

Effect of Burnout on Organizational Citizenship Behaviors: Mediating Role of Affective and Continuance Commitment

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Abstract

This study was carried out to know the effect of burnout on organization citizenship behavior (both at individual and organizational level) in which affective commitment and continuance commitment were researched as mediators. All the public sector hospitals of district Peshawar were the population of the study. Three public sector hospitals female nurses were randomly selected as sample of the study namely Khyber Teaching Hospital, Hayat Abad Medical Complex and Institute of Radio Therapy and Nuclear Medicine. The result showed a negative direct effect of burnout on affective commitment and continuance commitment. The direct effect of burnout on organization citizenship behavior at organizational level and organization citizenship behavior at individual level was also found to be negative. It was found that the direct effect of burnout on organization citizenship behavior at organizational level and organization citizenship behavior at individual level is greater than its direct effect on affective commitment and continuance commitment. Affective commitment and continuance commitment was found to have significantly positive effect on organization citizenship behavior at organizational level and organization citizenship behavior at individual level. The role of affective commitment as mediator was found significant. This mediation was more significant for organization citizenship behavior at individual level. Similarly the mediating role of continuance commitment on organization citizenship behavior at individual level and organizational level was found significant as well. It was concluded that affective and continuance commitment is good mediator between burnout and organization citizenship behavior (individual and organizational level). The study recommends focusing on organization commitment in strategies of minimizing job burnout.

Key words: Direct effect, indirect effect, Organization citizenship behavior, Affective commitment, Continuance commitment, Burnout

Humans are unable to live alone and act independently. They need to work in groups and form teams in order to achieve their objectives. In order to achieve common goals, people form organizations and work together (Robins, 2007). The work needs various HR practices in order to achieve these common goals. The Pakistani set up has not adapted HR management and the process is in the 'embryonic stage' (Khilji, 2003). There are various issues related to the implementation of HR practices. The improper direction, assessment, evaluation and administration of HR and political uncertainty and economic hardship of the past are some of contributory factors. This resulted in increasing materialism, economic hardship, competition for jobs, retaining these jobs and ambitions to prosper in a status-conscious and materialistic society seem to have strengthened individualistic attitudes towards organizations (Khilji, 1999). This resultant high competition in jobs, creation of long working hours and pressure to perform well and the like practices initiated several job stressors and burnout related problems (Bashir & Ramsay, 2010; Rahim, 2010). Burnout is a social phenomenon and its prevalence is maximum in occupational groups like health and education (Gorgulu & Akilli, 2017) due to which it is important to study the presence and consequences of burnout prevailing in the organizational environment in Pakistan and strategies to decrease its effects.

In equity theory (a type of social exchange theory), Adams (1965) and Walster et al., (1978) shown that it is a fact of social exchange that people evaluate their relationship with others in terms of investment and outcomes. Burnout is mostly related to social exchange theory in organization perspective. Bunnk and Schaufeli (1993) linked burnout with social exchange process between caregivers and recipients. In a relationship within a hospital, healthcare agents like general physicians and nurses invest their time and effort and their outcomes are gratitude and appreciation as well as improvement in the health of the patients. Schaufeli et al., (1996) have proposed a dual level social exchange model that

assumes that in addition to an unbalanced relationship at interpersonal level, burnout is linked to reciprocity relationship at organizational level; termed as violating social contract by Rousseau (1995). The result of violation leads to negative work outcomes including poor organization commitment as found by Guzzo and Noonam (1994). Equity theory was linked by Schaufeli (2006) to this violating psychological contract in terms of decrease in employees' investment in the organization by withdrawing psychologically as reduced commitment or behaviorally as less Organization Citizenship behavior and absenteeism.

Committed employees can be the best employees (Walsh & Taylor, 2002). In a study Nurperihan and Hatice (2017) found that it is difficult to have committed employees in health care system because of burnout. In these days of excessive work burden and physical and psychological imbalance, commitment accounts for much of the organization competence. Jobs are short and demand is excessive. Nurses face challenging work environment, varying duty hours and varying nature of patients discussed by Cooper & Rout (1996). In such a situation it is the strength of organization commitment which may keep them show extra work behavior (Norris-Watts & Ley, 2004). Burnout has been found to have negative relation with organization commitment (Ashforth, 1996; Leiter & Maslach, 1988) in most of the cases, but as nurse' job is perceived to be out of social cause, it may be predicted that the effect may be somewhat weak and organization commitment may have a more strengthen relation with organization citizenship behaviors than burnout and it may keep nurse working beyond their routine duties.

Nurse's job is demanding which involve extensive human interaction. It has been observed that their behavior is not matching to the requirement in most hospitals of Peshawar. The needs of the job have stressed the work. Burnout is considered as one of the various types of stressors which also influence the behaviors at work (Zellars et al., 2004). Organization commitment has been tested for its mediating effects especially in cases involving burnout and organization citizenship behavior (Aslam et al., 2012; Norris-Watts & Levy (2004)) but only affective commitment was taken into consideration. To fill this gap, another item of commitment viz continuance commitment is added as research variable and to know whether positive work behaviors can help in decreasing the effect of stressor (burnout). This study was conducted to fulfill the following objectives: To study the effect of burnout on organization citizenship behavior at individual and organizational level. To study the mediating effect of affective and continuance commitment on the relation between organizational citizenship behavior (organizational and individual level) and burnout. This study answers the following research questions: Does organization commitment (continuous and affective commitment) reduces the negative effect of Burnout on organization citizenship behaviors i.e. OCBO and OCBI?

Literature Review

The literature has shown that the study variables have been studied significantly and are quiet important in their effect. They are affecting organization behaviors and attitudes. The negative relationship between organization commitment and burnout was reported by Jackson et al., (1986), Leiter and Maslach (1988), Lee and Ashforth (1996) and Shirom et al., (1997). Organization commitment has been tested for its mediating effects especially in cases involving burnout and organization citizenship behavior by Aslam et al., (2012). Norris-Watts and Levy (2004) and Alzayed, Junaimah and Mohaidin (2017) proposed the mediating effect of commitment. Ibrahim and Aslinda (2013) as well as Alzayed, Junaimah and Mohaidin (2017) found a positive relation between OCB and organization commitment. Chiu & Tsai (2006) studied the negative relation between burnout and organization citizenship behavior. The interrelationship between effective organization citizenship behavior, negative affectivity and burnout was found effective by Schepman and Zarate (2008). Jex et al., (2003) in their study confirmed the moderating effect of commitment. So it can be assumed that there is a negative relation between burnout and OCB and between burnout and organization commitment (Nurperihan & Hatice, 2017). There is also a positive relation between OCB and organization commitment. It is the interest of the research to know that whether organization commitment in terms of effective commitment and continuance commitment can be used as a tool to cope with the negative effects of burnout on OCBI and OCBO.

Conceptual Framework

The SEM diagram for the present study is shown in figure no.1. It shows that burnout is the independent variable and organization citizenship behaviors (both at individual level and organization level) are dependent variable. There are two mediators namely affective organization commitment and continuance commitment. They are used as mediators as they were fit for the purpose and literature support was available.

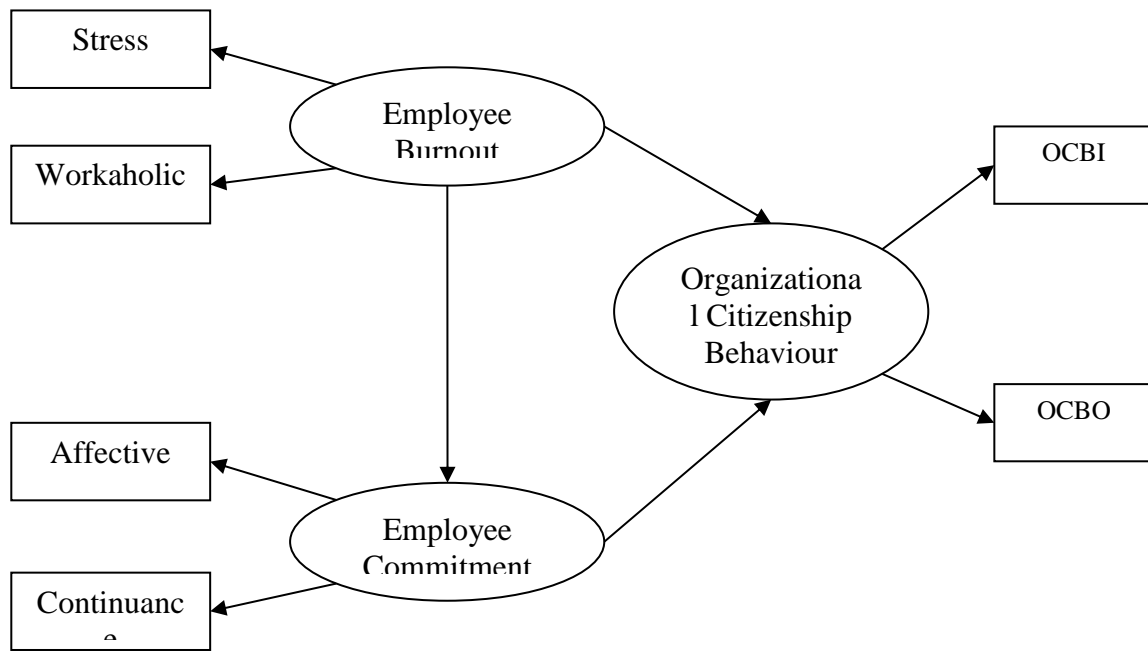


Figure 1. Conceptual framework of the study (EOE model).

1.7 Description of Variables:

Detailed description of variables that are used in the given study, for obtaining the required objectives, are provided in the following section:

1.7.1 Independent Variables: Burnout:

Burnout is generally considered to consist of three components i.e. Exhaustion, Depersonalization and Reduced personal accomplishment. Exhaustion refers to feelings of being emotionally over-extended. Depersonalization refers to negative, callous or detached responses to other people. Reduced personal accomplishment is described as a negative sense of one's own job performance (Maslach, 1976; 1982). Burnout was measured using Questionnaire Burnout Evaluation (QBE) comprised of 15-items which is developed by Pierrette Desrosiers M.Ps (1999). Responses were measured by using a 5-point Likert scale.

1.7.2 Dependent Variable: Organizational Citizenship Behavior (at individual and organizational levels):

According to Organ (1988), OCB is defined as work-related behaviors that are discretionary, not related to the formal organizational reward system, and, in aggregate, promote the effective functioning of the organization. Organizational citizenship behavior is also called as intentional and discretionary behaviour which is supposed to enhancing the context of job performance (Nohe & Michaelis, 2016; Organ, 1997). It is regarded as very important resources for the functioning and effectiveness of organization. (Methot, Lepak, Shipp, & Boswell, 2017). Williams and Anderson (1991), divided OCB into two types: (a) behaviors directed at specific individuals in the organization, such as courtesy and altruism (OCBI); and (b) behaviors concerned with benefiting the organization as a whole, such as conscientiousness, sportsmanship and civic virtue (OCBO). OCBI refers to the behaviour that immediately benefits specific individuals within an organization and, thereby, contributes indirectly to organizational effectiveness (Lee & Allen, 2002; Williams & Anderson, 1991). According to Williams and Anderson (1991) OCBO are behavior that benefit the organization in general. To find the level of organizational citizenship behaviour 5-scale questioner created and developed by Lee and Allen (2002) i.e., organizational citizenship behaviour questionnaire (OCBQ) of 16 items was used which was split into 8 items for OCBI and eight items for OCBO; earlier done by Suresh and Venkatamal (2010) and SESEN et al., (2011). For anchoring the responses 5- point likert scale response ranging from 1 = strongly disagree to 5 = strongly agree was applied.

1.7.3 Mediating Variable: Affective and Continuance Commitment:

Organizational commitment is generally defined as loyalty to an organization, identification with an organization (Mowday et al., 1982) and a desire for involvement in an organization. Lambert (2004) and Steers (1977) defined organizational commitment as the individual's strength with and involvement with the organization. There are three types of organizational commitment affective, continuance and normative commitment (Meyer and Allen (1990) and Allen and Meyer (1996)). According to Walsh and Taylor (2002) affective commitment represents employee's emotional attachment to organization and its goals and continuance commitment represents cognitive attachment between employees and their organizations because the costs of leaving organizations outweigh the benefits. organizational commitment (affective and continuance) were measured using OCQ (organizational commitment Questionnaire) comprised of 10-items which is developed by Allen and Meyer (1990). Responses were measured by using a 5-point Likert scale.

1.8 Hypothesis of the Study:

The following hypotheses were considered in the given study:

- H₁:** There is no significant effect of burnout on organization citizenship behavior at individual level.
- H₂:** There is no significant effect of burnout on organization citizenship behavior at organizational level.
- H₃:** Affective commitment insignificantly mediates the relationship between burnout and organization citizenship behavior (a) at individual level and (b) organizational level.
- H₄:** Continuance commitment insignificantly mediates the relationship between burnout and organization citizenship behavior at (a) individual level and (b) organizational level.

Methodology

The study was focused on nurses of public sector hospitals of Peshawar Khyber Pakhtunkhwa. The methodology for research is given below:

2.1 Universe of the Study:

The study was conducted in Peshawar, the capital of Khyber Pakhtunkhwa where the unit of analysis was hospital female nurses.

2.2 Sampling Design:

The research was conducted in the public hospitals of Peshawar. For this purpose simple random sampling was made which is applicable when population is small, homogeneous & readily available (Chaudhry, 2008). All the hospitals of district Peshawar were subjected to lottery mechanism. Through lottery mechanism three hospitals i-e KTH, HMC and IRNUM were selected. As the unit of analysis was hospital nurses, their sample frames were known from respective hospitals and similar proportion were contacted for schedule method.

2.3 Sample Size:

The Slovin's formula (1960) was used for sample size determination (Mwakaje, 2013)

$$n = \frac{N}{1 + Ne^2} \text{-----(2.1)}$$

Where

n = required sample size

N= Population

e = margin of error which is 5% in this case

The sample of 278 nurses from the targeted hospitals i-e KTH, HMC and IRNUM was hence selected.

As the numbers of nurses were different in the targeted hospitals so to get the required sample size of 278 nurses the proportional allocation method (Chaudhry, 2008) was used.

$$ni = \frac{Ni}{N} n \text{-----(2.2)}$$

Where,

n = Indicate the required sample size that was randomly selected from the public sector hospitals.

N = Indicate the total number of nurses employed in the public sector hospitals (population size).

N_i = Number of nurses employed in the i^{th} public sector hospital.

n_i = Number of nurses were selected from the i^{th} public sector hospitals.

Table 2.1: Hospital Wise Distribution of Sample Nurses in the Study Area

Hospitals	Total Nurses	Sampled Nurses
Khyber Teaching Hospitals	529	161
Hayatabad Medical complex	364	111
IRNUM	18	6
Total	911	278

Source: MS office

2.4 Method of Research: Testing for Mediation:

2.4.1 Data Analysis

As per given methodology for mediation, the following regression models were run using LISERAL package for analysis purpose. In the first step regression was run for OCBO, Burnout and continuance commitment. In third regression process, affective commitment was replaced with continuance commitment. The second regression process consisted of OCBO, burnout and continuance commitment while the fourth step was run with OCBI, burnout and affective commitment. All these steps are represented as follows:

2.4.2 Regression Analysis involving OCBO, Burnout and Continuance Commitment

$$(OCBO) = f(\text{burnout})$$

$$Y_{ocbo} = \beta_0 + \beta_1 X_b + e \quad (3.1)$$

$$OCBO = f(\text{Continuance commitment})$$

$$Y_{ocbo} = \beta_0 + \beta_1 M_{cc} + e \quad (3.2)$$

$$\text{continuance commitment} = f(\text{Burnout})$$

$$M_{cc} = \beta_0 + \beta_1 X_b + e \quad (3.3)$$

2.4.3 Regression Analysis involving OCBI, Burnout and Continuance Commitment

$$OCBI = f(\text{burnout})$$

$$Y_{ocbi} = \beta_0 + \beta_1 X_b + e \quad (3.4)$$

$$\text{continuance commitment} = f(\text{Burnout})$$

$$M_{cc} = \beta_0 + \beta_1 X_b + e \quad (3.5)$$

$$(OCBI) = f(\text{Continuance commitment})$$

$$Y_{ocbi} = \beta_0 + \beta_1 M_{cc} + e \quad (3.6)$$

2.4.4 Regression Analysis involving OCBO, Burnout and Affective Commitment

$$(OCBO) = f(\text{burnout})$$

$$Y_{ocbo} = \beta_0 + \beta_1 X_b + e \quad (3.7)$$

$$\text{Affective commitment} = f(\text{Burnout})$$

$$M_{ac} = \beta_0 + \beta_1 X_b + e \quad (3.8)$$

$$OCBO = f(\text{affective commitment})$$

$$Y_{ocbo} = \beta_0 + \beta_1 M_{ac} + e \quad (3.9)$$

2.4.5 Regression Analysis involving OCBI, Burnout and Affective Commitment

$$OCBI = f(\text{burnout})$$

$$Y_{ocbi} = \beta_0 + \beta_1 X_b + e \quad (3.10)$$

$$\text{affective commitment} = f(\text{Burnout})$$

$$M_{ac} = \beta_0 + \beta_1 X_b + e \quad (3.11)$$

$$OCBI = f(\text{affective commitment})$$

$$Y_{ocbi} = \beta_0 + \beta_1 M_{ac} + e \quad (3.12)$$

These results also accounts for the direct effects of variables.

2.4.6 Correlation

The correlation coefficient is calculated by LISERAL. Mostly the following formula is used.

$$r = \frac{n(\sum xy) - (\sum x)(\sum y)}{\sqrt{[n(\sum x^2) - (\sum x)^2][n(\sum y^2) - (\sum y)^2]}}$$

2.4.7 Indirect effect

Individual Indirect effect was calculated by the product of coefficient (Holbert and Stephenson, 2003).

Results

The results are summarized in different tables given with the structure diagram as well. The details are given as under:

3.1. Individual Correlation Relationships

The strength and direction of relationship of the model is given in diagram no.1. As is evident there is a negative relation between burnout and affective commitment (r = -.11) and a negative relation between burnout and continuance commitment (r = -.12). The relation between OCBI and burnout is the same -.12 and the mediating effect will be somewhat interesting through continuance commitment (**-0.0288 mediating**). There is comparatively stronger relation between burnout and OCBO. The correlation value of affective commitment and OCBI is 0.17 and with OCBO is 0.19 respectively which is comparatively lower than the strength of positive relation between continuance commitment and OCBI (r = 0.24) and continuance commitment and OCBO(r=0.37).

It is evident that the relation of organization citizenship behavior at individual and organization level, and continuance commitment is positive and stronger than affective commitment. So the social and psychological environment is more linked to the perception of pros and cons of leaving an organization (Continuance commitment) as compare to the emotional attachment (Affective commitment). But on the other hand both types of commitments, affective commitment and continuance commitment, have almost similar negative relation with burnout. So it is the strength of relation between OCBs and organization commitment which can affect the mediation relation.

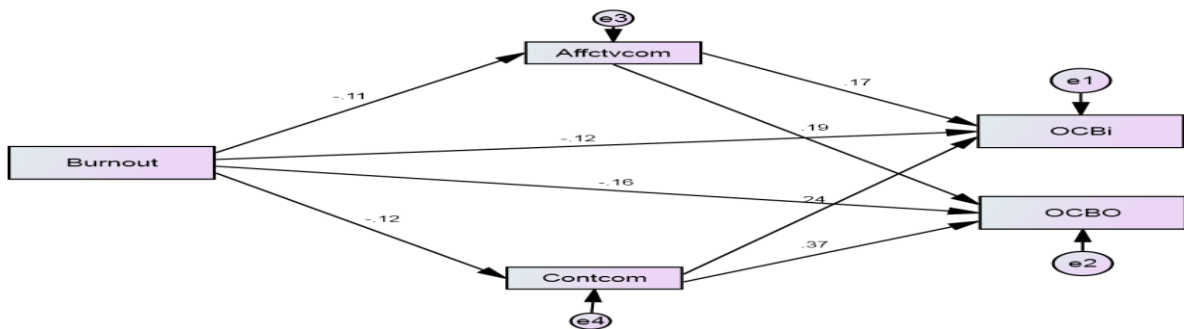


Figure 2. Individual Correlation

3.2 Assessing the Fitness of Model

3.2.1 Validity and Confirmatory Factor Analysis

The face validity was assessed by distributing of questionnaire among targeted respondents who approved the content. Construct validity/convergent validity were also tested through relevant statistical software for forty one questions on a five point likert scale. We used Confirmatory factor analysis by structural equation modeling. The model was assessed through seven indices which are standard for the purpose. The analysis shown that the study variables viz burnout, organization citizenship behavior and organization commitment are unique with satisfaction of fit indices (X²/d.f, AGFI,GFI, NNFI, CFI, RMSEA, RMSR,). It was also found that all the correspondence has statistically significant loadings on their constructs. (Usluel, Asker and Bas, 2008) and hence model is a good fit.

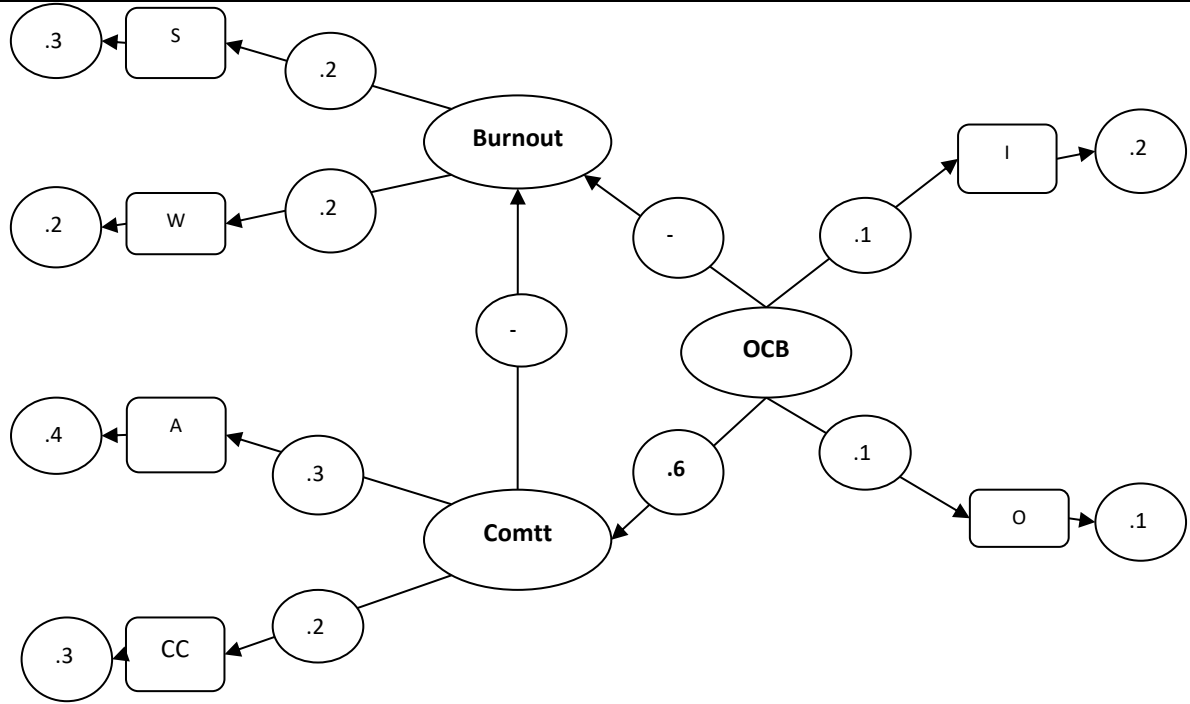


Figure: 3 Confirmatory Factor Analysis

Table 3.1: Goodness of fit for overall Model

Index	Standards	Model-1	Model-2	Model-3	Model-4
	Usluel, Asker and Bas (2008)	BO-Com	BO-OCB	Com-OCB	BO-Com-OCB
NFI	>.9	.98	1.03	1.0	.96
AGFI	>.8	.96	1.0	1.0	.94
RMSEA	<.08	.07	.06	.07	.07
GFI	>.9	1.0	1.0	1.0	.98
RMR	<.1	.004	.001	.01	.01
CFI	>.9	1.0	1.0	.99	.98
χ^2/df	< 3	2.4	2.1	2.8	2.5

n =263.

3.3 Regression coefficients and its effectiveness

Table 3.2 shows summary details of regression coefficients with corresponding p values. There was found an insignificant negative relation and burnout (-0.056). So we can say that burnout will not affect affective commitment to a considerable extent and if a person is emotionally attached to organization, feeling of burnout will not influence him negatively.

The change in continuance commitment is .074 units as a result of one unit change in burnout which is significant in effect. As continuance commitment is related to the cognitive attachment of employee to the organization, burnout is supposed to exert negative effects on it resulting in the feeling of cost in staying at the organization. When attachment is weighed in relation to the pros and cons of a job, burnout exerts a negative and statistically significant effect on it in negative direction. Burnout has also a negative and significant effect on organization citizenship behavior at organization level. There will be a 0.141 points increase in organization citizenship behavior at organization level with a one point decrease in burnout. The effect is statistically significant and hence it can be said that burnout decreases organization citizenship behavior at organization level. Similar is the case of burnout and organization citizenship behavior at individual level. It also decreases by 0.108 points with a point increase in burnout. This effect is also statistically significant. So whether organization citizenship behavior at organization level or at individual level, it is effected inversely by burnout. And if organization wants to be benefited by its employees extra role performance, it must focus on decreasing burnout.

Table 3.2: Regression Weights: (Group number 1 - Default model)

			Estimate	S.E.	C.R.	P
Affective commitment	<---	Burnout	-.056	.032	-1.770	.077
Continuance commitment	<---	Burnout	-.074	.037	-2.004	.045
OCBO	<---	Burnout	-.141	.050	-2.808	.005
OCBI	<---	Affective commitment	.290	.102	2.838	.005
OCBO	<---	Affective commitment	.337	.096	3.494	.000
OCBO	<---	Continuance commitment	.559	.083	6.756	.000
OCBI	<---	Continuance commitment	.360	.088	4.112	.000
OCBI	<---	Burnout	-.108	.053	-2.027	.043

Note: OCBI refers to organization citizenship behavior at individual level
 OCBO refers to organization citizenship behavior at organization level
 S.E. refers to standard error and C.R. refers to critical region (t-value)

There is evidence of a strong and highly significant effect of affective commitment on organization citizenship behavior at organization level as well as organization citizenship behavior at individual level. There will be a 0.290 points increase in organization citizenship behavior at individual level with a point increase in affective commitment. And 0.337 increase in organization citizenship behavior at organization level with one point increase in affective commitment. It is evident that the relation of affective commitment with OCBs is stronger than the relation of burnout with OCBs and it can be said that organization commitment may decrease the negativity of burnout. Continuance commitment increases organization citizenship behavior at organization level by 0.559 points and 0.360 points in organization citizenship behavior at individual level by one point increase in it. It is also evident that OCBs are more strongly affected by continuance commitment than by affective commitment. And the feeling of cost of leaving the organization (continuance commitment) will effect employees extra role performance in a positive manner in a more effective manner than the emotional attachment of employee (affective commitment). Similarly table 3.3 presents these regression weights in a standardized manner. The direction of relation remains the same as regression weights in table showing the nature of relation. The strength of relation changes in increase for burnout effects on all the four variables affective commitment, continuance commitment, OCBO and OCBI. While the effects of continuance and effective commitment on OCBI and OCBO decreases in standardized regression weights.

Table 3.3: Standardized Regression Weights: (Group number 1 - Default model)

			Estimate
Affective commitment	<---	Burnout	-.109
Continuance commitment	<---	Burnout	-.123
OCBO	<---	Burnout	-.155
OCBI	<---	Affective commitment	.166
OCBO	<---	Affective commitment	.192
OCBO	<---	Continuance commitment	.371
OCBI	<---	Continuance commitment	.241
OCBI	<---	Burnout	-.120

Note: OCBI refers to organization citizenship behavior at individual level
 OCBO refers to organization citizenship behavior at organization level

3.4 The direct and indirect effect of burnout

Table 3.4 is a summary of the direct effects of burnout on continuance commitment, affective commitment, OCBI and OCBO. It shows that the direct effect of burnout on continuance commitment is -0.074 which means that when burnout goes up by 1 continuance commitment goes down by 0.074. This is the unmediated effect which is in addition to any mediated effect. Similarly burnout has a direct effect of -0.056 on affective commitment and -0.108 on OCBI. Whereas it affects OCBO with -0.141 directly which mean that when burnout goes up by 1 OCBO goes down by -0.141. The direct effect of burnout on OCBO and OCBI is comparatively greater than the direct effect of burnout on affective and continuance commitment. Similarly if we look at the direct effects of continuance and affective commitments on OCBI and OCBO, which are 0.360, 0.599 for continuance commitment and 0.290 and 0.337 respectively, they are positive and greater in effect. So there is a chance that both affective commitment and continuance commitment can have better role as mediator and can help in decreasing the effect of burnout on OCBO and OCBI. It will be cleared with the indirect effect of burnout.

Table 3.4: *Direct Effects of burnout*

	Burnout	Continuance commitment	Affective Commitment
Continuance Commitment	-.074	.000	.000
Affective Commitment	-.056	.000	.000
OCBI	-.108	.360	.290
OCBO	-.141	.559	.337

Note: OCBI refers to organization citizenship behavior at individual level
 OCBO refers to organization citizenship behavior at organization level

3.5 The Indirect effect of burnout: mediating role of Affective commitment

Table 3.5 shows the indirect effect of burnout on OCBI through the mediating role of affective commitment. It shows that when burnout goes by 1, OCBI goes down by -0.016 with the mediation of affective commitment. This indirect effect is in addition to any direct effect (unmediated effect) that burnout may have on OCBI. The p value of 0.032 showed that the indirect effect is significantly different from zero at 5 percent significance level.

Table 3.5: *Indirect effect of burnout on OCBI through Affective commitment*

Parameter	Estimate	Lower	Upper	P
Indirect effect of burnout on OCBI through Affective commitment	-.016	-.053	-.004	.032

Similarly table 3.6 shows that the mediated effect of burnout (via affective commitment) on OCBO is -0.019. It showed that when burnout goes up by 1, OCBO will go down by 0.019. The mediation is significantly zero at p value of 0.044 on a 95% confidence interval.

Table 3.6: *Indirect effect of burnout on OCBO through Affective commitment*

Parameter	Estimate	Lower	Upper	P
Indirect effect of burnout on OCBO through Affective commitment	-.019	-.055	-.002	.044

Although both the indirect effects are significant, the estimate of OCBI is lesser than OCBO which shows that the effect of affective commitment is better on OCBI than on OCBO. It is also evident that when affective commitment is mediated, the effect of burnout decreases.

3.6 The Indirect effect of Burnout: mediating role of Continuance commitment

The indirect effect of burnout mediated by continuance commitment is shown in table 3.7 and table 3.8 for OCBO and OCBI respectively. It shows that in the presence of continuance commitment when burnout goes up by one, OCBO goes down by 0.041 and OCBI goes down by 0.027 respectively. The mediation effects are significantly different from zero with 0.049 and 0.046 p value at 95% confidence interval.

Table 3.7: *Indirect effect of Burnout on OCBO through Continuance commitment*

Parameter	Estimate	Lower	Upper	P
Indirect effect of Burnout on OCBO through Continuance commitment	-.041	-.078	-.006	.049

Table 3.8: *Indirect effect of Burnout on OCBI through Continuance Commitment*

Parameter	Estimate	Lower	Upper	P
Indirect effect of Burnout on OCBI through Continuance commitment	-.027	-.055	-.004	.046

The values of estimates show that the effect of affective commitment is comparatively better than continuance commitment in that its presence does not let decrease OCBO and OCBI as much as is

decreased in the presence of continuance commitment. Beside this difference, both affective and continuance commitment has a good effect as mediator.

4. Conclusion

This study made an effort to examine the effect of job burnout on organizational citizenship behavior at individual and organizational level in the health sector of Peshawar, KPK, and Pakistan. Mediating effect of affective and continuance commitment between burnout and OCB (OCBI, OCBO) relationship has also been measured in this study. It is found that Burnout negatively and significantly effecting both OCBO and OCBI. Affective commitment is found to have strong and highly significant effect on both OCBO and OCBI but the effect of continuance commitment on OCBI and OCBO is stronger than Affective commitment. The direct effect of burnout on affective and continuance commitment is found negative and significant. Affective commitment is found to have significant (negative) mediation between burnout and OCBs. The estimate of OCBI is lesser than OCBO which means that affective commitment effect is better on OCBI. It is found that the continuance commitment effect is also better on OCBI. Burnout significantly affect OCBI and OCBO with the mediating effect of affective and continuance commitment. The finding arrived at the conclusion that in the presence of organizational commitment both continuance and affective commitment, the negative effect of burnout decreases to a significant level.

The study contributed in the existing literature of job burnout and OCB by reporting the effect of burnout on OCBI and OCBO, also investigating how the effect of burnout on OCBs is operationalized through affective and continuance commitment.

The empirical findings of the study also provide clear understanding about the level of job burnout, continuance and affective commitment and OCBs among nurses of public hospitals of Peshawar. The study provides significant insight to health sector of Peshawar about the effects of job burnout on OCBs, continuance and affective commitment. The study has also confirmed previous researches like Aslam et al., (2012) work, Ibrahim and Aslinda (2013) for positive relation between OCB and organization commitment and the work Chiu and Tsai (2006) studied the negative relation between burnout and organization citizenship behavior.

5. Recommendations

The research recommends the following suggestions.

1. It is suggested that hospitals management should reformulate policies and provide a favorable workplace environment to nurses so that they may be saved from job burnout and improve level of organizational commitment (AC, CC) and organizational citizenship behavior.
2. The third component of organization commitment i.e. normative commitment may also be researched for its possible mediating effect in future studies.
3. The strategies of minimizing burnout at work place should focus on the organization commitment aspects both at individual level and organization level.

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