Organizational Commitment as Mediator between the Nexus of Job Burnout and Organizational Citizenship Behavior in Teachers of Public Sector Colleges of Pakistan

[1]Dr. Muhammad Anees Ul Husnain Shah, [2]Dr. Rowell Ubogu, [3]Asghar Ali, [4]Ume Ruqia Saadat, [5]Dr. Jawad Hussain, [6]Dr. Nazim Ali

[1]*Associate Professor, Department of Education, University of Education Lahore, D.G Khan Campus, email: draneesulhusnain@ue.edu.pk*
[2]*Delta State University, Abraka*
[3]*Assistant Professor, Department of Education, University of Malakand, Pakistan*
[4]*Lecturer in Economics Department of Commerce, GU,D.I. Khan, Email: ruqia0709@gmail.com*
[5,6] *Associate Professor, Department of Commerce and Management Sciences, University of Malakand*
(Corresponding Author, Email: nazimali100@yahoo.com)

Abstract

The purpose of this research was not only to investigate the relationship among organizational commitment, job burnout and organizational citizenship behavior (OCB) but also to investigate the mediating role of organizational commitment between the relationship of job burnout and OCB. Data were gathered from two hundred and eighty one teachers (N = 281) working in public sector colleges in Sindh, Khyber Pakhtunkhwa, Panjab, and Balochestan provinces of Pakistan. The results revealed a significant negative relationship between job burnout and OCB (r = - 0.240) and job burnout and organizational commitment (r = - 0.181). The results also revealed a positive relationship between organizational commitment and OCB (r = 0.229). Structure equation modeling revealed that organizational commitment partially mediated the relationship of job burnout and OCB.

Keywords: Job Burnout; Organizational Commitment; Organizational Citizenship Behavior; Teachers; Pakistan

Introduction

Since a few decades ago, the fields of industrial psychology and organisational behavior have paid much greater attention to the attitudes and actions of employees, such as job burnout (JB), organisational commitment (Org. Com), and organisational citizenship behaviors (OCB). JB is "a syndrome of emotional exhaustion, depersonalization, and reduced personal accomplishment that can occur among individuals who work with people in some capacity" (Maslach, Jackson, & Leiter, 1996).

Three aspects of burnout have been discovered in accordance with this definition. First of all, emotional exhaustion is defined as the sensation of being emotionally overextended and worn out as a result of one's employment. Depersonalization is the act of an individual responding carelessly and impersonally to others who are receiving their care, services, treatments, or supervision. Lack of achievement is the third aspect of burnout, which is characterized as emotions of unfulfilled personal ambitions. Higher levels of emotional exhaustion,

depersonalization, and reduced personal accomplishment will correlate with higher levels of burnout.

Recent organisational research has focused a lot of attention on organisational citizenship behavior (Podsakoff, MacKenzie, Paine, & Bachrach, 2000). Organ (1988) defined OCB as "individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and in the aggregate promotes the efficient and effective functioning of the organization". Organ (1988) postulated five OCB dimensions: sportsmanship, courtesy, civic virtue, conscientiousness, and altruism. According to Organ (1988), Conscientiousness is a commitment to the task that goes above and beyond the formal standards. He believed that those who exhibited good citizenship continued to work even when they were ill. This demonstrates their dedication to their task. Altruism refers to optional and beneficial actions like empathy, friendliness, and compassion that have the impact of assisting another person with duties or issues that are significant to their organisation. Civic virtue refers to the appropriately participating of employees in the political life cycle of the organisation and supporting the administrative function of the organisation, such as supplementary and extracurricular activities when their attendance is not required, etc. These actions show that employees are aware of their place within the company and are willing to take on the duties that come with it. Sportsmanship refers to the ability to put up with conditions without grumbling. It is the practice of politely accepting the annoyances that are a necessary component of almost every organisational context. Courtesy is the choice of actions intended to avoid interacting negatively with people at work.

Employees' willingness to identify with the organisation and their desire to be a part of it are referred to as having organisational commitment (Allen & Meyer, 1996). Org. Com includes three facets which are continuous commitment, normative commitment and affective commitment. Affective commitment is the term used to describe employees' emotional reliance on the organization and their understanding of its values. Continuous commitment refers to the financial benefits of remaining in the company vs leaving. Normative commitment is the obligation for an employee to remain with the organization for moral and ethical reasons.

According to many studies, there is a negative relationship between JB and OCB (Aslam, Ahmad, & Anwar, 2012; Bauwens, Audenaert, Huisman, & Decramer, 2019; Jain & Cooper, 2012; Liang, 2012; Sesen, Cetin, & Nejat BASIM, 2011). Similarly a lot of studies have revealed a negative relationship between JB and Org. Com (Akdemir, 2019; Kalliath, O'driscoll, & Gillespie, 1998; Salehi & Gholtash, 2011; Sarisik, Bogan, Zengin, & Dedeoglu, 2019; Werang, Asmaningrum, & Irianto, 2015; Zhou, Lu, Liu, Zhang, & Chen, 2014). A positive relationship between Org. Com and OCB has been investigated by numerous studies (Bakhshi, Sharma, & Kumar, 2011; Bogler & Somech, 2004; Gautam, Van Dick, Wagner, Upadhyay, & Davis, 2005; Grego-Planer, 2019). The mediating role of affective commitment between the relationship of JB and OCB has been reported by Aslam et al. (2012). The mediating role of affective commitment and continuous commitment between the relationship of JB and OCB has also been investigated Khan, Jehan, Shaheen, and Ali (2018). The role of Org. Com and social interaction between job stressors and OCB has been tested by (Pooja, De Clercq, & Belausteguigoitia, 2016). To the best of our knowledge, no study has examined the role of organisational commitment in mitigating the link between organisational citizenship behaviour and JB. By examining the role of organisational commitment as a mediator between JB and organisational citizenship behaviour, this study added to the body of current literature. We

formulate the following hypotheses in light of the previously provided material:

H1:   JB and OCB in teachers working in Pakistan are related.

H2:   JB and Org. Com in teachers working in Pakistan are related.

H3:   Org. Com and OCB in teachers working in Pakistan are related.

H4:   Org. Com mediates the relationship between JB and OCB in teachers working in Pakistan are related.

Research Methodology

Data were gathered from two hundred and eighty one teachers (N = 281) working in public sector colleges in Sindh, Khyber Pakhtunkhwa, Panjab, and Balochestan provinces of Pakistan. With the assistance of the students and friends, questionnaires were delivered to the teachers. A covering letter outlining the goal of the study was included with each questionnaire. Volunteer participation was also ensured. The sample comprised 14 professors, 27 associate professors, 97 assistant professors and the remaining 143 were lecturers. All teachers were males.

Measurement

Organizational citizenship behavior

OCB was measured by OCB scale adapted from Podsakoff et al., (1990). This scale is composed of 5 factors which are altruism, sportsmanship, conscientiousness, civic virtue and courtesy. Each factor contains 4 questions. All factors were averaged to find out the overall OCB. "Helps others who have heavy workloads" and "Helps others who have been absent" are examples of altruism. "Consults with me or other individuals who might be affected by his/her actions or decisions" and "Does not abuse the rights of others" are examples of courtesy. "Consumes a lot of time complaining about trivial matters" and "Tends to make "mountains out of molehills" are examples of sportsmanship. "Keeps abreast of changes in the organization" and "Attends functions that are not requited, but that help the company Image" are examples of civic virtue. "Is always punctual" and "Does not take extra breaks" are examples of Conscientiousness. 7 point Likert scale (1 strongly disagree to 7 strongly agree) was employed for recording the responses of participants. Reliability of each factor is given in table 1.

Table 1:Reliability of OCB

Dimensions	Items	Cronbach's Alfa
Sportsmanship	4	.76
Conscientiousness	4	.82
Altruism	4	.79
Civic virtue	4	.84
Courtesy	4	.86

Org. Com

Org. Com was measured by Org. Com scale adapted from Meyer and Allen (1991). This scale is composed of 3 factors which are "affective commitment, continuous commitment and normative commitment". Each factor contains 6 questions. All factors were averaged to find out the overall Org. Com. "I would be very happy to spend the rest of my career in this organization." and "I really feel as if this organization's problems are my own" are examples of affective commitment. "It would be very hard for me to leave my job at this organization right now even if I wanted to" and "I believe I have too few options to consider leaving this organization" are examples of continuous commitment. "Even if it

were to my advantage, I do not feel it would be right to leave" and "I would feel guilty if I left this organization now" are examples of normative commitment. 6 point Likert scale (1 strongly disagree to 6 strongly agree) was

employed for recording the responses of participants. Reliability of each factor is given in table 2.

Table 2:Reliability of Org. Com

Dimensions	Items	Cronbach's Alfa
Continuous Commitment	6	.91
Affective Commitment	6	.78
Normative Commitment	6	.85

Job Burnout

The Maslach Burnout Inventory-General Survey was used to gauge job burnout (MBI-GS). The three components of this survey are depersonalization, reduced personal accomplishment, and emotional exhaustion. Personal accomplishment, depersonalization, and emotional exhaustion each have eight, five and nine items, respectively. All factors were averaged to find out the overall JB. 7 point Likert scale (0, Never to 7, every day) was employed for

recording the responses of participants. Reliability of each factor is given in table 3. "I feel emotionally drained" and "I feel used up at the end of day" are examples of emotional exhaustion. "I become more callous towards people" and "I worry that job is hardening emotionally" are examples of depersonalization. "I deal with emotional problems calmly" and "I feel very energetic" are examples of personal accomplishment.

Table 3: Reliability of the Dimensions of J-Burnout

	Number of Items	Cronbach's Alfa
Depersonalization	5	.77
Emotional Exhaustion	9	.81
Reduced Personal Accomplishment	8	.76

Results

Table 4: Correlation among JB, Org. Com and OCB

	JB	Organizational Commitment	Organizational Citizenship Behavior
JB	1	-.181**	-.240**
Org. Com	-.181**	1	.229**
OCB	-.240**	.229**	1

"**. Correlation is significant at the 0.01 level (2-tailed)."

Table 4 shows the correlation among JB, Org. Com and OCB. The results revealed a significant negative relationship between JB and OCB (r = - 0.240) and JB and Org. Com (r = - 0.181). The results also revealed a positive relationship between Org. Com and OCB (r = 0.229). So the following hypotheses are accepted:

H1:   JB and OCB in teachers working in Pakistan are related.

H2:   JB and Org. Com in teachers working in Pakistan are related.

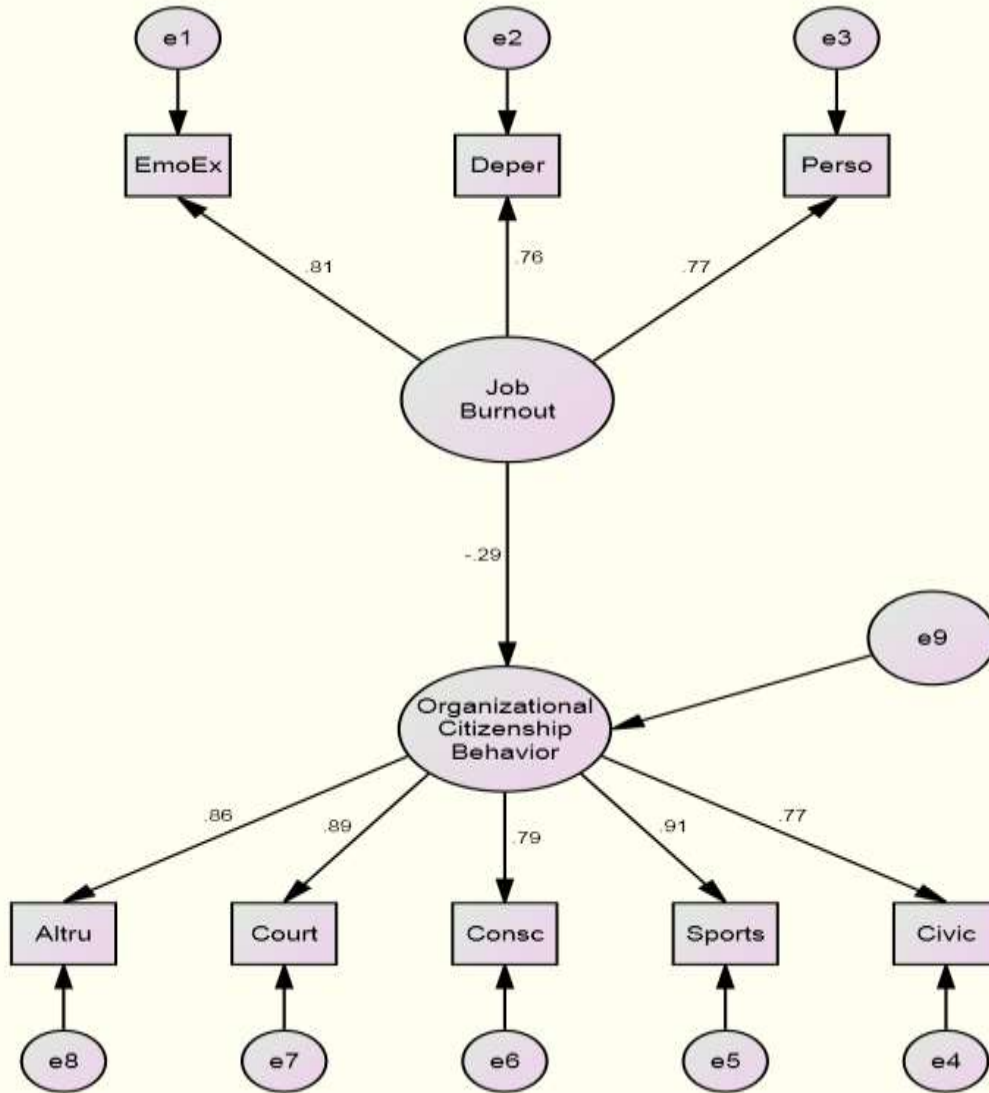H3:   Org. Com and OCB in teachers working in Pakistan are related.

Diagram 1: Path from JB to OCB

	CMIN	DF	CMIN/DF	RMR	GFI	CFI	RMSEA
	13.699	19	.721	.028	.988	1.000	.000

			Estimate
OCB	<---	JB	-.287
EmoEx	<---	JB	.813
Deper	<---	JB	.765
Perso	<---	JB	.769
Civic	<---	OCB	.765
Sports	<---	OCB	.912
Consc	<---	OCB	.787
Court	<---	OCB	.887
Altru	<---	OCB	.864
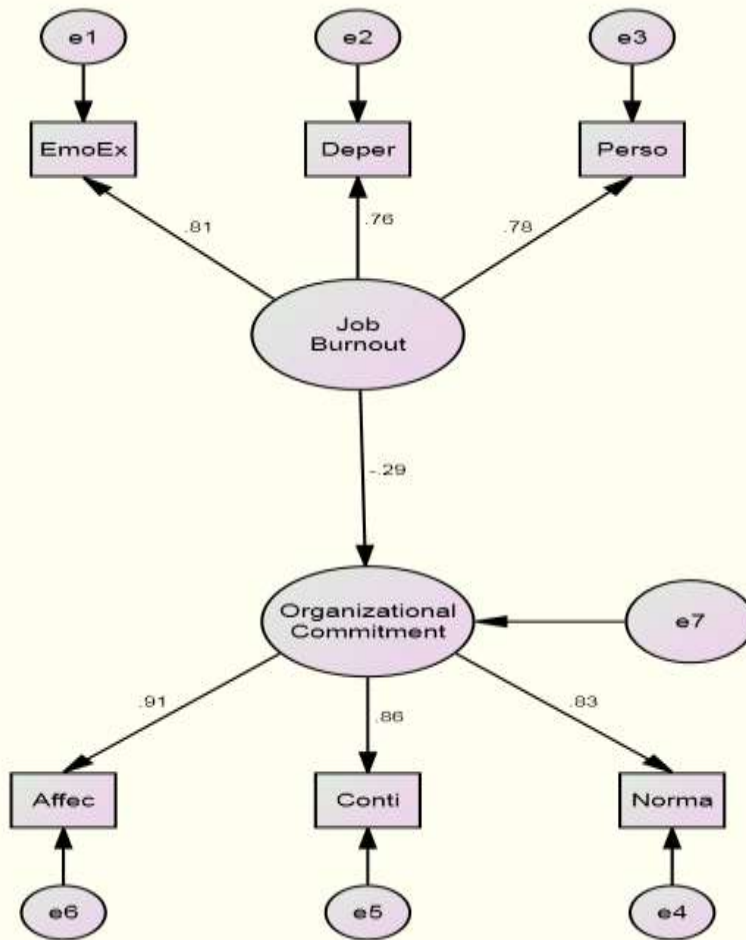
Diagram 2: Path from JB to Org. Com

	CMIN	DF	CMIN/DF	RMR	GFI	CFI	RMSEA
	6.399	8	.800	.018	.993	1.000	.000

			Estimate
Org. Com	<---	JB	-.289
EmoEx	<---	JB	.808
Deper	<---	JB	.762
Perso	<---	JB	.777
Norma	<---	Org. Com	.835
Conti	<---	Org. Com	.860
Affec	<---	Org. Com	.912
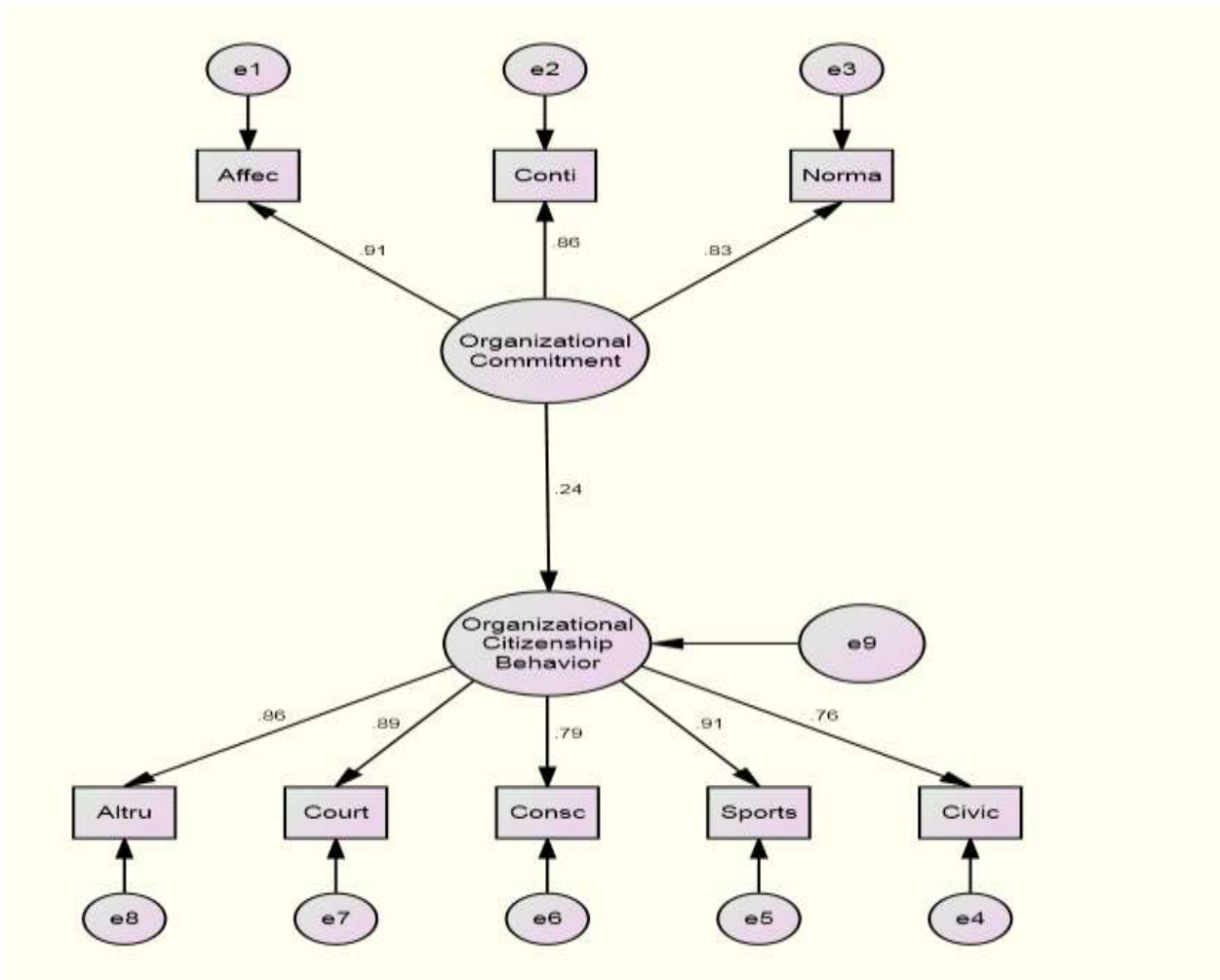
Diagram 3: Path from JB to Org. Com

	CMIN	DF	CMIN/DF	RMR	GFI	CFI	RMSEA
	15.246	19	.802	.034	.986	1.000	.000

			Estimate
OCB	<---	Org. Com	.237
Affec	<---	Org. Com	.914
Conti	<---	Org. Com	.859

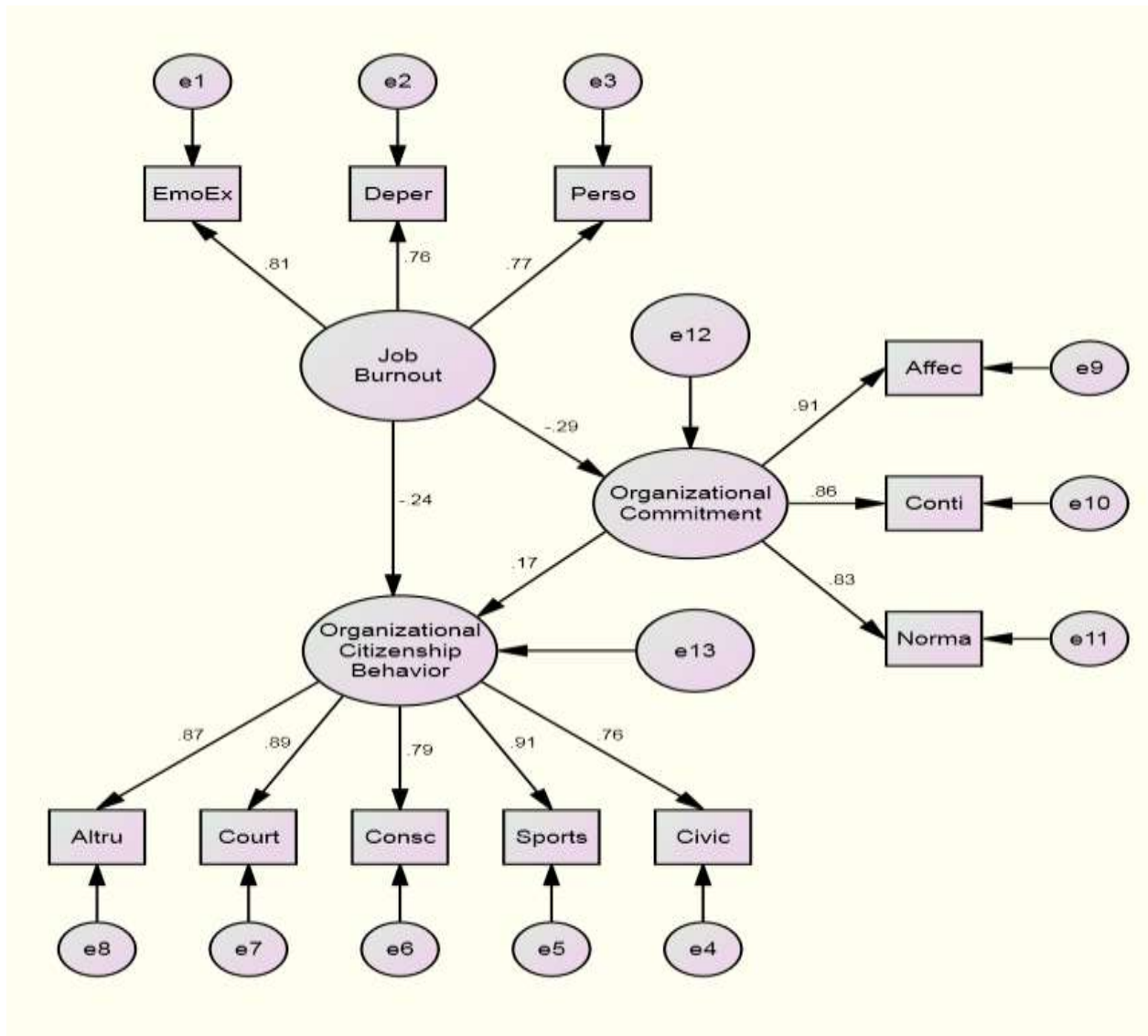|			Estimate
Norma	<---	Org. Com	.834
Civic	<---	OCB	.765
Sports	<---	OCB	.911
Consc	<---	OCB	.786
Court	<---	OCB	.888
Altru	<---	OCB	.865

Diagram 4: Path from JB to OCB through Org. ComH4: Org. Com mediates the relationship between JB and OCB in teachers working in Pakistan are related is accepted.

	CMIN	DF	CMIN/DF	RMR	GFI	CFI	RMSEA
	32.237	41	.786	.033	.979	1.000	.000

			Estimate
Org. Com	<---	JB	-.289
OCB	<---	Org. Com	.169
OCB	<---	JB	-.238
EmoEx	<---	JB	.811
Deper	<---	JB	.764
Perso	<---	JB	.771
Civic	<---	OCB	.765
Sports	<---	OCB	.911
Consc	<---	OCB	.786
Court	<---	OCB	.888
Altru	<---	OCB	.865
Affec	<---	Org. Com	.911
Conti	<---	Org. Com	.861
Norma	<---	Org. Com	.835

Conclusion

The purpose of this research was not only to investigate the relationship among organizational commitment, job burnout and organizational citizenship behavior but also to investigate the mediating role of organizational commitment between the relationship of job burnout and organizational citizenship behavior. Data were gathered from two hundred and eighty one teachers (N = 281) working in public sector colleges in Sindh, Khyber Pakhtunkhwa, Panjab, and Balochestan provinces of Pakistan. The results revealed a significant negative relationship between job burnout and organizational citizenship behavior (r = - 0.240) and job burnout and organizational commitment (r = - 0.181). The results also revealed a positive relationship between organizational commitment and organizational citizenship behavior (r = 0.229). Structure equation modeling revealed that organizational commitment partially mediated the relationship of job burnout and organizational citizenship behavior.

References

1. Akdemir, Ö. A. (2019). The Effect of Teacher Burnout on Org. Com in Turkish Context. Journal of Education and Training Studies, 7(4), 171-179.

2. Allen, N. J., & Meyer, J. P. (1996). Affective, continuance, and normative commitment to the organization: An examination of construct validity. Journal of vocational behavior, 49(3), 252-276.

3. Aslam, M. S., Ahmad, F., & Anwar, S. (2012). JB and OCBs: Mediating role of affective commitment. Journal of Basic and Applied Scientific Research, 2(8), 8120-8129.

4. Bakhshi, A., Sharma, A. D., & Kumar, K. (2011). Org. Com as predictor of OCB. European Journal of Business and Management, 3(4), 78-86.

5. Bauwens, R., Audenaert, M., Huisman, J., & Decramer, A. (2019). Performance management fairness and burnout: implications for OCBs. Studies in Higher Education, 44(3), 584-598.

6. Bogler, R., & Somech, A. (2004). Influence of teacher empowerment on

teachers' Org. Com, professional commitment and OCB in schools. Teaching and teacher education, 20(3), 277-289.

7. Gautam, T., Van Dick, R., Wagner, U., Upadhyay, N., & Davis, A. J. (2005). OCB and Org. Com in Nepal. Asian journal of social psychology, 8(3), 305-314.

8. Grego-Planer, D. (2019). The relationship between Org. Com and OCBs in the public and private sectors. Sustainability, 11(22), 6395.

9. Jain, A. K., & Cooper, C. L. (2012). Stress and organisational citizenship behaviours in Indian business process outsourcing organisations. IIMB Management Review, 24(3), 155-163.

10. Kalliath, T. J., O'driscoll, M. P., & Gillespie, D. F. (1998). The relationship between burnout and Org. Com in two samples of health professionals. Work & Stress, 12(2), 179-185.

11. Khan, S., Jehan, N., Shaheen, S., & Ali, G. (2018). Effect of burnout on OCBs: Mediating role of affective and continuance commitment. Abasyn Journal of Social Sciences, 2, 1-13.

12. Liang, Y. W. (2012). The relationships among work values, burnout, and OCBs: A study from hotel front-line service employees in Taiwan. International Journal of Contemporary Hospitality Management.

13. Maslach, C., Jackson, S. E., & Leiter, M. P. (1996). Maslach burnout inventory manual . Mountain View, CA: CPP: Inc.

14. Organ, D. W. (1988). OCB: The good soldier syndrome: Lexington books/DC heath and com.

15. Podsakoff, P. M., MacKenzie, S. B., Paine, J. B., & Bachrach, D. G. (2000). OCBs: A critical review of the theoretical and empirical literature and suggestions for future research. Journal of management, 26(3), 513-563.

16. Pooja, A. A., De Clercq, D., & Belausteguigoitia, I. (2016). Job stressors and OCB: The roles of Org. Com and social interaction. Human Resource Development Quarterly, 27(3), 373-405.

17. Salehi, M., & Gholtash, A. (2011). The relationship between job satisfaction, JB and Org. Com with the OCB among members of faculty in the Islamic Azad University–first district branches, in order to provide the appropriate model. Procedia-Social and Behavioral Sciences, 15, 306-310.

18. Sarisik, M., Bogan, E., Zengin, B., & Dedeoglu, B. B. (2019). The impact of burnout on Org. Com: A study of public sector employees in Turkey. Journal of global business insights, 4(2), 106-118.

19. Sesen, H., Cetin, F., & Nejat BASIM, H. (2011). The Effect of Burnout on Organizational Citizenship Behaviour: The Mediating Role of Job Satisfaction. International Journal of Contemporary Economics & Administrative Sciences, 1(1).

20. Werang, B. R., Asmaningrum, H. P., & Irianto, O. (2015). Relationship between teachers' JB, teachers' Org. Com and teachers job performance at state elementary schools in Boven Digoel Regency, Papua, Indonesia. International Journal of Science and Research, 4(2), 826-830.

21. Zhou, Y., Lu, J., Liu, X., Zhang, P., & Chen, W. (2014). Effects of core self-evaluations on the JB of nurses: the mediator of Org. Com. PloS one, 9(4), e95975.