adversity, societal judgment, and being undervalued in their respective domains. Similarly, employees performing dirty work often find themselves in unglamorous positions, facing moral dilemmas, and dealing with the stigma associated with their roles. The comparison to knights is not meant to equate their historical status, but rather to draw attention to the shared experiences of being undervalued, facing adversity, and making sacrifices for a larger purpose. The metaphor serves as a powerful symbol to capture the hidden struggles and the unappreciated nature of these roles.

It is essential to recognize the contributions of employees who perform dirty work, often with an "inverted smile." This impact of work on individuals' psychological health including well-being cannot be overstated; despite earlier studies highlighting the general stress linked to dirty jobs ([Ashforth & Humphrey, 1993](#)), there is still much to be learned about the complex mechanisms underlying this effect. Although most research has focused on the well-being aspect of dirty work like research by [Bickermeier et al., \(2015\)](#) and [De-Cuyper & Witte \(2021\)](#); it is imperative to broaden our understanding and delve deeper into this topic.

The present study builds upon the existing literature on dirty work ([Tracy & Scott, 2006](#); [Ashforth et al., 2007](#); [Dick, 2005](#); [Simpson, R., & Simpson, A.L. 2018](#); [Drew et al., 2007](#); [Grandy, 2008](#); [Tyler, 2011](#); [De Cuyper and De Witte, 2021](#); [Hughes, \(1951\)](#); [Ashforth & Kreiner \(1999\)](#); [Zhang et al., 2020](#)) and seeks to investigate the perceptions of employees toward dirty work ([Soral et al., 2022](#); [Jensen and Sandström, 2016](#); [Angela, 2022](#)). Much remains to be discovered regarding the antecedents and mechanisms embroiled in dirty work and its impact on stress outcomes, despite the growing interest in understanding the drivers of stress outcomes at work ([Batista and Codo, 2018](#)). While prior research has focused on antecedents such as job insecurity, job demands, lack of control, social support, and values mismatch to explain stress outcomes such as job burnout and deviant silence ([Al-Homayan, 2013](#); [Maslach, and Leiter, 2016](#)) there has been limited examination of the perceptual drivers (psychological contract breach and effort-reward imbalance) resulting in stress or strain.

We offer a model to assess the impact of dirty work on employee stress outcomes, in which breach of psychological contract and imbalance of effort and reward serve as dual intervening mechanisms. Dirty work is prevalent in both white-collar and blue-collar occupations ([Lips-Wiersma et al., 2016](#); [Tsai, 2012](#); [Saari et al., 2021](#); [Hämmig, 2014](#); [Huang et al., 2022](#)) and is a key antecedent of stress outcomes ([Simpson, R., & Simpson, A.L. 2018](#)); because, as per the theory of

social identity, identity-threatening dirty work can foster degenerative resources, such as effort-reward imbalance ([Notelaers, et al., 2019](#)) and psychological contract breach, which in turn can contribute to deviant silence and job burnout.

This study aims to contribute in four ways: Firstly, a new theoretical model has been developed to explore the intervening mechanism like psychological contract breach and effort-reward imbalance caused by the perception of dirty work, as well as their impact on employees' stress and strain experiences and outcomes.

Secondly, the study adds to the current literature by incorporating the function of social identity theory within the framework of dirty work through the mechanisms like psychological contract breakdown and effort-reward imbalance.

Third, this paper makes a case for entitativity from a new angle that hasn't been looked at in other studies. Usually, the idea of entitativity is thought to make life less stressful by giving people more social resources ([Ashforth et al., 2014](#)). However, our research suggests that when individuals engage in work deemed dirty, they have higher expectations of validation and approval, which leads to a higher level of negative responses.

Fourthly, our research has primarily focused on the impacts of burnout and deviant silence in the paradigm of "dirty work" as it is known to lead to psychological exhaustion impacting employee health. As a result of psychological contract breaches and effort-reward imbalances, employees frequently exhibit negative work attitudes, a sense of unfairness and decreased motivation, absenteeism, withdrawal behaviors, and deviant work behavior, which can be detrimental to organizations.

Our research demonstrates that stress outcomes such as burnout and deviant silence have substantial effects on both organizations and their employees. These stress outcomes not only result in poor employee performance, but they can also have severe health consequences ([Cordes and Dougherty, 1993](#); [Maslach and Leiter, 2016](#); [Bachok et al., 2022](#)).

[FIGURE1: Conceptual Research Model](#)

THEORY AND HYPOTHESIS

Dirty work and psychological contract breach

The occupational taint, according to [Ashforth and Kreiner \(2007\)](#), makes it likely that dirty workers will be disappointed when seeking validation from outsiders. Still, if people don't look for validation at work, an important sense of self could stay disconnected. The lack of validation caused by stigma produces "entitativity," which creates an "us versus them" situation ([Ashforth & Kreiner, 2014](#)). Individuals rely on their organizations for self-awareness, support, meaning, validation, approval, and purpose, resulting in a psychological contract between the individual and the organization ([Swann et al., 2012](#); [Benjamin et al., 2012](#)).

This strong identification with work might help individuals cope with work pressure by making stressful scenarios appear less threatening based on the social support provided by colleagues and organizations ([Haslam et al., 2004](#); [Haslam et al., 2005](#)). Nonetheless, managers in

tainted professions are under intense pressure to deal with the job's complexity, which may prevent them from fulfilling the psychological contract established by workers in dirty jobs ([Ashforth & Kreiner, 2013](#)). We argue, based on the notion that the need for validation attached to dirty work is essential, that greater entitativity leads to a stronger psychological contract, resulting in decreased stress, but the complex demands of tainted occupations may prevent managers from meeting employees' expectations, resulting in a psychological contract breach (PCB).

H1a *Dirty work is significantly and positively associated with Psychological-contract breach*

Dirty work and imbalanced effort-reward

Stigmatization has a profound effect on how people are perceived, transforming them from whole and normal people into tainted and discounted ones ([Goffman, 1963](#)). According to [Oshana \(2006\)](#), something is deemed tainted when it is contaminated, stained, fouled, polluted, or ruined with regard to an essential characteristic, as opposed to merely superficially altered. This suggests that the negative associations with corresponding stigma can have far-reaching effects on how individuals are perceived and treated. Recent research has investigated at how occupational stigma affects workers and the jobs they do. The way people think about their jobs or their perception can help people make better decisions about employees and their work, which can have a positive impact. [Huang, B., Ma, ., & Huang, L. \(2022\)](#); [Grandy and Mavin \(2018\)](#).

Studies by [Kreiner and Mihelici \(2020\)](#) and [Zhang et al., \(2021\)](#), on the other hand, have found that employees who think their jobs are stigmatized suffer from a number of problems including higher occupational and organizational dis-identification, lower job satisfaction, increased organizational production deviant behaviors, and a higher intention to leave.

People who perform "tainted" work are prone to perceive a reward deficiency and an effort-reward imbalance, according to [Ashforth and Kreiner \(1999\)](#). This implies that the negative social stigma associated with these occupations may contribute to a lack of recognition and appreciation, resulting in a perception of imbalance between efforts and rewards. The research discovered that healthcare workers experienced an imbalance between effort and reward along with issues related to stress ([Ge et al., 2021](#)). Hence, we hypothesize that dirty work is positively associated with effort-reward imbalance. In other words, individuals in stigmatized and "dirty" occupations are more likely to perceive a lack of recognition and appreciation, leading to a perception of an effort-reward imbalance. Such a perception can have a negative impact on employees and their organizations, emphasizing the importance of addressing occupational stigma and ensuring fair and equitable treatment of all employees.

H1b *Dirty work is positively and significantly associated with effort-reward imbalance.*

Psychological contract breach and Burnout

Several empirical research has found that psychological contract breach (PCB) has a negative impact on mental health and can lead to employee burnout. ([Chambel & Oliveira-Cruz, 2010](#); [Conway & Briner, 2002a, 2002 b](#); [Schaufeli & Enzmann, 1998](#); [Zhong, 2023](#)). This breach of psychological contract may result in burnout because it creates a sense of unfairness and imbalance in the employment relationship, which can be a major contributor to stress for workers ([Innstrand, S. T. \(2022\)](#)). Burnout is caused by a person's work-related inefficacy, fatigue, and exhaustion (Kristensen et al., 2005). When employees experience a psychological contract breach, their employment relationship expectations are not met, resulting in a perception of unfairness, decreased job satisfaction, and increased stress and exhaustion.

Consequently, employees may become disengaged and cynical about their work, which are essential characteristics of burnout ([Gabriel and Aguinis, 2021](#); [Demerouti and Bakker, 2011](#)). Numerous empirical studies have demonstrated a correlation between psychological contract breach and burnout (e.g., [Robinson & Morrison, 2000](#); [Liu et al., 2022](#)). Considering the detrimental impacts of burnout, there is an increasing demand for preventive interventions that improve the quality of life for employees and minimize business loss. ([Awa et al., 2010](#); [Klingbylle et al., 2023](#); [Zhou et al., 2022](#)). Overall, a psychological contract breach can create a sense of imbalance in the employment relationship, which can result in negative emotions and eventually lead to burnout. Therefore, the following is proposed

H2a *Psychological contract breach significantly and positively affects burnout.*

Psychological contract breach and deviant silence

Deviant silence, a form of harmful deviant behavior, has a significant impact on the workplace. Employees who engage in deviant silence do so to influence their supervisors or coworkers to make poor decisions ([Beheshtfar et al., 2012](#)). This behavior falls under the broader category of destructive deviant behaviors, which include actions like theft, workplace animosity, and sabotage ([Ahmad & Omar, 2014](#)). Therefore, it becomes crucial to understand the factors that contribute to employees' silence to mitigate its negative effects on organizational outcomes ([Murtaza et al., 2021](#)). One important factor that can lead to deviant silence is the perceived occupational stigma. When employees feel stigmatized due to the nature of their work and do not receive support from the organization, it can result in a breach of the psychological contract ([Ashforth & Kreiner, 2014](#)). This breach, in turn, increases the likelihood of resorting to negative stress-reduction strategies as a means of coping ([Siddiqi et al., 2016](#)). Employees who perceive unfair treatment may express their discontent and animosity through undesirable deviant behavior. This, in the long run, can lead to decreased productivity, reduced commitment, increased turnover, and absenteeism, all of which incur financial costs for businesses ([Ahmad & Omar, 2014](#)). Therefore, it is hypothesized that

H2b *Psychological contract breach significantly and positively impacts Deviant silence*

Effort reward imbalance and burnout

The well-known effort-reward imbalance (ERI) model is used to explain work-related stress and its detrimental impacts on employee outcomes such as burnout, work-family conflict, and self-rated health ([Van-Aahchel et al., 2005](#); [Siegrist and Li, 2016](#)). [Montano, D., Peter, R. \(2021\)](#) found that most people see the ERI model as having detrimental effects on both employees and organizations. Recent research demonstrates a direct correlation between effort-reward mismatch and job-related burnout ([Murtaza et al., 2021](#)). Employees may experience emotional exhaustion if they perceive that their efforts are not adequately rewarded ([Rosenbloom, T. \(2022\)](#)). A study conducted by [Guo et al., \(2022\)](#) on the influence of effort-reward imbalance on job burnout. They used a survey of educators (2000+) with measures like burnout, effort-reward imbalance, and positive psychological capital, including future time perspective. The data reveal a substantial association between effort-reward imbalance and burnout among preschool teachers, among other factors. Effort-reward imbalance is particularly pertinent concerning stigmatized jobs, as these jobs frequently carry a negative social stigma and are despised or ostracized by society ([Simpson et al., 2012](#); [Ashforth and Kreiner, 1999](#)). There can be an absence of recognition and appreciation for dirty work because of the negative social stigma that comes with it. This gives the impression of an effort-reward imbalance ([Ashforth & Kreiner, 1999](#)). Hence, it is believed that employees who conduct dirty work are more likely to suffer an effort-reward imbalance, which raises the chance of negative stress effects such as burnout. Consequently, we propose

H3a *Effort reward imbalance positively and significantly impacts burnout.*

Effort reward imbalance and deviant silence

Due to the effort-reward imbalance, the employment contract is a source of stress ([Siegrist,1996](#)). As a result of this imbalance, employees may suffer negative emotions and psycho-physiological pressure ([Mo et al., 2020](#); [Rajacich et al., 2013](#)). Individuals with stigmatized occupations are more prone to think that they are not getting paid enough for their efforts, creating a sense of imbalance ([Ashforth and Kreiner, 1999](#)). Long-term effects of an effort-reward imbalance on employee health include the development of cardiovascular illnesses and increased levels of depression and anxiety ([Diekmann et al., 2020](#); [Seigrist and Li, 2016](#); [Eddy et al., 2018](#); [Gilbert-Ouimet et al., 2014](#)). Employees with an imbalance between effort-reward are prone to emotional weariness ([Bakker et al., 2000](#); [Tain et al., 2021](#)) and deviant behavior at work ([Bachok et al., 2022](#)). While organizational silence and voice are widely observed as deviant behavior, there is little empirical evidence of deviant silence in organizations ([Murtaza et al., 2021](#)). Therefore, our proposed hypothesis suggests that when employees perceive an unfair balance in effort and rewards, they are significantly more inclined to participate in deviant silence, which can have negative consequences

for the organization. To better understand this link and how it affects organizational behavior, more research is required.

H3b *Effort-reward imbalance has a positive and significant impact on deviant silence*

Psychological contract breach as a mediator

Using Social Identity theory as a foundation, it can be assumed that the Dirty work paradigm, with all of its demands and pressures on employees, increases workplace stress via diverse intervening methods like psychological contract breach. People who work in stigmatized professions may encounter discrimination or unfavorable attitudes from others, which can cause them to feel ashamed, guilty, or embarrassed about their jobs. This may interfere with their ability to feel valuable and find fulfillment and self-worth in their profession. ([Hadley, 2007](#)). Social identity theory people have the need to acquire approval and validation ([Tajfel, 1979](#)) and that people "count on organizations to supply them with self-knowledge, support, meaning, validation, approval, and purpose," so group participation in this regard necessitates some degree of depersonalization and collective centralization. Employees turn to their organization to counter this external non-validation ([Swann, 2012](#)) utilizing the concept of entitativity ([Ashforth & Kreiner, 2014](#)). This is a dynamic between the individual and the group. This entitativity establishes a robust psychological bond with the in-group.

Theoretically, this bond serves as a coping mechanism for job-related stress by allowing people to perceive stressful circumstances as less threatening ([Akbar and Aisyawati, 2021](#)). On one end of this relationship, the manager represents the organization, and on the other end, the employee seeks validation and significance for his/her work. As the first point of contact in any profession, including for dirty work employees (who seek validation and approval), managers face more difficulty than managers in non-dirty jobs ([Ashforth & Kreiner, 2007](#)). First, they must perform regular management duties (training, performance evaluation, etc.) in addition to facing the additional difficulties of working in a stigmatized field and coping with stigma ([Ashforth et al., 2007](#)). In addition to the challenges posed by the taint and the contaminated components of the job, supervisors face additional obstacles when supervising employees who are performing the tainted work. This complexity could involve both "making sense" and "giving sense" ([Gioia & Chittipeddi, 1991](#)). Lastly, a few managers indicated that managing multiple stakeholders with varying perspectives and responses to job-related stigmatization posed a significant challenge in their role ([Ashforth & Kreiner, 2007](#)). Under these conditions, managers may fall behind in providing the necessary validation ([Ashforth et al., 2017](#)), creating a void that results in unmet needs for identity validation and a breach. As mentioned earlier, entitativity is known to reduce stress levels. But, when it comes to doing dirty work, a strong psychological bond raises expectations. This PC is breached if the organization fails to provide validation and support despite the pressures and demands of dirty work. A psychological contract is a powerful tool for influencing behavior within an organization. When individuals perceive a violation of their psychological contract, they experience negative emotions and thus might dwell on deviant behavior like deviant silence ([Murtaza et al., 2021](#); [Ahmad & Omar, 2014](#)) along with showing disengaged and cynical behavior about their work which is essential characteristics of burnout ([Gabriel and Aguinis, 2021](#); [Demerouti and Bakker, 2011](#)). Psychological contract breach has negative repercussions for both

employees and the organization, such as burnout and deviant silence, among others ([Morsch et al., 2020](#)). Given the importance of these results, we propose that

H4a *Psychological contract breach mediates the relationship in dirty work and burn-out*

H4b *Psychological contract breach mediates the relationship in dirty work and deviant silence.*

Effort reward imbalance as a mediator

Social identity theory argues that employees invest resources in in-group ([Tajfel, 1979](#)) as, it offers different benefits like crucial support networks from coworkers or from the organization and collective identity and recognition ([Ashforth & Kreiner, 1999](#); [Choi & Hogg, 2020](#)). Furthermore, it is argued that employees who feel a strong sense of belonging at work are better able to deal with stress in the workplace ([Haslam et al., 2004](#)).

In the dirty work paradigm, when employees invest resources in the in-group they anticipate reward in the form of social support, significance, validation, approval, and purpose ([Hadley, 2007](#)). As stated earlier, managers in dirty work professions face greater challenges compared to those in non-dirty jobs, and consequently, managers may struggle to provide the necessary validation, and support leading to unmet needs ([Ashforth et al., 2017](#)).

This imbalance between the input and perceived benefits of work can result in an effort-reward imbalance ([Siegrist, 1996](#)). This inconsistency may lead to negative stress outcomes as it makes the effort put in the job discrepant from the received reward ([Alvarado, 2021](#)) and hurt not only the organization but also the workers themselves ([Devonish, 2018](#)). Arguably, individuals may experience a sense of unfairness or undervaluation or view themselves as less desirable ([Van Laar, et al., 2019](#)).

Due to the significance of the present study, two important stress outcomes were selected: burnout and deviant silence. Firstly, many authors have seen that the imbalance caused by effort-reward imbalance (ERI) leads to negative outcomes, such as high levels of emotional exhaustion, which is a crucial element of burnout ([Bakker et al., 2000](#); [Tian et al., 2021](#)). Secondly, an effort-reward imbalance can generate a sense of injustice, leading to anger, resentment, and cynicism toward work, coworkers, and the organization, which can contribute to the development of deviant behavior. Deviant silence has been less studied than other deviant behaviors ([Murtaza et al., 2021](#)), despite its potential significance in contributing to negative outcomes for organizations and employees.

H5a *Effort-reward imbalance mediates the relationship between dirty work and burnout*

H5b *Effort reward imbalance mediates the relationship between dirty work and deviant silence.*

METHODS

White-collar employees from multiple organizations in Pakistan gave information for the study. After obtaining the participants' consent to take part in the study, they were given questionnaires. The decision to use white-collar employees from multiple organizations in Pakistan and employ a non-probability convenience sampling technique was driven by practicality and feasibility. This approach allowed for easy access to participants, saving time and cost in data collection. The use of questionnaires facilitated standardized data collection, ensuring consistency. Using multiple organizations reduces common method bias too. The study utilized 419 of the 550 given questionnaires, for a response rate of 76.18 percent; 237 females (56.56%) and 182 males (43.44%) provided valid responses. The majority of the respondents belonged to the age group 20-30 (55.4%); the highest number of respondents 118 (28.2%) were graduates, and the least were Ph.D. 13 (3.1%); the maximum number of respondents 157 (37.5%) had work experience of 6-10 years with least 22 (5.3%) having work span of less than 1 year.

Measures

Since English is the business language of Pakistan, it was used to do the survey. On a seven-point scale, ranging from strongly disagree (1) to strongly agree, all measures were evaluated (7). The following instruments were utilized in the study:

Dirty work was measured with a ten-item scale ([Harvey, 2001](#)). The measure included items like "I am viewed negatively by mainstream society."

Effort reward imbalance was measured with a scale having ten items; created by [Segrist \(2004\)](#) and included the item "I receive the respect I deserve from my superior or a respective relevant person."

Burnout data was captured with the "Copenhagen Burnout Inventory" ([Kristensen, 2005](#)), which included a seven-item scale. Example items from the questionnaire included, "Do you feel worn out at the end of the working day?"

Deviant silence five-item scale developed by [Brinsfield \(2013\)](#) was used to gather data about this deviant behavior and included items like "I made fun of someone at work."

Psychological contract Breach: Employees involved in dirty work were examined for breach of psychological contracts using a nine-item scale developed by [Robinson and Morrison \(2000\)](#). The scale's example item was "I feel deceived by my organization."

Overview of the analysis

We performed confirmatory factor analyses (CFAs) to test the convergent and discriminant validity of the measurements. After discriminant validity was established, regression analysis was performed to test the direct and indirect effects using AMOS.

RESULTS

[Figure 1](#)

Table 1 displays the mean, standard deviation, and correlation.

[Table 1](#)

Common Method Bias

The current study also looked at the likelihood of common method bias using Harman's single-factor method. The research showed that using a single component to get the variance was less than 50% or 17.086%. This means that this study doesn't have a big common technique bias ([Podsakoff et al., 2003](#)).

Confirmatory Factor Analysis

In this study, three ways of measuring the model are used. The measurement model reported the criteria established by the model fit, as shown by the model fit indices (see Table 2). The goodness of fit, measured by χ^2/DF , is 1.085. RMSEA and SRMR have a limit of 0.08, and this study met that standard (see Table 2). Then, the TLI, and CFI values were used to set the measurement model for this study. Every value is within the allowed range (see Table 2).

[Table 2](#)

The approach continues with an assessment of the validity and reliability of each measurement concept. The values need to be more than 0.7 to indicate composite reliability. as shown in Table 3. To wit: ([Hair et al., 2010](#)). An AVE greater than 0.5 indicates convergent validity.

[Table 3](#)

HTMT

HTMT, a novel technique for measuring discriminant validity, was also employed in the current investigation. HTMT outputs must be less than 0.85, hence there is no discriminant validity issue in this study ([Henseler et al., 2015](#)) (see Table 4).

[table4](#)

Hypotheses testing

IBM Amos 27 was used to test hypotheses. To obtain hypothesis results, the bootstrap process was performed with the recommended subsample size of 5,000. [H1a](#) and [H1b](#) hypotheses recognized the association between DW and PCB and DW and ERI (Beta = 0.626 and 0.609, respectively). [H2a](#) and [H2b](#) validated the direct effect of PCB ==>BOT and PCB ==>DVS (Beta = 0.4 and 0.435, respectively) (see Table 5). Both [H3a](#) and [H3b](#) demonstrated a positive and statistically significant connection between ERI ==> DVS and ERI ==> BOT (beta = 0.339 and 0.374, respectively). (see table 5 and Illustration 2)

[Table 5](#) and [Figure 2](#)

Hypotheses testing Indirect Effect

Table 6 provides a breakdown of mediation effects. According to the results, [H4a](#) and [H4b](#) have an effect that is both statistically significant and positive mediation (Beta = 0.227% and 0.206%, respectively). These hypotheses [H5a](#) and [H5b](#) have also identified the mediation effect (see Table 6).

[Table 6](#)

Quality criteria

R square is "the fraction of a construct's variance that can be accounted for by its predictor constructs," as described by the literature ([Hair et al., 2010](#)). Values of R² between 0.25 and 0.50 are considered indicative of little impact, whereas values between 0.50 and 0.75 are interpreted as indicative of moderate to large effects for endogenous constructs. Our model predicts R² values of 0.371 for ERI, 0.392 for PCB, 0.416 for DVS, and 0.414 for BOT.

DISCUSSION

The study was conducted to investigate the underlying mechanisms by which perceived occupational stigma affects white-collar workers in multiple organizations in Pakistan. Based on the SIT theory, a paradigm was developed to examine the vital effect of dirty work upon different stress outcomes, with mediators being psychological contract breach and effort-reward imbalance. Our study's findings provided substantial support for the hypotheses, indicating that dirty work is positively associated with psychological contract breach and effort-reward imbalance among employees. In addition, the mediation effect of these variables had a substantial influence on

burnout and deviant silence, two stress-related outcomes experienced by employees performing dirty work.

Theoretical Implications

The following section outlines five theoretical implications that arise from the analysis of our findings. Hughes first used the term "dirty work" in 1951. Since then, many social scientists have looked into it, including [Dick \(2005\)](#), [Ashforth and Kreiner \(1999, 2014\)](#), [Ashforth et al. \(2007\)](#), [Baran et al. \(2012\)](#), [Drew et al. \(2007\)](#), [Grandy \(2008\)](#), [Tracy and Scott \(2006\)](#), [Tyler \(2011\)](#), [De Cuyper and De Witte \(2022\)](#), and [Zhang and Wang \(2021\)](#). A work identity develops because people spend so much time at work and take part in activities linked to their jobs which is a person's self-concept based on their work experiences; may include organizational, occupational, and other identities. These identities are significant for organizations because they influence the roles people assume at work and the behaviors associated with them ([Bavel et al., 2020](#)). Also, having a solid professional identity can boost morale and lead to greater success in the workplace ([Pearson et al., 2012](#)). According to studies on self-perception and social validation, an individual's sense of self usually develops by the roles and responsibilities they play in a given setting ([Mason-Schrock, 1996](#); [Choi and Hogg, 2020](#); [Mael et al., 2001](#)).

People doing tainted work who seek this validation are typically dissatisfied because their work is stigmatized and does not receive approval from others; they feel their identity is threatened, which causes stress. They turn to their organization in an effort to remedy the situation. This eventually produces "entitativity" and a strong psychological connection with the organization. Possessing a strong psychological contract and entitativity should, in an ideal scenario, assist individuals in managing work-related stress by making "stressful situations" appear less threatening ([Haslam et al., 2004](#)). According to several studies ([Choi & Hogg, 2020](#); [Haslam et al., 2005](#)), this bond should also give social support provided by colleagues and organizations.

Our research, however, showed that managers often struggle to deal with the difficulties of tainted jobs, which is why this strong desire for validation by the employees usually goes unhinged. In other words, staff members anticipate receiving this "validation" from their employer, and when managers don't, staff members feel underappreciated and betrayed; resulting in effort-reward imbalance and PCB. This PCB and ERI result in extreme stress. These outcomes—behavioral in nature, such as deviant silence, and health-related, such as burnout—are harmful to both organizations and their employees. The mechanisms of psychological contract breach and effort-reward imbalance allow us to conclude that entitativity is a stressor if workers are required to perform dirty tasks.

Second, because the Social Identity theory has been extensively used to describe the powerful phenomenon of in-grouping, which can serve as a source of relief from stressful situations and can aid in reducing stress in difficult situations, we apply it to our arguments in a special way. On the contrary, our data suggested that SIT, in the setting of dirty work, functions like a special phenomenon to generate stress outcomes that have both health (burnout) and behavior-related consequences (deviant silence). While the SIT has frequently been used to reduce stress in social situations ([Haslam et al., 2005](#)), our findings demonstrate that it can lead to negative outcomes such as burnout and deviant silence when the context of dirty work is in place. It appears that the SIT plays a more complex role under certain conditions, and its effects should be considered.

Thirdly, previous research on dirty work has primarily examined the antecedents of its effects, particularly stigma coping strategies, as well as the general effects of stress ([Ashforth &](#)

[Humphrey, 1993](#); [De Cuyper & De Witte, 2021](#)). However, the complex mechanisms involved in this relationship remain poorly understood. Our research strives to advance the theoretical development of the link of dirty work with stress, which has lacked conceptual grounding. Specifically, our research sheds light on the mechanisms of ERI and PCB as strong "predictors" of stress outcomes (burnout and deviant silence) among white-collar workers performing dirty work.

Fourthly, the effort-reward imbalance is associated with negative impacts like reduced level of motivation, lower job satisfaction, and quit intentions ([Kinman, 2016](#)), perceived sense of injustice and unfairness leading to negative emotions, and injustice ([Eddy et al., 2016](#); and burnout ([Rosenbloom, 2022](#); [Clinchamps et al., 2021](#)). Similarly, when a psychological contract is broken, it can have different sort negative effects, such as decreased satisfaction with the job leading to lower commitment and, productivity, increased intent to quit resulting in a turnover, decreased motivation, loyalty, and dedication to the organization's objectives due to decreased organizational commitment, decreased trust in the organization affecting employee morale and motivation, and decreased job performance. In addition, it may generate detrimental feelings like resentment, disappointment, and hatred toward the employer ([Schaufeli and Enzman, 1998](#); [Chambel and Cruz, 2010](#)). All of these outcomes are predominantly negative for the organization, but increased negative emotions also have a significant negative impact on the well-being of employees. It may lead to retaliation as deviant silence and cause severe stress as burnout. Burnout and deviant silence are regarded as the least studied outcomes of PCB and ERI in relation to dirty work; therefore, they were specifically chosen to examine the impact on both the organization and the employee. These two characteristics were found to be significantly prevalent among employees performing dirty work, indicating that these knights continue to persevere with an inverted smile.

Practical Implication

First of all, this study offers insights into the effects of dirty work on employees' stress levels and how psychological contract breach and effort-reward imbalance mediate these effects. It could be of use to experts in subjects like organizational behavior, psychology, and sociology.

Second, professionals and practitioners working in industries where dirty work is common, like healthcare, sanitation, and law enforcement, may be interested in the study's findings. These people could use the research's findings to create workplace policies and procedures that lessen how negatively dirty work affects workers' general well-being.

Finally, policymakers and regulators may find the study's findings useful in developing labor laws and regulations that safeguard workers who do dirty work. Organizations can greatly benefit from addressing psychological contract breach and effort-reward imbalances because these problems can affect both employees and organizations. By ensuring clear communication and transparency about expectations and obligations, offering sufficient rewards and recognition for workers' efforts, and addressing any perceived breaches of the psychological contract in a timely and respectful manner, it is possible to create a more positive and supportive work environment. Increased employee motivation, engagement, and performance can result from this, creating a more positive work environment that is advantageous to both workers and the company as a whole.

Future Direction and Limitations

In terms of future direction, a compelling theoretical perspective for investigation is the "job demands and resources" (JD-R) model. The JD-R hypothesis states that workers' productivity and

satisfaction at work are affected by both the work itself and the psychological and emotional demands of their jobs, as well as by the resources they receive from their coworkers and managers. According to this hypothesis, workers are more likely to be invested and motivated when they have access to a wealth of supportive workplace tools, but stress and burnout can set in when their workload becomes too great. The study's use of JD-R theory may provide an alternative perspective on the relationships among stress, dirty work, PCB, and ERI that contrasts with social identity theory. This information could also be used to direct interventions and strategies meant to improve the health of employees and the effectiveness of businesses.

Secondly, our study found that the majority of participants were employed in white-collar professions. According to the conservation of resources theory, participating in dirty work is expected to "drain employees' cognitive resources, leading to strain." It is interesting to consider how employees in white-collar professions, which are typically associated with greater resources, would cope with this strain. According to the conservation of resources theory, experiencing or perceiving a resource depletion can cause stress and a decline in well-being. Workplace strain arises from events that threaten an individual's ability to maintain or acquire the necessary resources to handle job-related challenges. This theory also argues that people whose physical and mental resources are inadequate would view work-related tasks and events as stressors, increasing their levels of stress and anxiety ([Hobfoll, 2001](#)).

With regards to limitations, our findings may be limited in their applicability to other situations because the data we collected were only from employees of Pakistani enterprises. Future studies could look into gathering data from different contexts, such as international workplaces, to increase the conclusive generalizability.

REFERENCES

- Ahmad, A., & Omar, Z. (2014). Reducing Deviant Behavior through Workplace Spirituality and Job Satisfaction. *Asian Social Science*, 10(19), pp. 107-112.
- Akbar, Z., & Aisyawati, M. S. (2021). Coping Strategy, Social Support, and Psychological Distress Among University Students in Jakarta, Indonesia During the COVID-19 Pandemic. *Frontiers in Psychology*, 12, 694122. <https://doi.org/10.3389/fpsyg.2021.694122>
- Al-Homayan, A.M. (2013). The Mediating-Moderating Effects of Job Stress and Organizational Support on the Relationship Between Job Demands Resources and Nurses' Job Performance in Saudi Public Hospitals.
- Alvarado, L. E., & Bretones, F. D. (2018). New working conditions and well-being of elementary teachers in Ecuador. *Teaching and Teacher Education*, 69, 234–242. <https://doi.org/10.1016/j.tate.2017.10.015>
- Alvarado, L. E., Bretones, F. D., & Rodríguez, J. A. (2021). The Effort-Reward Model and Its Effect on Burnout Among Nurses in Ecuador. *Frontiers in Psychology*, 12, 760570.
- Angela L. Workman-Stark (2022) 'Real men' doing dirty work: implications for change, *Policing, and Society*, 32:10, 1242-1257, DOI: [10.1080/10439463.2022.2041635](https://doi.org/10.1080/10439463.2022.2041635)
- Ashforth, B. E., & Humphrey, R. H. (1993). Emotional labor in service roles: The influence of identity. *The Academy of Management Review*, 18(1), 88–115. <https://doi.org/10.2307/258824>
- Ashforth, B. E., & Kreiner, G. E. (1999). “How can you do it?”: Dirty work and the challenge of constructing a positive identity. *Academy of Management Review*, 24(3), 413-434.
- Ashforth, B. E., & Kreiner, G. E. (1999, July). “How Can You Do It?”: Dirty Work and the Challenge of Constructing a Positive Identity. *Academy of Management Review*, 24(3), 413–434. <https://doi.org/10.5465/amr.1999.2202129>
- Ashforth, B. E., & Kreiner, G. E. (2013). Profane or profound? Finding meaning in dirty work. In B. J. Dik, Z. S. Byrne, & M. F. Steger (Eds.), *Purpose and meaning in the workplace* (pp. 127–150). American Psychological Association. <https://doi.org/10.1037/14183-007>
- Ashforth, B. E., & Kreiner, G. E. (2014). Dirty work and dirtier work: Differences in countering physical, social, and moral stigma. *Management and Organization Review*, 10(1), 81–108. <https://doi.org/10.1111/more.12044>
- Ashforth, B. E., Kreiner, G. E., & Fugate, M. (2000). All in a day's work: Boundaries and micro role transitions. *Academy of Management review*, 25(3), 472-491.
- Ashforth, B. E., Kreiner, G. E., Clark, M. A. & Fugate, M. (2007). Normalizing dirty work: Managerial tactics for countering occupational taint. *Academy of Management Journal*, 50(1), 149-174.

- Ashforth, B. E., Kreiner, G. E., Clark, M. A., & Fugate, M. (2017). Congruence work in stigmatized occupations: A managerial lens on employee fit with dirty work. *Journal of Organizational Behavior*, 38(8), 1260–1279. <https://doi.org/10.1002/job.2201>
- Atabay, Esra & Dinç, Engin. (2020). Financial Information Manipulation and Its Effects on Investor Demands: The Case of BIST Bank. 10.1108/S1569-375920200000102007.
- Awa, W. L., Plaumann, M., & Walter, U. (2010). Burnout prevention: a review of intervention programs. *Patient education and counseling*, 78(2), 184–190. <https://doi.org/10.1016/j.pec.2009.04.008>
- Bachok, A. B., D'Silva, J. L., & Ismail, I. A. (2022). Workplace Deviant Behavior: A Theoretical Highlights. *International Journal of Academic Research in Business and Social Sciences*. 12(7), 1950 – 1963.
- Bakker, A. B., Killmer, C. H., Siegrist, J., & Schaufeli, W. B. (2000). Effort-reward imbalance and burnout among nurses. *Journal of advanced nursing*, 31(4), 884–891. <https://doi.org/10.1046/j.1365-2648.2000.01361.x>
- Baran, B. E., Rogelberg, S. G., Lopina, E. C., Allen, J. A., Spitzmüller, C., & Bergman, M. (2012). Shouldering a silent burden: the toll of dirty tasks. *Human Relations*, 65(5), 597–626.
- Batista, A.S., & Codo, W. (2018). Dirty Work and Stigma. *Caretakers of Death in Cemeteries. Revista De Estudios Sociales*, 63, 72-83.
- Bavel, J. J. V., Baicker, K., Boggio, P. S., Capraro, V., Cichocka, A., Cikara, M., ... & Willer, R. (2020). Using social and behavioural science to support COVID-19 pandemic response. *Nature human behaviour*, 4(5), 460–471.
- Beheshtifar, M., Borhani, H., & Moghadam, M.N. (2012). Destructive Role of Employee Silence in Organizational Success. *The International Journal of Academic Research in Business and Social Sciences*, 02, 275–282.
- Benjamin, D. J., Kimball, M. S., Heffetz, O., & Rees-Jones, A. (2012). What Do You Think Would Make You Happier? What Do You Think You Would Choose?(). *The American economic review*, 102(5), 2083–2110. <https://doi.org/10.1257/aer.102.5.2083>
- Bickmeier, R. M., Lopina, E. C., & Rogelberg, S. G. (2015). Well-being and performance in the context of dirty work. In M. van Veldhoven & R. Peccei (Eds.), *Well-being and performance at work: The role of context* (pp. 37–52). Psychology Press.
- Bouwmeester, O., Versteeg, B., van Bommel, K., & Sturdy, A. (2021). Accentuating dirty work: Coping with psychological taint in elite management consulting. *German Journal of Human Resource Management: Zeitschrift Für Personalforschung*, 36(4), 411–439. <https://doi.org/10.1177/23970022211055480>

- Brinsfield, C. T. (2013). Employee silence motives: Investigation of dimensionality and development of measures. *Journal of Organizational Behavior*, 34(5), 671–697. <https://doi.org/10.1002/job.1829>
- Cantisano, G. T., Domínguez, J. F., & García, J. L. (2007). Social comparison and perceived breach of psychological contract: their effects on burnout in a multigroup analysis. *The Spanish journal of psychology*, 10(1), 122–130. <https://doi.org/10.1017/s1138741600006387>
- Chambel, M. J., & Oliveira-Cruz, F. (2010). Breach of psychological contract and the development of burnout and engagement: A longitudinal study among soldiers on a peacekeeping mission. *Military Psychology*, 22, 110–127. <http://dx.doi.org/10.1080/08995601003638934>
- Choi, E. U., & Hogg, M. A. (2020). Who do you think you are? Ingroup and outgroup sources of identity validation. *Journal of Theoretical Social Psychology*, 4(3), 125–134. <https://doi.org/10.1002/jts5.66>
- Clinchamps, M., Auclair, C., Prunet, D., Pfabigan, D., Lesage, F. X., Baker, J. S., ... & Dutheil, F. (2021). Burnout among hospital non-healthcare staff: Influence of job demand-control-support, and effort-reward imbalance. *Journal of Occupational and Environmental Medicine*, 63(1), e13-e20.
- Collier, J. E. (2020). *Applied structural equation modeling using AMOS: Basic to advanced techniques*. Routledge.
- Conway, N., & Briner, R. B. (2002a). A daily diary study of affective responses to psychological contract breach and exceeded promises. *Journal of Organizational Behavior*, 23, 287–302. <http://dx.doi.org/10.1002/job.139>
- Conway, N., & Briner, R. B. (2002b). Full-time versus part-time employees: Understanding the links between work status, the psychological contract, and attitudes. *Journal of Vocational Behavior*, 61, 279–301. <http://dx.doi.org/10.1006/jvbe.2001.1857>
- Cordes, C. L., & Dougherty, T. W. (1993). A review and an integration of research on job burnout. *The Academy of Management Review*, 18(4), 621–656. <https://doi.org/10.2307/258593>
- De Cuyper, N., Smet, K., & De Witte, H. (2022). I Should Learn to Feel Secure but I Don't Because I Feel Insecure: The Relationship between Qualitative Job Insecurity and Work-Related Learning in the Public Sector. *Review of Public Personnel Administration*, 42(4), 760–785. <https://doi.org/10.1177/0734371X211032391>
- Demerouti, E., & Bakker, A.B. (2011). The Job DemandsResources model: Challenges for future research. *SA Journal of Industrial Psychology/SA Tydskrif vir Bedryfsielkunde*, 37(2), Art. #974, 9 pages. doi:10.4102/sajip.v37i2.974
- Devonish, D. (2018). Effort-reward imbalance at work: the role of job satisfaction. *Personnel Review*.
- Dick, P. (2005). Dirty work designations: How police officers account for their use of coercive force. *Human Relations*, 58(11), 1363–1390. <https://doi.org/10.1177/0018726705060242>

- Diekmann, K., Böckelmann, I., Karlsen, H. R., Lux, A., & Thielmann, B. (2020). Effort-Reward Imbalance, Mental Health and Burnout in Occupational Groups That Face Mental Stress. *Journal of occupational and environmental medicine*, 62(10), 847–852. <https://doi.org/10.1097/JOM.0000000000001978>
- Drew, S. K., Mills, M. B., & Gassaway, B. M. (eds) (2007). *Dirty work*. Waco, Texas: Baylor University Press.
- Eddy, P., Heckenberg, R., Wertheim, E. H., Kent, S., & Wright, B. J. (2016). A systematic review and meta-analysis of the effort-reward imbalance model of workplace stress with indicators of immune function. *Journal of psychosomatic research*, 91, 1-8.
- Eddy, P., Wertheim, E. H., Hale, M. W., & Wright, B. J. (2018). A Systematic Review and Meta-analysis of the Effort-Reward Imbalance Model of Workplace Stress and Hypothalamic-Pituitary-Adrenal Axis Measures of Stress. *Psychosomatic medicine*, 80(1), 103–113. <https://doi.org/10.1097/PSY.0000000000000505>
- Gabriel, K.P., & Aguinis, H. (2021). *How to Prevent and Combat Employee Burnout and Create Healthier Workplaces During Crises and Beyond*. Business Horizons.
- Ge, J., He, J., Liu, Y. et al. Effects of effort-reward imbalance, job satisfaction, and work engagement on self-rated health among healthcare workers. *BMC Public Health* 21, 195 (2021). <https://doi.org/10.1186/s12889-021-10233-w>
- Gilbert-Ouimet, M., Trudel, X., Brisson, C., Milot, A., & Vézina, M. (2014). Adverse effects of psychosocial work factors on blood pressure: systematic review of studies on demand-control-support and effort-reward imbalance models. *Scandinavian journal of work, environment & health*, 40(2), 109–132. <https://doi.org/10.5271/sjweh.3390>
- Gioia, D., & Chittipeddi, K. (1991). Sense-Making and Sense-Giving in Strategic Change Initiation. *Strategic Management Journal*, 12, 433-448. <https://doi.org/10.1002/smj.4250120604>
- Goffman, Erving, 1922-1982. *Stigma; Notes on the Management of Spoiled Identity*. Englewood Cliffs, N.J. :Prentice-Hall, 1963.
- Good, Jessica & Sanchez, Diana. (2010). Doing Gender for Different Reasons: Why Gender Conformity Positively and Negatively Predicts Self-Esteem. *Psychology of Women Quarterly*. 34. 203 - 214. [10.1111/j.1471-6402.2010.01562.x](https://doi.org/10.1111/j.1471-6402.2010.01562.x).
- Grandy S, Mavin S. (2018) Sinners and Saints: Morally Stigmatized Work. In: Thomson, S. Bruce, Grandy, Gina (Eds.), ed. *Stigmas, work and organizations*. New York: Palgrave Macmillan, US, 2018, pp.101-121. Reproduced with permission of Palgrave Macmillan.
- Grandy, G. (2008). Managing spoiled identities: Dirty workers' struggles for a favourable sense of self. *Qualitative Research in Organizations and Management*, 3(3), 176-198.

Guo, Liping & Huang, Mingming & Wang, Yaqin & Shi, Song & Yang, Manhua & Shuai, Jing. (2022). Effort–reward imbalance and job burnout in preschool teachers: A moderated mediation model. *Social Behavior and Personality: an international journal*. 50. 1-13. 10.2224/sbp.10284.

Hadley, M.B., Blum, L.S., Mujaddid, S., Parveen, S., Nuremowla, S., Haque, M.E., & Ullah, M. (2007). Why Bangladeshi nurses avoid 'nursing': social and structural factors on hospital wards in Bangladesh. *Social science & medicine*, 64 6, 1166-77 .

Hair, J.F., Black, W.C., Babin, B.J. and Anderson, R.E. (2010) *Multivariate Data Analysis*. 7th Edition, Pearson, New York.

Hämmig O. (2014). Prevalence and Health Correlates of Work-Life Conflict among Blue- and White-Collar Workers from Different Economic Sectors. *Frontiers in public health*, 2, 221. <https://doi.org/10.3389/fpubh.2014.00221>

Harvey, R. D. (2001). Individual differences in the phenomenological impact of social stigma. *The Journal of social psychology*, 141(2), 174-189.

Haslam, S. A., Jetten, J., O'Brien, A., & Jacobs, E. (2004). Social identity, social influence and reactions to potentially stressful tasks: Support for the self-categorization model of stress. *Stress and Health: Journal of the International Society for the Investigation of Stress*, 20(1), 3–9. <https://doi.org/10.1002/smi.995>

Haslam, S. A., O'Brien, A., Jetten, J., Vormedal, K., & Penna, S. (2005). Taking the strain: social identity, social support, and the experience of stress. *The British journal of social psychology*, 44(Pt 3), 355–370. <https://doi.org/10.1348/014466605X37468>

Henseler, J., Ringle, C. M., & Sarstedt, M. (2015). A New Criterion for Assessing Discriminant Validity in Variance-Based Structural Equation Modeling. *Journal of the Academy of Marketing Science*, 43, 115-135. <https://doi.org/10.1007/s11747-014-0403-8>

Hobfoll, S. E. (2001). The influence of culture, community, and the nested-self in the stress process: Advancing Conservation of Resources theory. *Applied Psychology: An International Review*, 50(3), 337–370. <https://doi.org/10.1111/1464-0597.00062>

Holmes IV, O., Whitman, M.V., Campbell, K.S. and Johnson, D.E. (2016), "Exploring the social identity threat response framework", *Equality, Diversity and Inclusion*, Vol. 35 No. 3, pp. 205-220. <https://doi.org/10.1108/EDI-08-2015-0068>

Huang, B., Ma, L., & Huang, L. (2022). My work is meaningless: the consequences of perceived occupational stigma for employees in high-prestige occupations. *Frontiers in Psychology*, 13.

Huang, Bo & Ma, Lina & Huang, Li. (2022). My Work Is Meaningless: The Consequences of Perceived Occupational Stigma for Employees in High-Prestige Occupations. *Frontiers in Psychology*. 13. 715188. 10.3389/fpsyg.2022.715188.

Hughes, E. C. (1958): *Men and Their Work*, Glencoe, Ill.: The Free Press.

- Hughes, E. C. (1951). Work and the self. In J. H. Rohrer & M. Sherif, *Social psychology at the crossroads; the University of Oklahoma lectures in social psychology* (pp. 313–323).
- Innstrand, S. T. (2022). Burnout among Health Care Professionals during COVID-19. *International Journal of Environmental Research and Public Health*, 19(18), 11807.
- Jensen, T., & Sandström, J. (2016). Dirty work as seriality. *Tamara: The Journal of Critical Organization Inquiry*, 14, 99-111.
- Kinman, G. (2016). Effort–reward imbalance and overcommitment in UK academics: implications for mental health, satisfaction and retention. *Journal of Higher Education Policy and Management*, 38(5), 504-518.
- Klingbyle, A. T., & Chung-Yan, G. A. (2023). Conflict with customers: the limits of social support and job autonomy in preventing burnout among customer service workers. *International Journal of Conflict Management*, 34(1), 150-166.
- Kreiner, G. E., & Mihelcic, C. A. 2020 Stigmatized Identities in Organizations. In *The Oxford Handbook of Identities in Organizations*.
- Kreiner, G. E., Hollensbe, E. C., & Sheep, M. L. (2006). Where is the "me" among the "we"? Identity work and the search for optimal balance. *Academy of Management Journal*, 49(5), 1031–1057. <https://doi.org/10.5465/AMJ.2006.22798186>
- Kreiner, G., Mihelcic, C. A., & Mikolon, S. (2022). Stigmatized work and stigmatized workers. *Annual Review of Organizational Psychology and Organizational Behavior*, 9, 95–120. <https://doi.org/10.1146/annurev-orgpsych-012420-091423>
- Kristensen, T. S., Borritz, M., Villadsen, E., & Christensen, K. B. (2005). *Copenhagen Burnout Inventory*
- Lai, J. Y. M., Chan, K. W., and Lam, L. W. (2012). Defining who you are not: the roles of moral dirtiness and occupational and organizational disidentification in affecting casino employee turnover intention. *J. Bus. Res.* 66, 1659–1666. doi: 10.1016/j.jbusres.2012.12.012
- Leka, S., Jain, A., Lerouge, L. (2017). Work-Related Psychosocial Risks: Key Definitions and an Overview of the Policy Context in Europe. In: Lerouge, L. (eds) *Psychosocial Risks in Labour and Social Security Law. Aligning Perspectives on Health, Safety and Well-Being*. Springer, Cham. https://doi.org/10.1007/978-3-319-63065-6_1
- Lips-Wiersma, M., Wright, S., & Dik, B.J. (2016). Meaningful work: differences among blue-, pink-, and white-collar occupations. *Career Development International*, 21, 534-551.
- Liu, H., Du, Y., & Zhou, H. (2022). The impact of job burnout on employees' safety behavior against the COVID-19 pandemic: The mediating role of psychological contract. *Frontiers in Psychology*, 13, 185.

Mael, F. A., & Ashforth, B. E. (2001). Identification in work, war, sports, and religion: Contrasting the benefits and risks. *Journal for the Theory of Social Behaviour*, 31(2), 197-222.

Maslach, C., & Leiter, M. P. (2016). Understanding the burnout experience: recent research and its implications for psychiatry. *World psychiatry : official journal of the World Psychiatric Association (WPA)*, 15(2), 103–111. <https://doi.org/10.1002/wps.20311>

Maslach, C., & Leiter, M. P. (2016). Understanding the burnout experience: recent research and its implications for psychiatry. *World psychiatry : official journal of the World Psychiatric Association (WPA)*, 15(2), 103–111. <https://doi.org/10.1002/wps.20311>

Mason-Schrock, D. (1996). Transsexuals' narrative construction of the true self. *Social Psychology Quarterly*, 59, 176-192.

Mo, Y., Deng, L., Zhang, L., Lang, Q., Liao, C., Wang, N., Qin, M., & Huang, H. (2020). Work stress among Chinese nurses to support Wuhan in fighting against COVID-19 epidemic. *Journal of nursing management*, 28(5), 1002–1009. <https://doi.org/10.1111/jonm.13014>

Montano, D., Peter, R. (2021). The Causal Structure of the Effort-Reward Imbalance Model and Absenteeism in a Cohort Study of German Employees. *Occup Health Sci* 5, 473–492 <https://doi.org/10.1007/s41542-021-00097-2>

Morsch, J., van Dijk, D., & Kodden, B. (2020). The Impact of Perceived Psychological Contract Breach, Abusive Supervision, and Silence on Employee Well-being. *Journal of Applied Business & Economics*, 22(2).

Murtaza, G., Khan, R., Neveu, J., & Newman, A. (2021). Reciprocal relationship between workplace incivility and deviant silence—The moderating role of moral attentiveness. *Applied Psychology*.

Notelaers, G., Törnroos, M., & Salin, D. (2019). Effort-Reward Imbalance: A Risk Factor for Exposure to Workplace Bullying. *Frontiers in psychology*, 10, 386. <https://doi.org/10.3389/fpsyg.2019.00386>

Oshana, M. A. (2006). Moral taint. *Metaphilosophy*, 37(3-4), 353-375.. Blackwell, Oxford

Pearson, J., Hammond, M., Heffernan, E., & Turner, T. (2012). Careers and talents not to be wasted: Skilled immigrants' journeys through psychological states en route to satisfying employment. *Journal of Management development*, 31(2), 102-115.

Podsakoff, P. M., MacKenzie, S. B., Lee, J. Y., & Podsakoff, N. P. (2003). Common method biases in behavioral research: a critical review of the literature and recommended remedies. *The Journal of applied psychology*, 88(5), 879–903. <https://doi.org/10.1037/0021-9010.88.5.879>

Rajacich, D., Kane, D., Williston, C., & Cameron, S. (2013). If they do call you a nurse, it is always a "male nurse": experiences of men in the nursing profession. *Nursing forum*, 48(1), 71–80. <https://doi.org/10.1111/nuf.12008>

- Robinson, S. L., & Morrison, E. W. (2000). The development of psychological contract breach and violation: A longitudinal study. *Journal of Organizational Behavior*, 21(5), 525–546. [https://doi.org/10.1002/1099-1379\(200008\)21:5<525::AID-JOB40>3.0.CO;2-T](https://doi.org/10.1002/1099-1379(200008)21:5<525::AID-JOB40>3.0.CO;2-T)
- Rosenbloom, T. (2022). Job burnout, effort-reward imbalance and time pressure as predictors of safety among military truck drivers. *Journal of Transport & Health*, 24, 101248.
- Rosenbloom, T. (2022). Job burnout, effort-reward imbalance and time pressure as predictors of safety among military truck drivers. *Journal of Transport & Health*, 24, 101248.
- Saari, T., Leinonen, M., & Tapanila, K. (2021). Sources of Meaningful Work for Blue-Collar Workers. *Social Sciences*, 11(1), 2. <https://doi.org/10.3390/socsci11010002>
- Schaubroeck, J. M., Lam, L. W., Lai, J. Y. M., Lennard, A. C., Peng, A. C., and Chan, K. W. (2018). Changing experiences of work dirtiness, occupational disidentification, and employee withdrawal. *J. Appl. Psychol.* 103, 1086–1100. doi: 10.1037/apl0000330
- Schaufeli, W.B., & Enzmann, D. (1998). *The burnout companion to study and practice: A critical analysis*. Philadelphia: Taylor & Francis.
- Schaufeli, W.B., & Enzmann, D. (1998). *The burnout companion to study and practice: A critical analysis*. Philadelphia: Taylor & Francis.
- Sharma, D., Ghosh, K., Mishra, M., & Anand, S. (2022). You stay home, but we can't: Invisible 'dirty' work as calling amid COVID-19 pandemic. *Journal of vocational behavior*, 132, 103667. <https://doi.org/10.1016/j.jvb.2021.103667>
- Siddiqi, H., Mahnoor, Sarfraz, H., Khan, A., (2016). Organizational Justice: An Inhibitor of Workplace Deviance. *Research issues in social sciences* 1 (2016) 68-84
- Siegrist, J. (1996). Adverse health effects of high-effort/low-reward conditions. *Journal of occupational health psychology*, 1(1), 27–41.
- Siegrist, J., and Li, J. (2016). Associations of extrinsic and intrinsic components of work stress with health: a systematic review of evidence on the effort-reward imbalance model. *Int. J. Environ. Res. Public Health* 13:432. doi: 10.3390/ijerph13040432
- Siegrist, J., Starke, D., Chandola, T., Godin, I., Marmot, M., Niedhammer, I., & Peter, R. (2004). The measurement of effort-reward imbalance at work: European comparisons. *Social science & medicine* (1982), 58(8), 1483–1499. [https://doi.org/10.1016/S0277-9536\(03\)00351-4](https://doi.org/10.1016/S0277-9536(03)00351-4)
- Simpson, R., & Simpson, A.L. (2018). “Embodying” dirty work: A review of the literature. *Sociology Compass*, 12, 1-9.
- Simpson, R., Slutskaya, N., Lewis, P., & Höpfl, H. (2012). *Introducing Dirty Work, Concepts and Identities*. (2012) Palgrave macmillan

Soral, P., Pati, S. P., Singh, S. K., & Cooke, F. L. (2022). Coping with dirty work: a meta-synthesis from a resource perspective. *Human Resource Management Review*, 32(4), 100861.

Swann, W. B., Jr., Jetten, J., Gómez, Á., Whitehouse, H., & Bastian, B. (2012). When group membership gets personal: A theory of identity fusion. *Psychological Review*, 119(3), 441–456. <https://doi.org/10.1037/a0028589>

Tajfel, H., & Turner, J. C. (1979). An Integrative Theory of Intergroup Conflict. In S. Worchel, & W. G. Austin (Eds.), *The Social Psychology of Intergroup Relations* (pp. 33-47). Monterey, CA: Brooks/Cole.

Tian M., Yang H., Yin X., Wu Y., Zhang G., Lv C., et al. (2021). Evaluating effort-reward imbalance among nurses in emergency departments: a cross-sectional study in China. *BMC Psychiatry* 21:353. 10.1186/s12888-021-03344-6

Tracy, S. J., & Scott, C. (2006). Sexuality, masculinity, and taint management among firefighters and correctional officers: Getting down and dirty with “America’s heroes” and the “Scum of law enforcement”. *Management Communication Quarterly*, 20(6), 6-38.

Tsai S. Y. (2012). A study of the health-related quality of life and work-related stress of white-collar migrant workers. *International journal of environmental research and public health*, 9(10), 3740–3754. <https://doi.org/10.3390/ijerph9103740>

Tyler, M. (2011). Tainted love: From dirty work to abject labour in Soho’s sex shops. *Human Relations*, 64(11), 1477-1500.

Van Laar, C., Meeussen, L., Veldman, J., Van Grootel, S., Sterk, N., & Jacobs, C. (2019). Coping with stigma in the workplace: Understanding the role of threat regulation, supportive factors, and potential hidden costs. *Frontiers in Psychology*, 10, Article 1879. <https://doi.org/10.3389/fpsyg.2019.01879>

Van Vegchel, N., De Jonge, J., Bosma, H., & Schaufeli, W. (2005). Reviewing the effort–reward imbalance model: drawing up the balance of 45 empirical studies. *Social science & medicine*, 60(5), 1117-1131.

Zhang, R., Wang, M. S., Toubiana, M., and Greenwood, R. (2021). Stigma beyond levels: advancing research on stigmatization. *Acad. Manage. Ann.* 15, 188–222. doi: 10.5465/annals.2019.0031

Zhang, W. R., Wang, K., Yin, L., Zhao, W. F., Xue, Q., Peng, M., Min, B. Q., Tian, Q., Leng, H. X., Du, J. L., Chang, H., Yang, Y., Li, W., Shangguan, F. F., Yan, T. Y., Dong, H. Q., Han, Y., Wang, Y. P., Cosci, F., & Wang, H. X. (2020). Mental Health and Psychosocial Problems of Medical Health Workers during the COVID-19 Epidemic in China. *Psychotherapy and psychosomatics*, 89(4), 242–250. <https://doi.org/10.1159/000507639>

Zhang, Y., Sun, J.-M. J., Lin, C.-H. V., and Ren, H. (2020). Linking core self-evaluation to creativity: the roles of knowledge sharing and work meaningfulness. *J. Bus. Psychol.* 35, 257–270. doi: 10.1007/s10869-018-9609-y

Zhong, M., Wayne, S. J., & Michel, E. J. (2023). When the Past and the Present Collide: Contrast Effect of Sequential Psychological Contract Breaches on Employee Outcomes. *Journal of Management*, 49(3), 913-943.

Zhou, T., Xu, C., Wang, C., Sha, S., Wang, Z., Zhou, Y., ... & Wang, Q. (2022). Burnout and well-being of healthcare workers in the post-pandemic period of COVID-19: a perspective from the job demands-resources model. *BMC health services research*, 22(1), 1-15.

APPENDIX

Figure 1: Conceptual Research Model

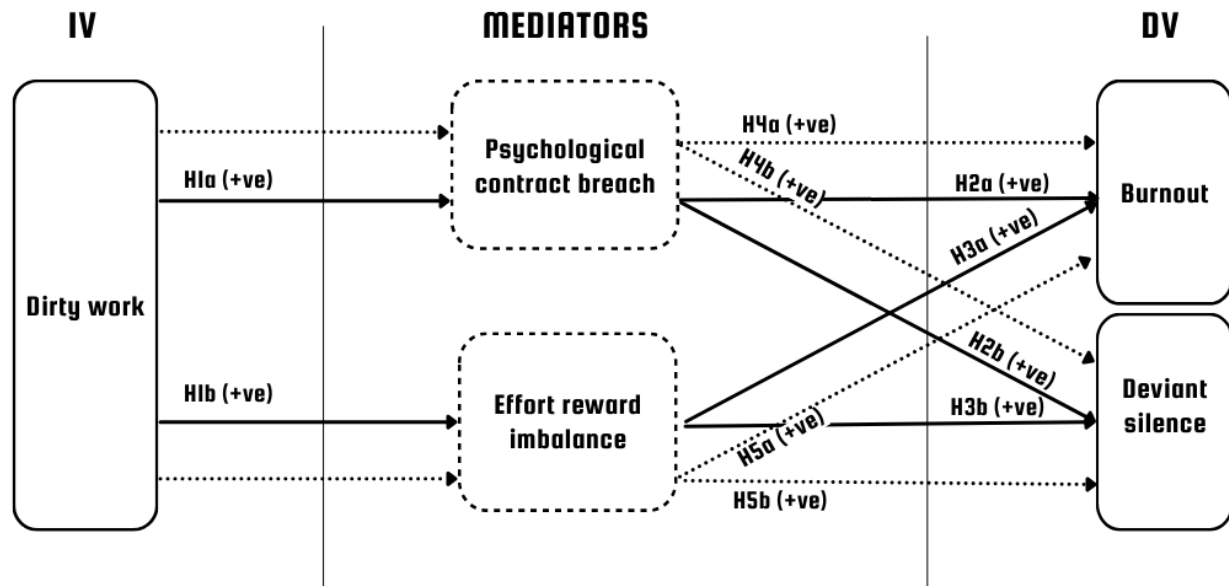


Table 1: Mean, standard deviation, and correlation

Variables	Mean	SD	1	2	3	4	5
1 Dirty work	4.89	1.22	1				
2 Effort reward imbalance	4.89	1.26	0.542	1			
3 Psychological contract breach	4.92	1.25	0.551	0.538	1		
4 Burnout	4.94	1.28	0.526	0.524	0.528	1	
5 Deviant silence	4.90	1.28	0.509	0.498	0.525	0.506	1

Table 2: Model fit

Model fit Indexes				
Fit Index	Cited	Fit criteria	Results	Fit (Yes/No)
X ²			834.552	
DF			769	
X ² /DF	(Kline,2010)	1.00 -5.00	1.085	Yes
RMSEA	(Steiger,1990)	<.08	0.014	Yes
SRMR	(Hu&Bentler,1999)	<.08	0.029	Yes
TLI	(Tucker & Lewis, 1973)	>0.90	0.994	Yes
CFI	(Byrne, 2010)	>0.90	0.994	Yes

Table 3 Reliability and validity analysis.

	CR	AVE	MSV
Construct	>0.7	>0.5	
Dirty work	0.938	0.603	0.348
Effort-reward imbalance	0.942	0.621	0.332
Psychological contract breach	0.933	0.608	0.348
Burnout	0.923	0.63	0.323
Deviant silence	0.896	0.632	0.329

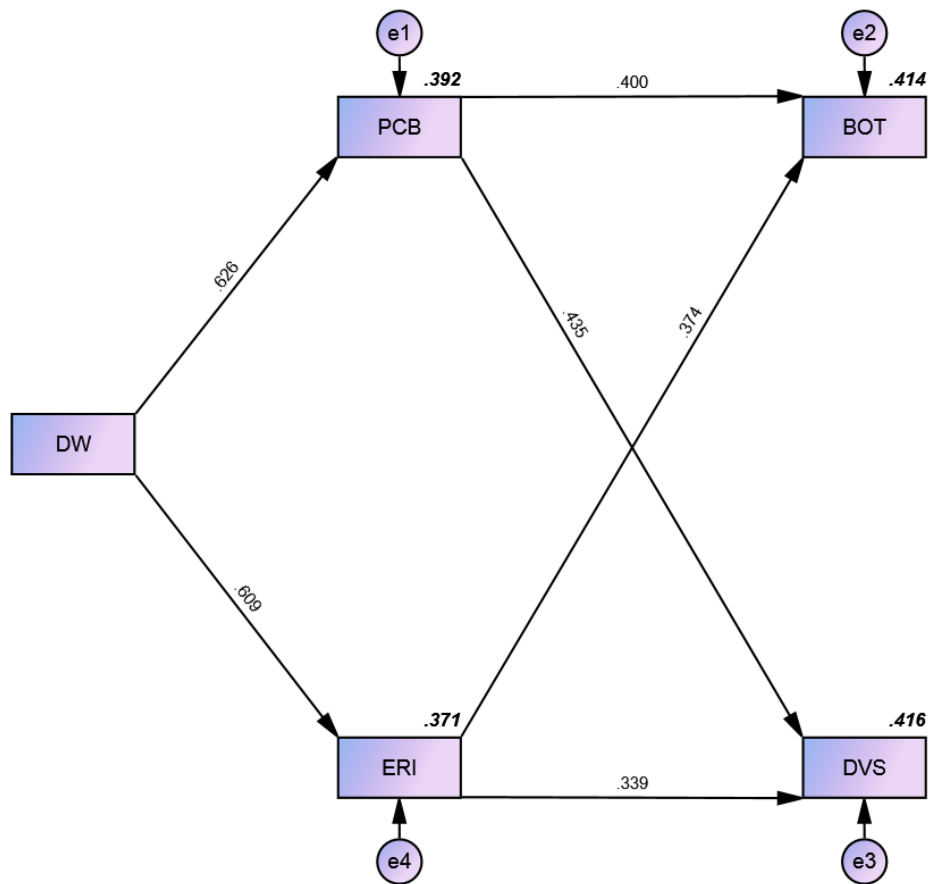
Table 4: Discriminant Validity Analysis (HTMT)

Constructs	1	2	3	4	5
1. Dirty work					
2. Effort-reward imbalance	0.576				
3. Psychological contract breach	0.592	0.574			
4. Burnout	0.565	0.561	0.569		
5. Deviant silence	0.555	0.541	0.576	0.556	

Table 5: Hypotheses testing direct effect

Hypothesis	Direct Effect	Std. Beta	Std. Error	Lower Bounds	Upper Bounds	T Values	P Values
H1a	DW → PCB	0.626	0.046	0.530	0.709	13.609	***
H1b	DW → ERI	0.609	0.046	0.515	0.696	13.239	***
H2a	PCB → BOT	0.400	0.057	0.294	0.523	7.018	***
H2b	PCB → DVS	0.435	0.054	0.328	0.546	8.056	***
H3a	ERI → DVS	0.339	0.054	0.230	0.451	6.278	***
H3b	ERI → BOT	0.374	0.057	0.263	0.490	6.561	***

*Indicates significant paths: *p<0.05, **p<0.01, ***p<0.001, NS = not significant

Figure 2 structural model (direct effect)**Table 6: Hypotheses testing Indirect Effect**

Hypothesis	Relationships	Indirect	Confidence interval		P	Conclusion
		<i>Effect</i>	Lower bound	Upper bound	Values	
H4a	DW → ERI → BOT	0.227	0.177	0.347	0.000	Partial Mediation
H4b	DW → ERI → DVS	0.206	0.152	0.303	0.000	Partial Mediation
H5a	DW → PCB → BOT	0.251	0.201	0.375	0.000	Partial Mediation
H5b	DW → PCB → DVS	0.272	0.216	0.388	0.000	Partial Mediation