

Job Burnout and Work Values as Antecedents of Organizational Citizenship Behaviours

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Abstract

This study is conducted to examine the relationship between dimensions of job burnout, work values and organizational citizenship behaviour (OCB). Dimensions of burnout include cynicism, emotional exhaustion and reduced professional efficacy whereas work values consist of intrinsic work values and extrinsic work values. Two forms of OCBs tested are organizational citizenship behaviour directed at individual (OCBI) and organizational citizenship behaviour directed at organization (OCBO). The sample of this study includes 101 employees from several work divisions and levels of a Malaysian Multinational Corporation. It was found that dimensions of work values and burnout are significant factors to consider for enhancing OCBO. Specifically, the finding of this study demonstrates that intrinsic work values, extrinsic work values, emotional exhaustion and reduced professional efficacy are significant predictors of OCBO. However, only reduced professional efficacy significantly related with OCBI, whereas cynicism was not related with both types of OCB.

Key words: Organizational citizenship behaviour, work values, burnout

Introduction

The attention given by researchers on OCB arises mainly from the belief that these human behaviours contribute to individual, group and organisational effectiveness. Because of this postulation, a large number of researches have attempted to investigate the subordinates, task, organisational characteristics and leadership behaviours as antecedents to OCB. OCB is one of the latest and main research areas in organizational behaviour (Chahal & Mehta, 2010). Similarly, numerous research effort on burnout have been published worldwide (Schaufeli, Leiter, & Maslach, 2008). Nevertheless, not many studies have attempted to examine the relationship between burnout and dimensions of OCB (Emmerik, Jawahar, & Stone, 2005).

Burnout is an exceptional category of stress or strain usually discussed as a mixture of elements such as emotional exhaustion, cynicism, and reduced personal accomplishment (Cordes & Dougherty, 1993). Additionally, review of current literature reveals that studies examining the relationship between work values and OCB are relatively sparse (Ying, 2012). Work values implies long term viewpoints that direct someone to estimate the right and wrong related with job

situation (Judge & Bretz, 1992). Matic (2008) states that work values signify a person dispositional elements that influences job behaviours. To date only a few studies have explored the relationship between work values, burnout and OCB. This limited the number of studies, however do not permit much generalization, thereby, warranting further empirical exploration. Furthermore, the previous limited studies (e.g., Chiu & Tsai, 2006; Cropanzano, Rupp & Byrne, 2003) have examined the effect of work values and burnout on a composite index of OCB. Since OCB is a multidimensional construct (Schnake, 1991), we have a very limited knowledge regarding the relationship between work values, burnout and a broader OCB dimensions.

The focus of this study is to examine the relationship between dimensions of burnout, work value and OCB in one of the multinational corporation in Malaysia. This study will bring benefits in terms of contributing to knowledge in the field of OCB, work values and burnout. In addition, the results of this study will be able to help organization in promoting OCBs among employees.

Literature reviews

The concept of OCB, first introduced by Bateman and Organ (1983) and Smith, Organ and Near (1983) began from the effort of several scholars including Barnard, Roethlisberger and Dickson as well as Katz and Kahn (Organ, 1988). According to Organ (1988), OCB refers to a general set of behaviours demonstrated by employees such as being helpful, discretionary and going beyond normal job requirements. More specifically, citizenship behaviours include among others assisting other workers with work-related problems, willingness to tolerate inconveniences at the workplace, minimizing interpersonal disagreement and taking care of organizational properties. As mentioned earlier, in the effort to understand how to promote citizenship behaviours among employees, a very limited study have examined the effect of burnout and work values as antecedents of different facets of OCB.

Burnout and OCB

Job burnout has been assessed in the forms of the physical and emotional exhaustion experienced by workers as the result of job-related stress (Rosenberg & Pace, 2006). Burnout will eventually affects one's motivation, attitudes and behaviour. The development of burnout is of concern because its occurrence is associated with negative outcomes at a number of different levels.

The meaning of burnout has been conceptualized by Maslach (1998) which consist of three-factor model, which include emotional exhaustion (sense of overextended and diminished of one's emotional and physical resources), cynicism or depersonalization (depressing and uncaring mind-sets toward others and diverse aspects of the job) and inefficacy or decreased achievement (worsening of self-confidence, and deficiency of work achievement and productivity). It is likely that burnout and its elements could adversely influence OCBs.

The consequences of burnout are very serious for employees, clients, and organizations. Burnout symptoms may include headaches, exhaustion, reduced self-esteem, relationship problems, misused of substance, failure to concentrate and inclination to attribute job-related problems on others (Cherniss, 1980; Pines & Maslach, 1978). Beside these, burnout may contribute to service failure, withdrawal behaviours, low morale, and impaired performance (Maslach & Jackson, 1981). However, as pointed out, only a few studies have explored how burnout is related with a composite index of OCB (Ying, 2012). Cropanzano, Rupp and Byrne (2003) and Chiu and Tsai (2006) demonstrated that emotional exhaustion adversely affects a composite score of OCB. A similar study

by Cohen and Abedallah (2015) have also demonstrated that burnout negatively affected OCB. This study extent their research by investigating relationships among dimensions of burnout and work values on two dimensions of OCBs (OCBO and OCBI). OCBO and OCBI are two OCB dimensions proposed by William and Anderson (1991). OCBO are the citizenship behaviours directed at the organizational whereas OCBI are behaviours directed at individual such as peers and supervisors. We propose the following hypotheses:

H1a: There is a negative relationship between emotional exhaustion and OCBI.

H1b: There is a negative relationship between emotional exhaustion and OCBO.

H2a: There is a negative relationship between cynicism and OCBI.

H2b: There is a negative relationship between cynicism and OCBO.

H3a: There is a negative relationship between reduced professional efficacy and OCBI.

H3b: There is a negative relationship between reduced professional efficacy and OCBO.

Work Values and OCB

Work values include a variety of notions in the work situation such as business ethics and individual work inclinations including wage, pleasure, accomplishment, progression and so on (Dose, 1997). Dose (1997) terms work values as "evaluative standards relating to work or the work environment by which individuals discuss what is 'right or assess the importance of preferences'" (p. 228).

It is essential for employers to enhance the understanding of the work values of their employees, since work values have some bearing on the work outcomes such as creativity (Ali & Al-Kazemi, 2005) and job satisfaction (Brown, 2002). Work values quality have been classified in several ways, comprise of intrinsic (e.g. accomplishment), extrinsic domains (e.g. financial gains), social (e.g. contributions to society) and prestige dimension such as occupying prestigious profession (Ros, Schwartz, & Surkiss, 1999; Zytowski, 1970). The relationship between work values and OCBs has not been given adequate attention by previous research. It is critical to examine the relationship between various variables including work values and OCBs. Feather and Rauter (2004) investigated the relationships between work values (i.e. influence, variety, and skill utilization) and OCBs, and found that skill utilization had a positive effect on OCBs. Values concerning work are connected to job satisfaction (Martin and Phillips, 1991) and organizational commitment (Putti et al., 1989), both of which are critical antecedents of OCBs

(Podsakoff et al., 2000) . Therefore, work values may exert a significant positive impact on OCBs. Similarly, Farh et al. (2007) and Yucel (2008) found that work values (self- development, recognition, friendly environment and being influential) had a positive effect on OCBs. Ying (2011) also stated in his study shows that both intrinsic and extrinsic work values have a significant positive impact on OCBs.

A recent study by Liang (2012) also indicates that work values is an important factor to consider for promoting OCBs. To extend the study by Ying (2011) and to provide more empirical evidence, this study focuses on intrinsic and extrinsic work values. We hypothesized that:

H4a: There is a positive relationship between intrinsic work values and OCBI.

H4b: There is a positive relationship between intrinsic work values and OCBO.

H5a: There is a positive relationship between extrinsic work values and OCBI.

H5b: There is a positive relationship between extrinsic work values and OCBO.

Methodology

The sample of this study comprised of 101 employees working with a multinational corporation in Malaysia. For some reasons, the Management was not able to released list of employees. Due to this obstacle, efforts were made to make sure that the sample selected reflects the characteristics of the workforce. Respondents were selected based on gender, occupations and level of the positions. We believed that the selected sample is able to represent the population. The mean age of the respondents is 32.23 years (SD=5.84). Thirty-eight and six percent of them are males while the rest 61.4% are females. The study used a self-administered questionnaire to obtain information related to the study topics.

The variables under investigation in this study were cynicism, emotional exhaustion, reduced professional efficacy, intrinsic work values, extrinsic work values, OCBI and OCBO. Items to measure these concepts were adopted from related literature (e.g., de Vanus & McAllister, 1991; Schaufeli et al., 1986; William & Anderson, 1991). Since the instrument was taken from established

sources, it is valid and reliable. Data were collected by distributing questionnaires directly to selected employees. They were given a period of two to three days before the researcher personally collected the completed questionnaires.

Correlation and regression analyses were used to analyze data. Correlation analysis was used to determine the nature of the relationship between the study variables. Regression analysis was used to explore the total effect of the independent variables on the criterion variable. Evaluation of the assumptions of linearity, normality, homoscedasticity and independent of error terms reveal no significant violation of assumptions was found.

Findings

Descriptive statistics such as means, standard deviations, and intercorrelations were obtained for interval-scaled independent and dependent variables. The results are shown in Table 1. From the result, it may be seen that the mean on the emotional exhaustion is about average (2.86), whereas the means on internal work values, external work values, OCBO, OCBI, cynicism and reduced professional efficacy are observed as somewhat enriched (3.94 to 4.29). The variance for all variables is not high indicating that most respondent are very close to the mean on all variables.

The intercorrelations of the variables are also shown in Table 1. Internal consistency is stated in parentheses. The Cronbach-alpha range from .75 to .88, which suggested the specified indicators are sufficient for use (Nunnally, 1978). As can be seen from Table 1, of the five independent variables, external work values (EWV) ($r=.30$, $p<.01$) and reduced professional efficacy (RPE) ($r=-.32$, $p<.01$) significantly correlated with OCBI. Additionally, external work values (EWV) ($r=.38$, $p<.01$), emotional exhaustion (EE) ($r=-.31$, $p<.01$) and reduced professional efficacy ($r=-.41$, $p<.01$) significantly correlated with OCBO. The intercorrelations were also inspected for multicollinearity. All correlation coefficients were below .70. Therefore, variable redundancy did not appear to be of concern (Nunnally, 1978).

Table 1 Means, standard deviations, and correlations of the variables

Variable	M	SD	1	2	3	4	5	6	7
1. IWV	4.29	.39	(.75)						
2. EWW	3.94	.55	-.05	(.75)					
3. EE	2.86	.70	.05	-.24**	(.80)				
4. CSM	4.11	.52	.45**	-.08	-.04	(.88)			
5. RPE	4.17	.44	-.07	.37**	-.22*	-.15	(.83)		
6. OCBI	3.98	.34	.08	.30**	-.14	-.15	-.32**	(.76)	
7. OCBO	4.06	.28	.09	.38**	-.31**	-.12	-.41**	.36**	(.78)

Note. Cronbach’s α coefficients are reported in parentheses on the diagonal

* $p < .05$. ** $p < .01$

(IWW – Intrinsic work values; EWW – Extrinsic work values; EE Emotional exhaustion; CSM – Cynicism; RPE – Reduced professional efficacy)

To examine whether the three dimensions of burnout and two dimensions of work values influence the two forms of OCBs we conducted two multiple regression analyses. The results are presented in Table 2. Of the five predictors, only reduced professional efficacy significantly predicted OCBI ($\beta = -.22, p < .05$). Extrinsic work values ($\beta = .19, p > .05$), intrinsic work values ($\beta = .19, p > .05$), emotional exhaustion ($\beta = -.06, p > .05$) and cynicism ($\beta = -.19, p > .05$) were not significantly related with OCBI. On the other hand,

extrinsic work values ($\beta = .20, P < .05$), intrinsic work values ($\beta = .23, p < .05$), emotional exhaustion ($\beta = -.21, p < .05$) and reduced professional efficacy ($\beta = -.27, p < .01$) significantly related with OCBO. However, the relationship between cynicism and OCBO was not significant ($\beta = -.16, p > .05$). Hence, hypothesis H1b, H3a, H3b, H4b and H5b were supported.

Table 2 Multiple Regressions

	β	
	OCBI	OCBO
Extrinsic work values	.19	.20*
Intrinsic work values	.19	.23*
Emotional exhaustion	-.06	-.21*
Cynicism	-.19	-.16
Reduced professional efficacy	-.22*	-.27**
R Square	.18	.30
Adjusted R Square	.14	.27
F Value	4.18**	8.24**

Discussion

Individual traits as well as work-related factors should be considered when examining OCBs. The findings of this study suggest that both work values and burnout are important factors to consider when promoting OCBs. To extend the previous research, which focused on testing the relationship between

dimensions of burnout and work values on a composite index of OCB, we investigated the relationship among these independent variables and two forms of OCBs. Overall, burnout and work values affected OCBO more than OCBI. As expected, emotional exhaustion influenced OCBO negatively. Employees with a higher level of emotional exhaustion have less propensity to

engage with OCBO. Generally, this finding is consistent with Cropanzano et al., (2003). Employees, who are emotionally drained and feel used up at the end of the working days, are less likely to exhibit citizenship behavior that benefits the organization as a whole. Additionally, we also found that reduced professional efficacy was negatively associated with both, OCBO and OCBI. This finding is consistent with Chiu & Tsai (2006). Employees who feel confident at getting things done and perceived that they are good at work are more willing to display OCB. However, we did not find that cynicism significantly influenced both type of OCB. Generally, this finding is consistent with Hsui and Tsai (2006). Future research is needed to confirm this finding. The results show that the concept that works values impact significantly and positively on OCBs. Employees with higher works values are willing to increase their extra role behaviour towards the organisation. More specifically, those employees who internalized positive work values (e.g., responsible at work, motivated by interesting work) and satisfied with external work values (e.g., good working hours, good pay) are willing to engage with extra role behaviours that are directed toward the organization. However, it is noteworthy that burnout and work values were found to be significantly related to OCBO than OCBI. This finding suggests that employees tend to highly engage in OCBO only when burnout is low and work values is high. It is plausible that OCBO employees are more willing to exhibit OCBO (e.g.,) since these behaviors are more observable and noticeable. Hence, the possibility to obtain visible rewards (e.g., pay increase) and invisible rewards (e.g., praise) will be enhanced. Future research needs to confirm these findings and to develop a relevant theory that prescribes the nature of this relationship.

Organizations wish to promote OCBs should try to choose and sustain employees with higher work values. Additionally, a proper system should be developed to support their employees to enhance their work values. This include supportive working environment, providing attractive extrinsic and intrinsic rewards and challenging but attainable job assignment. Furthermore, to reduce burnout, it is important for employers to establish a good relationship among employees, creating a conducive working atmosphere, using team decision making, periodical performance feedback and job sharing. Additionally, to increase employees' OCBs, managers may minimize their burnout by employing managerial strategies such as organizational support and career advancement. Furthermore, it has been demonstrated herein that emotional exhaustion has a significant negative impact on OCBs. This indicates that exhausted employees will be too tired to invest time and effort

in activities other than what their work already requires them to do.

This research is not without limitations. First, the small sample size which was taken from a single organization limits our ability to generalize the findings. Second, this study utilizes a cross-sectional design which inhibits us from testing causal relationship. Future research should test the causal relationship between burnout, work values and OCBs. This study contributes to the current literature in several ways. First, there is only sparse literature concerning the relationship between work values, burnout and the two forms of OCBs, and the present study significantly enriches our understanding of this issue. Second, the widely accepted construct of OCBs used in the present study has a higher external validity. Next, the findings of the present study corroborated with previous researches that elements of burnout negatively affect OCBO.

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