

The Relationship between Organizational Citizenship Behavior and Job Burnout in the Faculty Members of Physical Education

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ABSTRACT

The purpose of the present research was to study the relationship between organizational citizenship behavior and job burnout in the faculty members of physical education. The research was correlational. The population consisted of all the faculty members of the Islamic Azad Universities of Region 10 of Iran in 2011. The sample was selected using purposive and convenience sampling. The instruments for data collection included demographics questionnaire, Podsakoff Organizational Citizenship Behavior Questionnaire, and Maslach Job Burnout Inventory. The data were analyzed using Spearman's rank correlation coefficient ($p = 0.05$). The results showed that there is a significant positive relationship between altruism and job burnout ($r = 0.305$; $P = 0.042$) and between sportsmanship and reduced personal accomplishment ($r = 0.491$; $P = 0.042$). However, a significant negative relationship was observed between conscientiousness and emotional exhaustion ($r = -0.295$; $P = 0.049$), between courtesy and emotional exhaustion ($r = -0.516$; $P = 0.000$), between sportsmanship and depersonalization ($r = -0.699$; $P = 0.000$), and between sportsmanship and job burnout ($r = -0.557$; $P = 0.000$).

Key words: organizational citizenship behavior, job burnout, faculty member

Introduction

Organizational citizenship behavior (OCB) contributes to the organization's competition, performance, and efficiency through resource developments, innovation, and adaptability [1]. In contrast, job burnout is used to describe human responses to experienced stresses [2]. Jobs in which there are high expectations of individuals, or jobs where the individual is exposed to (behavioral or emotional) stresses in their relationship with colleagues and clients, or even jobs where the individual feels that they are not treated with dignity and respect lead to job burnout [3]. However, job burnout is mostly observed in jobs where the individual spends many hours in close contact with others [4]. Sesen et al. studied the effect of job burnout on OCB in nurses. The results indicated that there is a significant negative relationship between

the dimensions of job burnout and organizational citizenship behavior except between emotional exhaustion and altruism and civic virtue and between reduced personal accomplishment and the organizational indices of OCB [5]. Lambert examined the relationship between OCB and job burnout in 160 correctional staff from a Midwestern prison. The results showed that there is a significant negative relationship between the three dimensions of job burnout—i.e. emotional exhaustion, depersonalization, and reduced personal accomplishment and OCB [6]. Xiao-Fuet al. studied teacher's perceived organizational justice and organizational citizenship behavior (POJ-OCB) and the mediating effect of job burnout in 1325 teachers in Chongqing and Chenzhou of Hunan. The results indicated that job burnout is a negative predictor of POJ-OCB, and passion burnout and reduced personal accomplishment have prominent mediating effects on

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the relationship between the teachers' perceptions of organizational justice and organizational citizenship behavior [7]. Schepman and Zarate (2008) examined the relationship between job burnout and OCB in 40 among human services employees and found that there is a significant negative relationship between job burnout and all its three dimensions and OCB; that is, increase in job burnout reduces the display of organizational citizenship behavior [8]. Lin (2007) studied the relationship between job burnout, job satisfaction, and OCB in human resource staffs. The results showed that there is no relationship between job burnout and OCB [9]. Ishikawa examined the relationship between organizational citizenship behavior and burnout as moderated by equity sensitivity and showed that there is a significant negative relationship between OCB and job burnout [10]. Emmerik et al. studied the relationship between altruism, burnout dimensions, and organizational citizenship behavior. The results showed that OCB has a significant negative relationship with emotional exhaustion ($r = -0.19$; $P < 0.05$) and reduced personal accomplishment ($r = -0.46$; $P < 0.01$); however, when other variables in the model were controlled, there was a significant relationship only between OCB and reduced personal accomplishment. More importantly, there was no significant relationship between depersonalization and organizational citizenship behavior [11]. Considering the above studies, a question has preoccupied the researcher: whether job burnout can influence the display of organizational

citizenship behavior. Is there a relationship between these variables? Therefore, the present study tries to examine the relationship between job burnout and OCB in the faculty member of physical education.

Methodology:

The present research is descriptive-correlational. Considering the limited number of faculty members of Islamic Azad Universities in Region 10 of Iran, the population of the research consists of all the professors (full-time and adjunct) and the faculty members of Islamic Azad Universities in this region during the period 2010-2011. The sample of the research included 45 participants who were selected using purposive and convenience sampling. The instruments for data collection included demographics questionnaire, Podsakoff Organizational Citizenship Behavior Questionnaire, and Maslach Job Burnout Inventory. Spearman's rank correlation coefficient was used to examine the relationship between job burnout and OCB ($CI = 95\%$; $p = 0.05$).

Results and Discussion

The purpose of the present research was to examine the relationship between OCB and job burnout and its dimensions. The most important findings of the research are presented in the following table.

Table 1: Correlation coefficient between the dimensions of OCB and job burnout of the faculty members

Hypothesis	Correlation	p-Value
The relationship between altruism and emotional exhaustion	0.095	0.536
The relationship between altruism and reduced personal accomplishment	0.043	0.781
The relationship between altruism and depersonalization	0.141	0.354
The relationship between altruism and job burnout	0.305	0.042*
The relationship between conscientiousness and emotional exhaustion	-0.295	0.049*
The relationship between conscientiousness and reduced personal accomplishment	-0.052	0.734
The relationship between conscientiousness and depersonalization	0.149	0.328
The relationship between conscientiousness and job burnout	0.053	0.731
The relationship between courtesy and emotional exhaustion	-0.516	0.000**
The relationship between courtesy and reduced personal accomplishment	-0.183	0.230
The relationship between courtesy and depersonalization	0.291	0.052
The relationship between courtesy and job burnout	0.129	0.397
The relationship between sportsmanship and emotional exhaustion	0.277	0.065
The relationship between sportsmanship and reduced personal accomplishment	0.491	0.001**
The relationship between sportsmanship and depersonalization	-0.699	0.000**
The relationship between sportsmanship and job burnout	-0.557	0.000**
The relationship between civic virtue and emotional exhaustion	-0.009	0.956
The relationship between civic virtue and reduced personal accomplishment	0.163	0.285
The relationship between civic virtue and depersonalization	-0.127	0.285
The relationship between civic virtue and job burnout	-0.106	0.489
The relationship between OCB and emotional exhaustion	-0.090	0.557
The relationship between OCB and reduced personal accomplishment	0.219	0.149
The relationship between OCB and depersonalization	-0.153	0.316
The relationship between OCB and job burnout	-0.156	0.306

* Significant relationship at 0.001 level (two-tailed) ** significant relationship at 0.001 level (two-tailed)

Considering the above table, it can be concluded that: (A) the professors and faculty members of physical education are in mediocre condition in terms of conscientiousness (13.53 ± 2.54), sportsmanship

(7.29 ± 3.94), civic virtue (12.09 ± 3.04), altruism (12.95 ± 3.60), and organizational citizenship behavior in general (60.07 ± 9.31), and they were in good condition in terms of courtesy ($14.20 \pm$

2.18);(B) the professors and faculty members had low levels of the dimensions of job burnout both in terms of frequency and intensity: emotional exhaustion (6.04 ± 4.83 and 6.97 ± 6.16 respectively), reduced personal accomplishment (23.09 ± 12.30 and 23.97 ± 12.76 respectively), and depersonalization (4.48 ± 4.02 and 4.17 ± 3.39 respectively). In general, the participants had low level of job burnout both in terms of frequency and intensity (33.60 ± 9.87 and 34.77 ± 10.78 respectively); (C) among the professors and faculty members of physical education, a significant positive relationship was observed between altruism and job burnout ($r = 0.305$; $P = 0.042$) and between sportsmanship and reduced personal accomplishment ($r = 0.491$; $P = 0.001$), but there was a significant negative relationship between conscientiousness and emotional exhaustion ($r = -0.295$; $P = 0.049$), between courtesy and emotional exhaustion ($r = -0.516$; $P = 0.000$), between sportsmanship and depersonalization ($r = -0.699$; $P = 0.000$), and between sportsmanship and job burnout ($r = -0.557$; $P = 0.000$).

The results of the present study showed that job burnout increases with altruism in the professors and faculty members of physical education ($r = 0.305$; $P = 0.042$). This finding is inconsistent with the results of Kiani (2010) [12]. The reason for such an inconsistency may be due to differences in occupational and organizational characteristics. There was a significant negative relationship between conscientiousness and emotional exhaustion ($r = -0.295$; $P = 0.049$), suggesting that increased conscientiousness decreases job burnout of the professors and faculty members. Emotional exhaustion is a state of physical and emotional depletion where the individual is not able to establish emotional relationships with others (Maslach & Jackson, (1981) [13]. The other finding of the research revealed that increased courtesy leads to reduced job burnout ($r = -0.516$; $P = 0.000$). Courtesy is discretionary behavior on the part of an individual which involves helping others by preventing work-related problems to occur [14]. Reduced personal accomplishment increases with sportsmanship ($r = 0.491$; $P = 0.001$). Sportsmanship is the willingness of employees to tolerate less than ideal circumstances without complaining [14, 15, 16]. Reduced personal accomplishment is a tendency to evaluate negatively one's own work [17]. The results of the present research showed that there is a significant negative relationship between sportsmanship and depersonalization ($r = -0.699$; $P = 0.000$) and between sportsmanship and job burnout ($r = -0.557$; $P = 0.000$); in other words, depersonalization and job burnout decrease as a result of increased sportsmanship. Kiani [12] showed that there is a significant positive relationship between sportsmanship and job burnout which is inconsistent with the finding of the present research. The personal

characteristics of the professors as well as the type of job and organizational environment may have caused this inconsistency. The results of the present research showed that there is no significant relationship between organizational citizenship behavior and emotional exhaustion, reduced personal accomplishment, depersonalization, and job burnout. Lin [9] found no significant relationship between OCB and job burnout. Chiu and Tsai [18] showed that OCB has no significant relationship with depersonalization, and Emmerik et al. [11] observed no significant relationship between OCB and depersonalization. The results of these studies are consistent with the findings of the present research. Sesen et al. showed that there is a significant negative relationship between the dimensions of job burnout and organizational citizenship behavior except between emotional exhaustion and altruism and civic virtue and between reduced personal accomplishment and the organizational indices of OCB [5]. Lambert [6] and Schepman and Zarate [8] came to the conclusion that there is a significant negative relationship between OCB and emotional exhaustion, depersonalization, and reduced personal accomplishment [6]. Further, Ishikawa showed that there is a significant negative relationship between organizational citizenship behavior and job burnout [10]. Chiu and Tsai showed that OCB is negatively associated with emotional exhaustion and reduced personal accomplishment, while no significant relationship was observed between depersonalization and OCB [18]. Emmerik et al. demonstrated that OCB has a significant negative relationship with emotional exhaustion and reduced personal accomplishment, but when other variables in the model were controlled, there was a significant relationship only between OCB and reduced personal accomplishment [11]. Cropanzano et al. showed that emotional exhaustion is negatively associated with OCB [19]. Kiani showed that there is a significant negative relationship between OCB and emotional exhaustion, depersonalization, and job burnout. On the other hand, there existed a significant positive relationship between OCB and reduced personal accomplishment [12]. The results of the present research are inconsistent with the findings of many researchers [5, 6, 8, 10, 11, 12, 18, 19]. The reason for such inconsistency could be due to differences in driving factors such as personality, organizational climate, and the clientele (students and professors). Organizational citizenship behavior directly contributes to the efficacy of the organization; thus, job burnout reduces the level of OCB and consequently the personal performance of the employees [14]. Therefore, the employees of an organization must display high levels of organizational citizenship behavior in order to decrease the level of job burnout. Jamali et al. showed that the dimensions of job burnout have negative effects on OCB. The three dimensions of job

burnout, i.e. emotional exhaustion, depersonalization, and reduced personal accomplishment, were negative predictors of organizational citizenship behavior [20]. Xiao-Fu et al. showed that job burnout is a negative predictor of OCB [7]. Nonetheless, high levels of organizational citizenship behavior prevent job burnout [21].

Conclusion:

Considering the findings of the research regarding the relationship between job burnout and organizational citizenship behavior and its dimensions, there must be altruism and sportsmanship among the professors and faculty members of physical education in Islamic Azad Universities of Region 10 in order to decrease the levels of job burnout and reduced personal accomplishment.

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