



Toward a model of psychosocial exchange relations in organizations: Assessing the dynamics between psychological contract, perceived organizational support-betrayal, burnout, and intention to resign

Hacia un modelo de relaciones de intercambio psicosocial en las organizaciones: evaluación de la dinámica entre contrato psicológico, percepción de apoyo-traición organizacional, burnout e intención de renuncia

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Abstract

The aim of the study was to evaluate two Path models considering the psychological contract and the perception of organizational support/betrayal, as predictors of burnout and turnover intentions. 353 workers in Mexico City participated. Both models showed acceptable fit index: 1) In a healthy psychosocial exchange relationship, if employers provide: a) training and help, b) loyalty and support, c) development and d) job security; it will increase performance and permanence, and decrease burnout and turnover intentions; 2) In a psychosocial risk exchange relationship when employers: a) reduce the quality

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of work life, b) generate distrust and betrayal, c) limit the worker, and d) reduce job guarantees; they will generate hopelessness and mistrust in the worker, increasing burnout and turnover intentions. Organizations must consider the effect of the dynamics of the employer-employee relationship on workers psychosocial health.

JEL Code: J24, J28, J5, J8, M54

Keywords: social exchange theory; burnout; psychosocial risks; psychosocial health; turnover intention

Resumen

El objetivo de este estudio fue evaluar dos modelos Path considerando el contrato psicológico y la percepción de apoyo/traición organizacional, como predictores del burnout y la intención de renuncia. Participaron 353 trabajadores en la Ciudad de México. Los dos modelos mostraron índices de ajuste aceptable: 1) En el modelo de relación de intercambio psicosocial saludable, si los empleadores proporcionan: a) capacitación y ayuda, b) lealtad y apoyo, c) desarrollo y d) seguridad laboral; aumentará el rendimiento, y disminuirá el burnout y las intenciones de renuncia; 2) En el modelo de relación de intercambio de riesgo psicosocial cuando los empleadores: a) disminuyen la calidad de vida laboral, b) generan desconfianza y traición, c) limitan al trabajador, y d) disminuyen garantías laborales; generarán desesperanza y desconfianza en el trabajador, aumentando el burnout y las intenciones de renuncia. Las organizaciones deben considerar el efecto de la dinámica de la relación empleador-empleado sobre la salud psicosocial de los trabajadores.

Código JEL: J24, J28, J5, J8, M54

Palabras clave: teoría del intercambio social; burnout; riesgos psicosociales; salud psicosocial; intención de renuncia

Introduction

The approach to the relations of psychosocial exchange in organizations proposed in this article is based on two main reference frameworks: on the one hand, the theory of social exchange in organizations and, on the other, the work psychosocial approach. The relevance of each framework for this study and how their integration is proposed are discussed.

Social Exchange Theory in Organizations addresses employees' assessment of social interactions and exchanges as an indicator of future reciprocity behaviors (Blau, 1964; Gouldner, 1960; Shore et al., 2009; Wayne & Ferris, 1990), as well as its influence on attitudes toward work and job performance (Eisenberger et al., 1990; Graen et al., 1982; Brandes et al., 2004). The relevance of this theoretical approach for organizations is that it helps employees to constantly assess social interactions and exchanges with their employer as an indicator of future exchanges (Konovsky & Pugh, 1994), consequently influencing attitudes toward work and job performance (Eisenberger et al., 1990). As with any theory, some criticisms have been reported; for example, that it has focused on conceptual aspects with little precision, predictability, and practical utility (Cropanzano & Mitchell, 2005; Cropanzano et al.,

2017). Nevertheless, there is also extensive literature that provides conceptual clarity and evidence supporting the explanation and prediction of variables such as psychological contract, perception of organizational support, perception of organizational justice, Leader-Member relation, Team-Member relation, organizational commitment, or organizational civic behaviors (Banks et al., 2014; Coyle-Shapiro, 2019; Eisenberger & Stinglhamber, 2011; Dulebohn, 2012; Rousseau, 2011; Shore et al., 2009).

From this perspective, the psychological contract (PC) is one of the variables with conceptual and empirical consistency (Alcover, 2020; Argyris, 1960; Rousseau, 1989; Rousseau, 1995; Rousseau, 2011; Rousseau et al., 2018). This construct refers to the assumptions of an individual (worker) about a reciprocal exchange agreement with another party (employer or the agents representing the organization), i.e., when the worker assumes that a promise of future rewards has been made and consequently, mutual obligations to provide future benefits have been created (Rousseau, 1989; Rousseau & Tijoriwala, 1998). This dynamic of assumptions constitutes a cognitive schema (Rousseau, 2001) and, as such, is shaped by different sources, both internal (e.g., recalled work experiences) and external (outcomes of the relation established under the employment contract and the degree to which obligations are fulfilled), which come to be modified over time (Rousseau et al., 2018).

As a variable of social exchange in organizations, research has indicated that the psychological contract has shown a close relation with various psychosocial processes involved in organizational behavior, task performance, contextual performance, satisfaction, well-being, health, and the intention to remain in or resign from the organization (Alcover, 2002; Coyle-Shapiro et al., 2019). In this regard, applied social psychology emphasizes the use of psychosocial knowledge and methods for intervention and problem solving in community and organizational contexts to contribute to generating knowledge for human well-being and development (Flores, 2011; Sanchez, 2002). Therefore, in the context of work and organizations, psychosocial refers to research on the interaction and influence of organizational contexts on people's thoughts, emotions, and behaviors to propose interventions related to their development and well-being.

Consequently, the psychological contract can be extended toward an approach of psychosocial exchange relations in organizations, where it has been related to psychosocial risks (De Cuyper & De Witte, 2006), which refer to facts, events, situations, or work or organizational contexts with a high probability of seriously damaging the health of workers, physically, socially, or mentally (Moreno & Báez, 2010; Moreno, 2011; Gil-Monte, 2014). Particularly, a relation has been found between the psychological contract and Burnout syndrome (Chambel & Oliveira-Cruz, 2010; Jones & Griep, 2018).

Burnout is a psychological syndrome of emotional exhaustion, depersonalization, and reduced personal fulfillment that can occur in normal individuals who work with people in some way (Maslach, 1993). This syndrome is currently recognized by the World Health Organization (WHO) in the Eleventh

revision of the International Classification of Diseases (ICD-11, 2020), where it is called Occupational Burnout Syndrome. It is characterized by: 1) feelings of lack of energy or exhaustion; 2) increased mental distance from work or negative or cynical feelings about work; and 3) a sense of ineffectiveness and lack of accomplishment (with classification QD85). In Mexico, although with areas of opportunity, research on burnout has acquired consistency relevance as a phenomenon of both organizational behavior and occupational health (Uribe, 2008; Juárez-García, 2014; Uribe et al., 2015; Uribe, 2016; Martínez-Mejía et al., 2020).

The relation between psychological contract and Burnout has become evident in two ways: a) a healthy relation model and b) a risky relation model (Martínez-Mejía, 2016), based on the differentiation established by Rousseau (1995, 2000) on the typology of PCs and their characteristics. To address the associations between the types of PCs and Burnout proposed by Martínez-Mejía (2016), it is necessary to attend to the theoretical and measurement approach pointed out by Rousseau (1995, 2000). She differentiates four types of PCs: 1) relational contracts maintain a bond of loyalty and have guarantees of job stability; 2) balanced ones have clarity of performance requirements and development prospects; 3) transactional contracts have a short-term duration and have limited performance requirements; 4) transitional contracts refer to working conditions without guarantees, characterized by uncertainty, distrust, and attrition of the relationship. Based on this classification, the healthy relation model refers to the dynamics of the content of the Relational and Balanced PCs, which is associated with a decrease in burnout. For its part, the risky relation model refers to the dynamics of the content of the Transactional and Transitional PCs associated with an increase in burnout (Martínez-Mejía, 2016).

In addition to the characteristics of PC types, previous literature on the variables involved in individual-organization exchange relationships has highlighted the central role played by Perceived Organizational Support (POS, Eisenberger et al., 1986; Eisenberger et al., 2001) in appraisals and work outcomes (Coyle-Shapiro & Shore, 2007; Coyle-Shapiro et al., 2019). POS is defined as the “overall assumption about the degree to which the organization appreciates their contributions and cares for their well-being” (Eisenberger et al., p. 501). On the relation between POS and PC, a theoretical integration of both constructs has been proposed (Aseagle & Eisenberger, 2003), and strong empirical evidence has been found to support that relation (e.g., Conway & Coyle-Shapiro, 2011; Coyle-Shapiro & Conway, 2005). Particularly, regarding the relation between PC, POS, and Burnout (Brown & Roloff, 2015), it was found that organizational support and PC compliance acted as buffers for burnout.

Regarding the study of POS in Mexico, Martínez-Mejía and Martínez-Guerrero (2020) found evidence that the measurement model in Mexican workers differentiated two factors: the first, Perceived Organizational Support, refers to the workers’ perception that their organization values their contributions and cares for their well-being; and the second, Perceived Organizational Betrayal, refers to the workers’

perception that the organization has abandoned them or has grossly violated their trust or loyalty. These results suggest that it is not enough not to commit acts of betrayal toward workers, but that the organization and its representatives must make contingent acts of support sufficiently clear for workers to be aware of this help and to take account of them in the history of the employer-employee relation (Conway & Coyle-Shapiro, 2011), thus favoring the retention of employees (Eisenberger et al., 2002).

When testing the impact of PC and POS on the psychosocial health of workers, this study considers the Intention to Resign (IR) as a complementary indicator, as it has been included in studies of job stress (Ivancevich et al., 1982; Villanueva & Djurkovic, 2009), where the perception of lack of reciprocity due to PC breakdown is an antecedent of voluntary turnover (Rigotti, 2009; Zhao et al., 2007), and also where burnout acts as an antecedent for IR (Keinan & Perlberg, 1987; Moreno-Jiménez et al., 2009). IR refers to an individual's subjective estimate of the likelihood of resigning shortly from the organization where they work (Carmeli & Weisberg, 2006). In several studies, this intention achieves higher levels of prediction of definitive resignation behavior than other psychosocial measures; thus, using it as a criterion variable may provide advantages (Krausz et al., 1995; Kim, 2017). Nonetheless, like any model, it has some scope for explaining definitive resignation in particular cases (Griffeth et al., 2000; Jiang et al., 2012; Salin & Notelaers, 2017).

Based on the relation between the psychological contract and the perception of support/betrayal as social exchange variables in organizations and their impact on burnout as a psychosocial risk and intention to resign (Figure 1), two models of psychosocial exchange relations are proposed, which will be tested based on the following hypotheses:

H1 — Perceived Organizational Support will contribute explanatory evidence to the healthy psychosocial exchange relation model.

H2 — Perceived Organizational Betrayal will contribute explanatory evidence to the exchange relation model of psychosocial risk.

H3 — The healthy psychosocial exchange relation model will show a significant negative relation with the intention to resign.

H4 — The psychosocial risk exchange relation model will show a significant positive relation with the intention to resign.

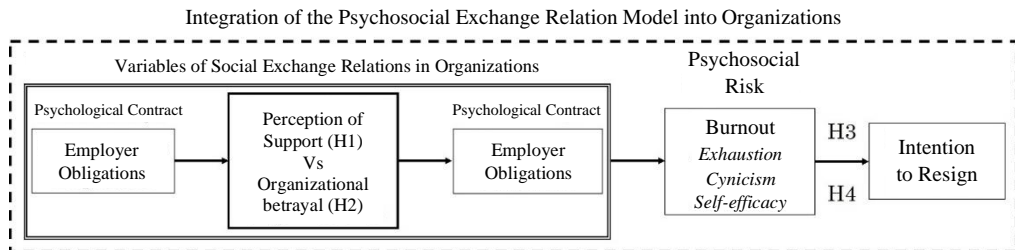


Figure 1. Model of psychosocial exchange relations with the proposed hypotheses, considering the psychological contract, perception of organizational support/betrayal, burnout, and intention to resign.
 Source: created by the authors

Method

Design

A cross-sectional correlational study was carried out to evaluate the fit of two PATH models (or sequence diagrams) of the relation of variables between the psychological contract, the perception of organizational support-betrayal, burnout, and resignation intentions, named: 1) healthy psychosocial exchange relation model and 2) psychosocial risk exchange relation model.

Participants

353 Mexican workers from different organizations residing in Mexico City (CDMX) participated. 60.3% were male and 39.7% female, with an average age of 38.31 years. They were employees of different organizations, 59.5% from the Private Sector (PS) and 40.5% from the Government; at hierarchical levels of 51.1% staff, 28.6% middle management, and 20.3% managers/directors; with an average length of service of 15.3 years. The questionnaires were applied from 2016 to 2018.

Instruments

A Spanish adaptation (Alcover & Martínez-Íñigo, 2005) of the Psychological Contract Inventory (PCI, Rousseau, 2000) was devised, with the subscales of Relational Orientation (12 items, e.g., “they care about my personal well-being”), Transactional Orientation (12 items, e.g., “the job will last as long as my employer needs me”), Balanced Orientation (18 items, e.g., “they give me the opportunity to develop my

career within this organization”), and Transitional Orientation (18 items, e.g., “they hide information from their employees”), both for beliefs about the employer and about the employees themselves. It had a five-point Likert response scale ranging from 0 Nothing/Not at all to 4 To a great extent/A lot. The instrument has been previously applied to the Mexican population with evidence of validity and reliability (Martínez-Mejía, 2018) to address a healthy exchange relation with the Relational and Balanced orientations, and the Transactional and Transitional as a risk relation. The structure of the instrument is shown in Table 1.

Table 1
 Conceptual specification structure of the sub-factors of the Psychological Contract Instrument (Rousseau, 2000)

	Assumptions about the employer's obligations	Employee's assumptions about their duties
Subfactors	Relational PC	
Loyalty	The employer must provide welfare and support the interests of employees and their families (Loyalty_Epr).	The employee must loyally support the needs and interests of the organization (Loyalty_Epe).
Security	The employer is obligated to offer stable wages and long-term employment (Security_Epr).	The employee must stay in the organization to sustain the work (Security_Epe).
	Transactional PC	
Limited	The employer offers limited involvement in the organization, little or no training or development of employees (Limited_Epr).	The employee must perform only a fixed or limited set of tasks, to do only what they are paid to do (Limited_Epe).
Short-term	The employer offers work for a specific or limited time, not bound by future commitments (Short-Term_Epr)	The employee has no obligation to remain in the organization, only for a limited time (Short-Term_Epe).
	Balanced PC	
Performance	The employer is committed to promoting continuous learning and helping employees to successfully fulfill the performance requirements (Performance_Epr).	The employee must successfully meet new objectives and demands, which may change in the future, to help the organization remain competitive (Performance_Epe).
Internal Development	The employer must create development opportunities within the organization (InternalDevelopment_Epr).	The employee must develop skills appreciated by their current employer (InternalDevelopment_Epe).
Employability	The employer improves the skills of its employees that are appreciated inside and outside the organization (Employability_Epr).	The employee develops skills appreciated in the external labor market (Employability_Edo).
	Transitional PC	
Distrust	The employer has withheld important information from employees. The organization distrusts its workers (Distrust_Epr).	The employee believes the organization sends inconsistent and contradictory signals of its intentions (Distrust_Epe).

Uncertainty	The employer calculates the degree of uncertainty and lack of guarantees of the employment relationship (Uncertainty_Epr).	The employee is unsure about their obligations to the organization (Uncertainty_Epe).
Erosion	The employer has made changes that reduce employee wages and benefits, eroding the quality of work life compared to previous years (Erosion_Epr).	The employee expects to receive less compensation in the future compared to the past; expects continued benefit reductions in the future (Erosion_Epe).

Source: created by the authors based on Rousseau (2000)

A Survey of Perceived Organizational Support (SPOS) was used. It is a scale designed by Eisenberger et al. (1986) in the adaptation of a short version of 13 items, which has been used by Arias (2001), Uribe (2001) and with the bifactorial method of Martínez-Mejía and Martínez-Guerrero (2020). The two factors are 1) Perception of Support, defined as the degree to which workers feel that the organization values their contributions and cares for their well-being (e.g., “I find help from this organization when I have a problem”), and 2) Perception of Betrayal, defined as the degree to which workers feel that the organization has abandoned them or maliciously betrayed their trust or loyalty (e.g., “If this organization found a more efficient way to do my job, it would replace me”). The scale is composed of a Likert-type format with five rating points, where 0 indicates strongly disagree; 1, slightly disagree; 2, hesitant; 3, slightly agree; and 4, strongly agree.

A Spanish adaptation (Salanova et al., 2000) of the General Version of the Maslach Burnout Inventory (MBI-GS, Schaufeli et al., 1996) was used. It includes the factors Emotional Exhaustion (e.g., “I am emotionally exhausted by my job”), Cynicism (e.g., “I have lost interest in my job since I started in this position”), and Job Self-efficacy (e.g., “I am stimulated by achieving goals in my job”). It has a seven-point scale where 0 indicates Never, and 6 indicates Always/Every day, which has been applied to the Mexican population showing validity and reliability (Martínez-Mejía et al., 2020).

Four items (e.g., “I often think about resigning”) were developed for this research and tested to explore the Intention to Resign, based on the literature on this variable (Carmeli & Weisberg 2006; Chou-Kang et al., 2005; Hom et al., 1992). They had a five-point Likert-type scale, where 0 indicated strongly disagree; 1, slightly disagree; 2, hesitant; 3, slightly agree; and 4, strongly agree.

Procedure and data analysis

A purposive, non-probabilistic, convenience analysis was carried out. The data were analyzed with SPSS 25 and AMOS 18 statistical software. Bivariate Pearson product-moment correlation analysis and multiple regression analysis with the backward elimination method were performed to test the hypotheses.

Path or Sequence analyses with the maximum likelihood method were carried out to test the dependence relation models. These structural equation models for sequence analysis are an empirical estimation procedure of the sequence among the study variables justified by the theoretical framework that guides the sets of assumptions in the modeling strategy, estimating the strength of all the relations to quantify the effects simultaneously (Hair et al., 1999; Lévy & Varela, 2006).

Results

Statistically significant correlations were found between the factors of psychological contract (PC), perception of support-betrayal (POS-POB), burnout, and intention to resign (IR), with the instruments indicated (Table 2). Based on these results and the research background, the new Path models of both healthy psychosocial exchange relation and psychosocial risk exchange relation were tested.

Table 2
 Correlations between the dimensions and subdimensions of the study variables

Variables	Mean	D.T.	IR	Exhaustion	Cynicism	Self-efficacy	POS	POB
Intention to Resign	.8118	.972	1	.378**	.597**	-.326**	-.365**	.383**
Exhaustion	1.8009	1.526	.378**	1	.531**	-.107*	-.298**	.289**
Cynicism	1.1802	1.371	.597**	.531**	1	-.313**	-.339**	.329**
Self-efficacy	4.8318	1.152	-.326**	-.107*	-.313**	1	.271**	-.170**
POS	2.3843	.8846	-.365**	-.298**	-.339**	.271**	1	-.482**
POB	1.5463	.8985	.383**	.289**	.329**	-.170**	-.482**	1
Loyalty_Epe	2.9469	0.7686	-.265**	-0.09	-.288**	.243**	.300**	-.173**
Security_Epe	2.784	0.91726	-.499**	-.165**	-.335**	.204**	.367**	-.204**
Short-term_Epe	1.6508	0.846	.353**	.119*	.229**	-.251**	-0.089	.160**
Limited_Epe	1.2358	1.02066	.304**	0.005	.228**	-.264**	-0.073	.229**
Performance_Epe	3.1065	0.69411	-.259**	-.160**	-.314**	.373**	.330**	-.223**
InternalDevelopment_Epe	2.9039	0.70719	-.217**	-0.069	-.267**	.265**	.306**	-.190**
Employability_Epe	2.1655	1.0186	.214**	0.051	0.022	0.017	.121*	0.052
Distrust_Epe	1.1416	1.0177	.342**	.280**	.340**	-0.105	-.527**	.488**
Uncertainty_Epe	1.2625	1.03345	.299**	.269**	.308**	-0.077	-.508**	.467**
Erosion_Epe	1.332	1.10962	.326**	.445**	.355**	-0.053	-.545**	.450**
Loyalty_Epr	2.4448	1.00408	-.235**	-.289**	-.297**	0.04	.606**	-.346**
Security_Epr	2.9717	0.95059	-.254**	-.227**	-.235**	.175**	.500**	-.314**
Short-Term_Epr	1.3017	0.95196	.237**	.105*	.105*	-.262**	-.152**	.223**
Limited_Epr	2.394	0.72111	0.021	-0.057	-0.08	0.037	.281**	0.034
Performance_Epr	2.6596	0.91718	-.255**	-.222**	-.308**	.147**	.575**	-.311**
InternalDevelopment_Epr	2.7495	0.98019	-.258**	-.183**	-.244**	.197**	.635**	-.359**
Employability_Epr	2.1353	0.99179	0.01	-0.045	-0.079	0.005	.427**	-.203**
Distrust_Epr	1.2571	0.97934	.376**	.393**	.384**	-0.062	-.558**	.466**
Uncertainty_Epr	1.3109	1.01839	.361**	.340**	.354**	-0.084	-.523**	.431**
Erosion_Epr	1.313	0.9961	.389**	.346**	.393**	-0.065	-.540**	.461**

Note: For conceptual definitions of the psychological contract subfactors, see Table 1 and Rousseau (2000). IR = Intention to Resign, POS = Perceived Organizational Support, POB = Perceived Organizational Betrayal. Pearson correlations (bivariate), **p<0.01, *p<0.05. Source: created by the authors.

The healthy psychosocial exchange relation model showed an adequate fit based on the indicators found (Hypothesis 1, Table 3). In this model (Figure 2): a) POS shows a mediating relation between assumptions about the employer and the three dimensions of burnout; in particular, POS showed the only direct inverse relation on Burnout ($b=.09$); b) PC factors remained independent of POS in their impact on burnout and IR; these factors showed a relation of equivalent reciprocity Performance_Epr-Performance_Epe and Security_Epr-Security_Epe; c) Internal_Development_Er assumptions explain both POS and Security_Epe; d) cynicism ($R^2=.35$) is the dimension of burnout that is best explained by PC and POS; e) all three dimensions of burnout contribute to explaining the intention to resign (Hypothesis 3); in particular, the main direct effects explaining IR ($R^2=.47$) are cynicism ($b=.40$) and employee security assumptions ($b=-.35$).

Based on the results of this model, a definition of a healthy psychosocial exchange relation can be proposed, understood as one when employers provide: 1) continuous learning and assistance for adequate performance (Performance), 2) well-being and support in caring for the well-being of both their employees and their families (Loyalty and POS), 3) development opportunities (Internal Development), and 4) commitment to provide job security and stable wages (Security) as a mechanism to increase both employee performance and permanence, and decrease the likelihood of developing occupational burnout syndrome and intentions to resign.

Table 3
 Goodness-of-fit indices of the healthy psychosocial exchange relation model

Ji ²	g.l.	p	Ji ² /g.l.	RMSEA	CFI	NFI	TLI
111.045	31	.000	3.611	.073	.956	.942	.907

Source: created by the authors

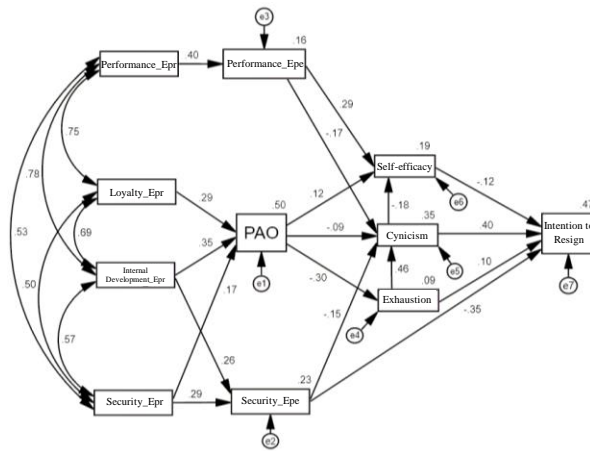


Figure 2. Specified Path model of the relation between subfactors of the psychological contract, perceived organizational support, and intention to resign, which define the healthy psychosocial exchange relation model

Note: The Path model considers the content of the psychological contract, the perceived organizational support, and their impact on burnout and resignation intention. For conceptual definitions of the psychological contract sub-factors, see Table 1 and Rousseau (2000). POS = Perceived Organizational Support. All correlations and regression coefficients shown are statistically significant.

Source: created by the authors

The psychosocial risk exchange relation model showed an acceptable fit (Hypothesis 2, Table 4). In this model (Figure 3):

- (a) psychological contract factors Distrust_Epr, Erosion_Epr, and Limited_Epr contributed to explain POB ($R^2=.25$);
- b) a mediating relation was found between the psychological contract assumptions of Distrust_Epr (about the employer), POS, and Distrust_Epe (of the employee themselves);
- c) some PC factors remained independent in their impact on burnout and IR; on the one hand, Erosion_Epr-Erosion_Epe showed an equivalent reciprocity relation, and on the other hand, an Uncertainty_Epr-Limited_Epe relation;
- d) both Erosion_Epe and POB explained the Exhaustion dimension ($R^2=.20$);
- e) both POB and PC explained the sequential relation of burnout: Exhaustion ($R^2=.20$), Cynicism ($R^2=.36$), and Self-efficacy ($R^2=.14$);
- f) the main direct effects (Hypothesis 4) that explain the IR ($R^2=.45$) are Cynicism ($b=.44$) and Erosion_Epe assumptions ($b=.22$).

Based on the results of this model, a definition of psychosocial risk exchange can be proposed, understood as when employers: 1) diminish work-life quality (Erosion), 2) generate distrust and the perception that the organization will betray the worker (Distrust and POB), 3) do not offer development

and participation (Limited), and 4) show an attitude of lack of guarantees toward the labor relation (Uncertainty). Together they generate hopelessness, distrust, and a reserved attitude for the worker to do only what they are paid to do, which increases the probability of developing occupational burnout syndrome and intentions of resigning.

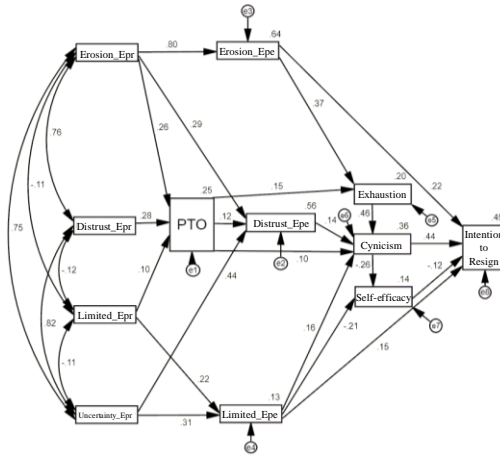


Figure 3. Specified Path model of the relation between subfactors of the psychological contract, perceived organizational betrayal, burnout factors, and intention to resign, which define the psychosocial risk exchange relation model

Note: The Path model considers the content of the psychological contract, the perceived organizational betrayal, and its impact on burnout and intention to resign. For conceptual definitions of the sub-factors of the psychological contract, see Table 1 and Rousseau (2000). POB = Perceived Organizational Betrayal. All correlations and regression coefficients shown are statistically significant.
 Source: created by the authors

Table 4

Goodness-of-fit indices of the psychosocial risk exchange relation model

Ji ²	g.l.	P	Ji ² /g.l.	RMSEA	CFI	NFI	TLI
103.148	39	.000	2.645	.058	.968	.951	.937

Source: created by the authors

Conclusions

This research aimed to evaluate the fit of two models from a psychosocial exchange relations approach in organizations: 1) the healthy psychosocial exchange relation model, composed of the relation between relational and balanced psychological contract subfactors, the perceived organizational support, and its impact on the decrease of burnout and intention to resign; 2) the psychosocial risk exchange relation model, composed of the relation between transactional and transitional psychological contract subfactors,

the perceived organizational betrayal, and its impact on the increase of burnout and intention to resign in a sample of Mexican workers. Evidence is provided to support the hypotheses on evaluating the dynamics of the relations of social exchange in organizations and their effect on burnout syndrome and the workers' intentions to resign in Mexico City.

As the main conclusions, in the first place, it can be pointed out that the psychosocial risk exchange relation model showed that the more assumptions are generated that 1) the relation is worn out because the employer has decreased the work-life quality (Erosion), 2) there is mutual distrust and perception that the organization will betray the worker (Distrust and Betrayal), 3) due to the uncertainty of the employer, the employee will limit themselves to making the minimum effort (Uncertainty and Limited), the more workers will present burnout, which will most likely lead them to leave the organization soon (Figure 3). These results are similar to those obtained in previous studies where changes in work relationships and PCs are associated with higher levels of burnout (Malach & Pines, 2002) or where PC breakdown is related to increased strain and eventually burnout (Jones & Griep, 2018), as well as intentions to leave the organization (Zhao et al., 2007; Dishop et al. 2019).

In the second place, relative to the healthy psychosocial exchange relation model, the more assumptions are generated that as a mechanism to increase performance, 1) the employer will provide everything necessary for performance (Performance), 2) employees will perceive that the organization cares for their well-being and that of their families (Loyalty and Support), 3) the employer will generate development opportunities (Internal Development), and 4) the employer will show commitment to providing secure employment and stable wages (Security), the more employees' likelihood of developing burnout syndrome and resignation intentions will decrease (Figure 2). Other studies have also evidenced the importance of social exchange relations and employee health (Ng & Allen, 2018) and frequent organizational changes that influence positive and negative adjustments to psychological contracts (Freese et al., 2011). Other papers show that policies and practices that foster organizational support are significantly associated with employee retention (Eisenberger et al., 2002; Rousseau, 1995), along with their affective and durable commitment (Parzefall, 2008).

In conclusion, in this integrating method, psychosocial exchange relations at work refer to the social exchanges in work contexts that employees constantly evaluate and consider as indicators in the dynamics of future reciprocity behaviors, influencing their thoughts, emotions, and behaviors with repercussions on their performance, development, and well-being.

As practical implications, in the first place, organizations should avoid generating situations that could be perceived as non-compliance, distrust, or betrayal. In this regard, it is not enough to avoid showing acts of betrayal; it is also necessary for the organization to show clear and explicit contingent acts of support to ensure that workers are aware of this help (Martínez-Mejía & Martínez-Guerrero, 2020).

In the second place, it reinforces the recommendation that organizations should provide all the necessary elements so that workers can achieve high performance, support them when required and even their families, and offer secure work and stable wages. And, thirdly, to guide policies and practices for the retention of workers with outstanding performance, which in contexts of need for experienced or qualified human capital is essential for organizational success (Cropanzano & Mitchell, 2005).

Psychosocial risks, conversely, refer to conditions, events, situations, contexts, working conditions, or organizational states with a high probability of seriously damaging workers' health (Gil-Monte, 2012; Moreno, 2011). From the results of this study, it is proposed that these exchange relations models can mediate between psychosocial risk factors and psychosocial risks such as burnout. In Mexico, this proposed line of research can help organizations to better manage the psychosocial risk factors provided for in the Federal Regulation of Safety and Health at Work (2014) and NOM-035-STPS-2018, mandatory regulations with the objective of identifying, analyzing, and preventing psychosocial risk factors at work, as well as promoting a favorable organizational environment. Testing these models of psychosocial exchange labor relations is suggested to identify their predictive level in other psychosocial risks, such as workplace violence (Salin & Notelaers, 2017; Kakarika et al., 2017; Uribe, 2011). It is also suggested to link them to variables based on the theory of social exchange in organizations, such as perceived organizational justice (Greenberg & Colquitt, 2013), Leader-Member relation (Martin et al., 2018), Team-Member relation (Banks et al., 2013), organizational citizenship behaviors (Organ et al., 2005), and organizational commitment (Meyer & Allen, 1997; Meyer, 2016).

Notwithstanding these findings, this study has some limitations. Firstly, its cross-sectional nature does not allow causal relations to be established, so it would be necessary to complement it with longitudinal studies. Secondly, the incidental nature of the sample does not allow generalizations to be made to the working population so that other studies would allow a greater understanding of the relations found. Finally, this study only considered the perception of employees but failed to consider the perspective of the employer or the different organizational agents involved in the dynamics of psychological contracts (Alcover et al., 2017; Rousseau et al., 2018).

Lastly, it is considered that the theory of psychosocial exchange relations in organizations, together with the set of variables and models that have been developed in the research (Shore et al., 2009), can contribute to a relevant interdisciplinary approach in the study of labor relations since it includes the interaction between individual actors (employer-employee) and collective actors (employers, workers, unions, and the State), considering the institutions, rules and norms that regulate them (Köhler & Artiles, 2010). Thus, it is of utmost importance and ethical value to consider changes in labor regulations and their application in organizations, as well as changes in crisis situations, such as those generated by the Covid-

19 pandemic, since they will have a high psychosocial impact on the employer-employee relation, with consequences on both the performance and the psychosocial health of people at work.

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