Employment Burnout and Organizational Citizenship Behaviorsamong Nursing Staffin Selected Hospitals in Cairo

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Abstract: Burnout is a severe psychological and physical syndrome that occurs in response to prolonged stress at work. It brings enormous costs to both organizations and individuals.Most studies of burnout have focused on lack of resources, prevalence of burnout, and negative outcomes. In contrast, this study examined the relationships between employment burnout and organizational citizenship behaviors.

Aim: The aim of this study was to investigate the relationship between employment burnout and organizational citizenship behaviors among nursing staff in selected hospitals in Cairo.

Design: Descriptive correlation research design was utilized in this study.

Setting: The present study was conducted in all the medical units with its specialties at New Kasr El EinyTeaching Hospital in Cairo.

Subjects: A convenience sample of 40 head nurses/ charge and 120 staff nurses out of total 160 who were willing to participate in the study.

Tools: Data of the present study were collected through utilizing the following two tools:Maslach Burnout Inventory (MBI) questionnaire and Self-Administered Organizational Citizenship Behaviors questionnaire.

Results: Findings of the present study concluded that there was a significant correlation between employment burnout and organizational citizenship behaviors among nursing staff.

Recommendations: It is recommended that the organizations should empower the staff to minimize the effect of emotional exhaustion, unblock the channels of communication and facilitate advanced educational preparation that may increase staff loyalty.

Key Wards: Employment Burnout, Organizational Citizenship Behaviors, Nursing Staff

I.   Introduction

The healthcare sector is a dynamic environment which must constantly respond to alteration of knowledge and government policy. Lack of organizational resources and funding available to the healthcare sector can lead to downsizing, restructuring and increased job complexity. This environment may result in a poor quality of work life, burnout, and decreased job satisfaction (Laschinger,et al.2006). In today's competitive work environment, keeping key talented employees is a major challenge for any organization in order to compete in the real market (Kemelgor and Meek, 2008 and Kumar, 2014). Support from the health care organization has been considered for maintaining positive work outcomes, and citizenship (Eisenberger and Stinglhamber, 2011).

Burnout is a unique type of stress syndrome, typically referred to as a combination of emotional exhaustion, depersonalization or cynicism, and reduced personal accomplishment.Also burnout is a stress reaction found among employees in the world (Bakker, Demerouti&Schaufeli, 2003) and leads to the depletion of their valuable physical, emotional, and cognitive energies (Halbesleben& Bowler, 2007). Burnout could lead to energy loss and lack of motivation (Kasa& Hassan 2015). Moreover, helpingbehaviors within organizations are defined as voluntary behaviors that contribute to an organization's effectiveness but are not included in traditional definitions of job performance (Bakker, 2008). Within the organizational context, these behaviors are generally referred to as organizational citizenship behavior (OCB) (Talachi&Gorji 2013). In the more general form, burnout is defined as "a state of exhaustion in which person is pessimistic about job value and his/ her abilities for doing it (Schaufeli, 2009 and Kulsal, 2012).

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. Therefore, according to Maslach's model, emotional exhaustion happens prior to depersonalization and reduced personal accomplishment is followed by situation (Chiu, 2006).Emmerik, JawaharandStone (2005) defined burnout as "being a syndrome including emotional exhaustion, feeling of depersonalization and low personal accomplishment". Emotional exhaustion refers to feelings of being emotionally overextended and drained by others (Schaufeli&Greenglass,

2001), and is a key aspect of burnout syndrome (Gilbert, 2010). Burnout is defined as a condition owing to prolonged and chronic job strain, and consists of a high degree of emotional exhaustion and cynicism, and a low sense of efficacy (Leiter&Laschinger 2006). Cynicism refers to a detached and negative response to one's job and has been directly related to exhaustion in previous literature (Maslach&Leiter 2008).

Organizational citizenship behavior means the willingness of employees to go beyond the formal specifications roles, also known as extra-role behaviors, but had impact on the performance of organization. (Give,Givi and Tabarsa, 2010 and Ahmed, Rasheed&Jehanzeb, 2012). According toEmmerik,JawaharandStone (2005), who mentioned that,OCBis,defined as individual behaviors that are discretionary, and not rewarded directly by the organization. OCB refers to the individual contributions in the workplace that go beyond role requirements and contractually rewarded job achievements as mentioned byLeiter&Laschinger(2006). According to Kasa and Hassan, (2015), OCB has significant importance in the workplace. Examples of organizational citizenship behaviors include performing extra-job activities, helping colleagues, meeting workplace rules, and acting according to organizational policies and procedures (Kasa& Hassan 2015). OCB as a specific type of helping behavior can be defined as activities entailing more commitment than spontaneous assistance in which time is given freely to benefit another person, group, or organization, (Wilson, 2000). Conceptually, OCB has been associated with social responsibility (Flanagan, et. al, 1998) or communal work, both of which are generally characterized by the absence of monetary payment for the work performed (Noon &Blyton, 1997).

Other definitions of OCB focus on the target of the behaviors. One such definition splits OCB into two categories: 1) OCBI, or behaviors that immediately benefit particular individuals, and 2) OCBO, or behaviors that benefit the organization as a whole (Kasa and Hassan 2015).Organizational citizenship behavior has the most attention in health care organization and management literature and many of definitions, concepts and outcomes of this phenomenon in the work environment have been suggested by American researchers such as (Wayne, 1993 and Wong, 2003). Additionally, 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 (Khazaei, 2011).Numerous studies have examined consequences of extra-role behaviors(Wright, George, Farnsworth, & McMahan, 1993, Van Dyne &LePine, 1998), prosaicallybehaviors (Farmer &Fedor, 2001,and Wang, 2013). But surprisingly little attention has been paid to the possible relationship between OCB and burnout, (Van Dyne, Graham, &Dienesch, 1994 Organ& Ryan, 1995; Turnipseed&Murkison, 1996; and Rioux&Penner, 2001).

Chu, et al, (2005) conceptualized that OCB was consisted of five dimensions: altruism, courtesy, conscientiousness, sportsmanship and civic virtue. Altruism involves voluntarily helping others with work-related problems, such as helping a co-worker with a heavy work duty. Courtesy refers to gestures that help others to prevent a problem, such as providing advance notice of a meeting. Conscientiousness means exceeding the required levels of attendance, punctuality or conserving resources by not taking extra breaks and obeying company rules when no one is monitoring. Sportsmanship involves sacrificing one's personal interest and maintaining a positive attitude, even when inconvenienced by others or when ones' ideas are not accepted. Civic virtue involves the positive participation in the political process of the health care organization, such as making suggestions for improvement in a meeting. Most conceptualizations of OCB focus on some variation of these five dimensions suggested by Wang 2013. Midili and Penner (1995) found a similar relationship between the prosaically personality and OCB in the work environment. Moreover, an important function that may be served by involvement in helping behaviors is the opportunity to express values related to altruistic and humanitarian concerns for others (Clary et al., 1998).

The three dimensions of burnout will be negatively associated with OCB. Burnout is expected to be negatively associated with OCB as mentioned in the research hypothesis, although the processes underlying the associations between OCB and the three burnout dimensions may be revealed new results. Emotional exhaustion refers to feelings of being over-extended and drained from one's emotional resources and this burnout dimension is often considered to be the key aspect of the burnout syndrome (Lee &Ashforth, 1996; Maslach et al., 2001). Behavioral reactions (e.g. absenteeism, turnover) are often more strongly related to emotional exhaustion than to depersonalization or to reduced personal accomplishment (Gilbert, 2010). It can be argued that exhausted workers are too exhausted to spend time and effort in their work. For this reason, emotional exhaustion will precede withdrawal of OCB: exhausted employees will also be too tired to be involved inactivities other than those that their work already requires them to do.

The consequences of burnout are very serious for employees, clients, and organizations. Burnout symptoms may include headaches, fatigue, poor self-esteem, and difficulty in interpersonal relationships, substance abuse, inability to concentrate, and the tendency to blame others for job-related problems (Kolade 2014). Emmerik& Thomas(2005) mentioned thatthere is only one study that is examined the relationship between emotional exhaustion and OCB. Cropanzano, Rupp, and Byrne (2003), found that emotional exhaustion predicted OCB towards the organization but emotional exhaustion was not related to OCB towards the

supervisor. Probably, OCB towards the organization refers to behaviors beneficial to a larger, and perhaps more impersonal, organization. In contrast, OCB towards the supervisor refers to behaviors beneficial to one's supervisor. It may be easier for emotionally exhausted individuals to withhold citizenship behaviors beneficial to the organization as a whole rather than to a single person with whom they are likely to frequently interact (Chiu and Tsai, 2006). Depersonalization or cynicism is an attempt to put distance between oneself and others. Depersonalized people may develop indifference or a cynical attitude when they exhausted and discouraged. In the helping professions (e.g. nursing), depersonalization often signifies treating people like objects (Zapf, 2002).

In occupations other than the helping professions in which there are no recipients of professional help, the peoplewho areinteracted with might be treated in a depersonalized way. Treating the people works with in a depersonalized manner could be expected to go together with withdrawal of OCB towards them. Reduced personal accomplishment or feelings of inefficacy are leading to that the work situation with chronic, overwhelming demands which erode one's sense of effectiveness. Feelings of personal accomplishment may generate a sense of obligation to help others, resulting in OCB. Conversely, employees who have little faith in themselves (i.e. low on personal accomplishment) will also feel unable to help others ('I cannot even help myself'). Additionally, personal accomplishment growing self-efficacythus provides more personal resources enabling engagement in organizational citizenship behaviors(Huarng, 2001, Cropanzano, 2003&Emmerik and Thomas 2005).

Significance of the Study

One of the most important challenges facing any organization is the increasing job burnout among their employees, whichleads to the negative outcomes common in reduced sense of personal accomplishment. Reduced personal accomplishment is a tendency to evaluate negatively one's own work (Richardsen&Martinussen, 2004). In recent researches, researchers have paid attention on the negative effects of burnout to organizational factors. Many studies have revealed the negative effects of burnout on turnover intention (Huang et al., 2003), job performance (Cropanzano et al., 2003; Van Der Linden et al., 2005), and job satisfaction (Abu-Bader, 2000;Maslach&Schaufeli, 2000). A literature documents the association between burnout, withdrawal behaviors and associated negative employee outcomes, like, absenteeism, turnover, and serious health complaints (Maslach et al., 2001). However, less attention has been paid to the consequences of burnout for positive contributions to employees' attitudes and behaviors within the organization. Because a little attention has been paid to the possible relationship between burnout and OCB, so the researcher wants to work in this area to what are the reasons behind this.

Burnout had negative effects on work environment which lead to high rate of absenteeism, staff turnover, and suffering great distress in the work situation, so it is very difficult to ask the staff member to behave in a citizenship manner by helping the other staff member or be involved more in the work situation. Citizenship behavior is the willingness of the staff member to help others or to work more hours without pay or behave in Altruism manner, Sportsmanship, Courtesy, or Civic Virtue.According to previous researches citizenship behaviors linked to positive outcomes, such as increased job satisfaction and lower turnover, so, this research is intended to investigate the relationship between burnout and organizational citizenship behaviors among nurses who are working in medical wards.However, Chiu & Tsai (2006) mentioned that the most recent study, considered OCB and burnout in the same context and investigated the mediating role of job involvement in burnout OCB relation.

II. Methodology

Research Aim

Present study aimed to investigate the relationship betweenemploymentburnout and organizational citizenship behaviors among nursing staff in selected hospitals in Cairo.

Research Question:

-What are the relationship between employment burnout and organizational citizenship behaviors among nursing staff in selected hospitals in Cairo?

Research Design:

-Descriptive correlation research design was utilized in this study.

Setting:

The present study was conducted in all the medical units with its specialties at New Kaser El EinyTeaching Hospital. The total capacity of all medical units was 250 beds and with different specialties which include: neurological unit, kidney unit, blood disease unit, cardiology unit, general unit, and VIP unit.

Sample:

The study sample composed of all head nurses / charge nurses and staff nurses (160) who were working in the previous mentioned units. They were divided into 40head nurse/charge and 120 staff nurses.

Tools:
Data for the present study were collected utilizing the following tools;
1- Maslach Burnout Inventory (MBI) composed of 2 parts
1-1st part: personal data sheet that was developed by the researcher as: age, gender, marital status, number of children, level of education, current position, salary, years of experience, and place of residence.
1-2nd Part was using all the three subscales of the Maslach Burnout Inventory (BMI): modified by the researcher based on (MBI-GS; Schaufeli et al. 1996),the optional items (fourth factor) involvement was added:Emotional Exhaustion (EE) 9 items,Depersonalization (DP) 5 items, personal Accomplishment (PA) 8 items,and optional Items (OI) 3 items.

Scoring system for Maslach Burnout Inventory (MBI) utilized two items, the first one measure the density of feeling and the second one measure the frequency of item. 3-point scale was used for the first item as: low density =1, moderate density =2, and strong density =3.Regarding the second item which measure the frequency of item, 4 point scale was used as: daily=1, weekly =2, monthly= 3, and yearly= 4.

3-Self Administered Organizational Citizenship Behaviors scale: modified by the researcher based on (Podsakoff,1990 andLee&Allen,2002) it was contain 36 items to assess the organizational citizenship behaviors as perceived by nurses, which divided into (5) dimensions; 1- field of altruism which contain 7 items, 2- field of conscientiousness which contain 8 items, 3- field of sportsmanship which contain 4 items, 4- field of courtesy which contain 7items, and field of civic virtue (loyalty) which contain 10 items. Likert scoring system for organizational citizenship behaviors was utilized and ranged: agree= 3, neutral=2, and disagree=1.

Tool validityand Reliability:
Data collection tools were tested by expertise from nursing administration department to assess the coverage, relevancy and clarity of items. Based on their recommendation, the necessary modifications were made. The instrument was tested and demonstrated good internal reliability with cronbach's alpha as follow Organizational Citizenship Behaviors: 0.87, Burnout: was 0.92.

Pilot study:
Pilot study was conducted to test the clarity and applicability of the questionnaire and to estimate the time needed to fill the questionnaire. Minor changes were made by rephrasing some items and the time consumed ranged from 30 to 45 minutes.

Ethical Consideration:
Official permissions were obtained from hospital director and nursing director of theselected hospitals to conduct the study at the selected units. The investigator ensured thatthe correct procedures concerning informed consent, autonomy and confidentiality were assured.

Procedures:
Prior to data collection, an official permission was taken from nursing director and head of departments to facilitate data collection. Aim of the present study was explained to the study subjects who were assigned to the previous selected medical units and who are volunteering to participate in the study. The tools were distributed to the subjects during their duty hours with explanation of the study title, tools and the way of answering. The time consumed to fill the questionnaires ranged from 30 to 40 minutes. Data were collected during 2017 with duration of 2 months (NOV. and DEC.). Data were collected in morning, afternoon shift and long day shifts.

Statistical Analysis:
Data were inserted and analyzed through using the statistical program of Statistical Package for the Social Sciences (SPSS), version 20.Data were analyzed using frequency and percentages, measures of mean and standard deviations, person correlation(r), level of significant will be at P< 0.05.

III. Results
Table (1): Descriptive statistics for the study sample characteristics

Variable		N	%
Position	Staff nurse	67	62.6
	Manager	40	37.4
Age	20-less than 30	15	14.0
	30 -less than 40	62	57.9

	40 -less than 50	21	19.6
	50 -less than 60	9	8.4
Gender	Male	31	29.0
	Female	76	71.0
Children	no	21	19.6
	more than 1	86	80.4
Education	Nursing high school	84	78.5
	Nursing institute	15	14.0
	Bachelor degree	5	4.7
	Postgraduate education	3	2.8
Marital status	Single	17	15.9
	Married	83	77.6
	Divorced	7	6.5
Salary	Satisfied	25	23.4
	Not satisfied	82	76.6
Experience	Less than 5 years	8	7.5
	From 5 to less than 10 years	17	15.9
	From 10 to less than 15 years	17	15.9
	From 15 to less than 20 years	17	15.9
	From 20 to less than 25 years	31	29
	More than 25 years	17	15.9
Residency	Near	57	53.3
	Far	50	46.7

Table (1): showed that according to the personal data, the highest percent was staff nurses 62.6%, 57.9% of sample their age ranged from 30- less than 40 years old. Most of study sample was female 71.0%. Majority of study sample had more than one child. 78.5% of study sample with nursing high school qualification, while 2.8% of study sample with post graduate qualification. Most of study sample 77.6% was married while 15.9% were single and 6.5% were divorced. 76.6% of study sample were not satisfied with their salary, most of study sample had experience from five years to less than 20 years, approximately 50 percent of study sample were live far from their work place.

Table (2): Descriptive Statistics for the study variables (means and standard deviation of employment burnout)

Variable	Mean	SD
Emotional Exhaustion	2.11	.54
Emotional Exhaustion Frequency	1.55	.57
Personal Achievement	2.50	.44
Personal Achievement Frequency	1.17	.34
Depersonalization	1.44	.45
Depersonalization Frequency	2.35	1.00
Optional	2.02	.52
Optional Frequency	1.90	.78

Table (2): showed that the highest mean score of the study sample was about the personal achievement which was 2.50, followed by depersonalization frequency which was 2.35, then emotional exhaustion which was 2.11, then optional factors which was 2.02, then optional frequency which was 1.90, then emotional exhaustion frequency which was 1.55, followed by depersonalization which was 1.44 and finally personal achievement frequency which was 1.17.

Table (3): Means and standard deviation of organizational citizenship behaviors

Variable	Mean	SD
Altruism	2.83	.22
Consciousness	2.56	.36
Sportsmanship	1.38	.49
Courtesy	2.84	.31
Loyalty	2.52	.46

Table (3): showed that the highest mean score of the sample was the application of courtesy which was 2.84, then altruism which was 2.83, then consciousness which was 2.56, then loyalty which was 2.52, and finally sportsmanship which was 1.38.

Table (4): Correlations Between employment burnout and organizational citizenship behaviors

Variable													
Employment Burnout													
1.Emotional Exhaustion	1												
2.Emotional Exhaustion Frequency	-.25**	1											
3.Personal Achievement	-.03	.15	1										
4.Personal Achievement Frequency	-.04	.47**	.02	1									
5.Depersonality	.24*	-.22*	-.06	.05	1								
6.Depersonality Frequency	-.22*	.43**	.11*	.13	-.41**	1							
7.Optional	.12	.09	.03	.05	.26**	-.02	1						
8.Optional Frequency	-.20*	.26**	.21*	.20*	-.23*	.69**	-.06	1					
Organizational Citizenship Behaviors													
9.Altruism	-.01	.08	.11	-.13	-.20*	-.03	-.01	-.07	1				
10.Consciousn-ess	.04	.02	-.10	-.06	-.12	-.05	.06	-.10	.42**	1			
11.Sportsman-ship	-.04	-.00	-.22*	.18	.26**	-.22*	.07	-.18	-.15	-.19	1		
12.Courtesy	.04	.10	.08	-.03	-.14	.02	-.06	.00	.24*	.26**	-.01	1	
13.Loyalty	-.02	.05	-.02	-.13	-.16	.00	-.08	-.12	.22*	.27**	.12	.53	1
**. Correlation is significant at the 0.01 level (2-tailed).													
*. Correlation is significant at the 0.05 level (2- tailed).													

There were significant negative correlations among depersonalization and altruism; and both sportsmanship and personal achievement; as well as sportsmanship and depersonalization frequency.There was significant positive correlation between depersonalization and sportsmanship.

IV. Discussion

In recent years interest in the concept of burnout is increased because we start to understand the negative effects that has on employees, client, and organization (Cropanzano, Rupp, and Byrne: 2003,Halbesleben and Buckley, 2004). Burnout is a stress reaction found among employees in the world (Bakker, Demerouti&Schaufeli, 2003) and leads to the depletion of their valuable physical, emotional, and cognitive energies (Halbesleben& Bowler, 2007). Thus, burnout may contribute to negative outcomes for employees (Kahn et al., 2006). Organizational Citizenship Behaviors (OCB) has significant importance in the workplace. OCB is a role that is related to behaviors that go above and beyond the formal duties (Organ et al., 2006). Therefor the aim of the present study was to investigate the relationship between employment burnout and organizational citizenship behaviors among nursing staff.

The finding of the current study revealed that the majority of study sample was female (71%) this result supported by Taha (2017) who found that only one man in ten would consider as career. Most of study sample their years of experiences were ranged from five years to less than 20 years.

The finding of the current study revealed that the highest mean score was the personal achievement (2.50) with less frequency (1.17) which means that it happens not too much. This result could be due to that the nursing staff can easily understand the client feeling, deal effectively with the client problems, feeling positively influencing other people, can easily create a relaxed atmosphere with the client, and deal with emotional problems very calm in the workplace. On the same hand, Kolade, Oluseye, and Omotayo (2014) found that organizational citizenship behaviors assist achievement of hospital performance. This implies that cooperate with colleagues, performing extra assignments without delays or complaints. Punctuality, efficiently use the organizational resources. While the finding of the current study revealed that there emotional exhaustion with mean score (2.11) followed by depersonalizationwith mean score (1.44). These two factors can negatively affect the personal achievement. Which mean that when the nursing staff experienced emotional exhaustion and feeling of depersonalization this will lead to poor performance due to increase the workload this will put the nursing staff under a lot of pressures and affect their performance.

This result supported by Kang (2012) he found that when the nursing staff experienced more emotional exhaustion than depersonalization and decrease personal accomplishment.It might be due to that when the nursing staff experienced emotional exhaustion and feeling of depersonalization this will lead to poor performance which means due to increase the workload this will put the nursing staff under a lot of pressures which could affect their performance. Scholars added that emotional exhaustion might lead to

depersonalizations which lead to negative attitude towards work generally. The finding of the current study revealed that the highest mean score of courtesy was (2.84), this result could be due to that the nursing staff do not attached the rights of others, keep to take preventive measures for problems before it happen, pay attention to the behaviors impact left by others and perform additional tasks without grumbling. This result was inconsistent with Chi-Cheng, et al (2011) and Taha (2017) who found that conscience is highly required in health care setting because conscientiousness is discretionary behavior which helping the nursing staff following the rules of their profession and to be punctual at workplace.

According to the current study which revealed that there was a significant negative correlation between depersonalization and altruism; and both sportsmanship and depersonalization frequency. These findings might be due to that the nursing staff had a feeling of depersonalization spontaneously it will negatively affect the feeling of altruism which reflected also on sportsmanship and cooperate with their colleagues and the work-related problems will increase. These findings were consistent with Gilbert(2010) and Kang (2012) they found that the increases of job burnout level, the level of organizational citizenship behavior would be decreased.

The finding of the current study revealed that there was a significant positive correlation between depersonalization and sportsmanship. This finding could be due to the nursing staff spent a lot of time complaining and perceiving what the other staff doing wrong, might be these feelings lead the nursing staff to deal with the clients as an object. This result consistent with Stephen, Schepman and Micheal (2008) who concluded that depersonalization negatively correlated with sportsmanship (r=-0.364). Also, they mentioned that the organizational citizenship behaviors were negatively correlated with burnout. Additionally, they concluded that a negative correlation had also been identified between the organizational citizenship behaviors and emotional exhaustion (r=-0.426, p<0.5).

V. Conclusion

Finding of the current study concluded that there was a negative correlation between depersonalization and altruism; and both sportsmanship and personal achievement; as well as sportsmanship and depersonalization frequency. And there was a positive correlation between depersonalization and sportsmanship.

VI. Recommendation

Based on the findings of the current study the investigator recommends the managers of health care organizations to do the following: -
1- Unblock channels of communication between nursing staff and administration staff.
2- Build good relationship between nursing staff and their supervisors will increase job satisfaction.
3- Facilitate advanced educational preparation may increase staff loyalty.
4- Empowering the nursing staff may experience lower level of employment burnout.

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