

The Influenced Of Job Demands And Authentic Leadership On Job Satisfaction: The Mediation Effect Of Emotional Exhaustion

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Abstract

The purpose of this paper is to examine the mechanism of the influence of job demands and authentic leadership on job satisfaction, and the mediating effect of emotional exhaustion. A total of 590 valid sample data of Chinese knowledge workers were obtained, and analyzed using a structuring equation model with software SPSS 26.0 and Amos 26.0 was used. The empirical result shows increased job demands do not diminish employee job satisfaction as much as assumed, and dissatisfaction only arises when employees feel emotionally exhausted from high job demands. Authentic leadership as a resource can help increase employee job satisfaction directly, and can also affect satisfaction by reducing emotional exhaustion. The findings have practical implications, and managers need to concentrate on the characteristics of knowledge workers and their definition of job demands to stimulate employee job satisfaction by segmenting different job demands. This paper received further examine not only for the predictions derived from job demand-resource theory, highlighting the positive role of authentic leaders as job resources, but also for a broader analysis of the meaningful relationship between job demand and job satisfaction, with emotional exhaustion having a mediating effect.

Keywords: Job Demands, Authentic Leadership, Emotional Exhaustion, Job Satisfaction.

Introduction

The emotional drain was a particularly prominent problem. The impact of the rapidly changing epidemic on society continues to stir up everyone's daily life and

psychological world. China 2020 Mass Mental Health Insight Report surveyed 11,031 respondents, 63.36% of respondents acknowledged the impact of COVID-19 on their mental health. Among them, 39.79%

said emotional exhaustion was the primary negative psychological impact of the epidemic. The report pointed out that among workplace-related psychological distress, 26.14% of respondents believed that their work pressure came from too much workload and serious overtime work; 40.00% of respondents felt depressed due to increased work intensity and difficulty; nearly 60% of respondents expressed that they were experiencing different degrees of burnout, and 47.52% of respondents often felt emotional exhaustion, think their work was too hard.

This was due to the enormous changes to the work or work environment in the era of epidemics. Countries have taken unprecedented measures to prevent and control epidemics, and stricter mechanisms for the entry and exit of people and goods, such as quarantines, social distancing, and even lock-down at the national or city level, have put more tremendous pressure on companies and employees to work. Volatile survival conditions require greater responsiveness and flexibility from organizations, and human resources were thus subjected to increased job demands. Isolation and social alienation lead companies to experiment with new work or management modes, such as working from home, which places higher job demands on employees regarding working hours or workload.

The influence of job demands as a prerequisite for the JD-R model, the classic theory of burnout, more intuitively in the employee's emotional state (burnout) (Demerouti, Nachreiner, et al., 2001), and

the theoretical basis of the JD-R model was the resource conservation theory, in which individuals develop negative psychological emotions when job demands increase but employees were not adequately rewarded for a large number of resources they invest (Hobfoll, 2002). The behaviours of employees were not only the result of analytical processing but furthermore closely related to emotional states (Ashkanasy & Humphrey, 2011; Miner & Glomb, 2010; Perry et al., 2010; Zellars et al., 2006). Accordingly, this paper speculates that emotional exhaustion as a negative emotion was likely to play an essential mediating effect between job demands and employee job satisfaction, but the existence of this mediating effect needs to be further examined under era of epidemics.

Job satisfaction was an essential indicator of the level of business management. On the one hand, job satisfaction affects the performance of employees in terms of attendance, performance and turnover, thus affecting the operation and development of the whole organization; on the other hand, job satisfaction was the degree of employees' recognition of their jobs, which has an effect on their psychological changes and behavioural reactions at work. There has been some progress on the relationship between emotional exhaustion and job satisfaction. Emotional exhaustion, as an individual's perception of the job, motivates individuals to emotionally and cognitively distance themselves from the job, which may be a way of coping with

overload (Cropanzano et al., 2003). Job satisfaction, for its part, has been defined as a pleasurable or positive affective state of an employee resulting from a favourable evaluation of their job and the work experience, which might be related to organizational outcomes like engagement and motivation. Therefore, this paper selected job satisfaction as a specific measure of positive employee attitudes.

According to the JD-R model, job burnout was a consequence and emotional manifestation of chronic job stress caused by excessive job demands and has been a potential mediating variable in the field of stress and negative emotion-related research (Schaufeli & Bakker, 2004). With resource conservation theory, when employees feel burned out, they adopt a negative coping strategy, a compensatory mechanism whereby employees subjectively reduce their perceptions of performance goals and environmental demands and retain the psychological and physical costs they have incurred (Robert & Hockey, 1997), thereby change their attitude to work. Therefore, in this paper, from the perspective of resource conservation theory and JD-R model to propose the theoretical conjecture that job demands, as work events and stressors, cause changes in employees' affective (emotional exhaustion), which lead to employees' changes in work attitude (job satisfaction).

In addition, Gallup Employee Burnout: Causes and Cures surveyed in 2018 reported that lack of communication

and support from the leader was one of the main causes of emotional exhaustion. Resource conservation theory suggests that resources can alleviate the stress caused by job demands and leadership as a workplace resource (Hobfoll, 1989, 2002) may buffer the effects of emotional exhaustion caused by job demands. Furthermore, the role of leadership was demonstrated in the China 2020 Mass Mental Health Insight Report, when employees find themselves in a bad emotional state, seeking help from leaders was one of the ways for them to get support or adjust their working state. As mentioned above, this paper takes emotional exhaustion as a logical clue, if considering both the psychological activity and management level perspectives, the authentic leader (Avolio & Gardner, 2005), which was considered the source concept of the positive leadership style, has the potential to make an impact. And whether this leadership style can regulate emotional exhaustion and job satisfaction has not been sufficiently explained by previous studies.

This paper focused on Chinese knowledge workers. Despite the results of Western research on employee workplace deviance, the applicability of these findings to Chinese employees remains to be further tested. Values have profoundly affected the issues worthy of study in organizational behaviours and those yet to be studied (Gelfand et al., 2008), the West and the East clearly have different values which have influenced people's behaviours (Tsui et al., 2007), which makes this paper's concentration on the Chinese context more

relevant for research. Knowledge workers were generally more educated, more assertive in their work processes, highly mobile, autonomous and had a strong desire for continuous learning (Joo et al., 2016), so these employees usually bring greater value to the company and help it gain a competitive advantage. They were the source of company innovation and played a crucial role in enhancing organizational learning and competitiveness (Reyt & Wiesenfeld, 2015), and have information and knowledge resources that were vital to the development and innovation of enterprises. Therefore, compared to general employees, there was a high theoretical value and relevance to study them.

Applying a structure equation modeling (SEM) to data collected from Chinese knowledge workers, this paper examined the mechanism of the influence of job demands and authentic leadership on job satisfaction, and the mediating effect of emotional exhaustion, this paper proposes a theoretical model from the perspectives of the JD-R model, and resource conservation theory.

Theory and hypotheses

Theoretical background of JD-R

The essence of the concept that made the JD-R model applicable to a wide range of occupations and scenarios was that even though different occupations could have their own distinctive job characteristics that contributed to burnout, all these job characteristics in general can be divided into two categories, namely job demands

and job resources (Demerouti, Nachreiner, et al., 2001).

Theories use both job demands and job resources constructed as vectors for predicting work attitudes and behaviours, the model was summarized as different psychological response processes were triggered by job demands and job resources (dual process hypothesis). One was the health impairment process, suggesting that demand-related factors were the main cause of emotional exhaustion (Lee & Ashforth, 1993, 1996; Leiter, 1993; Leiter & Maslach, 1988), reflecting the excessive workload and emotional requirements, constantly depleting employees' energy and stamina, which may lead to tremendous work stress, resulting in burnout and other mental health problems and adverse organizational outcomes; the other was the motivational process, while resource-related factors can provide support for personal values and thus alleviate stress caused by negative emotions (Lazarus & Folkman, 1984), which suggests that job resources have intrinsic and extrinsic motivational effects, i.e., adequate job resources facilitate work engagement, build harmonious interpersonal relationships, and may lead to high-performance work outcomes (Bakker & Demerouti, 2007; Demerouti, Bakker, et al., 2001). The dual process hypothesis of the JD-R model was used as the base model in this paper.

Impairment process

Job demands were defined as the physical, mental, social or organizational demands of the job that required sustained

resources invested--physical or psychological (cognitive and emotional) and were therefore potential stressors in the workplace, and turns into realistic stressor when the demands of the job require extra effort and resources from the individual and they have over-committed resources that cannot be adequately recovered (Bakker & Demerouti, 2007). Excessive job demands stress can cause individuals to feel that the job task was too demanding for them, which can lead to a series of negative effects such as anxiety, fatigue, emotional exhaustion, and job hypnosis, which in turn can negatively affect the individual's job performance and well-being experience (Demerouti, Bakker, et al., 2001). In addition, it has been noted that even when job demands were considered a challenging stressor, it was positively associated with psychological stress such as emotional exhaustion, anxiety, depression, and negative emotions such as tension (Jeffery A LePine et al., 2005; Rodell & Judge, 2009). Emotional exhaustion, proposed by Maslach and Jackson (1981), was defined as the psychological feelings of tension, fatigue, and frustration that accompany an individual's depletion of emotional resources in the work process and the physical and psychological difficulties in maintaining the previous work state. Although job demands themselves were not necessarily negative, meeting these excessive job demands usually requires extra effort and was associated with employee energy expenditure, therefore, job demands may become a source of job

stress, and constant job demands can reduce employees' evaluation of their jobs and diminish job satisfaction (Demerouti & Bakker, 2011). Skaalvik and Skaalvik (2018) conducted a study with Norwegian teachers, and the results showed that job demands and job satisfaction were negatively related. Based on the above analysis, the following hypothesis was proposed:

H1: Job demands were positively related to emotional exhaustion.

H2: Job demands were negatively related to employees' job satisfaction.

Motivational process

Authentic leadership was defined as a positive leadership behaviours in which the leader used their positive psychological abilities and high self-awareness, and moral atmosphere to promote authentic actions, unbiased information processing, and transparent leadership-subordinate relationships, thus promoting the simultaneous development of the leader themselves and their subordinates (Walumbwa et al., 2008). As an essential role in the organization, leaders were seen as a bridge between employees and the organization, and as decision-makers in the organization, have a more significant influence on subordinates than others in the organization (Amundsen & Martinsen, 2014) and can have an impact on employees' attitudes and behaviours (Breevaart et al., 2016; Montano et al., 2017). The research found that superior support was one of the important factors affecting employees' job burnout. The more

support employees get from their superiors, the lower the level of emotional exhaustion (Balogun et al., 2002; Spooner-Lane & Patton, 2007). As an effective way of leadership, the positive influence of authentic leadership on employees' emotions, attitudes and behaviours has been verified by many scholars, and authentic leaders will give more support to employees. Avolio et al. (2004) pointed out that the authentic leadership behaviours of leaders can reduce the negative emotions and behaviours of organizational members, such as turnover intention and emotional exhaustion, by improving their emotional perception of trust and identity in the organization. Gardner et al. (2005) pointed out in the research that when managers in organizations implement authentic leadership, managers' authentic leadership behaviours usually play an example and demonstration role, which makes organization members form following authentic behaviours, never improves the psychological capital level of organization members, and reduces negative emotions and behaviours such as job burnout of organization members. Brown et al. (2005) found through research that when leaders show high moral values, employees were more willing to make extra efforts for the organization, and their job satisfaction was higher, so their job burnout level was lower. A study on newly graduated nurses demonstrated the fundamental importance of authentic leadership in creating a supportive work environment, which can reduce the likelihood of workplace bullying but contribute to less burnout and

more satisfaction with their work (Laschinger et al., 2012). Therefore, this paper holds that authentic leaders, as an essential resource in employees' work scenes, can stimulate subordinates' positive work emotions, thus reduced the occurrence of emotional exhaustion. Based on the above analysis, the following hypothesis was proposed:

H3: Authentic leadership was negatively related to emotional exhaustion.

H4: Authentic leadership was positively related to employee job satisfaction.

Job satisfaction was a pleasant or positive emotional reflection of an individual's experience and feelings about the current workplace environment (Beard & Ragheb, 1980; Harrison et al., 2006). Many studies have shown that individual psychological status was closely related to job satisfaction and that job satisfaction and emotional exhaustion were two psychological health states (Tadić et al., 2015). Fisher (2000) empirically demonstrated with 124 employees that employees' overall job satisfaction was influenced by the intensity and frequency of the emotions they experienced. Weiss (2002) stated that as individuals accumulate negative emotional feelings, their job satisfaction will change as a result, and they will have negative evaluations of their jobs. Once emotional exhaustion occurs, it often leads to impaired self-esteem, frustration, nervousness and temper tantrums, making employees physically and mentally exhausted, thus reducing their commitment to their jobs and

evaluations of their jobs, thus decreasing job satisfaction. Based on the above analysis, the following hypothesis was proposed:

H5: Emotional exhaustion was negatively related to employee job satisfaction.

Mediating roles of Emotional Exhaustion

According to JD-R theory, excessive job demands increase the level of emotional exhaustion of employees, which was significantly and negatively related to job satisfaction (Myhren et al., 2013). Higher levels of emotional exhaustion can make individuals feel physically exhausted, mentally and emotionally drained, and no longer able to cope with their work (Wright & Cropanzano, 1998), which can decrease job satisfaction (Bakker & Demerouti, 2007; Cordes & Dougherty, 1993). Based on the above analysis, the following hypothesis was proposed:

H6: Emotional exhaustion mediated the relationship between job demands and job satisfaction, and when job demands were high, it enhanced the level of emotional exhaustion and thus decreased job satisfaction.

Authentic leadership was motivating leaders and subordinates to acquire positive behaviours of self-awareness and self-regulation through positive psychological competencies and highly developed organizational situations that lead to more positive self-development (May et al., 2003), which has a significant positive impact on their job satisfaction (Giallonardo et al., 2010; Read &

Laschinger, 2015; Wong & Laschinger, 2013). Based on the above analysis, the following hypothesis was proposed:

H7: Emotional exhaustion mediated the relationship between authentic leadership and job satisfaction, and when authentic leadership was high, it reduced employees' emotional exhaustion and thus increased job satisfaction.

Methods

Sample and procedures

As the target population of this paper was knowledge workers in China, the scope was relatively broad, mainly all types of administrators and technicians in various types of enterprises. Data were collected via a questionnaire and the survey was administered from from June 25, 2022 to July 5, 2022, and a total of 823 questionnaires were distributed and 590 valid responses were received, with an effective response rate of 72 percent. Among the respondents, 59.8 percent were female, 72.8 percent were age under 35 years, 88.3 percent held a bachelor's degree or higher, 74.2 percent were job tenure under 8 years. Statistical software SPSS 26.0 and Amos 26.0 to pre-process the collected data and lay a preliminary foundation for hypothesis testing.

Measures

All the scales were self-reported and measured with a five-point Likert scale. Because the respondents' mother language was Chinese, all of the key measures were originally developed in English, but had been translated and used in other studies

conducted in a Chinese setting.

Job Demands, this paper measured job demands with 5 items developed by Karasek (1979) and Butler (2007), has been proven to have good reliability and validity by empirical research under Chinese content (Song et al., 2019), a sample items was "My current job has excessive work." The Cronbach's α was 0.823.

Authentic Leadership, this paper measured authentic leadership with 16 items by Walumbwa et al. (2008) surveyed Chinese sample and the results of the study showed that it has good applicability in China, a sample items was "My (direct) supervisor/boss says exactly what he/she means." The Cronbach's α was 0.951.

Emotional Exhaustion, this paper measured emotional exhaustion with 5 items proposed by Chinese scholars Li and Shi (2003) screened the items from the MBI-GS (Maslach, Jackson, & Leiter, 1996a), a sample items was "I feel emotionally drained from my work." The Cronbach's α was 0.911.

Job satisfaction, this paper measured job satisfaction with the five items job satisfaction scale (Liu et al., 2007), developed from the Michigan Organizational Assessment Scale

(Cammann et al., 1979), a sample items was "All in all, I am satisfied with my job." The Cronbach's α was 0.747.

Results

Reliability

Reliability analysis was an essential indicator for preliminary quality checks of the recovered data, which in the paper, each scale Cronbach's α was greater than 0.7 (DeVellis & Thorpe, 2021), and the results are shown in Table 2 the composite reliability of the scale was greater than 0.7 (Fornell & Larcker, 1981), indicated that each questionnaire's internal consistency and internal structure were better and have good reliability.

Measurement model results

This paper conducted Confirmatory Factor Analysis (CFA) on the variables to examine the distinctness. The fit indicators such as SRMR, RMSEA, RMSEA, CFI, IFI, and TLI were selected to determine the degree of fit of the model. The questionnaire consisted of four dimensions based on the exploratory factor analysis results above. The four factors model fit indicators CFI, IFI, TLI were all exceeding 0.90 (Fan et al., 1999) significantly better fit than the other factors models, in Table 1.

Table 1 Results of CFA
Models Goodness of Fit

Model	χ^2	df	χ^2/df	SRMR	RMSEA	CFI	IFI	TLI
4 Factors	1340.961	338	3.96	0.08	0.07	0.91	0.91	0.90
3 Factors	2213.146	341	6.49	0.13	0.10	0.83	0.83	0.81
2 Factors	4686.291	349	13.43	0.17	0.15	0.60	0.60	0.57
Single Factors	4850.471	349	13.90	0.17	0.15	0.59	0.59	0.55

Notes: JD=Job Demands; AL=Authentic Leadership; SA=Self-Awareness; AB=Authentic Behaviours; EE=Emotional Exhaustion; JS= Job Satisfaction.
 4 Factors Model =JD, AL, EE, JS;
 3 Factors Model =JD+AL=F1, EE, JS;
 2 Factors Model =JD+AL+EE=F1, JS;
 Single Factors Model =JD+AL+EE+JS.

From the table 2, the average variance extracted was greater than 0.5 (Fornell & Larcker, 1981), demonstrating the scale's good convergent validity. The table shows the means, standard deviations, and correlations among the variables, and these correlations provide initial support for hypothesis testing.

Table 2 Mean, Standard Deviation, Reliability, Validity and Correlation among Variables
 Mean, Standard Deviation, Reliability, Validity and Correlation of Variables

	M	SD	CR	AVE	JD	EE	JS	AL
JD	3.798	0.782	0.830	0.552	0.743			
EE	3.255	1.018	0.913	0.676	.480**	0.822		
JS	3.438	0.873	0.777	0.541	-0.050	-.601**	0.736	
AL	3.357	0.809	0.958	0.589	.174**	-.158**	.509**	0.768

Notes: JD=Job Demands; AL=Authentic Leadership; EE=Emotional Exhaustion; JS= Job Satisfaction.

The square root of AVE estimates appears on the main diagonal.

Significance Indicators: *** p < 0.001; ** p < 0.010; * p < 0.050.

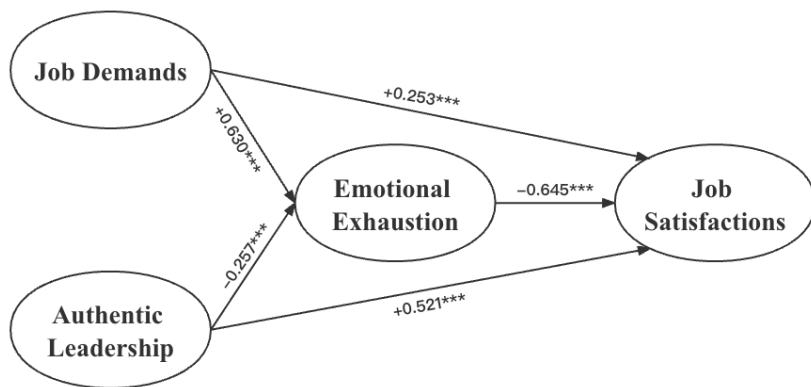
Hypothesis Testing

The path analysis

This paper estimated relationship with structural equation modelling, path analysis was performed to test the direct effect hypothesis, which plotted in Figure 1. The relationships between JD and EE, JD and JS, AL and EE, AL and JS, and EE and JS were all significant, and the parameter estimates were 0.630, 0.253, -0.257, 0.521

and -0.645. However, Hypothesis 2 proposed that job demands were negatively related to job satisfaction. As shown in the table above, when job demands go up, job satisfaction was also higher ($\beta=0.253$, $p<0.001$). This Implied that increasing job demands improved job satisfaction. Hypothesis 2 did not hold.

Figure 1 Path analysis



Notes: ***Significance at $p < 0.001$.

Mediation model

A bootstrap method with a random sample of 5000 was used in this paper, with a confidence interval of 95%, and the lower

and upper limits of the confidence interval excluding zero indicated that the indirect effect was significant.

Table 3 Mediation Effect of Bootstrap Test

Mediation Effect of Bootstrap Test (Standardized Estimate)

Hypothesis	Path	Indirect Effect	Product of Coefficients		p	Bootstrap Bias-corrected 95% CI			Percentile 95% CI		
			Boot SE	Z		Lower	Upper	P	Lower	Upper	P
H6	JD→EE→JS	-0.406	0.076	-5.342	**	-	-	**	-	-	***
					*	0.560	0.305	*	0.588	0.279	
H7	AL→EE→JS	0.166	0.038	4.368	**	0.115	0.239	**	0.105	0.253	***
					*			*			

Notes: JD=Job Demands; AL=Authentic Leadership; EE=Emotional Exhaustion; JS= Job Satisfaction. Significance Indicators: *** $p < 0.001$; ** $p < 0.010$; * $p < 0.050$.

In sum, the findings suggest an indirect effect of emotional exhaustion mediated the relationship between job demands and authentic leadership on job satisfaction. When job demands become higher, it enhanced the level of emotional exhaustion and thus reduced employee job satisfaction ($\beta=-0.406$, $p<0.001$), when the level of authentic leadership was high, it reduces

the degree of emotional exhaustion and thus increased employee job satisfaction ($\beta=0.166$, $p<0.001$). Hypothesis 6 and 7 was supported.

Discussion

According to the analysis of empirical data, job demands were significantly and positively related to employees' emotional exhaustion. When employees perceive

higher job demands, their sense of competence will not be satisfied, and they may need to sacrifice extra leisure time to complete their work tasks, and lose the balance of retaining resources, their psychological contract will be damaged, and emotional exhaustion will be intensified. This also reaffirms the impairment path of the job demands-resources model. Secondly, increased job demands improved job satisfaction, a finding that contradicts the hypothesis. A two-dimensional model of job demands' stress may be able to interpret this finding. In addition to hindrances job demands that only cause stress, there were job demands that cause stress but were perceived by employees as rewarding work experiences. The rewards of these demands were sufficient to compensate for the pain they caused. These job demands were considered as challenges job demands (Cavanaugh et al., 2000), and challenges job demands have positive attributes (Van den Broeck et al., 2010). Because challenges job demands can provide individuals with potential growth and learning opportunities, such job demands can increase employees' work engagement and job satisfaction (Demerouti & Bakker, 2011; Van den Broeck et al., 2010). Compared to hindrances job demands, knowledge workers perceive these job demands as an opportunity to learn and gain access to obtain growth, thus bringing a positive impact, that explained the job demands of the paper results significantly positively affect job satisfaction.

Authentic leadership has a significant negative effect on employee emotional exhaustion, in other words, authentic leadership decreases employee emotional exhaustion for subordinates through their positive leadership traits, such as being transparent in relationships and giving resource support to employees, thus have positive effect on employee job satisfaction.

The paper found that emotional exhaustion was a significant mediator of the relationship between job demands, authentic leadership and job satisfaction. Although different mechanisms of action exist between challenges and hindrances job demands and certain outcome variables, both challenges and hindrances job demands were associated with anxiety and emotional exhaustion (Boswell et al., 2004; Jeffery A LePine et al., 2005; Tai & Liu, 2007), where only negative emotions perceived from job demands diminished employee job satisfaction.

Implications

Certain theoretical implications exist for this paper. It was an addition and extension to existing antecedent research in the area of job demands and authentic leadership among Chinese employees. This paper then examine the impact of excessive job demands perceived by employees on job satisfaction, as well as the mediating influence of emotional exhaustion, and also further confirmed that authentic leadership as a resource in the workplace can be a good help to employees' negative behaviours, enriching the understanding of employee job satisfaction. At the same time,

it laterally identified the dual influence of job demands, not exactly damaging psychological resources. Appropriate job demands may also be challenging job stress that can stimulate employee motivation.

The effect of job demands on satisfaction in the findings was different from the theoretical hypothesis, for knowledgeable workers have their own judgments and emotional responses to job demands of various characteristics. It can arouse the necessary alertness and attention of managers to develop more practical intervention and diversion strategies to avoid such phenomena and then gradually form a formal management system, which will positively affect the promotion of sustainable development of enterprises.

Second, this paper will be conducted in a Chinese work environment for knowledge-based employees, and the findings have some practical guidance for localized management policy development.

Third, it can further help relevant decision-makers to realize that emotional exhaustion cannot be ignored in work scenarios. Therefore, it was important for organizations to provide employees with work resource support to help them cope with excessive job demands and reduce their emotional exhaustion. It can enhance employees' work well-being and build synergistic psychological and work relationships by conducting positive and effective emotion management training and creating a work environment conducive to employees' career development.

Fourth, leadership style affects individual emotions and behaviours, and

this paper verifies the role of authentic leadership regulation. Thus, the role of authentic leadership due to proactive cultivation was conducive to enabling business managers to efficiently address employees' negative emotions and satisfaction then maximize employee value.

Limitations and directions for future research

Firstly, due to financial and time constraints, and to serve the purpose of the paper was to examine the relationship between variables, and the cross-sectional study was appropriated (Babbie, 2020). Although the relationships between the variables were theoretically sorted out in the paper, longitudinal studies with long-term observations provide richer data in exploring changes in the relationships between variables (Ployhart & Vandenberg, 2010).

Secondly, the scales used in this paper were from studies in non-Chinese contexts, and although the reliability and validity have been empirically tested under Chinese contexts, their applicability in China needs to be further explored. The development and innovation of local scales should be done in the future to find the most representative workplace deviant behaviours in the Chinese context.

Finally, the above discussion on the unsupportable relationship between job demands on job satisfaction hypothesis shows that there was both an attrition and possibly some facilitation effect of job demands. For knowledge workers, appropriate stress may be perceived as a

challenge that motivates them to work and has a positive impact, but this paper only explored the impairment mechanism of job demands. Future research can explore the dual effect paths of job demands hindrance and challenge in greater depth and provide a comprehensive understanding of the extended boundaries of job demands resource theory.

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