Negative Influence of Job Burnout on Organizational Citizenship Behavior: Evidence from High School Teachers

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Present study was aimed at exploring the contribution of components of job burnout (including Reduced Personal Accomplishment (RPA) and emotional exhaustion) for organizational citizenship behavior (OCB) and its sub-scales including civic virtue, altruism, courtesy and conscientiousness. Maslach Burnout Inventory-ES (Maslach, Jackson, & Leiter, 1996) and Organizational Citizenship Behavior Scale (MacKenzie, Podsakoff, & Fetter, 1993; Mackenzie, Podsakoff, & Paine, 1999) were translated and were administered to measure job burnout and OCB respectively on a sample of high school teachers ($N = 284$). Multiple regression analyses revealed reduced personal accomplishment to be a significant negative predictor of OCB and all of its sub-constructs studied in present research. Conclusions, limitations, and suggestions are discussed.

Keywords: reduced personal accomplishment, emotional exhaustion, burnout, organizational citizenship behavior, civic virtue, altruism, conscientiousness, courtesy.

Job burnout is detrimental for any organization as it results in depression, anxiety, musculoskeletal, respiratory disorders and somatic complaints (Ahola, 2007) in the individual, and decreases positive work outcomes and increases outcomes which are negative for the organization (Matin, Kalali, & Anvari, 2012; Marmaya, Zawawi, Hitam, & Jody, 2011). Present study is an attempt to explore the relationship between burnout and organizational citizenship behavior (OCB) that plagues organizational productivity.

Job Burnout

When the workers face job pressure resulting from protracted work related stress, high demands and low resources (Maslach, Schaufeli, & Leiter, 2001) they express bodily and mental symptoms that include emotional exhaustion (EE), lack of energy, bodily tiredness, psychological diseases, anger, and lack of individual success (Shukla, & Trivedi, 2008) resulting in a psychological syndrome called job burnout or JB (Hobfoll & Shirom, 2000; Maslach & Jackson, 1981). EE (feeling of lack of emotional resources), depersonalization (D; feeling of detachment from work in a non-human robotic manner) and reduced personal accomplishment (RPA; feeling of lack of success and achievement at work) are three categories of job burnout (Maslach et al., 2001). Job burnout lessens the organizational commitment (Marmaya, Zawawi, Hitam, & Jody, 2011), decreases job performance and satisfaction (Gorji & Vaziri, 2011; Piko, 2006), and enhances intention to leave (Aslam & Safdar, 2012). One recognized outcome of job burnout is OCB, of which, job burnout has often been found to be a negative predictor.

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Organizational Citizenship Behavior (OCB)

OCB involves all those workplace discretionary behaviors which are beneficial for the organization but do not benefit the employee through formal reward system (Khazaei, Khalkhali, & Eslami ,2011). OCB can be categorized into five clusters of behaviors (Organ, 1988) including civic virtue, conscientiousness, altruism, courtesy and sportsmanship. Civic virtue consists of behaviors which demand high personal cost by perpetrator but promote the organization at macro-level; conscientiousness is related to assigned tasks performing with more than desired punctuality and perfection; altruism involves helping a specific person at work; courtesy is manifested when perpetrator helps others by forecasting the problem; and sportsmanship involves tolerating hurdles at work without complaint (Organ, 1988; Podsekoff, Mackenzie, Paine, & Bachrach, 2000). A number of predictors of OCB have been found e.g., motivation (Bowler & Brass, 2006), dispositional aspects (Suresh & Venkatammal, 2010), group task conflict (Ng & Van Dyne, 2005), and social exclusion (Twenge, Baumeister, DeWall, Ciarocco, & Bartels, 2007). Job burnout has also been observed as a strong negative predictor of OCB and this relationship is being discussed thoroughly in following section.

Relationship between Job Burout and OCB.

Being pessimistic about the job makes the employee feels depleted of emotional resources, in a manner which is robotic and inhuman is termed as job burnout (Kutsal, & Bilge, 2012); whereas OCB is energetic behavior that contributes to the organization even beyond his/her call of duty. Therefore, a negative relationship between JB and OCB is logical. Many studies report a negative relationship between these two (Lambert, 2010; Salehi and Gholtash, 2011; Sesen, Cetin, and Basim, 2011).

The present study focuses on school teachers, investigates their JB and OCB in Pakistan. This uniques because other studies have had a more industrial or corporate level context, and though we do

not believe that our results would be different from these studies, the present context in some ways extends out understanding of JB and OCB in schools. Therefore we propose the following hypotheses to explore the relationship between these two constructs.

H_1. Job burnout will be negative predictor of organizational citizenship behavior

H_2. Emotional exhaustion, reduced personal accomplishment and depersonalization will all be negative predictors of organizational citizenship behavior. However depersonalization had lower reliability in out translated scale and was not used.

Method

Research Design

A correlational survey research design has been executed to accomplish present study.

Sample

We sampled 100 male and 74 female teachers from public high schools and 50 male and 60 female teachers from private high schools. All teachers minimally had a bachlor's degree and a year teaching experience. Their ages ranged from 20 to 45 years ($M = 31.94$, $SD = 8.6$).

Instruments

Maslach Burnout Inventory-ES. Maslach Burnout Inventory-ES (Maslach, Jackson, & Leiter, 1996) is a teacher–specific version of Maslach Burnout Inventory and includes three subscales i.e. EE, D and RPA. It consists of 22 items, and each item is measured on a 7-point Likert-type rating scale ranging from 0 = never to 6 = everyday; also providing an overall composite measure of JB. The reported reliability for EE is .90; for D is .76; and for RPA is .76 (Maslach, Jackson, & Leiter, 1996), but Item-total correlations, and alpha reliabilities showed weak psychometric properties (reliability = .38) for Depersonalization and therefore not used in the present study.

Organizational Citizenship Behavior and Courtesy Scales. A 12-item scale developed by MacKenzie, Podsakoff and Fetter (1993) was used in order to measure OCB including Civic Virtue (CV), Sportsmanship (S), Altruism (A), and Conscientiousness (C).

In addition, Courtesy (CY)was measured through a two item scale developed by Mackenzie, Podsakoff and Paine (1999). All items on these scales used on 5-point Likert-type scale. Reliability for Altruism (r = .75), Sportsmanship (r = .88), Civic Virtue (r = .75), Conscientiousness (r = .83), and Courtesy (r = .88) respectively (Danaaefard, Balutbzeh, & Kashi et al., 2010). Unsatisfactory psychometrics for Sportsmanship sub-scale were observed for the present research therefore, it was not included in the study.

Procedure

The study consisted of two phases including translation along with tryout and main study. Both the questionnaires were translated from English into Urdu in consideration with the guidelines presented in the European Social Survey (2012). Three independent translators translated the questionnaires, the adjudicator along with two bilingual experts and an M.Phil scholar reviewed the translated versions. Adjudicator and the reviewers then reviewed every item and then most appropriate items were selected. Afterwards, the scales were administered on a sample of school teachers (n = 100) and the obtained data were analyzed by statistical techniques including item-total correlation and alpha reliabilities. The items showing non-significant or negative correlation with the total score were removed from the scale, while items with weak correlations were revised in the final meeting to finalize the scales of study.

After translation the instruments were administered to samples of high school male and female teachers from public and private sectors. Purposive-convenient samples were derived from different high schools of Sargodha. After seeking permission from the authorities of schools, teachers were contacted in their offices or in staff rooms and their informed consents were sought. Demographic information sheets along with the scales were handed to the participants and collected after the pakage of scales was completed. All participants were thanked and debriefed but were not compensated in any monetary way. Using SPSS (reference) the data were analyzed through various statistical techniques including Chronbach alpha, simple and multiple regression analyses.

Results

Results were analyzed through various statistical techniques including alpha reliability, correlation, and multiple regression analyses. These results are summarized here:

Table 1
Means, Standard Deviations, Alpha Reliabilities, and Correlation Matrix for All the Scales Used in the Study (N = 284)

Variable	OCB	CV	A	C	CY	JB	EE	RPA	*M*	*SD*	*a*
OCB	--	.67***	.77***	.77***	.61***	-.20**	-.03	-.23***	52.50	6.85	.79
CV	--	--	.43***	.47***	.25***	-.18**	-.06	-.14*	7.82	1.54	.42
A	--	--	--	.49***	.37***	-.14*	-.03	-.20**	10.99	2.28	.49
C	--	--	--	--	.38***	-.22***	-.06	-.28**	12.55	2.35	.85
CY	--	--	--	--	--	-.15*	.04	-.17**	7.63	1.62	.49
JB	--	--	--	--	--	--	.77***	.67***	22.81	14.46	.68
EE	--	--	--	--	--	--	--	.19**	9.83	8.38	.74
RPA	--	--	--	--	--	--	--	--	7.37	6.32	.52

Note. organizational citizenship behavior (OCB); civic virtue (CV); altruism (A); conscientiousness (C); courtesy (C); job burnout (JB); emotional exhaustion (EE); reduced personal accomplishment (RPA).
*p < .05. **p < .01. ***p < .001.

Table 2
Multiple Regression Analysis for Job Burnout, Emotional Exhaustion, and RPA Predicting Organizational Citizenship Behavior and its sub-scales (N = 284)

Variables	OCB			Civic Virtue			Altruism			Courtesy			Conscientiousness		
	β	ΔR^2	F	β	ΔR^2	F	β	ΔR^2	F	β	ΔR^2	F	B	ΔR^2	F
JB	-.27***	.13	9.23***	-.21**	.10	6.32**	-.17*	.09	7.21***	-.24***	.11	5.23**	-.23***	.08	8.23***
EE	.010			-.03			.01			.069			-.003		
		.054	7.96***		.020	2.91*		.039	5.68**		.032	4.63*		.077	11.64***
RPA	-.23***			-.13*			-.20**			-.18**			-.28***		

Note. Job burnout (JB); emotional exhaustion (EE); reduced personal accomplishment (RPA).
*p < .05. **p <.01. **p < .001.

Table 1 describes inter variable correlations, means and alpha reliabilities for all the study variables. It suggests that all the relationships are significant except the relationship of all the dimensions of OCB with emotional exhaustion.

Multiple regression analysis was run in order to investigate the predictability of OCB and its constructs by the job burnout (JB) and components. All models presented in Table 2 are found to be significant where JB, EE, and RPA have been entered as predictors of OCB and its sub-scales. JB accounted for 13%, 10%, 9%, 11%, and 8% varience in OCB, civic virtue, altruism, courtesy and conscientiousness respectively.

Predictors variables EE and RPA contribute for 5.4 % variance in OCB (R^2 = .054), where the model is significant with {F (2, 284) = 7.96, p < .001}; 2% variance in civic virtue (R^2 = .020) where the overall model is significant with {F (2, 284) = 2.91, p < .05}; 3.9% variance in altruism (R^2 = .039) where overall model is significant with {F (2, 284) = 11.64, p < .001}; 3.2% variance in courtesy (R^2 = .032) where overall model is found to be significant with {F (2, 284) = 4.63, p < .05}; and 7.7% variance in conscientiousness (R^2 = .077) where the overall model is found to be significant with {F (2, 284) = 11.64, p < .001}.

Among predictors RPA was found to be a good predictor of the outcome variables where beta values for OCB is (β = -.23, t = -3.95, p < .001), for civic virtue is (β = -.13, t = -2.20, p < .05) for altruism is (β = -.20, t = -3.34, p < .01), for courtesy is (β = -.18, t = 2.99, p < .01), and for conscientiousness is (β = -.28, t = -4.73, p < .001).

Discussion

The present study attempted to explore job burnout and its constructs emotional exhaustion (EE) and reduced personal accomplishment (RPA). as a predictor of OCB, and found that JB and one of its constructs RPA was significantly and negatively related to OCB however no significant relationship was revealed EE and OCB. Job burnout and RPA were found to be the strong predictors of OCB and all of its constructs (see Table 2). These results met our expectations and supported the hypotheses that employees having feelings of overall job burnout and reduced accomplishment will have low level of faith in themselves will be unable to help others because they would consider that they cannot help even themselves then, how they can help others (Van Emmerik, Jawahar, & Stone, 2005). Affective events theory (Weiss & Cropanzano, 1996) proposes events at workplace, which bring affective responses shape behavior. When employees accomplish less their negative affects shape behaviors at workplace accordingly; hence it is not surprising that high level of RPA results in low level of OCB and its related behaviors.

Further, stress is the most common cause of job burnout (Maslach, et al., 2001) and it is not surprising for a person who is under stress, is not performing the tasks which are not included in his formal job description. Rather the behaviors of in-role performance will be affected by this stress and job burnout (Gorji & Vaziri, 2011; Piko, 2006). In addition, job burnout reduces one's engagement in work (Cole, Walter, Bedeian, & O'Boyle, 2012) and it is not easy for the employee who is less engaged in the work to perform voluntary more than specified tasks at work. Chiu and Tsai (2006) and Lambert (2010) for example, found that there exists a negative relationship between OCB ad job burnout. Moreover, Talachi and Gorji (2013) found RPA a significant negative predictor of OCB.

We did not find EE as a predictor of OCB or its sub-scales (see Table 2). The results contrary to our expectations rejected, second hypothesis. A reasonable explaination for present results may be the lacking of control on demographic variables affecting the employees' organizational behaviors. It was observed that the EE is associated with age and marital status. Generally older and married employee are likely to exhibit increased level of emotional exhaustion.

There is empirical evidence in suppot of our argument e.g. Kord (2012) observed that middle aged, married and less educated employees showed higher level of EE. These characteristics were not controlled for the present study which might have affected the relationship of EE and the sub-constructs of OCB. Similarly, Van Emmerik, Jawahar, and Stone (2005) highlighted a weak correlation between EE and OCB but the relationship disappeared when they controlled gender, education and altruism. Aslam, Ahmad, and Anwar (2010) found that EE was not related with OCB-I. Other variables including tenure, job type, job control and job demand

also affect OCB and job burnout which were not controlled in the present study and might have produced for such results.

Conclusion

In conclusions the results of the present study indicated that JB was negatively correlated with OCB, whereas RPA, a stage of burnout, was a significant negative predictor of OCB, civic virtue, altruism, conscientiousness and courtesy. Contrary to expectations, emotional exhaustion, another stage of burnout was not found to be a significant predictor of OCB and its constructs.

Limitations and Suggestions

Social desirability, which is an important variable affecting the responses of all self-report measures, was not controlled for the present research. Next studies should consider social desirability by using both objective and subjective data. The effect of demographics and job characteristics was not considered which might deface the true picture of the results, therefore, effect of demographic variables as well as workplace characteristics should be ruled out in further studies. Similarly, OCB is a construct which may provide different results when self-report and peer-report or supervisor-report measures are used (Danaeefard, Balutbzeh, and Kashi (2010).Therefore, future studies should use multi-method approach when studying relationship of such variables.

Implications

The present study adds to the literature of OCB and yields some valuable and practical implications for school administration. It cautions the administration to take measures to deescalate job burnout for better OCB in schools. Noted previously JB leads to quitting teaching jobs, impacting employees and schools in a larger context.

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