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**THE SURVEY OF CONCEPTUAL MODELING OF CAUSAL BETWEEN JOB
BURNOUT WITH ORGANIZATION CITIZENSHIP BEHAVIOR(OCB) IN
CAMPUS RECREATION ADMINISTRATIONS**

¹MOHAMMAD NASIRI, ²KERAMAT ALLAH SAFARPOOR

¹Department of Physical Education, Khoy Branch, Islamic Azad University, Khoy, Iran

²SAMA College, Firouzabad Branch, Islamic Azad University, Firouzabad, Iran

***Corresponding Author: Mohammad.nasiri79@gmail.com; Mob:+989141608621**

ABSTRACT

Organizational Citizenship behaviors (OCB) are those behaviors for which employees are neither rewarded by the organization in monetary terms nor employees are forced to show such behaviors but it contributes a lot in organizational effectiveness. The aim of this study was to determine of Conceptual modeling of causal relationship between job burnout with organizational citizenship behavior in campus recreation administrations of Islamic Azad University in Iran. This study was conducted in 470 campus recreation administrations of Islamic Azad University in Iran in 2014.

In this cross-sectional study was performed on 224 randomly selected administrations. Data were collected through the "job burnout questionnaire" developed by Maslach" and the "organizational citizenship behavior questionnaire" employed by Organ and Konovsky. Data were analyzed by descriptive correlation method and structural equation. Considering aspect of job burnout revealed that had a significant negative relationship with organizational citizenship behavior. ($P < 0.001$) The results demonstrated that job burnout components: emotional exhaustion, Depersonalization and reduced personal accomplishment can predict organizational citizenship behavior in a negative direction.

Keywords: Organization Citizenship Behavior(OCB), Job burnout, campus recreation administrations

INTRODUCTION

Organization citizenship behavior (OCB) is a term that encompasses voluntary positive behavior of employees of an organization, which support and benefit the organizations. The employees who engage in organizational citizenship behavior may not always be the top performers but they are ones who always make effort to 'go the extra mile' or 'go above and beyond' the minimum performance required to do a job satisfactorily that's why OCB can also be termed as positive extra-role behavior, means performing above and beyond the formal role. Organizational Citizenship Behavior (OCB) is one of the most widely studied topics in organizational behavior research in recent years [10,]. This concept was introduced by Bateman & Organ in 1980s and latter on refined and strengthened by number of researchers such as Podsakoff and Mackenzie (1993). The Organ (1988) has identified five OCB dimensions namely altruism, courtesy, civic virtue, conscientiousness and sportsmanship. This is also known as Five Factor Model or Five-Dimension taxonomy. Altruism, which refers to helping behaviors of members of organization aimed at other members of organization; Conscientiousness, which refers to helping behaviors of members of organization aimed at the organization as a whole; Sportsmanship, which refers to the

willingness on the part of the employee to tolerate less than ideal circumstances without complaining; Courtesy, which refers to actions of employees aimed at the prevention of future problems; and Civic virtue, which refers to a behavior of organizational member show concern about the life of the organization.

Determining how OCB contributes indirectly to an organization through the organization's social system has been of increasing interest to both scholars and managers. This behaviour provides the necessary flexibility to work through many unforeseen contingencies, and it helps employees in an organization to cope with stressful conditions through interdependence [11]. The extant management literature suggests that OCB affects overall organizational effectiveness [15] and that managers often consider OCB when evaluating employee performance and determining promotions and pay increases [10]. Thus, employees who engage in citizenship behavior are expected to have higher levels of job motivation and job satisfaction than employees who do not. Furthermore, it is suggested that these higher levels of OCB may lead to increased productivity and, consequently, higher profitability. Despite the growing interest in OCB, most

researches have focused on a limited range of possible antecedents. For instance, Organ and Ryan (1995) conducted a meta-analytic review of 55 studies of OCB. Their review focused on job attitudes such as fairness, organizational commitment, leadership consideration and personality variables. Some studies have concluded that one aspect of job attitude, job satisfaction, is a good predictor of employee performance.

According to Maslach's model, burnout starts with emotional exhaustion which is a response to long term job stress. As a consequence of this emotional exhaustion, people avoid others and depersonalization occurs and if this situation continues, person feels failure in doing job affairs. Therefore, according to Maslach's model, emotional exhaustion happens prior to depersonalization and reduced personal accomplishment is followed by situation [2]. Organizational citizenship behavior has attracted the most attention in organization and management literature and many of definitions, concepts and outcomes of this phenomenon in the workplace have been suggested by American researchers such as [16]. Generally it is suggested that organizational citizenship behavior represents those groups of beneficial organizational behavior which cannot be

justified through formal role obligations and reward system in the organization [7].

Examples of organizational citizenship behavior consists of helping voluntarily other employees, providing innovative suggestions to improve the organization, not overwhelming employees' rights, not requesting unnecessary leaves, participating in the elective meetings [Kidwell,1997].

In 2005, a study, entitled "Associations among altruism, burnout dimensions, and organizational citizenship behavior" was conducted by Van Emmerik et al. The obtained results from 178 participants indicated that there was a positive relationship between altruism and organizational citizenship behavior. The results also showed that of the three dimensions of burnout, only reduced personal accomplishment was (negatively) associated with engagement in organizational citizenship behaviors [14].

Gilbert et al. investigated the mediating effect of burnout on the relationship between structural empowerment and organizational citizenship behaviors in 2010. This research was studied 897 healthcare professionals in five Canadian hospitals. The results indicated that emotional exhaustion was a significant mediator of the relationship between

empowerment and organizational citizenship behavior. However the mediating role of emotional exhaustion was not supported the in relationship between empowerment and individual citizenship behavior [3].

RESEARCH METHODOLOGY

Research design

The present research is descriptive-analytical because it will explain relationship among variables.

Population; sample and sampling technique

Population of this research consists of campus recreation administrations of Islamic Azad University In Iran in 2014 That were 400 men.250men were taken as sample. Multistage sampling is a type of probability sampling design. Multistage sampling technique is used for drawing sample from the population. In final 224 subjects answered the questionnaire accurately.

Instruments:

2 Questionnaires was used as a data collection instrument. Organizational citizenship behavior(OCB) and Job satisfaction. Scale of organizational citizenship behavior is adopted from Organ and & Konovsky (1996), this scale contains 15 items that divided 5 sections: Altruism, conscientiousness, sportsmanship, civic behavior, politeness and consideration. 5likert scale was used for obtaining

structured responses which was also convenient in data analysis. scale of job satisfaction is adopted from maslsch(1987),this scale contains 12 items that divided 3 sections: emotional exhaustion, Depersonalization and reduced personal accomplishment.

Hypothesis

H1: Emotional exhaustion is positively correlated with OCB

H2: Depersonalization is positively correlated with OCB

H3: Reduced personal accomplishment is positively correlated with OCB

H1: emotional exhaustion is positively correlated with OCB

Table 1 shows that correlation between Independent variable(emotional exhaustion) and dependent variable(OCB) is 0.57 while regression coefficient R^2 is 0.32 which means that only 32% variation in OCB is due to emotional exhaustion and rest of variance in overall OCB can be attributed to other factors. Unstandardized Beta is 0.64 or 64% mean that if there is one unit increase in nature of job then OCB will increase by 0.64 units. F value is 19.45, it is greater than 10 so and P value is also less than 5% so model is fit. The results indicated that there is significant positive relationship ($R=0.57$, $p<0.01$) between emotional exhaustion and OCB, consequently hypothesis 1 is supported.

H2: Depersonalization is positively correlated with OCB

Table 2 shows that correlation between Independent variable(Depersonalization) and dependent variable(OCB) is 0.70 while regression coefficient R^2 is 0.49 which means that only 49% variation in OCB is due to Depersonalization and rest of variance in overall OCB can be attributed to other factors. Unstandardized Beta is 0.69 or 69% mean that if there is one unit increase in Depersonalization then OCB will increase by 0.69 units. F value is 17.23, it is greater than 10 so and P value is also less than 5% so model is fit. The results indicated that there is significant positive relationship ($R=0.68$, $p<0.01$) between Depersonalization and OCB, consequently hypothesis 2 is supported.

H3: Reduced personal accomplishment is positively correlated with OCB

Table 3 shows that correlation between Independent variable(Reduced personal accomplishment) and dependent variable(OCB) is 0.73 while regression coefficient R^2 is 0.53 which means that only 53% variation in OCB is due to Reduced personal accomplishment and rest of variance in overall OCB can be attributed to other factors. Unstandardized Beta is 0.61 or 61% mean that if there is one unit increase in Reduced personal accomplishment then OCB will increase by 0.61 units. F value is 17.23, it is greater than 10 so and P value is also less than 5% so model is fit. The results indicated that there is significant positive relationship ($R=0.68$, $p<0.01$) between Reduced personal accomplishment and OCB, consequently hypothesis 3 is supported.

Table1

	R	R ²	Beta	F	P
emotional exhaustion	0.57	0.32	0.64	19.45	0.000

Dependent variable: OCB

Table 2

	R	R ²	Beta	F	P
colleagues	0.70	0.49	0.69	17.23	0.000

Dependent variable: OCB

Table 3

	R	R ²	Beta	F	P
Reduced personal accomplishment	0.73	0.53	0.61	17.23	0.000

Dependent variable: OCB

DISCUSSION

In 2005, Van Emmerik et al. studied the relationship between altruism, burnout dimensions, and organizational citizenship behavior. The results indicated that among

triple dimensions of burnout, only reduced personal accomplishment had a negative relation with commitment dimension in organizational citizenship behavior. In 2006, Chiu & Tsai studied the relationship between burnout, job

involvement and organizational citizenship behavior. The results pointed out that while depersonalization has no independent effect on organizational citizenship behavior, emotional exhaustion and reduced personal accomplishment have negative effects on it. In 2008, Schepman & Zarate studied the relationship between burnout, negative affectivity and organizational citizenship behavior. The results indicated that there is a significant negative relationship between organizational citizenship behavior with burnout and negative affectivity. In 2010, Gilbert et al. conducted a study to investigate the mediating effect of burnout on the relationship between structural empowerment and organizational citizenship behaviors. The results indicated that emotional exhaustion was a significant mediator of the relationship between empowerment and organizational citizenship behavior.

Based on the results obtained in this survey and the validation of the hypotheses which indicates a negative relationship between the burnout and its components with OCB among campus recreation administrations, the following suggestions are offered:

The reducing of the employees burnout can be performed through the strategies such as, matching the job expectations

with the administration's abilities, adopting relationship-oriented leadership styles, improving the performance evaluation system, applying measures for reducing favoritism in the promotion of employees by establishing a structured job promotion, providing preferment and development facilities in the organization and also making flexible rules and regulations. This will increase the possibility of performing organizational citizenship behaviors in a large extent.

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