Routledge
Taylor & Francis Group

Check for updates

Illegitimate tasks as assessed by incumbents and supervisors: converging only modestly but predicting strain as assessed by incumbents, supervisors, and partners

Laurenz L. Meier[*a] and Norbert K. Semmer[*b]

[a]Department of Psychology, University of Neuchâtel, Neuchâtel, Switzerland; [b]Department of Psychology, University of Bern, Bern, Switzerland

ABSTRACT

Illegitimate tasks are tasks that violate norms about what an employee can reasonably be expected to do. Representing a relatively recent stressor concept, illegitimate tasks have been linked to strain, but so far have been assessed only by self-report. The current multisource study investigates to what extent supervisors' assessments of illegitimate tasks converge with incumbents' self-reports of illegitimate tasks and predict three kinds of strain, namely psychological strain (incumbent report of exhaustion), behavioural strain (supervisors report of incivility), and family strain (partner report of work-family conflict). Low convergence between assessments was expected due to idiosyncratic appraisals but also to differing perspectives of supervisors and incumbents due to their roles, as described by the newly developed roles-as-perspectives theory proposed in this paper. Data from 166 triads were analysed by structural equation modelling and Relative Weight Analysis. Results showed that convergence between incumbent and supervisor reports of illegitimate tasks was rather low; it was higher when the supervisor had a limited span of control. Illegitimate tasks were associated with all three types of strain for both self- and supervisor reports of illegitimate tasks, indicating that the detrimental effects of illegitimate tasks cannot be explained by common method biases alone and that incumbents and supervisors have overlapping but not identical concepts of illegitimate tasks.

The concept of illegitimate tasks as an occupational stressor has been introduced rather recently (Semmer, Jacobshagen, Meier, & Elfering, 2007; Semmer et al., 2015). Tasks are illegitimate to the extent that employees think they should not have to perform them, either because the tasks do not fit their specific role (unreasonable tasks) or because they should not be required at all and thus do not fit any employee's role (unnecessary tasks). As individuals tend to identify with their occupational role (Ashforth, Harrison, & Corley, 2008), tasks that are inappropriate to their role in the organisation may become "identity-relevant stressors" (Thoits, 2011) and constitute a threat to the self (Semmer et al., 2007).

The concept being rather recent, the number of empirical investigations on illegitimate tasks and the scope of outcomes investigated are limited. Existing studies have focused mainly on psychological strain (e.g., burnout, Semmer et al., 2015), and some (e.g., Zhou, Eatough, & Wald, 2018) have focused on behavioural strain (counterproductive behaviour). All these studies assessed illegitimate tasks by self-report. Outcome variables were also assessed through self-report, with the exception of two studies that assessed strain through non–self-report measures (Kottwitz et al., 2013; Pereira, Semmer, & Elfering, 2014).

Using assessment methods beyond self-report is important for at least two reasons. First, if illegitimate tasks are assessed by sources other than individual employees themselves (such as supervisors), distortions due to common method bias can be ruled out (Podsakoff, MacKenzie, & Podsakoff,

2012). Second, identifying illegitimate tasks through self-reports leaves open the possibility that assessments of illegitimacy arise from individuals' idiosyncratic appraisals only. Although individual appraisal is key to identifying stressful experiences (Lazarus, 1999), it is important to know if illegitimate tasks as perceived by other people in the organisation show an association with strain as well.

In this study we therefore had both incumbents and supervisors assess illegitimate tasks. Furthermore, to extend our understanding of the potential consequences of illegitimate tasks, we assessed outcome variables not only by self-report (psychological strain on the incumbent) but also by their supervisors (behavioural strain) and by partners (family strain). We analysed associations of illegitimate tasks with these three types of strain by way of structural equation modelling, and we tested if the two types of illegitimate tasks – unnecessary and unreasonable – predicted outcomes differently. Regarding supervisor appraisals of illegitimate tasks performed by subordinates, we developed a preliminary "roles-as-perspectives" (RaP) theory, which we hope enables a better understanding of supervisor judgements based not only on their own idiosyncrasies but also on their roles within an organisation.

The current study makes two main contributions to the literature. First, it extends our understanding of how illegitimate tasks affect employee strain. Specifically, we investigate associations between illegitimate tasks and several types of strain that are not biased by common method variance and

---

we examine whether outcomes vary with the two types of illegitimate tasks (i.e., unnecessary and unreasonable tasks). Second, we shed light on the convergence of supervisors' and incumbents' perceptions of illegitimate tasks – and possibly on other stressors as well – both empirically and theoretically.

Illegitimate tasks: theory and research

At the heart of the concept of illegitimate tasks is the individual's belief that she should not have to do them (Björk, Bejerot, Jacobshagen, & Härenstam, 2013; Semmer et al., 2015). The concept of (il)legitimate tasks is rooted in stress-as-offense-to-self (SOS) theory (Semmer et al., 2007; Semmer, McGrath, & Beehr, 2005). SOS theory builds on individuals' need to maintain, and protect, a positive image of themselves, in terms of both self-esteem and one's social reputation (called social esteem by Lazarus, 1999). Although this need to maintain a positive self-image is generally well accepted (Sedikides & Strube, 1997), the authors of SOS theory postulate that the implications of this need have been insufficiently worked out, a theoretical gap they seek to fill (Semmer et al., 2007). Grounded in role theory, the concept of illegitimate tasks represents a special case of injustice.

Illegitimate tasks and role theory

Roles have attached expectations about what can appropriately be expected from the role occupant (Beehr & Glazer, 2005; Katz & Kahn, 1978). Illegitimate tasks refer to an implication of the role concept that has received little attention, namely that certain behaviours *cannot* be appropriately expected. However, the difference between tasks that are included within one's occupational role and those that are not may have far-reaching consequences. These consequences are tied to employees' tendency to identify with their occupational roles (Ashforth, Harrison, & Corley, 2008). If employees are assigned tasks that are at the core of their occupational role, these tasks affirm their professional identity. Performing well in terms of one's core role often boosts pride and self-esteem (Gabriel, Diefendorff, & Erickson, 2011), and potential stressors tend to be perceived as less stressful when intrinsically connected to these core activities (Peeters, Schaufeli, & Buunk, 1995). In contrast, tasks that are perceived as not being appropriate to one's core role may be perceived as stressors that threaten one's professional identity (Schmitt, Ohly, & Kleespies, 2015; see Thoit's 2011; concept of identity-relevant stressors).

Illegitimate tasks and justice theory

Once a task is established as illegitimate (based on its inappropriateness in the context of role expectations), it reveals itself as a special case of injustice, because the label "illegitimate" suggests that someone could and should have prevented it from being assigned (Folger & Cropanzano, 2001; Robbins, Ford, & Tetrick, 2012). Of the several types of (in)justice, interactional justice is most pertinent here, as it centres on respect and disrespect (Bies, 2015), which also represents a core aspect of illegitimate tasks (Semmer et al., 2015).

Illegitimacy is not intrinsic to tasks

The sense of a task's illegitimacy may arise when an individual is asked to do something others should reasonably handle (unreasonable tasks) or to do a task she believes is pointless and should not be asked of anyone (unnecessary tasks, Semmer et al., 2015). To be sure, the issue of (il)legitimacy is not intrinsic to the task itself. A task need not be demeaning (as in "dirty work"; Ashforth & Kreiner, 1999) to be perceived as illegitimate. In fact, it may well be beyond (rather than below) one's competence, such as when a newcomer is left alone with a difficult situation whose handling requires experience. Nor does tediousness in itself make a task illegitimate; a soldier standing guard may well be bored yet still consider guarding a public building a legitimate task. In fact, the very same task may be legitimate under some conditions but illegitimate under others. For example, a nurse may consider bringing coffee to frail patients a perfectly legitimate task, but once they have recovered sufficiently to master such tasks on their own, the same request becomes unreasonable (Semmer, 2000). The nurse may initially view bringing coffee as supporting the healing process but later consider it tantamount to being treated as a maid. Similarly, individuals may consider writing an extensive report legitimate if they expect it to be read and considered, but unnecessary if they expect it to have no consequences.

Illegitimate tasks and strain

As stressors, illegitimate tasks should be related to strain (Beehr, 1995). Many authors distinguish between psychological strain, such as exhaustion, and behavioural strain, such as counterproductive work behaviour. Such strains may manifest themselves at work but also may spill over into private life (Amstad, Meier, Fasel, Elfering, & Semmer, 2011; Bakker & Demerouti, 2013), such as when people are too exhausted to take part in family life, thus contributing to family strain.

Although the number of studies is still limited, evidence is accumulating that illegitimate tasks are related to a variety of strains. Most such research focuses on psychological strain such as low self-esteem (e.g., Eatough et al., 2016; Semmer et al., 2015; Sonnentag & Lischetzke, 2018), negative affect (Sonnentag & Lischetzke, 2018), and burnout (Semmer et al., 2015). Illegitimate tasks have also been linked to behavioural strain, namely counterproductive work behaviour (Semmer, Tschan, Meier, Facchin, & Jacobshagen, 2010; Zhou, Eatough, & Wald, 2018). It is noteworthy that all these studies used self-reports to assess the illegitimacy of tasks. Furthermore, except for Kottwitz et al. (2013), who used cortisol as an indicator of strain, and Pereira et al. (2014), who assessed sleep quality by actigraphy, outcome variables were also assessed by self-report. This predominance of self-report measures may raise concerns that the current study aims to address.

Assessments of illegitimate tasks and their consequences

Common method variance is a major concern but also a topic of considerable debate, as there is quite some disagreement about its biasing effects (Adler et al., 2016; Lance, Baranik, Lau, & Scharlau, 2009; Podsakoff et al., 2012; Spector, 2006). Two issues are particularly important for the present paper, namely (a) the meaning of (lack of) convergence between assessments of stressors by different sources, such as incumbents' and supervisors' reports of illegitimate tasks, and (b) the impact of using different sources (rather than a single source) to assess stressors and strains on the strength of the stressor-strain association.

Same-source versus different sources of assessment

The issue of convergence may be of special importance for illegitimate tasks, as compared to other stressors. Some stressors can be detected comparatively easily (e.g., noise), whereas others are not easily identifiable and require more experience and more elaborate appraisal (Debus, König, Kleinmann, & Werner, 2015; Spector, Dwyer, & Jex, 1988). Arguably, illegitimate tasks belong to the latter group. As explained above, illegitimate tasks cannot easily be identified through intrinsic characteristics but rather require consideration of the context of the assignment, including the roles of individuals assigned such tasks. Identifying illegitimate tasks may therefore depend, more so than other stressors, on appraisal processes that may vary with the personal idiosyncrasies and the roles of the appraisers.

Thus, when incumbents and their supervisors rate the frequency of illegitimate tasks, they may not necessarily refer to the same concepts and indicators. This problem is not restricted to illegitimate tasks, but also work conditions (e.g., stressors) in general and work behaviours (e.g., performance). The few studies investigating agreement between incumbents and supervisors with regard to stressors and resources suggest that convergence is rather low (e.g., Spector et al., 1988). Similarly, in the area of performance evaluation, where the issue of convergence has been studied extensively, convergence between incumbent and supervisor reports is also rather low (Adler et al., 2016). What this lack of convergence means, however, is still subject to debate (Adler et al., 2016; Lance et al., 2009). Divergence in ratings may stem from measurement error (Viswesvaran, Schmidt, & Ones, 2002) but also from the raters' differing perspectives (Murphy, Cleveland, Skattebo, & Kinney, 2004), implying that raters may not, or only partly, be assessing the same construct. Lance and colleagues suggest that one may therefore regard "rater source effects as representing the raters' own unique but valid overall perspective" (Lance et al., 2009, p. 346). This approach suggests that disagreements between different raters should not be considered mere poor convergent validity but rather should motivate us to investigate whether such differences represent substantive variance. Discussing disagreement among raters across organisational levels (e.g., incumbent-supervisor) with regard to performance, Borman (1997) distinguishes among raters using different dimensions for a construct, for instance, by attending to different cues; using similar dimensions but attributing different weights to them;

and using different samples of behaviour due, for instance, to opportunities for observing behaviour.

Such considerations represent a starting point for analysing the role of supervisors' and incumbents' different perspectives for assessing stressors. The perspectives need to be specified, however, with regard to stressors, particularly illegitimate tasks. As a first step towards a better understanding of such processes, we developed a (preliminary) theory of roles-as-perspectives. Although we have developed this theory in the context of the current investigation, its focus is more general; that said, this study will not empirically investigate every point to which the theory applies.

Roles-as-perspectives theory (RaP)

Roles and perception

The perception of stressors undoubtedly reflects personal appraisals that may differ among individuals for the same conditions; Richard Lazarus (e.g., 1999) emphasised this point forcefully. Other authors have argued for a greater role of the objective environment, including the social environment, in that appraisals follow social "rules of interpretation" and are "shared and culturally scripted" (Hobfoll, 2001, p. 341; see also Averill, 1997; Semmer et al., 2005). In this respect, we side with conservation-of-resources (COR) theory (Hobfoll, 2001) and expect that illegitimate tasks are *not only* in the eye of the beholder; rather, they may be part of a shared social reality (Schneider, Ehrhart, & Macey, 2013), including norms regarding the appropriateness of tasks and conditions at work (Ford & Jin, 2015). This argument is supported by the fact that some professions have terms describing illegitimate tasks (Harrison & Nixon, 2002; Sabo, 1990).

We emphasise "not only" because we do not suggest that individual differences in appraisal of illegitimate tasks lack importance. However, attributing all differences among sources to individual differences, and treating all "third parties" as equivalent (see Adler et al., 2016; Spector, 2006), may miss sources of systematic variance connected to the social positions and perspectives of those third parties (Borman, 1997; Murphy et al., 2004; Scullen, Mount, & Goff, 2000). But what determines the possibly systematically different perspective of a third party such as a supervisor?

Role theory and identity theory offer a starting point. Katz and Kahn (1978) state that perceptions are a characteristic of "role-related patterns" (p. 199); similarly, Ashforth (2001) notes that "when individuals switch roles, they switch lenses for perceiving reality" (p. 192), and he emphasises that for managers, this implies a focus on efficiency and effectiveness. Similarly, identity theory (Burke & Stets, 2009) implies that identities shape how situations are perceived. However, these authors do not elaborate on what the specific implications for the perception of conditions at work for subordinates might be.

Three pertinent aspects of roles

If we take seriously the premise that roles shape perceptions and meanings, we could ask how supervisors' roles are likely to shape their perceptions of their subordinates' working

conditions. Several considerations are pertinent here: scope of responsibility, attribution of responsibility, and distance.

Scope of role responsibility refers to the breadth of phenomena that a supervisor, rather than the focal person, is responsible for. Incumbents are responsible for fulfilling a number of tasks and are expected to contribute to the functioning of their unit (extra-role behaviours; van Scotter, Motowidlo, & Cross, 2000), but are not responsible for the unit's overall functioning. In contrast, the supervisor's role is just that: ensuring that the unit as a whole functions in the service of the organisation (Day & Antonakis, 2012). To the extent that roles influence what one attends to, supervisors therefore should have a broader focus than incumbents. In assigning tasks, they need to consider implications not only for individuals within the unit but also for the unit as a whole. Therefore, considerations that legitimise a given task because it is important for the unit should carry greater weight for supervisors than for incumbents, who may focus more strongly on their individual responsibilities. As a consequence, the threshold for classifying a task as illegitimate would be higher for supervisors than for incumbents.

Role-related attribution of responsibility refers to who is responsible for assigning tasks – and therefore who might be blamed for assigning illegitimate ones. Although tasks may be distributed informally among peers, and some tasks arise from customer requests, the main responsibility for assigning tasks resides with the supervisors. Assigning tasks that employees deem inappropriate may provoke accusations from them and induce a need in the supervisors to explain and justify their behaviour. It is well known that one way to defend one's self-image is to justify one's behaviour through situational necessities and to deny wrongdoing (e.g., Campbell & Sedikides, 1999). Consequently, supervisors may deny, or at least downplay, the illegitimacy of a task whenever possible. Spector et al. (1988) warn that, as a result, supervisors may be defensive in their judgement about their subordinates' conditions at work when their own actions are under question. Such attribution-related processes are likely to result in a higher threshold for categorising a task as illegitimate.

Role distance refers to the degree to which supervisors are involved in their subordinates' activities. Some supervisors (e.g., foremen) are directly involved in the tasks their teams execute, whereas others are predominantly, or even exclusively, occupied with leadership functions and thus may have concomitantly less knowledge of what subordinates actually do and fewer opportunities to observe and to understand the meaning of what they do. For instance, remote supervisors are less likely to observe the assignment of illegitimate tasks by peers and customers; as distance increases, they are more likely than on-the-job supervisors to miss such task assignments and to be aware of only a fraction of assignments that subordinates might classify as illegitimate. Furthermore, even if they are aware of such tasks, they might miss how workers perceive their legitimacy. Role distance increases with the span of control: The more subordinates a supervisor is responsible for, the greater the distance in status and the less the supervisor's involvement in the subordinates' daily activities. Convergence between supervisors and subordinates regarding illegitimate tasks should

therefore lessen as the supervisor's span of control widens. Role distance not only has this vertical component, but also a horizontal aspect related to professional similarity. Thus, convergence might be higher among people whose core tasks are very similar than among people whose tasks vary greatly.

Implications

The predominant implications of all three considerations – scope, attribution, and distance – are that supervisors are less likely than incumbents to identify tasks as illegitimate; with their higher threshold of evidence for determining what constitutes illegitimacy, supervisors should classify tasks as illegitimate only when indications of illegitimacy are very clear, whereas incumbents might consider tasks illegitimate at a much lower level of "evidence". Put differently, tasks that supervisors classify as illegitimate should largely represent only a subset of those that incumbents classify as illegitimate. Furthermore, due to differences in role-related perspectives and idiosyncratic perceptions, convergence between supervisors' and incumbents' reports of illegitimate tasks should be rather low, and convergence should be especially low if supervisors have a broad, rather than narrow, span of control.

Based on these considerations we propose the following hypotheses:

Hypothesis 1: Supervisors report fewer illegitimate tasks than incumbents.

Hypothesis 2: Convergence between supervisor ratings and incumbent ratings of illegitimate tasks is low to moderate.

Hypothesis 3: Convergence between supervisor ratings and incumbent ratings of illegitimate tasks is moderated by the supervisor's span of control, such that convergence is higher when supervisors have narrow spans of control and lower when supervisors have wide spans of control.

Stressor-strain relationships as a function of assessment by different sources

When the same person assesses stressor and strain, his or her characteristics influence both assessments. This common method variance may bias associations, usually (although not inevitably) in terms of inflating them (see the examples in Table 2, p. 546, of Podsakoff et al., 2012); therefore, assessments from multiple sources, such as supervisors, colleagues, or partners, are often recommended (Podsakoff et al., 2012). Such assessments are not simply "objective" measures of the phenomenon but also represent subjective assessments by third parties like supervisors. Their major advantage is that their errors are unlikely to correlate highly with the errors of the focal person's self-report, which tends to produce underestimations of true associations (Lance et al., 2009). Thus, the correlation between a variable (e.g., illegitimate tasks) assessed by one source (e.g., the incumbent) with a second variable (e.g., strain) assessed by another source (e.g., supervisor, spouse) may be regarded as a lower-bound estimate of the true relationship between the variables.

Many authors emphasise that different concepts are differentially accessible to the focal person and to other sources. For example, assessing "an individual's perceptions, beliefs, judgments, or feelings" (Podsakoff et al., 2012, *p.* 549) requires information to which the focal person has privileged access, and an assessment by the focal person may well be appropriate. Extending this argument theoretically and methodologically, variables that should be optimal for assessment by others should refer to behaviours that can be observed by others. However, the extent to which they are actually observed depends on context: Peers and supervisors can observe behaviours at work, provided they have sufficient contact with the focal person; partners can observe behaviours in the private domain.

Following this reasoning, in this study we measured psychological strain (emotional exhaustion) through focal persons' self-report, behavioural strain (supervisor-targeted incivility) through supervisor-report, and family strain (work-family conflict) through partner-report.

Based on the theory behind the concept of illegitimate tasks (Semmer et al., 2015), we postulate the following hypotheses:

Hypothesis 4: Illegitimate tasks assessed through incumbent self-report are associated with (a) psychological strain, assessed via self-report, (b) behavioural strain at work, assessed via supervisor-report, and (c) family strain, assessed via partner-report.

Hypothesis 5: Illegitimate tasks assessed through supervisor report are associated with (a) psychological strain, assessed via self-report, (b) behavioural strain at work, assessed via supervisor report, and (c) family strain, assessed via partner report.

Stressor-strain relationships as a function of facets of illegitimate tasks

Illegitimate tasks fall into two categories: unreasonable and unnecessary. This two-dimensional structure of illegitimate tasks raises the possibility that each of the two types carries predictive validity of its own and might be considered separately. Semmer et al. (2015) used unreasonable and unnecessary tasks as two indicators of the illegitimate-tasks construct, following the logic of facet-representative parcels (Little, Rhemtulla, Gibson, & Schoemann, 2013), and their model fit well. However, when dealing with multidimensional constructs, both a focus on the construct itself as well as a focus on the sub-constructs is legitimate (Bagozzi & Edwards, 1998). Several authors have used the two types of illegitimate tasks as separate predictors; some differences emerged (Schmitt et al., 2015; Sonnentag & Lischetzke, 2018; van Schie, Güntert, & Wehner, 2014), but so far there is no clear picture of how unreasonable and unnecessary tasks predict differing outcomes, except that unreasonable tasks tend to have stronger associations with outcomes than unnecessary tasks do (Semmer et al., 2015). This issue deserves further investigation, towards which end we therefore formulated the following research question:

Research Question 1: Are unnecessary and unreasonable tasks differently related to strain?

Method

Participants and procedure

Employees from several organisations, working in various jobs (e.g., salesperson, commercial agent, controller, nurse, social worker), were recruited by master's-degree students enrolled at a Swiss university. The employees were asked to participate in a study about organisational well-being. Participants were eligible to participate when they had a supervisor and a partner who were also willing to complete a survey.

We distributed 170 survey packages. A total of 151 employee surveys, 141 supervisor surveys, and 147 partner surveys were returned by mail. We received surveys from at least one member of 166 triads, and complete data from 122 triads. The majority of the employees was female (59%), with a mean age of 38.3 years (SD = 12.4). Two per cent had completed only compulsory schooling (approximately 9 years), 36% had completed secondary education (approximately 12 years), 28% had a bachelor's degree, and 34% had a master's or doctoral degree. Fifty-six per cent of the employees worked full-time (about 42 h/week); for the sample as a whole, mean hours per week were M = 35.7 (SD = 9.3). Organisational tenure ranged from 0.3 to 33.0 years (M = 6.6; SD = 7.4). The majority of supervisors were male (67%), with a mean age of 45.6 years (SD = 9.5). Their average span of control ("How many employees report directly to you?") was 30.3 (Mdn = 8, SD = 114.7).

Measures

Illegitimate tasks (employee and supervisor report)

Illegitimate tasks were assessed with the eight-item Bern Illegitimate Task Scale that covers the two types of illegitimate tasks, namely unnecessary and unreasonable tasks, each with four relevant items (Semmer et al., 2015). For supervisor reports, an adapted version referring to the subordinate was used. A sample item of the adapted version was, "Does your subordinate have work tasks to take care of that you believe should be done by someone else?" The response format ranged from *very rarely/never* (1) to *very often* (5). For the global scale, internal consistency was α = .81 for the employee report and α = .83 for the supervisor report. For the unnecessary task subscale, internal consistency was α = .79 for the employee report and α = .81 for the supervisor report. For the unreasonable task subscale, internal consistency was α = .77 for both the employee report and the supervisor report.

Emotional exhaustion (employee-report)
Emotional exhaustion as an indicator of psychological strain was assessed with the eight-item scale by Demerouti, Mostert, and Bakker (2010). A sample item was, "After my work, I usually feel worn out and weary". The response format ranged from *strongly disagree* (1) to *strongly agree* (4). Internal consistency was α = .78.

Behavioural strain at work (supervisor-report)
Incivility against the supervisor as an indicator of behavioural strain was assessed with an adapted seven-item scale by Blau and Andersson (2005). Supervisors were asked to indicate how often their subordinate exhibited behaviours such as "'interrupted me

while I was talking'" in the past year. Responses ranged from *never* (1) to *several times/day* (7). Internal consistency was α = .82.

### Family strain (partner-report)
Strain-based work-family conflict as an indicator of family strain was assessed with three items from the subscales by Carlson, Kacmar, and Williams (2000). A sample item: "When my partner gets home from work he/she is often too physically tired to participate in family activities/responsibilities". The response format ranged from *disagree* (1) to *fully agree* (5). Internal consistency was α = .87.

Data analysis

To test the convergence between job incumbents' and supervisors' reports of illegitimate tasks and the effects of illegitimate tasks on strain, we analysed our data with structural equation modelling, using the R package lavaan (Rosseel, 2012). We used full-information maximum likelihood estimation to fit models directly to the raw data in order to deal with missing values. This procedure produces less biased and more reliable results compared to conventional methods of dealing with missing data, such as listwise or pairwise deletion (Newman, 2014; Schafer & Graham, 2002). Model fit was assessed by the comparative fit index (CFI), the standardised root mean square residual (SRMR), and the root mean square error of approximation (RMSEA), based on the recommendations of Hu and Bentler (1999) and MacCallum and Austin (2000). Good fit is indicated by values greater than or equal to .95 for CFI and less than or equal to .08 for SRMR, and .06 for RMSEA, respectively (Hu & Bentler, 1999).

We first tested the convergence between employee and supervisor reports of illegitimate tasks. For this purpose, we applied a specific version of a multitrait–multimethod (MTMM) model, namely the correlated trait–correlated method minus one [CT-C(M-1)] model (Eid, 2000; Eid, Lischetzke, Nussbeck, & Trierweiler, 2003). In our study, the two types (called traits in the MTMM framework) of illegitimate tasks (unnecessary and unreasonable tasks) were assessed with two different methods (employee/self and supervisor report). To separate method effects from trait effect and error effects, at least two indicators (i.e., observed variables) for each trait–method combination are required. We therefore split the scales for unnecessary and unreasonable tasks into two test halves. In our CT-C(M-1) model (see Figure 1), the employee and supervisor ratings are indicators of the same trait. Additionally, the supervisor ratings are indicators of a trait-specific method factor. The trait factor is the true-score variable of the indicator measured by the employee, and the method factors reflect that part of the variance of the indicator that cannot be predicted by the trait factor. No method factor is associated with the "standard method" (self-report), and the method factors measure the deviation of the supervisors' ratings from the values expected on the basis of employee ratings (Eid, 2000; Eid et al., 2003). To examine the convergence between the employee and supervisor reports, we estimated the latent correlations between the true scores of employee and supervisor ratings (Eid et al., 2003).

We then examined the hypothesised effects of illegitimate tasks on strain separately for illegitimate tasks reported by employees and by supervisors. For both sources, we first tested the measurement model; next we examined the structural
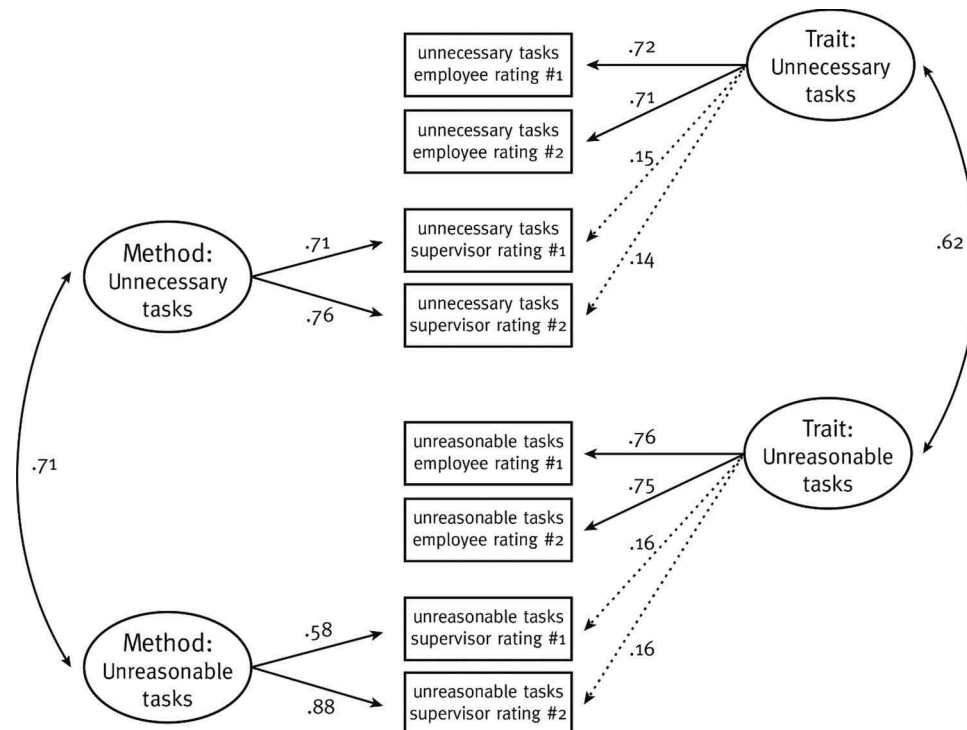
Figure 1. CT-C(M-1) model to examine convergence of employee (self) and supervisor ratings of illegitimate tasks. Scales for both types of illegitimate tasks (i.e., unnecessary and unreasonable tasks) were split into two test halves. Employees' self-reports were used as the comparison standard, and supervisor ratings are indicators of a trait-specific method factor. Solid lines indicate significant standardised coefficients, dotted lines indicate non-significant standardised coefficients.

model. Our hypotheses were directional; therefore, significance tests for path coefficients in the structural models were one-tailed.

To test whether the two types of illegitimate tasks, namely unnecessary and unreasonable tasks, were differently related to strain (Research Question 1), we conducted relative weight analysis (LeBreton & Tonidandel, 2008). This analysis informs us about the amount of variance explained by a specific predictor in relation to the overall R^2 of the model estimated. What's more, it overcomes issues associated with multiple regression when the predictors correlate highly, as is the case with the two types of illegitimate tasks.

Results

Means, standard deviations, and correlations are shown in Table 1. Confirming Hypothesis 1, employees reported more illegitimate tasks than supervisors did ($d = 1.06$; $p < .05$). Moreover, although the correlation between employee and supervisor reports of illegitimate tasks was statistically significant, its value was only at $r = .18$ ($p < .05$), indicating a rather weak convergence of the two ratings, which confirms Hypothesis 2.

Convergence between employee and supervisor reports of illegitimate tasks

For a more stringent test of the convergence between the two ratings, we applied the CT-C(M1) model that allows the separation of systematic method-specific differences and unsystematic measurement errors. The model, presented in Figure 1, demonstrated an acceptable fit with the data ($\chi^2(14) = 27.07$, $p = .02$; CFI = .96; SRMR = .040; RMSEA = .077). The loadings of the supervisor ratings on the trait factor were non-significant, and the latent correlations between the true scores of employee and supervisor ratings of unnecessary and unreasonable tasks were fairly low ($r = .19$ and .22, respectively; calculated according to Eid et al., 2003; and not presented in Figure 1). In sum, in line with Hypothesis 2, these findings indicate that the convergent validity is rather low.

To test whether the convergence between supervisor ratings and incumbent ratings of illegitimate tasks depends on the supervisor's span of control (Hypothesis 3), we conducted a moderated regression analysis. Some supervisors reported extraordinarily high numbers of direct subordinates (e.g., 1200). Given that such outliers may have a strong impact on the results, we conducted a robust regression using the Huber M-estimator (of the MASS R package, Venables & Ripley, 2002) that takes outliers into account.[1] In line with Hypothesis 3, span of control attenuated the relationship between supervisors' and job incumbents' report of illegitimate tasks ($B = −0.005$, $p = .04$). For example, for supervisors with only one subordinate, the convergence was higher ($B = .29$, Beta = .26, $p = .01$) than for supervisors with 20 subordinates ($B = .18$, Beta = .17, $p = .05$).

Effects of illegitimate tasks on strain

To examine the effect of illegitimate tasks on strain, we first tested the measurement model. For illegitimate tasks, we used item parcels as indicators because they produce more reliable latent variables than individual items (Little et al., 2013). Given that illegitimate tasks include two types (unnecessary and unreasonable) that are highly correlated (in the present study: $r = .62$ [correlation between the trait factors in Figure 1]), we created two type-representative parcels (Little et al., 2013; see also Semmer et al., 2015). For emotional exhaustion and incivility, we created three parcels each using the balancing approach. For work-family conflict, we used the three items as indicators. The measurement models, for which all latent variables were allowed to correlate with each other, had a good fit to the data (for employee-reported illegitimate tasks: $\chi^2(38) = 35.6$, $p = .58$; CFI = 1.00; SRMR = .041; RMSEA = < .001; for supervisor-reported illegitimate tasks: $\chi^2(38) = 33.10$, $p = .70$; CFI = 1.00; SRMR = .038; RMSEA = < .001).

We then tested the structural model, predicting the three criteria (emotional exhaustion, incivility against supervisor, work-family conflict) by illegitimate tasks. Disturbances in the three outcome factors were allowed to correlate. This model is structurally equivalent to the measurement model; therefore, it has the same (good) model fit. As shown in Figure 2,

Table 1. Descriptive statistics and correlations among variables.

	M	SD	1	2	3	4	5	6	7	8	9	10	11	12	13
Illegitimate tasks															
1. Illegitimate tasks (employee-report)	2.32	0.58													
2. Illegitimate tasks (supervisor-report)	1.70	0.53	.18*												
Illegitimate tasks subscales															
3. Unnecessary tasks (employee-report)	2.71	0.75	.88*	.11											
4. Unnecessary tasks (supervisor-report)	1.80	0.65	.13	.89*	.08										
5. Unreasonable tasks (employee-report)	1.93	0.62	.81*	.19*	.43*	.14									
6. Unreasonable tasks (supervisor-report)	1.58	0.57	.15	.85*	.08	.50*	.18*								
Strain															
7. Emotional exhaustion	2.16	0.44	.39*	.25*	.32*	.24*	.34*	.16							
8. Incivility against supervisor	1.38	0.51	.27*	.43*	.19*	.36*	.28*	.37*	.28*						
9. Strain-based work-family conflict	2.46	0.97	.27*	.25*	.23*	.23*	.23*	.20*	.28*	.18*					
Demographic variables															
10. Employee's age	38.20	12.40	.11	.23*	.07	.18*	.11	.21*	.04	.20*	.21*				
11. Employee's sex[a]	–	–	.08	.01	.04	.00	.10	.00	−.04	.13	−.03	.13			
12. Supervisor's age	45.60	9.45	.11	.10	.15	.08	.01	.09	.06	.13	.11	.29*	.11		
13. Supervisor's sex[a]	–	–	.04	−.03	.07	−.08	−.01	.05	−.07	−.08	−.08	.08	.37*	.24*	
14. Supervisor's span of control	30.37	114.70	.10	−.01	.24*	−.01	−.09	.00	−.03	.01	.16	.18*	.16	.16	.11

[a] 0 = female, 1 = male.
* $p < .05$ (two-tailed).
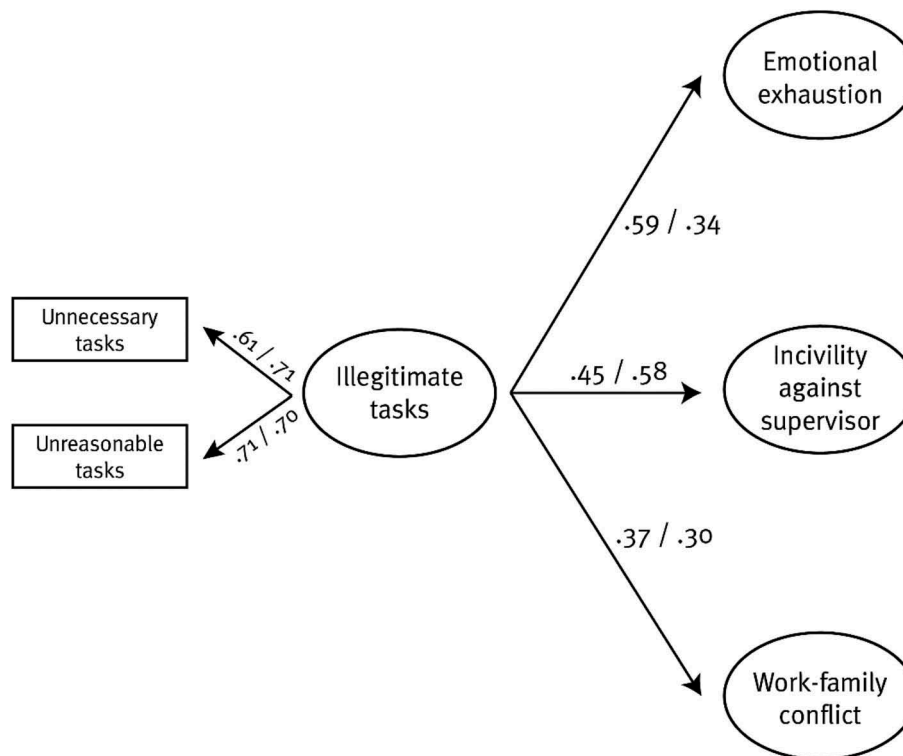
Figure 2. Predicting strain by illegitimate tasks, reported by the employee (standardised coefficients presented before the slash) and the supervisor (standardised coefficients presented after the slash). Findings are based on separate models for employee and supervisor-reported illegitimate tasks (for a unified model, see Figure 3). To improve readability, we omitted the indicators and the correlated residual variances of the strain variables.

employee-reported illegitimate tasks predicted employee-reported emotional exhaustion ($\beta = .59$, $p < .001$), supervisor-reported incivility ($\beta = .45$, $p = .001$), and partner-reported work-family conflict ($\beta = .37$, $p = .002$). The effects were similar for supervisor-reported illegitimate tasks, which also predicted emotional exhaustion ($\beta = .34$, $p = .006$), incivility ($\beta = .58$, $p < .001$), and work-family conflict ($\beta = .30$, $p = .006$). In sum, Hypotheses 4 and 5 were confirmed.

Finally, we examined whether employee-reported and supervisor-reported illegitimate tasks predicted strain independent of each other, testing a structural model with both employee- and supervisor-reported illegitimate tasks. Model fit was good ($\chi^2(55) = 53.1$, $p = .55$; CFI = 1.00; SRMR = .042; RMSEA = < .001). As shown in Figure 3, both employee- and supervisor-reported illegitimate tasks predicted emotional exhaustion ($\beta = .54$, $p < .001$, and $\beta = .21$, $p = .047$, respectively), incivility ($\beta = .30$, $p = .010$, and $\beta = .50$, $p < .001$, respectively), and work-family conflict ($\beta = .31$, $p = .007$, and $\beta = .22$, $p = .033$, respectively). Thus, the effects of self- and supervisor-reported illegitimate tasks on employee strain were at least to some degree independent of each other.

### Relative importance of the two types of illegitimate tasks in predicting strain

To examine the relative importance of unnecessary and unreasonable tasks (Research Question 1) in predicting strain, we conducted relative weight analyses (see Table 2). Findings from the model with self-reported unnecessary and unreasonable tasks suggest that the two predictors are not significantly different with regard to predicting the three outcomes. Both

unnecessary and unreasonable tasks accounted each for between 43% and 58% of the explained variance in the strain variables (rescaled relative weights), and the weights were not significantly different from one another, as all 95% confidence intervals for the weight comparison include 0. A similar conclusion can be drawn from the analyses with supervisor-reported unnecessary and unreasonable tasks. Again, the two predictors do not differ in terms of the size of their weights.[2] Thus, in the context of Research Question 1, the findings indicate that unnecessary and unreasonable tasks are equally important in predicting employees' psychological, behavioural, and family strain.

Discussion

Existing work has demonstrated associations between strain and the rather new concept of illegitimate tasks. However, a weakness in this research is that all studies so far have identified illegitimate tasks through self-report (cf. Semmer et al., 2015). Expanding the extant literature, the current study investigated associations between illegitimate tasks as assessed through self- and through supervisor report with three types of strain that were assessed via self-report (psychological strain), supervisor report (behavioural strain at work), and partner report (family strain). Results showed rather low convergence between self- and supervisor reports of illegitimate tasks, especially when supervisors had a high role distance as indicated by a broad span of control. Both self-assessed and supervisor-assessed illegitimate tasks predicted all three types of strain.
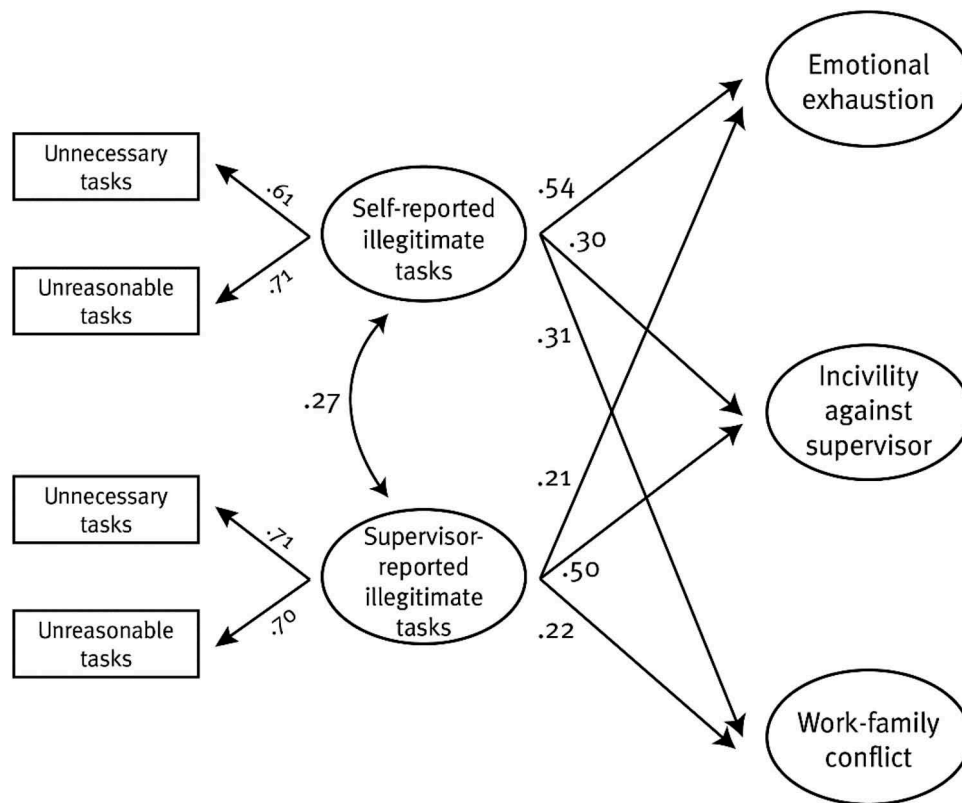
Figure 3. Predicting strain by illegitimate tasks, reported by the employee and the supervisor. Standardised coefficients are presented. To improve readability, we omitted the indicators and the correlated residual variances of the strain variable.

Table 2. Relative weight analyses.

	Emotional exhaustion			Incivility			Strain-based work-family conflict		
Predictor	RW (95% CI)	%	95% CI for weight comparison	RW (95% CI)	%	95% CI for weight comparison	RW (95% CI)	%	95% CI for weight comparison
Self-report									
Unnecessary tasks	.072 (.017; .159)	47.1	(−.089; .105)	.023 (−.009; .105)	43.6	(−.059; .076)	.042 (−.002; .145)	57.5	(−.127; .080)
Unreasonable tasks	.081 (.017; .170)	52.9		.030 (−.006; .106)	56.4		.031 (−.006; .123)	42.5	
	Total R^2 = .15			Total R^2 = .05			Total R^2 = .07		
Supervisor-report									
Unnecessary tasks	.048 (−.009; .137)	77.8	(−.120; .017)	.005 (−.055; .036)	35.5	(−.026; .069)	.030 (−.008; .128)	91.2	(−.114; .001)
Unreasonable tasks	.014 (−.019; .080)	22.2		.009 (−.033; .071)	64.5		.003 (−.024; .037)	8.8	
	Total R^2 = .06			Total R^2 = .01			Total R^2 = .03		

RW = relative weight. % = the proportion of predictable variance in criterion accounted for by each predictor (rescaled relative weight). Significance was based on 50,000 bootstrapped data sets using a bias-corrected accelerated (BCa) method of obtaining a 95% confidence interval (CI).

Convergence between supervisors and incumbents

Although the convergence found between supervisors and incumbents regarding illegitimate tasks is at the lower end of what is typically reported, it corresponds well with such findings in principle (e.g., Spector et al., 1988). Furthermore, it corresponds with findings in an area that has dealt with this problem much more extensively than occupational health psychology, that is, performance evaluation (Adler et al., 2016). Based on suggestions in this literature (Borman, 1997; Murphy et al., 2004; Scullen et al., 2000) and on considerations related to role theory (Ashforth, 2001; Katz & Kahn, 1978) and identity theory (Burke & Stets, 2009), we proposed that some of these differences are likely to be systematically related to the role of the respective third party performing a rating, in our case the supervisor.

Specifically, our "roles-as-perspectives" theory postulates that (a) the scope of the supervisor's role responsibilities (focusing on the entire work unit rather than on the individual employee), (b) the possible attributions connected to supervisors' roles (being blamed for stressful conditions), and (c) the role distance of the supervisor (being high in the hierarchy; having a wide span of control; having low professional similarity to the employees) would systematically influence ratings of illegitimate tasks and probably stressors in general. Based on this theory, we argued that supervisors would report lower values than the focal employees because their broader scope of responsibility would induce them to consider the needs of the entire work unit (rather than an employee's individual needs) more strongly than the focal employee; because their responsibility for assigning tasks might lead them to act

defensively to avoid blame; and because they share activities with the focal person only to some degree and therefore are likely to notice, and to understand, only part of the potentially illegitimate tasks. Furthermore, we argued that convergence would be rather low and would depend on the supervisor's span of control, being lower when the span of control is broader. All these predictions were confirmed.

The rather low, but significant, correlation between supervisors' and incumbents' ratings of the illegitimacy of tasks has several implications. First, this significant association suggests that both supervisors and incumbents have overlapping notions of what makes a task illegitimate. Norms about what can appropriately be expected of employees seem to be shared across organisational boundaries. This convergence indicates that many people have an intuitive understanding of the concept of illegitimate tasks, even if much of organisational life does not explicitly acknowledge or define this concept.

Second, the overlap is rather small. To some degree this may be due to the nature of the construct, as illegitimate tasks are rather difficult to determine "objectively". (Lack of) legitimacy refers to social norms about what is appropriate; such norms are likely to be substantially subjective, and different people or groups may share the concept only to a small degree. It is unlikely, however, that this explanation accounts for very much of the divergence, given that other constructs such as performance are also plagued by rather low convergence between incumbents and supervisors (e.g., Adler et al., 2016).

Third, the predictions derived from our roles-as-perspectives theory, which postulates that supervisors should report lower values and that convergence should be higher if supervisors have less role distance, imply that lack of convergence is not solely due to idiosyncratic individual appraisals. Thus, third-party raters should not simply all be subsumed under the common "third party" label, implying that all differences among them are personal and idiosyncratic. Rather, some of these differences are likely due to the individuals' organisational roles. Such considerations have been proposed in the literature on roles and identity and in the literature on performance evaluation; to our knowledge, however, they have not been elaborated upon in the occupational health psychology literature. Our RaP theory constitutes a step towards a better understanding of such differences.

Effects of illegitimate tasks on strain

Despite the rather low convergence between them, both self-report and supervisor ratings of illegitimate tasks predict strain as assessed by three different sources. Associations are highest when the assessment of illegitimate tasks and strain comes from the same source, likely reflecting common variance. Of note, however, the associations still are substantial for "cross-source" assessments, including strain measures by a third source, that is, the partners of the incumbents. These results strengthen the argument for a common core underlying the assessment of illegitimate tasks by supervisors and incumbents. Interestingly,

the associations between illegitimate tasks and strain remain largely intact when the assessment of illegitimate tasks by the respective other source is controlled. This result implies that our argument that supervisors assess only a subset of illegitimate tasks identified by their subordinates does not represent the full picture. If supervisors are assessing just a subset, associations between supervisor ratings and strain would disappear once incumbent ratings are accounted for.

We see two processes that might explain why supervisor assessments of illegitimate tasks still predict strain when incumbent assessments are controlled. First, supervisors might apply different weights. Furthermore, supervisors' broader scope of responsibility, as proposed by our RaP theory, might induce them to consider broader aspects to a larger degree in terms of not only justifying task assignments but also broader fairness criteria. Thus, supervisors may believe that a given task should be dealt with by another unit rather than their own unit; they are likely to have better access to such information than incumbents, and they might give more weight to such considerations than incumbents. Furthermore, focusing more strongly on their overall unit, their ratings might be coloured by an overall judgement of how many illegitimate tasks people in their unit must perform. Such processes would identify genuine strain-associated variance to the supervisor-assessed construct that is not contained in employees' self-reports.

Our results not only strengthen the concept of illegitimate tasks in terms of a common core across sources and in terms of associations with strain across sources but also demonstrate that the common denominator of both types of illegitimate tasks, unnecessary and unreasonable tasks, carries most of the variance in associations with strain. The relative contribution of the two types in predicting employee strain, reflected in their relative weights, do not differ significantly from each another (Table 2). That said, this result does not preclude the possibility that different associations of the two types with other variables may occur, but does justify using this overall construct as a meaningful predictor (see also Semmer et al., 2015).

Altogether, our results support the concept of illegitimate tasks as a work stressor by demonstrating that illegitimate tasks are related to different types of strain. Extending previous research, the present findings indicate that illegitimate tasks may not only negatively affect employee well-being but also lead to dysfunctional behaviour at work and to difficulties in reconciling work and family life. Of particular importance, the findings further show that the associations between illegitimate tasks and strain based on self-report cannot simply be reduced to common method bias. The finding that differences between ratings of illegitimate tasks by different sources are substantial has implications that likely pertain to concepts other than that of illegitimate tasks (e.g., to conflict). Although some differences are undoubtedly due to individual idiosyncratic appraisals, we argue that they are also related to the sources' role in the organisation. Our roles-as-perspectives theory is a first step towards a better understanding of

differences in ratings from different sources, but more work on this issue is required.

Limitations

The major limitation of the current study is its cross-sectional design. However, a design's strength or weakness stems from its power to rule out, or make implausible, the possibility that third factors underlie the associations found, or that associations do not reflect the proposed causal order. In our study, it is not very plausible to assume that a partner's assessment of work-family conflict would induce a supervisor to assign more illegitimate tasks to their subordinates. Nevertheless, research employing longitudinal and experimental designs certainly is warranted to test the causal order. Another limitation is that our study does not fully test the implications of roles-as-perspectives theory. Although the predictions we derived from this theory were confirmed, much more detailed information about the supervisor is needed to investigate the processes postulated thoroughly.

Implications for research and practice

Further research will be needed to investigate in more detail the meaning that illegitimate tasks have for individuals in different professions (Faupel, Otto, Krug, & Kottwitz, 2016), and in different roles, such as supervisors (Ahmed, Eatough, & Ford, 2018). Our roles-as-perspectives theory is a launching pad for a better understanding of such systematic differences; it needs to be refined and its implications further investigated. This research might also focus on comparisons between illegitimate tasks as assessed by incumbents, supervisors, and peers, thus testing another implication of RaP theory, namely that assessments of illegitimate tasks by peers, notably peers from the same professional background, should show more convergence with incumbent reports than supervisor assessments do. Furthermore, research should include cultural differences (Ahmed et al., 2018) but also individual differences, such as the breadth of role definitions (McAllister, Kamdar, Morrison, & Turban, 2007).

In terms of practical implications, supervisors should be encouraged to consider the potential illegitimacy of the tasks they assign. Given the low convergence between supervisor and employee assessments, supervisors and their employees might profit from discussing issues of legitimacy and trying to reach consensus on what they consider (il-)legitimate. When possible, supervisors should try to avoid assigning illegitimate tasks. When this is not possible, they should consider ways to take employee concerns about illegitimacy into account, for instance by explicitly acknowledging their nature, and thus attenuating the effects of illegitimate tasks through interpersonal/informational justice (Bies, 2015; Colquitt, 2001). Justifications might induce employees to focus on other aspects of their professional identity (e.g., the good soldier), which might render the assignment more meaningful (Oyserman, Elmore, & Smith, 2012). Minei, Eatough, and Cohen-Charash (2018) have presented a study showing that acknowledgement and explanation can mitigate both employees' assessment that a task is illegitimate and their resulting anger. If supervisors cannot avoid assigning tasks that

exist only to remedy earlier mistakes (e.g., suggestions for optimising task organisation were ignored), supervisors might consider issuing an apology (Cropanzano, Bowen, & Gilliland, 2007; Reb, Goldman, Kray, & Cropanzano, 2006). Furthermore, resources often act as buffers against stressors, and this should apply to illegitimate tasks as well. Appreciation, such as explicit praise or an assignment of especially interesting tasks, has been shown to be an important buffer in general (Bakker, Hakanen, Demerouti, & Xanthopoulou, 2007). Because appreciation focuses on affirming the self, it should counter the effect of threats to the self that are implied by illegitimate tasks (Stocker, Jacobshagen, Krings, Pfister, & Semmer, 2014).

Concluding remarks

This study approached several issues on different levels of generality. Based on assessments from different sources, it confirmed that illegitimate tasks, a rather recently identified stressor, is associated with strain. Furthermore, this study demonstrated a rather low, yet significant, convergence between supervisor and incumbent assessments of illegitimate tasks, suggesting a shared understanding of this construct but only modest agreement in detail. Our roles-as-perspectives theory aims to explain some of the differences between incumbents and their supervisors by systematic processes that go beyond acknowledging the idiosyncrasies of their appraisals. The postulated mechanisms include differences in the breadth of attentional focus as a function of the scope of responsibility implied by one's organisational role; differences in the tendency to admit or downplay illegitimate tasks as a function of blame attributions associated with a role; and differences in knowledge and understanding of the incumbents' tasks and activities based on closeness of contact and status. We hope this study will stimulate further research along these lines concerning illegitimate tasks and other stressors.

Notes

1. Findings from additional analyses in which we winsorised the top 5% of the distribution were very similar (interaction effect: B = −0.006, p = .048) to the findings from the robust regression.
2. Focusing only on the rescaled relative weights, one might assume that unnecessary tasks are more important for predicting exhaustion and work-family conflict, whereas unnecessary tasks are more important for predicting incivility. In this context, however, we should keep in mind that the explained variance (Total R^2) and the (absolute, i.e., not rescaled) relative weights were small in the analyses with supervisor-reported tasks. As a result, even minor and non-significant differences in absolute relative weights may look big if we focus only on the rescaled relative weights.

Disclosure statement

No potential conflict of interest was reported by the authors.

Funding

References

Adler, S., Campion, M., Colquitt, A., Grubb, A., Murphy, K., Ollander-Krane, R., & Pulakos, E. D. (2016). Getting rid of performance ratings: Genius or folly? A debate. *Industrial and Organizational Psychology*, *9*, 219–252.

Ahmed, S. F., Eatough, E. M., & Ford, M. T. (2018). Relationships between illegitimate tasks and change in work-family outcomes via interactional justice and negative emotions. *Journal of Vocational Behavior*, *104*, 14–30.

Amstad, F. T., Meier, L. L., Fasel, U., Elfering, A., & Semmer, N. K. (2011). A meta-analysis of work-family conflict and various outcomes with a special emphasis on cross-domain vs. matching-domain relations. *Journal of Occupational Health Psychology*, *16*, 151–169.

Ashforth, B. E. (2001). *Role transitions in organizational life: An identity-based perspective*. Mahwah, NJ: Lawrence Erlbaum.

Ashforth, B. E., Harrison, S. H., & Corley, K. G. (2008). Identification in organizations: An examination of four fundamental questions. *Journal of Management*, *34*, 325–374.

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*, 413–434.

Averill, J. R. (1997). The emotions: An integrative approach. In R. Hogan, J. Johnson, & S. Briggs (Eds.), *Handbook of personality psychology* (pp. 513–541). San Diego, CA: Academic Press.

Bagozzi, R. P., & Edwards, J. R. (1998). A general approach for representing constructs in organizational research. *Organizational Research Methods*, *1*, 45–87.

Bakker, A. B., & Demerouti, E. (2013). The Spillover-Crossover model. In J. Grzywacz & E. Demerouti (Eds.), *New frontiers in work and family research* (pp. 54–70). Hove, Sussex: Psychology Press.

Bakker, A. B., Hakanen, J. J., Demerouti, E., & Xanthopoulou, D. (2007). Job resources boost work engagement, particularly when job demands are high. *Journal of Educational Psychology*, *99*, 274–284.

Beehr, T. A. (1995). *Psychological stress in the workplace*. London, UK: Routledge.

Beehr, T. A., & Glazer, S. (2005). Organizational role stress. In J. Barling, E. K. Kelloway, & M. R. Frone (Eds.), *Handbook of work stress* (pp. 7–33). Thousand Oaks, CA: Sage.

Bies, R. J. (2015). Interactional justice: Looking backward, looking forward. In R. S. Cropanzano & M. L. Ambrose (Eds.), *Oxford handbook on justice in the workplace* (pp. 89–107). Oxford, UK: Oxford University Press.

Björk, L., Bejerot, E., Jacobshagen, N., & Härenstam, A. (2013). I shouldn't have to do this: Illegitimate tasks as a stressor in relation to organizational control and resource deficits. *Work & Stress*, *27*, 262–277.

Blau, G., & Andersson, L. M. (2005). Testing a measure of instigated workplace incivility. *Journal of Occupational and Organizational Psychology*, *78*, 595–614.

Borman, W. C. (1997). 360 ratings: An analysis of assumptions and a research agenda for evaluating their validity. *Human Resource Management Review*, *7*, 299–315.

Burke, P. J., & Stets, J. E. (2009). *Identity theory*. New York, NY: Oxford University Press.

Campbell, W. K., & Sedikides, C. (1999). Self-threat magnifies the self-serving bias: A meta-analytic integration. *Review of General Psychology*, *3*, 23–43.

Carlson, D. S., Kacmar, K. M., & Williams, L. J. (2000). Construction and initial validation of a multidimensional measure of work–Family conflict. *Journal of Vocational Behavior*, *56*, 249–276.

Colquitt, J. A. (2001). On the dimensionality of organizational justice: A construct validation of a measure. *Journal of Applied Psychology*, *86*, 386–400.

Cropanzano, R., Bowen, D. E., & Gilliland, S. W. (2007). The management of organizational justice. *Academy of Management Perspectives*, *21*, 34–48.

Day, D. V., & Antonakis, J. (2012). Leadership: Past, present, and future. In D. V. Day & J. Antonakis (Eds.), *The nature of leadership* (2nd ed., pp. 3–25). Thousand Oaks, CA: Sage.

Debus, M. E., König, C. J., Kleinmann, M., & Werner, C. S. (2015). Examining the effects of negative affectivity on self- and supervisor ratings of job stressors: The role of stressor observability. *Work & Stress*, *29*, 341–361.

Demerouti, E., Mostert, K., & Bakker, A. B. (2010). Burnout and work engagement: A thorough investigation of the independency of both constructs. *Journal of Occupational Health Psychology*, *15*, 209–222.

Eatough, E. M., Meier, L. L., Igic, I., Elfering, A., Spector, P., & Semmer, N. K. (2016). You want me to do what? Two daily diary studies of illegitimate tasks and employee well-being. *Journal of Organizational Behavior*, *37*, 108–127.

Eid, M. (2000). A multitrait–Multimethod model with minimal assumptions. *Psychometrika*, *65*, 241–261.

Eid, M., Lischetzke, T., Nussbeck, F. W., & Trierweiler, L. I. (2003). Separating trait effects from trait-specific method effects in multitrait-multimethod models: A multiple-indicator CT-C(M-1) model. *Psychological Methods*, *8*, 38–60.

Faupel, S., Otto, K., Krug, H., & Kottwitz, M. U. (2016). Stress at school? A qualitative study on illegitimate tasks during teacher training. *Frontiers in Psychology*, *7*, 1410.

Folger, R., & Cropanzano, R. (2001). Fairness theory: Justice as accountability. In J. Greenberg & R. Cropanzano (Eds.), *Advances in organizational justice* (pp. 1–55). Stanford, CA: Stanford University Press.

Ford, M. T., & Jin, J. (2015). Incongruence between workload and occupational norms for time pressure predicts depressive symptoms. *European Journal of Work and Organizational Psychology*, *24*, 88–100.

Gabriel, A. S., Diefendorff, J. M., & Erickson, R. J. (2011). The relations of daily task accomplishment satisfaction with changes in affect: A multi-level study in nurses. *Journal of Applied Psychology*, *96*, 1095–1104.

Harrison, L., & Nixon, G. (2002). Nursing activity in general intensive care. *Journal of Clinical Nursing*, *11*, 158–167.

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*, 337–370.

Hu, L., & Bentler, P. M. (1999). Cutoff criteria for fit indexes in covariance structure analysis: Conventional criteria versus new alternatives. *Structural Equation Modeling*, *6*, 1–55.

Katz, D., & Kahn, R. L. (1978). *The social psychology of organizations* (2nd ed.). New York, NY: Wiley.

Kottwitz, M. U., Meier, L. L., Jacobshagen, N., Kälin, W., Elfering, A., Hennig, J., & Semmer, N. K. (2013). Illegitimate tasks associated with higher cortisol levels among male employees when subjective health is relatively low: An intra-individual analysis. *Scandinavian Journal of Work, Environment and Health*, *39*, 310–318.

Lance, C. E., Baranik, L. E., Lau, A. R., & Scharlau, E. A. (2009). If it ain't trait it must be method. In C. E. Lance & R. J. Vandenberg (Eds.), *Statistical and methodological myths and urban legends* (pp. 337–360). New York, NY: Routledge.

Lazarus, R. S. (1999). *Stress and emotion: A new synthesis*. London: Springer.

LeBreton, J. M., & Tonidandel, S. (2008). Determining relative importance in multivariate criterion spaces. *Journal of Applied Psychology*, *93*, 329–345.

Little, T. D., Rhemtulla, M., Gibson, K., & Schoemann, A. M. (2013). Why the items versus parcels controversy needn't be one. *Psychological Methods*, *18*, 285–300.

MacCallum, R. C., & Austin, J. T. (2000). Applications of structural equation modeling in psychological research. *Annual Review of Psychology*, *51*, 201–226.

McAllister, D. J., Kamdar, D., Morrison, E. W., & Turban, D. B. (2007). Disentangling role perceptions: How perceived role breadth, discretion, instrumentality, and efficacy relate to helping and taking charge. *Journal of Applied Psychology*, *92*, 1200–1211.

Minei, E. M., Eatough, E. M., & Cohen-Charash, Y. (2018). Managing illegitimate task requests through explanation and acknowledgment: A

discursive leadership approach. *Management Communication Quarterly*. Advance online publication. doi: 10.1177/0893318918755506

Murphy, K. R., Cleveland, J. N., Skattebo, A. L., & Kinney, T. B. (2004). Raters who pursue different goals give different ratings. *Journal of Applied Psychology*, *89*, 158–164.

Newman, D. A. (2014). Missing data: Five practical guidelines. *Organizational Research Methods*, *17*, 372–411.

Oyserman, D., Elmore, K., & Smith, G. (2012). Self, self-concept, and identity. In M. R. Leary & J. P. Tangney (Eds.), *Handbook of self and identity* (pp. 69–104). New York, NY: Guilford.

Peeters, M. C. W., Schaufeli, W. B., & Buunk, B. P. (1995). The role of attributions in the cognitive appraisal of work-related stressful events: An event-recording approach. *Work & Stress*, *9*, 463–474.

Pereira, D., Semmer, N. K., & Elfering, A. (2014). Illegitimate tasks and sleep quality: An ambulatory study. *Stress and Health*, *30*, 209–221.

Podsakoff, P. M., MacKenzie, S. B., & Podsakoff, N. P. (2012). Sources of method bias in social science research and recommendations on how to control it. *Annual Review of Psychology*, *63*, 539–569.

Reb, J., Goldman, B. M., Kray, L. J., & Cropanzano, R. (2006). Different wrongs, different remedies? Reactions to organizational remedies after procedural and interactional injustice. *Personnel Psychology*, *59*, 31–64.

Robbins, J. M., Ford, M. T., & Tetrick, L. E. (2012). Perceived unfairness and employee health: A meta-analytic integration. *Journal of Applied Psychology*, *97*, 235–272.

Rosseel, Y. (2012). lavaan: An R package for structural equation modeling. *Journal of Statistical Software*, *48*, 1–36.

Sabo, K. (1990). Protecting the professional role. A study to review non-nursing activities and recommendations for change. *Canadian Journal of Nursing Administration*, *3*, 15–18.

Schafer, J. L., & Graham, J. W. (2002). Missing data: Our view of the state of the art. *Psychological Methods*, *7*, 147–177.

Schmitt, A., Ohly, S., & Kleespies, N. (2015). Time pressure promotes work engagement: Test of illegitimate tasks as boundary condition. *Journal of Personnel Psychology*, *14*, 28–36.

Schneider, B., Ehrhart, M. G., & Macey, W. H. (2013). Organizational climate and culture. *Annual Review of Psychology*, *64*, 361–388.

Scullen, S. E., Mount, M. K., & Goff, M. (2000). Understanding the latent structure of job performance ratings. *Journal of Applied Psychology*, *85*, 956–970.

Sedikides, C., & Strube, M. J. (1997). Self-evaluation: To thine own self be good, to thine own self be sure, to thine own self be true, and to thine own self be better. *Advances in Experimental Social Psychology*, *29*, 209–269.

Semmer, N. K. (2000). Control at work: Issues of specificity, generality, and legitimacy. In W. J. Perrig & A. Grob (Eds.), *Control of human behaviour, mental processes, and consciousness* (pp. 555–574). Mahwah, NJ: Erlbaum.

Semmer, N. K., McGrath, J. E., & Beehr, T. A. (2005). Conceptual issues in research on stress and health. In C. L. Cooper (Ed.), *Handbook of stress and health* (2nd ed., pp. 1–43). New York, NY: CRC Press.

Semmer, N. K., Jacobshagen, N., Meier, L. L., & Elfering, A. (2007). Occupational stress research: The "Stress-As-Offense-to-Self" perspective. In J. Houdmont & S. McIntyre (Eds.), *Occupational health psychology: European perspectives on research, education and practice* (Vol. 2, pp. 43–60). Castelo da Maia, Portugal: ISMAI Publishing.

Semmer, N. K., Jacobshagen, N., Meier, L. L., Elfering, A., Beehr, T. A., Kaelin, W., & Tschan, F. (2015). Illegitimate tasks as a source of work stress. *Work & Stress*, *29*, 32–56.

Semmer, N. K., Tschan, F., Meier, L. L., Facchin, S., & Jacobshagen, N. (2010). Illegitimate tasks and counterproductive work behavior. *Applied Psychology: An International Review*, *59*, 70–96.

Sonnentag, S., & Lischetzke, T. (2018). Illegitimate tasks reach into after-work hours: A multilevel study. *Journal of Occupational Health Psychology*, *23*, 248–261.

Spector, P. E. (2006). Method variance in organizational research: Truth or urban legend? *Organizational Research Methods*, *9*, 221–232.

Spector, P. E., Dwyer, D. J., & Jex, S. M. (1988). Relation of job stressors to affective, health, and performance outcomes: A comparison of multiple data sources. *Journal of Applied Psychology*, *73*, 11–19.

Stocker, D., Jacobshagen, N., Krings, R., Pfister, I. B., & Semmer, N. K. (2014). Appreciative leadership and employee well-being in everyday working life. *German Journal of Research in Human Resource Management*, *28*, 73–95.

Thoits, P. A. (2011). Mechanisms linking social ties and support to physical and mental health. *Journal of Health and Social Behavior*, *52*, 145–161.

van Schie, S., Güntert, S. T., & Wehner, T. (2014). How dare to demand this from volunteers!: The impact of illegitimate tasks. *Voluntas*, *25*, 851–868.

van Scotter, J., Motowidlo, S. J., & Cross, T. C. (2000). Effects of task performance and contextual performance on systemic rewards. *Journal of Applied Psychology*, *85*, 526–535.

Venables, W. N., & Ripley, B. D. (2002). *Modern applied statistics with S*. New York, NY: Springer.

Viswesvaran, C., Schmidt, F. L., & Ones, D. S. (2002). The moderating influence of job performance dimensions on convergence of supervisory and peer ratings of job performance: Unconfounding construct-level convergence and rating difficulty. *Journal of Applied Psychology*, *87*, 345–354.

Zhou, Z. E., Eatough, E. M., & Wald, D. R. (2018). Feeling insulted? Examining end-of-work anger as a mediator in the relationship between daily illegitimate tasks and next-day CWB. *Journal of Organizational Behavior*. Advance online publication. doi: 10.1002/job.2266