

## Job Burnout and Organizational Citizenship Behaviors: Mediating Role of Affective Commitment

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### ABSTRACT

The objective of this research work is to explore the job burnout and its consequences in banking sector of Pakistan. Effects of three dimensions of job burnout on organizational citizenship behaviors (OCB) have been computed in this study. Mediation of affective commitment has also been computed between job burnout and citizenship behaviors. Two dimensions of organizational citizenship behaviors such as citizenship behaviors for organization (OCBO) and citizenship behaviors for individuals/peer colleagues (OCBI) have been included in this study. Data has been collected from employees working in all 31 foreign, local private and local nationalized banks. A well-structured questionnaire has been used to collect the data and respondents have been approached personally during their duty hours. Different statistical tools such as Confirmatory Factor Analysis, Reliability Analysis, Correlation Analysis and Structural Equation Model have been applied to compute the results. It is noted that emotional exhaustion and lack of accomplishment has direct and indirect effects while depersonalization have only direct effects on both dimensions of OCB. Affective commitment has not mediating role between depersonalization and OCBI & OCBO. The implications and limitations of this research have also been discussed at the end of article.

**KEYWORDS:** Emotional Exhaustion, Depersonalization, Lack of Accomplishment, Affective Commitment, Organizational Citizenship Behaviors, Banking Sector, Pakistan

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### 1. INTRODUCTION

Much more attention has been paid to employees' attitudinal and behavioral issues such as job burnout, organizational commitment and organizational citizenship behaviors in the area of industrial psychology and organizational behaviors since few decades. However, studies examining job burnout and its potential outcomes have mostly been conducted in western context. These studies investigated the effects of job burnout on organizational commitment [1, 2]; on turnover intentions [3-7]; and on organizational citizenship behaviors (OCB) [2, 8, 9]. Scholars in Pakistan started paying attention to attitudinal and behavioral but still there is large number of key issues which need investigation. Job burnout is one of those issues which need attention with respect to the local survey sample in order to address the issues of domestic corporate world.

The investigation of attitudinal and behavioral components becomes more important due to the difference between local and western cultural as Hofstede (1984) proposed that such issues should be examined on the basis of local survey to provide a clear understanding about the subject topic. Similarly, Podsakoff, et al., (2000) highlighted the need of OCB investigation considering the difference in cultural settings. In addition, psychological issues of employees do matter a lot in all types of organizations, but its importance increases if it could be studied in service section such as banking industry. Approximately 80% of total bankers interact with customers directly. Customer is considered as a key component for sustainable growth of a firm. A dissatisfied and burned out employees cannot interact with customers effectively which ultimately leads to losing the customers. Therefore, banking management should be more careful in formulating the policies to make their employees more happy and productive. Apart from that, privatization of banks and entry of new local and foreign banks in local market, banking sector environment have become more competitive. As a result, banking management had to add more services in the existing ones and change the strategic management to cut their cost to gain and maintain financial growth. Such situation led banking sector employees to low financial rewards and long working hours as compare to the previous era. Now days, a banker has to spend 60 to 70 hours per week with insufficient amount of compensation packages by which it is very difficult to fulfill living expenditure.

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Such an adverse workplace environment leads banking employees to higher level of job burnout which in return decreases the level of employees' commitment and OCB.

Keeping discussion above in view, it is need of time to investigate the employees' attitudes and behaviors to save them from workplace depression and to make them more productive for the organization and form themselves as well. In order to fill the discussed literature and contextual gap with respect to the research in job burnout, the current study is purposed to compute the effects of three dimensions of job burnout on organizational citizenship behaviors. Furthermore, affective commitment is measured as mediation between burnout and OCB. Total 406 employees of banking sector working in different local and foreign banks working in Lahore region participated in this study. The study is expected to contribute in the existing literature of job burnout as well as to provide empirical findings to banking management to re-formulate policies for providing employees with an appropriate workplace. Next part consists of variables' definitions and hypotheses development on the basis of previous studies in relevant fields. Research design is discussed in third part. Fourth part is about the results and discussion following the fifth part which concludes the study with limitations, implications of the study and future research to be carried out in this area.

## 2. LITERATURE REVIEW

### 2.1 Definitions of Variables

The main concept of **burnout** explained by Maslach, Jackson, and Leiter, [10] that it is "a syndrome of emotional exhaustion, depersonalization, and reduced personal accomplishment that can occur among individuals who work with people in some capacity" (pp. 4). According to this concept three dimensions of burnout have been identified. Firstly, **emotional exhaustion** is conceived as the feelings of being emotionally over extended and tired due to one's occupation. **Depersonalization** refers to as the individual's impersonal and careless response to his/her receivers of care, service, treatment or supervision. Third dimension of burnout is named as **lack of accomplishment** that is defined as feelings of non-accomplishment of personal goals. Amount of burnout will be higher with higher level of emotional exhaustion and depersonalization and lower level feelings of accomplishment. Steers, [11] defined **organizational commitment** as the individual's strength with and involvement with the organization. Meyer and Allen, [12] and Allen and Meyer, [13] categorized organizational commitment into three types: affective, continuance and normative commitment. Only affective commitment has been included in this study so it is conceived as an employee's identification with his/her organization that leads to robust faith in values and goals of the organization. **Organizational Citizenship Behaviors** is defined as the kind of volunteer extra role because it is beyond the formal job responsibilities performed by employees [14]. Organ, [15] also viewed it as a volunteer role played by Individual which is performed without any expectation of financial or non-financial reward. Scholars have been carrying out the work on OCB in 1990s resultantly major improvements in definition of OCB. One of these refinements made by Williams and Anderson, [16] is classification of OCB into two categories on the basis of its target beneficiary. First one is named as organizational citizenship behaviors towards individuals (OCBI) performed for the supervisor, subordinates and peer colleagues and second one is titled as organizational citizenship behaviors toward organization (OCBO) which are performed for the betterment of the organization.

### 2.2 Job Burnout and Affective Commitment

Various conceptual models have remained under the discussion of scholars to understand the attitudinal and behavioral consequences of job burnout [17-19]. These theoretical models extensively emphasized job burnout and its outcomes for individuals and their families [18, 20] and emphasized comparatively less to its attitudinal and behavioral consequences relevant to the employing organization such as job performance and OCB. Relationship of burnout and its outcomes is based upon social exchange theory [21] as the social relationship between employees and employers is based upon the mutual exchange. If organization provides employees with a supportive workplace environment, employees in which employees can accomplish their personal goals while working with peace of mind, they in return, they exhibit more loyalty and affection with the organization and perform more to achieve the organizational objectives. Moreover, two explanations have been presented for the relationship of job burnout and its attitudinal and behavioral consequences. Firstly, employees might feel that burnout is not justified cost for the benefits delivered to them through employment contract. Secondly, employees are expected more to feel aggrieved for the organization where they suffer from job burnout due to over workload. Job burnout, as it is unjustified and costly in most of the cases, produces negative attitudes like lower level of organizational commitment.

Furthermore, Maslach, [22] discussed the concept of burnout and viewed that burnout is likely to have negative relationship with organizational attachment because employees experiencing burnout generally perceive the organization in an adverse relationship and tend to have psychological withdrawal from the organization. Therefore, it is viewed that burned out employee feel that their job does not provide him/her with a sense of accomplishment. Such an adverse situation leads to lower level of organizational commitment.

Scholars have been exploring the effects of job burnout on various attitudinal outcomes in different workplace environments. These studies investigated the effects of job burnout on organizational commitment [1, 2]. In the light of theoretical and empirical evidence about the effects of job burnout on organizational commitment, it is hypothesized that:

*H1a: Emotional Exhaustion has negative and significant impact on affective commitment.*

*H1b: Depersonalization has negative and significant impact on affective commitment.*

*H1c: Lack of Accomplishment has negative and significant impact on affective commitment.*

## **2.5 Job Burnout and Organizational Citizenship Behaviors**

A growing body of researchers discussed the effects of job burnout on task performance [7, 23-26]. Cordes and Dougherty, [23] suggested that job burnout leads employees' negative attitudes and behaviors towards customers, job responsibilities and colleagues (e.g. reduced quality of services and involvement in job, and enhanced absenteeism, turnover and diminished job performance). T. A. Wright and Bonett, [25] surveyed 44 employees working in public human services department and reported emotional exhaustion as a significant predictor of decreased level of job performance, while depersonalization and lack of accomplishment found to have no impact on job performance. Furthermore, based upon the conservation of resource theory, T. Wright and Cropanzano, [26] noted emotional exhaustion to have negative and significant impact on job performance after controlling the effects of positive and negative affectivity. Whereas Fogarty et al, (2000) found three dimensions of job burnout to have negative effects on job performance.

Relationship of job burnout and OCB can also be understood from the arguments made to establish the relationship between job burnout and affective commitment. Similar to that, potential effects of job burnout on OCB also based upon social exchange theory [21]. Individuals who feel themselves facilitated with organizational benefits and work in a supportive environment where they may accomplish their personal goals feel their obligatory duties to return to the organization in a same reciprocal manner. Some studies. Some studies investigated the relationship of job burnout and OCB. Cropanzano, et al.,[2] conducted a study to measure the effects of emotional exhaustion on OCBO and OCBS (organizational citizenship behaviors toward supervisor). Emotional exhaustion is reported in this study to have negative significant impact on OCBO only whereas no effects on OCBS. Plausible justification for this relationship is that employees remains in contact frequently with supervisors and viewed supervisor to have control on reward allocation. When employee experiences job burnout, they will not likely to engage in extra-role behaviors towards organization but instead will move to supervisor to demonstrate OCB.

Effects of all three dimensions of job burnout on OCB have been reported in the study of Van Emmerik, Jawahar, and Stone, [9]. It is found in this study that emotional exhaustion and lack of accomplishment significantly decrease the level of employees' OCB whereas depersonalization is reported to have no impact on OCB. Similar findings have been reported by a study conducted in Taiwan [27]. Another study examined the relationship of job burnout and seven dimensions of OCB on the basis of 32 respondents and found entirely different findings which may be due to the low sample size. Keeping this discussion in view, it is assumed that:

*H2a: Emotional Exhaustion has negative and significant effects on OCBI.*

*H2b: Emotional Exhaustion has negative and significant effects on OCBO.*

*H3a: Depersonalization has negative and significant effects on OCBI.*

*H3b: Depersonalization has negative and significant effects on OCBO.*

*H4a: Lack of accomplishment has negative and significant effects on OCBI.*

*H4b: Lack of accomplishment has negative and significant effects on OCBO.*

## **2.6 Organizational Commitment and Organizational Citizenship Behaviors**

Organizational commitment has consistently been found as most significant determinant of OCB. Mowday, Porter, and Steers, [28] are of the view that committed employees are always willing to perform some extra jobs to contribute something extra for the betterment of the organization. They may get involve in performing some extra activities voluntarily and perform some discretionary behaviors favorable for the parent organization [29, 30]. In addition, highly commitment employees normally perceive their job duties more extensively which is supposed to improve individuals' level of motivation to demonstrate OCB [31-33].

In accordance with these argumentation, earlier studies reported that affective commitment positively leads to employees' extra-role behaviors whereas continuance commitment has either insignificant or negative relationship with citizenship behaviors [34-39]. A plausible justification for these results is that individuals with higher level of continuance commitment are expected more to establish exchange relationship with their organizations. Indeed, in accordance with contract theory [40], individuals who consider their relationship with organization as primary instrumental are found to be more likely to prohibit their professional obligations to those activities which they are paid for i.e. intra-role behaviors. A relational contract, in contrast, encompasses advanced level of affectivity that facilitates workers to assume a much wider view of their relationships with organization and therefore promote extra-role behaviors. Noor, [41] conducted a study on Pakistani sample and

found significant positive effects on OCB. Contrary to these findings, Williams and Anderson, [16] found no effects of organizational commitment on citizenship behaviors which was further affirmed by the study of Alotaibi, [42]. In view of these contradictions, the present study is aimed at testing the following hypotheses.

*H5a: Affective commitment has positive and significant influence on OCBI.*

*H5b: Affective commitment has positive and significant influence on OCBO.*

**2.7 Mediation of Affective Commitment in Job Burnout and OCB**

As stated in above discussion, job burnout negatively affects employees’ commitment with the organization which further determines the citizenship behaviors among employees. It has been reported in a study that the effects of emotional exhaustion on OCB is operationalized through the mediation of organizational commitment [2]. Similarly, Chiu and Tsai (2006) found that the effect of job burnout on OCB is mediated by job involvement. As it is viewed that job burnout decrease affective commitment which in turn predicts the OCB among employees, the following hypotheses have been developed.

*Hypothesis 6a: Relationship of emotional exhaustion and OCBI is mediated by affective commitment.*

*Hypothesis 6b: Relationship of emotional exhaustion and OCBO is mediated by affective commitment.*

*Hypothesis 6c: Relationship of depersonalization and OCBI is mediated by affective commitment.*

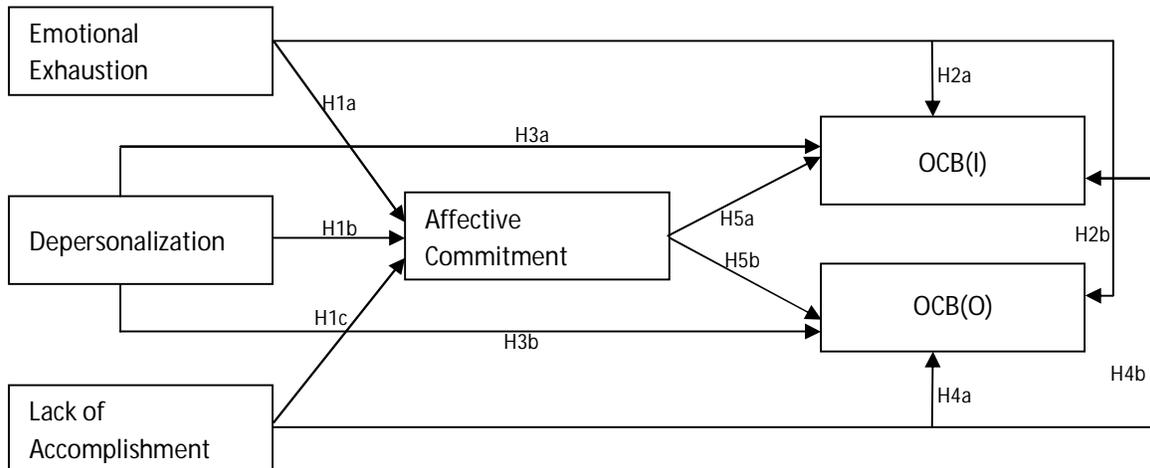
*Hypothesis 6d: Relationship of depersonalization and OCBO is mediated by affective commitment.*

*Hypothesis 6e: Relationship of lack of accomplishment and OCBI is mediated by affective commitment.*

*Hypothesis 6e: Relationship of lack of accomplishment and OCBO is mediated by affective commitment.*

On the basis of hypotheses development, the following research model has been developed to be checked in this study.

**Figure 1: Hypothesized Research Model**



*Note: Hypotheses 6 to 6f are about the mediating effects of affective commitment between three dimensions of job burnout and two dimensions of OCB. Thus these variables are not reflected in the model.*

**3. RESEARCH METHODOLOGY**

**3.1 Sample and Sampling Plan**

Target population for this study is the employees of banking sector. Data has been collected through a questionnaire from employees of officer and managerial positions placed in different Pakistani private, nationalized and multinational banks located in the city of Lahore. There are total 31 banks out of which 21 banks are Pakistan based private having 734 branches, 4 are Pakistani nationalized having 136 branches and 34 branches of 6 foreign banks are operating in Lahore region. Systematic random sampling has been applied to choose the branches from where data was to be collected. For this purpose, lists of all banks have been accessed from their respective websites and every 5<sup>th</sup> bank from list of each bank was chosen for data collection purpose. In this way, 146, 34, and 7 branches of Pakistan based private, Pakistan based nationalized and multinational banks have been selected for data collection purpose.

**3.2 Measurement and Instrumentation**

Different measurement scales have been used to collect the data. Scales for job burnout has been established by detailed analysis of burnout literature. Emotional exhaustion has been measured by four items scale, depersonalization by four items and lack of accomplishment has been gauged with five items scale. These scales have been measured on five point Likert type scale i.e. Never = 1, Rarely = 2, Occasionally = 3, Mostly = 4, and Always = 5. To measure affective commitment, scale of five items has been applied designed by Allen and Meyer (1990). Five and six items scales established by Podsakoff Scott & Philip, (1990) have been applied to gauge OCBI and OCBO respectively. Affective commitment, OCBI and OCBO are measured on five point Likert-type scale i.e. Strongly Disagree = 1, Disagree = 2, Neutral = 3, Agree = 4, Strongly Agree = 5.

**3.3 Data Collection Procedure**

A questionnaire has been designed incorporating all the measurement scale discussed above. After that, researcher personally visited the selected branches and requested the respective branch managers for approval to collect data from their branch employees. With the permission of branch managers, researcher personally approached the respondents who were willing to fill up the questionnaire. Also those respondents have been selected who have more than two years work experience of banking employment. They were also educated about the research methodology, purpose and usefulness of the study. Questionnaires were distributed to total 800 participants out of which total 406 completed questionnaires were received which can be used for data analysis purpose. So response ratio is 50.4%.

**4. RESULTS AND DISCUSSIONS**

This part discusses the results of the study. Statistical Software such as AMOS 17 and SPSS 17 have been used for data analysis. Different statistical analysis such Confirmatory Factor Analysis (CFA), Reliability Analysis, Correlational Analysis and Structural Equation Model (SEM) have been applied for data analysis purpose.

**4.1 Validity and Reliability Testing**

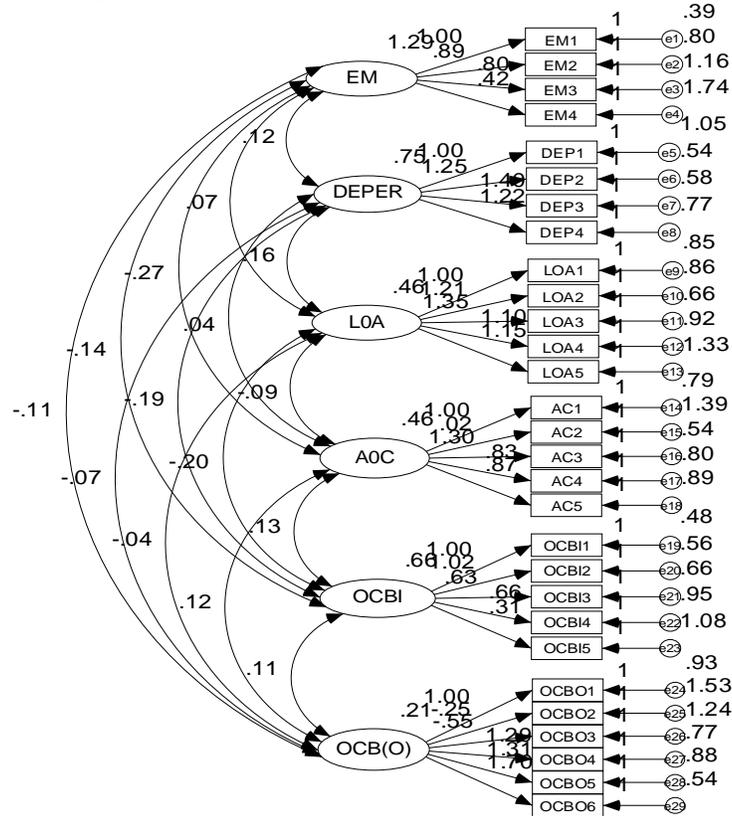
First of all, validity of various scales used in this study has been assessed through Confirmatory Factor Analysis (CFA) using AMOS 17 software. **Figure 2** reflects the CFA model which shows the factor loading of each item towards their respective scales. Items having factor loading less than 0.40 have been excluded from the scale while remaining have been retained and computed for further data analysis. CFA model is found to be good fit (model fitness values are shown in **Table 1**). It is noted that all items of emotional exhaustion, depersonalization and lack of accomplishment have been significantly loaded in their respective scale as their factor loading is greater than 0.40. However, one item of each affective commitment and OCBI and two items of OCBO are noted to have factor loading less than 0.40 and/or negatively loaded in their respective scale, thus these items have been removed from their respective scales and remaining questionnaire items have been preserved for data analysis.

**Table 1: Model Fitness Ratios - Confirmatory Factor Analysis**

	<b>CMIN</b>	<b>DF</b>	<b>CMIN/DF</b>	<b>GFI</b>	<b>NFI</b>	<b>CFI</b>	<b>RMSEA</b>
CFA Model	1028.908	362	2.842	0.852	0.721	0.797	0.067

As far as reliability of the scales is concerned, Cronbach alpha scores have been computed of all scales through Reliability Analysis using SPSS 17. It is noted that cronbach alpha of emotional exhaustion, depersonalization, lack of accomplishment, affective commitment, OCBI and OCBO are .74, .86, .77, .70, .71, .63 respectively. Thus it can be argued that all measurement scales are reliability and can be used for data analysis as Nunally (1976) reported that measurement scale have greater than 0.50 Cronbach alpha score is reliable in the area of social sciences.

**Figure 2: Confirmatory Factor Analysis**



Note: EM = Emotional Exhaustion, DEPER = Depersonalization, LOA = Lack of Accomplishment, AOC = Affective Commitment, OCB(I) = Organizational Citizenship Behaviors towards Individuals, OCB(O) = Organizational Citizenship Behaviors towards Organization

**4.2 Means, Standard Deviation and Correlational Analysis**

Correlation between different variables has been computed using Pearson Correlation through SPSS 17 as shown in **Table 2**. Means and Standard Deviation of all variables have also been reflected in the table. Means of all burnout dimensions are less than the means of affective commitment, OCB(I) and OCBO. It is noted that there is no problem of multi-collinearity between independent variables as emotional exhaustion is found to have insignificant correlation with depersonalization and lack of accomplishment while depersonalization have significant correlation with lack of accomplishment but the co-efficient is less than 0.5. All three dimensions of job burnout have significant association with other variables with one exception i.e. insignificant association between depersonalization and affective commitment.

**Table 2: Means, Standard Deviation and Correlation Analysis**

Sr. No.	Variable	M	SD	1	2	3	4	5
1	Emotional Exhaustion	2.88	1.02	-				
2	Depersonalization	2.72	1.14	.06	-			
3	Lack of Accomplishment	2.66	.89	.06	.24**	-		
4	Affective Commitment	3.48	.80	-.26**	.06	-.16**	-	
5	OCB(I)	3.74	.78	-.12*	-.20**	-.26**	.22**	-
6	OCB(O)	3.56	.74	-.26**	-.17**	-.13**	.28**	.29**

\*\* . Significant at the 0.01 level.

\* . Significant at the 0.05 level.

**4.3 Hypotheses and Hypothesized Research Model Testing**

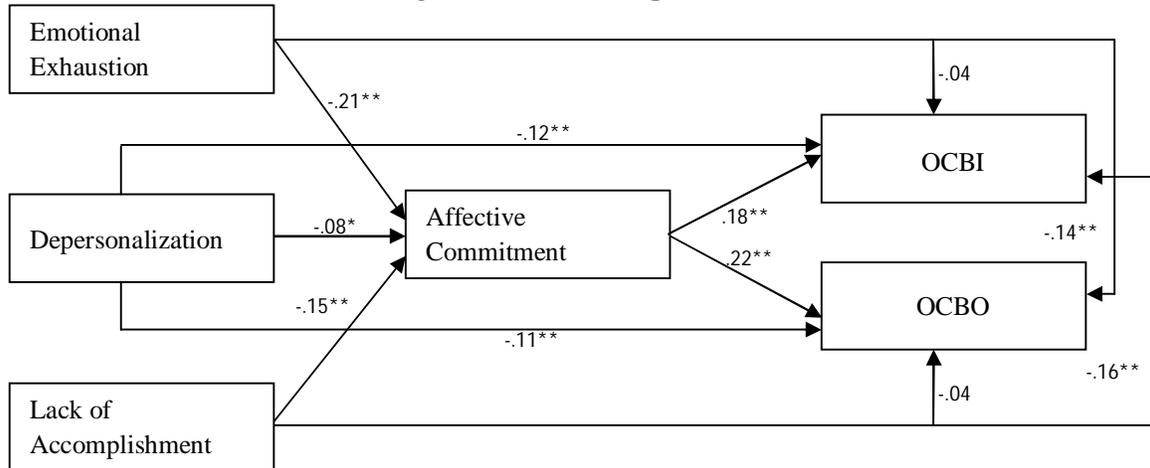
Structural Equation Model (SEM) has been performed to compute the relationship between studied variables. SEM model is reported to have good fitness as all the indicators of fitness are found to be upto the appropriate level (shown in **Table 3**).

**Table 3: Model Fitness Ratios – Structural Equation Model**

	CMIN	DF	CMIN/DF	GFI	NFI	CFI	RMSEA
SEM Model	17.623	4	4.406	.985	.910	.918	0.087

It is noted that emotional exhaustion significant decreases the level of affective commitment (coefficient is -.021 significant at .01 level); depersonalization has negative significant effects (co-efficient is -.08 significant at .05 level); and lack of accomplishment has negative significant effects (coefficient is -.015 significant at .01 level). The computed relationship between all dimensions of job burnout and affective commitment leads to the acceptance of hypotheses 1a, 1b and 1c. The findings of the study are somewhat aligned with those of earlier studies [1, 4, 6, 7] in which negative significant effects of overall job burnout on organizational commitment have been reported.

**Figure 3: Structural Equation Model**



\*\* . Significant at the 0.01 level.  
 \* . Significant at the 0.05 level.

Effects of emotional exhaustion on OCBI is found to be negative but insignificant (coefficient is -.04) while it has negative significant effects on OCBO (coefficient is -.014 significant at .01 level), hence hypothesis 2a is rejected while 2b is accepted. The effects of depersonalization on OCBI is reported to be negatively significant (coefficient is -.12 significant at .01 level) and on OCBO is again negatively significant (coefficient is -.11 significant at .01 level) thus hypotheses 3a and 3b are accepted. Lack of accomplishment is found to have negative and significant variance in the level of OCBI (coefficient is -.16 significant at .01 level) while negative but insignificant variance is found in the level of OCBO caused by lack of accomplishment (coefficient is .04). The computed results indicate that hypothesis 3a is accepted but 3b is rejected. Findings regarding job burnout and OCB are somewhat contrary to the findings of Cropanzano, Rupp, and Byrne, [2] as significant effects of job burnout on OCBO but insignificant effects on organizational citizenship behaviors towards supervisor (OCBS). Other studies reported [9, 27] job burnout to have insignificant effects on combined construct of OCB. The findings of this study provided a relatively comprehensive findings by computing the individual effects of burnout on both dimensions of OCB separately which is an addition to the existing literature of burnout and OCB.

Similarly affective commitment explains positive significant explains in the level of OCBI (coefficient is .18 significant at .01 level) and of OCBO (coefficient is .22 significant at .01 level). The current study validated the findings of some previous study (Allen and Meyer, 1990; Noor, 2009) by providing the same results whereas contradictory to the studies of Williams and Anderson, [16] and Alotaibi, [42] who noted no relationship between affective commitment and OCB. In case of mediation of affective commitment between the relationship of all dimensions of burnout and OCBI & OCBO is concerned, paths from all three dimensions of job burnout to affective commitment and paths from affective commitment to OCBI and OCBO must be significant. As it is reported earlier, paths from emotional exhaustion, depersonalization, and lack of accomplishment to affective commitment are significant and paths from affective commitment to OCBI & OCBO are significant. Thus it is reported that affective commitment have significant mediating role between all three burnout dimensions and two dimensions of OCB (OCBI and OCBO).

**Table 2: Decisions of Hypotheses**

Hypothesis No.	Independent Variable	Mediating Variable	Dependent Variable	Regression Co-efficient	Decision
1a	Emotional Exhaustion	-	Affective Commitment	-.21**	Accepted
1b	Depersonalization	-	Affective Commitment	.08*	Accepted
1c	Lack of Accomplishment	-	Affective Commitment	-.15**	Accepted
2a	Emotional Exhaustion	-	OCB(I)	-.04	Accepted
2b	Emotional Exhaustion	-	OCB(O)	-.14**	Accepted
3a	Depersonalization	-	OCB(I)	-.11**	Accepted
3b	Depersonalization	-	OCB(O)	-.11**	Accepted
4a	Lack of Accomplishment	-	OCB(I)	-.16**	Accepted
4b	Lack of Accomplishment	-	OCB(O)	-.04	Rejected
5a	Affective Commitment	-	OCB(I)	.18**	Accepted
5b	Affective Commitment	-	OCB(O)	.22**	Accepted
6a	Emotional Exhaustion	Affective Commitment	OCB(I)	-.21** .18**	Accepted
6b	Depersonalization	Affective Commitment	OCB(I)	.08* .18**	Accepted
6c	Lack of Accomplishment	Affective Commitment	OCB(I)	-.15** .18**	Accepted
6d	Emotional Exhaustion	Affective Commitment	OCB(O)	.21** .22**	Accepted
6e	Depersonalization	Affective Commitment	OCB(O)	.08* .22**	Accepted
6f	Lack of Accomplishment	Affective Commitment	OCB(O)	-.15** .22**	Accepted

\*\* . Significant at 0.01 level

\* . Significant at 0.05 level

## 5. Conclusion

This study made an attempt to examine the job burnout and its effects on organizational citizenship behaviors in banking sector of Pakistan. Mediating role of affective commitment between burnout and OCB relationship has also been measured in this study. It is found that emotional exhaustion negatively and significantly affects OCBO but it has no effects on OCBI. Similarly, lack of accomplishment has significant negative influence on OCBI but not on OCBO. However, increased level of depersonalization causes the significant decrease in both OCBI and OCBO. Affective commitment is found to have significant mediation between all three dimensions of job burnout and OCBI & OCBO. It means that increased level of all three dimensions of burnout decrease the level of affective commitment which in turn decrease the level of both OCBI and OCBO. The study contributed in the existing literature of job burnout and OCB by reporting the comparative effects of emotional exhaustion, depersonalization and lack of accomplishment on OCBI and OCBO. Moreover, investigating how the effect of burnout on OCB is operationalized through affective commitment is also an addition to the current literature.

The empirical findings of the study also provide a clear understanding about the level of job burnout, affective commitment and OCB among employees of Pakistani banking sector. The study also provides significant insights to banking management about the comparative effects of all three dimensions of job burnout on affective commitment and OCB. Thus, it is suggested that banking management should re-formulate policies to provide a favorable workplace environment to employees so that they may be saved from emotional exhaustion, depersonalization and lack of accomplishment and improve their level of affective commitment and OCB. Through the re-formulation of policies according to the findings of the study, the banking management

can make their workforce more productive and profitable for organization and for them also. Furthermore, the study provides empirical evidence about the attitudinal and behavioral components of employees established on the basis of local survey. Such theories developed based upon the local sample can be more appropriate for decision making as compare to the western based behavioral theories because there would no contextual mismatch in application of such theories.

Despite of new addition to the current literature, the study has some limitations and this research can be extended further. Firstly, the data was collected through a structured questionnaire. As this study is relatively a new research in Pakistan, it may be collected also by observation and interview method in order to validate these findings. Secondly, the data is collected through self-reported response which may cause the problem of social desirability affects. It may be collected through the data collected from supervisor or peer colleague for subject respondent to avoid such problems. Moreover, this investigation can also be extended by adding additional attitudinal and behavioral components such as trust, continuance commitment and perceived organizational support in existing model. Finally, it can be explored by collecting the data from other sectors of Pakistan to enhance its generalizability.

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