

The Effect of Burnout towards Organizational Citizenship Behaviour, Mediated by Job Satisfaction in XYZ Company, Surabaya

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ABSTRACT

The purpose of this research was to investigate the effect of Burnout towards Organizational Citizenship Behavior, mediated by Job Satisfaction in XYZ Company, Surabaya. The data gathered using simple random sampling method and the questionnaires obtained from 80 respondents whom work as permanent employee in XYZ Company. Among 80 Questionnaires obtained, only 70 Questionnaires are valid and able to be analyzed. Then the data being analyzed by Multiple Linear Regression and Tested for mediation. The result shown that Burnout simultaneously and individually having significant impact toward OCB. However in testing for mediation, Job Satisfaction is found out not to be the mediating factor between the relationships of Burnout towards OCB.

Keywords: Burnout, Organizational Citizenship Behavior, Job Satisfaction

ABSTRAK

Penelitian ini bertujuan untuk menyelidiki pengaruh Burnout terhadap Organizational Citizenship Behavior dimediasi oleh Job Satisfaction pada Perusahaan XYZ di Surabaya. Data diperoleh menggunakan metode simple random sampling dengan mendistribusikan kuesioner kepada 80 responden yang bekerja sebagai pegawai tetap di Perusahaan XYZ. Dari 80 kuesioner yang didapat hanya 70 yang valid dan bisa digunakan untuk analisa lanjutan. Data kemudian di analisa menggunakan Multiple Linear Regression dan uji untuk Mediasi. Hasil penelitian menunjukkan bahwa Burnout secara keseluruhan dan individu mempunyai pengaruh yang signifikan terhadap OCB. Namun, pada uji mediasi ditemukan hasil bahwa Job Satisfaction bukanlah faktor yang dapat memediasi hubungan antara Burnout terhadap Organizational Citizenship Behavior

Kata Kunci: Burnout, Organizational Citizenship Behavior, Job Satisfaction

INTRODUCTION

Developing Competitive Advantage is surely needed in order to stand against the rivals of corporations. Many corporation attempt to get a competitive superiority by utilizing its human capital through HR Practices (Boz, 2013). Hence, any corporation will eventually create HR department as the supportive department to cultivate its employee so that it can gain competitiveness. One of the way for HR department to create such effective functioning of employee to survive is by understanding the concept of Organizational Citizenship behavior (OCB). According to Zhang (2011), Organizational Citizenship behavior (OCB) is "A term that encompasses anything positive and constructive that employees do, of their own volition, which supports co-workers and benefits the company". On the other word it can be described as a situation where employees want to work

more and above the minimum efforts needed (Zhang, 2011). When employee are willing to do more than they have to be, It will create a better company performances in the form of increase in productivity, efficiency and customer satisfaction, and reduction in costs, rates of turnover and absenteeism (Podsakoff, Whiting, & Blume, 2009).

Knowing how OCB work within the company, it is recommended for several corporations to create such good citizenship within (Zhang, 2011). However, of course in the process to create it, several difficulties must have intervened. In the modern society, one of the difficulties which is often faced is burnout (Skok, Zoroja, & Bach, 2013).

Muslihudin (2009) defined burnout as condition where physical, emotional and mental are dropped because of a very demanding job situation in the long term.

Seeing how burnout implies to be the obstacles of OCB, a further analysis is needed to understand the relation

of those two variables. Many researches had been done to find out the relations of burnout and OCB. Schepman and Zarate (2008) conduct a research of burnout and OCB with the mediating role of negative activity. In the terms of direct impact of burnout and OCB, it is found that Emotional Exhaustion, Depersonalization, and Lack of Personal Accomplishment (burnout dimensions) is negatively correlated with Protecting Company Resources, Harmony and also Sportsmanship (OCB dimensions). There is interesting finding here where is Altruism (OCB dimensions) turnout to have a positive correlations with all 3 dimension of burnout. Another research by D'souza (n.d.) examine the relationship about teacher burnout and OCB. The findings show that Depersonalization did not have any signification relationship among all OCB dimension, however Lack of Personal Accomplishment and Emotional Exhaustion have positive correlation into OCB in extent of one variable which is Altruism.

Schepman and Zarate (2008), found out that all of the burnout dimension have a negative relation within OCB except Altruism. In the other hand D'souza (n.d.) found out that not all of burnout dimension have significant relation into OCB. Only Lack of Personal Accomplishment and Emotional Exhaustion have a positive correlation with Altruism. Then, Talachi and Gorji (2013) conduct a research evaluating the relationship of burnout and OCB. Their result shows that all of burnout dimension turn out to have negative correlation toward OCB dimensions

Understanding how burnout and OCB dimension are showing inconsistent results within several researches. An analysis regarding this findings in needed to justify the clear relationship between those burnout and also OCB. It is also possible to add an extended analysis when studying the relationship in between those two variables. A lot of complex research had used several model to improve the understanding between the relationships of variables, one of the most commonly used is the mediating model. The exploration of the mediating model towards burnout and OCB already conducted by several research. In 2011, Sesen, Cetim, and Basin whom explained the connection of burnout, job satisfactions and also OCB in health industry. Then, their research found out that job satisfaction mediated reduced personal accomplishment toward OCB-O (OCB toward organization). The findings are still limited into one dimension of burnout mediated by job satisfaction toward OCB-O Only. It suggested by the researcher to conduct a research in another business sector, whereas the connection of those variables might happen. In 2012, Kang create a research which examine the relationship between burnout and OCB trough organizational commitment in private social welfare organization. The result show negative impact of two burnout dimension which are Emotional Exhaustion and Diminish Personal Accomplishment towards OCB mediated by Organizational Commitment (Affective, Continuance, and Normative Commitment) (Kang, 2012). In the same year 2012, a research by Aslam, Ahmad, and Anwar was done by in local and also foreign banking. It turns out that in their research affective commitment mediated three burnout dimension into both OCB dimension (OCB-

Individual and OCB-Organization). From stated journal, it can be seen how burnout might intervened OCB trough mediating variables which is organizational commitments or Affective Commitment successfully, however not through job satisfactions.

By Far, in Indonesia the research of Burnout and also OCB use mediating model is still rarely conducted. The author found several references regarding OCB (Sari, 2009; Irawan, 2012) and also burnout (Fadhilah, 2010), however none of them examining the relationship between burnout and OCB.

Hence, after knowing the fact that the research in Indonesia for burnout and OCB is still rarely being studied and there is possibilities that job satisfaction is able to mediate the relationship of burnout and OCB in other industries, an extended studies will be done. Taking into account for the suggestion from, Sesen, Cetim, and Basin (2011), the author conduct the research in Tobacco Industry using the sample of management level in XYZ Company.

The research is done in XYZ Company because there is a possibilities that burnout syndrome will happen in XYZ Company management level. Schaufeli, Leiter, and Maslach (2008) confirms that burnout is possible to happen outside human service sector industry, hence XYZ is still in reach for burnout syndrome. Working as Intern in XYZ Company also make the authors realize that the job demand within the company is also high, people often are very busy with their work and most of them are having work overload. This is also make XYZ Company is a suitable sampling for this research.

In conclusion the author use the mediating model, define burnout as the independent variable, OCB as the dependent variable and job satisfaction as the mediating variable. So that, this research is entitled as "the effect of Burnout toward Organizational Citizenship Behavior, with the mediating variables of Job Satisfaction, the case of PT XYZ Tbk.

LITERATURE REVIEW

Burnout

Maslach and Jackson (1981) identify burnout syndrome which might infect professional staff in human service sector. Burnout is defined as a physiological syndrome which happens to people whom utmost do "people work". In human service sector, workers spend enormous number of time with other people.

However, in the late 1980s, researchers and practitioners began to recognize that burnout occurs outside the human services as well, for instance managers, entrepreneurs, and white- and blue collar workers. (Schaufeli, Leiter, & Maslach, 2008).

In extend of this matter, Schaufeli, Leiter, and Maslach develeped a new measurement of burnout, Maslach Burnout Inventory – General Survey (MBI – GS) in 1996. In here, three dimensions were introduced in a more general form. Those dimensions are exhaustions (lost of energy, depletion, and fatigue), Cynicism (putting distance between oneself others by actively ignoring the qualities of others), and also

Professional Efficacy (expectations of effectiveness at work). Later on, several studies regarding MBI – GS as measurement were conducted. One of the findings show that only exhaustion and cynicism are highly correlated with each other other than professional efficacy, it is identified that professional efficacy is not merely a validate burnout dimension (Lee & Ashforth, 1996). A study by Demerouti and Bakker (2007) emphasize the use of MBI – GS is not valid for a diverse occupational. They suggest in using Oldenburg Burnout Inventory (OLBI) as the measurement tools. It is proven by the study that, OLBI is a valid measurement of burnout. The supporting analysis also given by the research of Demerouti, Bakker, Vardakou, and Kantas (n.d).

Since, the scope of this research is management level, thus, an OLBI approach of burnout is used. Demerouti and Bakker (2007) defined burnout as psychological syndrome that happen when people are exposed with stressful working environment, demanding job with high results/expectation but only low resources provided. In here, the focus are not into the work within people but it focus on the job itself. Two dimension of burnout are introduced. The first one is Exhaustion. It is defined as “causal negative effect of of intensive physical, affective, and cognitive strain of employee, eg. A long-term consequences of prolonged exposure to certain demand” (Demerouti, Nachreiner, B.Bakker, & Wilmar, 2001). The second one is disengagement. It is defined as “distancing themselves from their work, and experience negative attitudes within the work object, work content, or task in general, eg. The work employee do is uninteresting or not challenging. (Demerouti, Nachreiner, B.Bakker, & Wilmar, 2001)

Organizational Citizenship Behavior (OCB)

OCB definition and dimension have been discussed by several author and researcher. According to Zhang (2011) OCB is a term that “embraces positive outcomes of what employees do, based on their own choice, which supports their co-workers and beneficially proven to the company. These people are the ones who go extra mile or above and beyond’ the minimum efforts needed to do a mere job given by the company”. In order to understand more on how OCB emerge within a company, a clear form of OCB dimension needed to be explained. Moon, Dyne, and Wrobel (2004) created a circumplex model of OCB dimension as the prediction for the future use of OCB dimensions. In their research there are two major axes of OCB. The first one is the the focus of OCB as interpersonal or organizational matter. The second on is the nature of OCB which defined as promotive/protective. Those two major axes then explain the charactersitic of the four main dimension of OCB.

First is helping, an interpersonal action of voluntarily giving his/her time and/or energy to support co-workers in the workplace. It is a direct act to other employee and having an intention to improve the working environment.

Second is sportsmanship, an interpersonal act to reduce or even prevent negative event happening in the

workplace. This act enhances worker relationship in creating a positive working environments.

Third is innovation, a focuses efforts or act to promote improvement of products, processes, services, ideal and also relationship. In OCB the innovation may take form in giving constructive inputs to other, speaking up new idea, and also being proactive in developing new methods.

Last is compliance, it’s an act of focused effort which support and follow the established rules and regulation within the company (both formal and informal). It is take form in the act of “obedience” where employee follow the rules and instruction sharply at work, come on time, and being truly responsible with their job.

Job Satisfaction

In accordance to the book of Organizational Behavior by Gay Johns (1996), Job satisfaction is defined as a collection of attitudes that the worker have about their jobs. On the other hand, Patricia Cain Smith (n.d) stated that job satisfaction is an affective response to his/her job. It can be understood as what worker actually experience towards their job in the relation to their values in the extent of what they want or expect from the job itself. Satisfaction itself can be seen similar to the meaning of pleasure from the job.

Later on Spector (1997) explain that job satisfaction is the employee feeling towards the job and also its aspects. Further it can be explain whether people like (feeling satisfied) or dislike (feeling dissatisfied) about their job. There are two approach to identify job satisfactions which are facet and global approach (Spector, 1997). A facet approach provide a specified picture of job satisfactions in which employee feel about. However Macdonald and MacIntyre (1997) conclude that eventually facet approaches were having less generalizability when it is applied into a wider range of employee groups, time consuming because there are a lot of facet need to be examined, and last they conclude that this facet approach only examine the structure of job satisfaction itself not an overall satisfactions.

Hence in this research a global approach will be used. According to Spector (1997) the global approach itself can be used to assess the whole or the main interest of the feeling being satisfied or not. The global approach will use the 10 generic scale of job satisfaction developed by Macdonald and MacIntyre (1997). It can be used to measure job satisfaction in wide range of occupation and proven to be a successful model to measure job satisfaction because of the reaction focus used in the scale. Hereby, the 10 items in the form of statement of satisfactio'n level are’receiving recognition for a job employee do”, “feeling close to the people at work”, “feeling good about working at the company”, “feeling secure about his/her job”, “believing that the management is concerning about him/her”, “as a whole, believing that work is good for his/her physical health”, “wages are Goods”, “know that all of his/her talents and skills as employee are used at work”, “feel that he/she is getting along with his/her supervisors”, “feeling good about his/her job”.

Relationship between Concepts

Dehaghani and Ahmadi (2013) stated that there is negative significant relationship between OCB and also burnout. It is also supported by research of Talachi and Gorji in the same year who. Their research is trying to evaluate emotional exhaustion, depersonalization, and diminish personal accomplishment into all OCB dimension. The result turnout to be that all of burnout dimension turnout are having negative relationship toward all OCB dimension. Hence it can be conclude that burnout give significant impact to OCB in a negative way.

Job satisfaction and burnout are affective responses to each other. Both of them present a linked behavior in an inverse way, as job satisfaction increases burnout presents low scores stated by Anbar and Eker (2008). Benazić and Ružić also found out that both emotional exhaustion and also reduce personal accomplishment (burnout dimensions) negatively influenced job satisfactions. In a way, burnout give significant influences to job satisfaction negatively.

Job satisfaction is found out as very important predictor of OCB (Mohammad, Habib, & Alias, 2011). It is a good predictor in both terms of intrinsic and also extrinsic job satisfaction. Another findings of job satisfaction and OCB are found by Talachi, Gorji (2013) and Boerhannoeddin (2014). Their findings show that, job satisfaction in an intrinsic and also extrinsic way not only having positive correlation but it is also give a positive impact. It can be seen that job satisfaction give significant influences towards OCB in a positive manner.

The model mediating role can be used, when both independent and also dependent variables proven by severe author to have significant influences with the mediating variables. From the stated concept relationship above it can be seen that burnout have significant negative influences towards job satisfaction and job satisfaction also have significant positive influences towards OCB. A research in 2011, by Sesen, Cetin, and Basin proved that actually job satisfaction mediated the relationship of one of burnout dimension (reduce personal accomplishment) into OCB-O. Hence, this research develop the model of burnout effect OCB mediated by job satisfaction as follows:

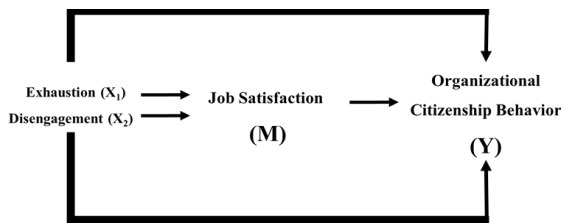


Figure 1. Conceptual Framework

- H1: Burnout (simultaneously and individually) have significant influences towards OCB
- H2: Burnout (simultaneously and individually) have significant influences towards Job Satisfaction
- H3: Job Satisfaction have significant influences towards OCB

H4: Job Satisfaction mediated the relationship between Burnout Dimensions and OCB

RESEARCH METHOD

Cooper and Schindler (2014) described that causal explanatory is a study which concerned with the understanding of why such relationship/impact can happen or how a change in one variables might give impact to another. This research is categorized as a causal explanatory type of research. Because the research aim to determine a clear findings on the causal relationship among burnout and OCB and also job satisfaction as the mediating variables. Based on the type of research, then a quantitative approach is employed.

This research use three kinds of variables. The first one is independent variable in which is burnout. The measurement for burnout as independent variable will be adapted from Oldenburg Burnout Inventory (OLBI). It contains 16 items, 8 for Exhaustion and 8 for Disengagement (with positive statements) and also use 4 likert scale (1 = Very agree to 4 = Very disagree) as the scaling (Demerouti, Bakker, Vardakou, & Kantas, n.d.). The second one is dependent variable in which is OCB. The measurement of OCB will be based from Moon, Dyne and Wrobel (2004). Their research separate 4 dimensions of OCB in which are Helping, Compliance, Innovation, and Sportsmanship. Each dimensions contain 6 items respectively and use 7 likert scale (1 = Very Agree to 7 = Very Disagree) as the scaling. Last is the mediating variable in which are job satisfaction. The measurement is 10 generic scale of job satisfaction developed by Macdonald and MacIntyre (1997). Those 10 generic scaling use 5 likert scale (1 = Very Agree to 5 = Very Disagree) as the scaling.

The primary data will be based on the questionnaires spread in XYZ Company, Surabaya and the secondary data will be based on books, journals and also article in which mostly discuss about the research methods and also the topic regarding burnout, OCB and also job satisfactions

Next is that simple random sampling method will be used for this research. The scope for the sampling will be the population of management employee from the head office of XYZ Company in Surabaya. To focus the research sampling, the employee which is chooses will the permanent employee only, not the contracted or the outsource one.

After deciding the sampling method, a sample size is needed to be determined. According to Pallant (2005), appropriate sample size (N) can be determined by the function of $N > 50 + 8M$, in here M equal the number of independent variable. In this research there are two independent variables, hence the number of sample will have to be more than 66 ($50 + 8(2)$).

Understanding that this research use quantitative approach, hence multiple linear regression analysis will be employed. There are several requirement needed to be fulfill when employing multiple linear regression analysis within the research in which are the outlier testing, reliability and validity testing, and classical assumption testing.

Multiple linear regression analysis is one of the statistical method used in this research. Later on there are descriptive analysis, hypothesis testing (F-test and t-test), mediation testing, and also sobel test analysis will be done in this research.

RESULTS AND DISCUSSION

The Questionnaire were distributed questionnaires in this research are 80 then, 75 questionnaires were given back however only 70 questionnaires are able to be used for the analysis.

Based from the outlier testing, all 70's data is having zscore less than 2.5. Hence, it can be concluded that here is no outlier within 70 data in which analyzed within the research. Based on the reliability testing, the Cronbach's Alpha for all variable is higher than 0.7. Then based on the validity testing, the significant value for all construct is lower than 0.05. So the data used is valid and reliable. Moving on into classical assumption test. The first one is multicollinearity test. It is being done to understand whether there is correlation among the independent variables. Below is the summary of multicollinearity test for all regression employed.

Table 1. Result of Multicollinearity Test

No	Analysis		
1	Regression - Multiple linear (Exhaustion and Disengagement Towards OCB)		
	Variables	Tolerance	VIF
	Exhaustion	0.98	1.02
	Disengagement	0.98	1.02
2	Regression - Multiple linear (Exhaustion and Disengagement Towards Job Satisfaction)		
	Variables	Tolerance	VIF
	Exhaustion	0.98	1.02
	Disengagement	0.98	1.02
3	Regression - Multiple linear (Exhaustion, Disengagement and Job Satisfaction Towards OCB)		
	Variables	Tolerance	VIF
	Exhaustion	0.976	1.024
	Disengagement	0.961	1.04
	Job Satisfaction	0.979	1.021

Table 1 shows the results of tolerance level in which are higher than 0.1 for all variables and also VIF value in which are lower than 10. Hence there is no correlation within the variable of this research.

The second one is autocorrelation test. It is being done for the purpose of understanding it there is any correlation between the residual in the t period and also the t-1 (before) period. Below is the summary of autocorrelation test in which done using Durbin Watson Test for all regression employed.

Table 2. Result of Durbin Watson Test

No	Regression Model	Durbin Watson Value	Results
1	Regression - Multiple linear (Exhaustion and Disengagement Towards OCB)	2.041	1.672 < 2.041 < 2.328
2	Regression - Multiple linear (Exhaustion and Disengagement Towards Job Satisfaction)	2.138	1.672 < 2.138 < 2.328
3	Regression - Linear (Job Satisfaction Towards OCB)	1.937	1.672 < 1.937 < 2.329
4	Regression - Multiple linear (Exhaustion, Disengagement and Job Satisfaction Towards OCB)	2.024	1.672 < 2.024 < 2.330

Table 2 shows the value of Durbin Watson Calculated are in between the Upper Value of Durbin Watson in the table, and also 4 – the Upper Value of Durbin Watson. Hence it can be concluded that there are no autocorrelation within.

The third one is heteroscedasticity test. Its aim to identify whether in the regression model is having differences in variance of residual data from one observation to another. Below is the summary of heteroscedasticity test in which done using park test for all regression employed.

Table 3. Result of Park Test

No	Regression Model	Variables	Sig*- Park Test
1	Regression - Multiple linear (Exhaustion and Disengagement Towards OCB)	Exhaustion	0.228
		Disengagement	0.219
2	Regression - Multiple linear (Exhaustion and Disengagement Towards Job Satisfaction)	Exhaustion	0.186
		Disengagement	0.277
3	Regression - Linear (Job Satisfaction Towards OCB)	Job Satisfaction	0.117
4	Regression - Multiple linear (Exhaustion, Disengagement and Job Satisfaction Towards OCB)	Exhaustion	0.557
		Disengagement	0.416
		Job Satisfaction	0.249

Table 3 shows the results of Asymp. Sig (2 tailed) value above than 0.05, hence it is confirmed that there is no Heteroscedasticity within.

Then, the last is normality test. It is being done in order to know whether the residual value in the regression model is having normal distribution or not. Below is the summary of normality test in which done using Kolmogorov-Smirnov test for all regression employed.

Table 4. Result of Kolmogorov-Smirnov Test

No	Regression Model	Kolmogorov-Smirnov Z	Asymp. Sig. (2-tailed)
1	Regression - Multiple linear (Exhaustion and Disengagement Towards OCB)	0.557	0.916
2	Regression - Multiple linear (Exhaustion and Disengagement Towards Job Satisfaction)	1.176	0.126
3	Regression - Linear (Job Satisfaction Towards OCB)	0.517	0.952
4	Regression - Multiple linear (Exhaustion, Disengagement and Job Satisfaction Towards OCB)	0.643	0.803

Table 4 shows the results of Asymp. Sig (2 tailed) value above than 0.05, it explain the each of the regression is having a normal distribution.

All of the classical assumption is passed, hence hypothesis testing, testing for mediation and also sobel test is able to be employed. For hypothesis testing, there will be three analysis being done, the F-test, t-test and Adjusted R² checking. The first one is the F-test. It test the significance of the overall regression model. In other words, it can provide the information regarding the significance level of all independent variables effect simultaneously toward dependent variable. Below are the summary of F-test for all regression employed.

Table 5. Result of F-test

No	Regression Model	F	Sig.
1	Regression - Multiple linear (Exhaustion and Disengagement Towards OCB)	4.025	.022 ^a
2	Regression - Multiple linear (Exhaustion and Disengagement Towards Job Satisfaction)	4.184	.000 ^a
3	Regression - Linear (Job Satisfaction Towards OCB)	5.42	.023 ^a
4	Regression - Multiple linear (Exhaustion, Disengagement and Job Satisfaction Towards OCB)	4.155	.009

Based on the information provided on table 5, it can be seen that all regression is having sig level below 0.05, so it can be concluded that the independent variable within each regression is having simultaneously significant influences towards its dependent variable.

The second one is the t-test. Its show how significant each independent variable towards the dependent variable. Below are the summary of t-test for all regression employed.

Table 6. Result of t-test

No	Regression Model	Variables	Value	Sig. value
1	Regression - Multiple linear (Exhaustion and Disengagement Towards OCB)			
	Constant		2.274	0.000
	Beta Coefficient	Exhaustion	-0.190	0.002
Disengagement		-0.387	0.009	
2	Regression - Multiple linear (Exhaustion and Disengagement Towards Job Satisfaction)			
	Constant		2.054	0.000
	Beta Coefficient	Exhaustion	-0.061	0.000
Disengagement		-0.127	0.000	
3	Regression - Linear (Job Satisfaction Towards OCB)			
	Constant		1.937	0.000
	Beta Coefficient	Job Satisfaction	0.362	0.023
4	Regression - Multiple linear (Exhaustion, Disengagement and Job Satisfaction Towards OCB)			
	Constant		1.645	0.01
	Beta Coefficient	Exhaustion	-0.171	0.27
		Disengagement	-0.348	0.16
		Job Satisfaction	0.306	0.048

Based on the information provided on table 6, it can be seen that the first 3 regression show a significant (negative or positive) impact towards its independent. The sig value is below 0.05. However it is not occurring for the last regression, only job satisfaction is giving positive significant towards OCB.

Then the third one is the Adjusted R² checking. It refers to how much the variation in the independent variables can explain the variation in the dependent variable. Below is the summary for all regression model employed.

Table 7. Result of Adjusted R²

No	Regression Model	R	R ²	Adjusted R ²
1	Regression - Multiple linear (Exhaustion and Disengagement Towards OCB)	0.443	0.221	0.187
2	Regression - Multiple linear (Exhaustion and Disengagement Towards Job Satisfaction)	0.472	0.238	0.213
3	Regression - Linear (Job Satisfaction Towards OCB)	0.472	0.238	0.213
4	Regression - Multiple linear (Exhaustion, Disengagement and Job Satisfaction Towards OCB)	0.699	0.359	0.318

From table 7 above, it can be understood that the variance in the independent variables can explain the variation in the dependent variable by 18.7%, 21.3%, then 21.3 % and 31.8% respectively for each regression models.

Now, moving on into the testing for mediation, there are 4 steps of regression employed according to Baron and Kenny (1986) in which already applied into the variables within. Below are the summary for testing of mediation.

Table 8. Result Testing For Mediation

Steps	Regression Model	Analysis
1	Regression - Multiple linear (Exhaustion and Disengagement Towards OCB)	Y = 2.274 - 0.190 X1 - 0.387X2 β1 = - 0.190 (Exhaustion) β2 = - 0.387 (Disengagement)
2	Regression - Multiple linear (Exhaustion and Disengagement Towards Job Satisfaction)	Y = 2.054 - 0.061X1 - 0.127X2 β1= - 0.061 (Exhaustion) β2 = - 0.127 (Disengagement)
3	Regression - Linear (Job Satisfaction Towards OCB)	Y = 1.937 + 0.362M B3= 0.362 (Job Satisfaction)
4	Regression - Multiple linear (Exhaustion, Disengagement and Job Satisfaction Towards OCB)	Y = 1.937 + 0.306M β1= - 0.171 (Exhaustion) not Sig β2 = - 0.348 (Disengagement) not Sig B3 = 0.306 (Job Satisfaction)

Table 8 represent there is no zero relationship from step one until step 3 of the regressions, hence there is a possibilities that mediation can happen. Now, looking at the steps four, M (job satisfaction) is still significant after controlling for X (burnout) however in this case both X₁ (Exhaustion) and X₂ (Disengagement) are no longer significant after being controlled by M (job satisfaction), hence it can be said that full mediation is occurring. However the full mediation can be accepted if only it past the sobel test.

The sobel test will calculate the significant value of indirect effect happening within the mediation analysis by comparing the Z with the t-table value. For this research the calculation for the indirect effect are as follows:

$$\text{Exhaustion } (\beta_{\text{indirect}}) =$$

$$-0.061 \times 0.306 = -0.018666$$

$$\text{Exhaustion (Total Standard Error)}$$

$$\sqrt{-171^2 \times 0.123^2 + -0.061^2 \times 0.154^2 + 0.123^2 \times 0.154^2} = 0.02982$$

$$\text{Exhaustion (t-indirect Sig)} =$$

$$\frac{-0.018666}{0.02982} = -0.625$$

$$\text{Disengagement } (\beta_{\text{indirect}}) =$$

$$-0.127 \times 0.306 = -0.038862$$

$$\text{Disengagement (Total Standard Error)} =$$

$$\sqrt{-0.348^2 \times 0.112^2 + -0.127^2 \times 0.141^2 + 0.112^2 \times 0.141^2} = 0.04570$$

$$\text{Disengagement (t-indirect Sig)} =$$

$$\frac{-0.038862}{0.0457066} = -0.850$$

The t-table for this research is 1.9960, (df = 67, Significant at 5%), from the calculation above we can see that eventually the Z are lower than the t-table. Hence it can be concluded that the indirect effect of the mediation of job satisfaction into burnout dimensions and OCB are not significant. Thus, it can be concluded that job satisfaction cannot mediate the relationship of burnout into OCB.

The research results show that that burnout give negative impacts towards OCB, prior to the first regression model. The meaning of this is that when the burnout is happening within the corporation, the less likely OCB syndrome will happen. This answer can be affirmed by Talachi and Gorji (2013) in simultaneous level and also individual level for Exhaustion, whereas for Depersonalization is affirmed by the research of Abdi, kianzadeh, Talebpour, Emami, & Hooman Bahmanpour (2012).

Then based on the second regression model it can be seen that burnout give negative significant impacts towards job satisfactions. The meaning of this is that when burnout is happening within the corporation, the less likely People will feel satisfied with their job. It is affirmed by the research of findings of Anbar and Eker (2008).

Next is based on the third regression model, it can be understood that Job Satisfaction have an impact toward OCB in a positive way. It can be explained when Employee is satisfied with their job, the more likely People will go extra mile to do his/her work. It is affirmed by the research of findings of Mohammad, Habib, and Alias (2011) where in in their research it is proven that Job Satisfaction give significant positive impacts towards OCB, or can be said as the predictor of OCB. It is aligned with the relation of Social Exchange Theory, the condition “when employees feel that their organization is considering financial and material rewards or advantages for their job performance (e.g. pay, security, fair treatment, promotion and others), they find themselves satisfied with their work and are more willing to reciprocate by expressing and displaying positive attitudes and behaviours (Mohammad, Habib, & Alias, 2011).

And lastly based on the testing for mediation and also sobel test, it can be seen that that eventually Job Satisfaction cannot mediate the relationship of Burnout and also OCB. It can be explained that the when the employee is having burnout within the company, it can give negative impacts towards job satisfaction however it will not impact OCB afterwards. OCB will be impacted directly by burnout without being mediated by job satisfaction.

From the stated results above, it can be seen that

CONCLUSION

This research result prove the first, second and also the third hypothesis is accepted. In here we can see that burnout dimensions is proven to have a negative influences toward OCB and job satisfaction and also job satisfaction is proven to have a positive influences towards OCB. However, the fourth hypothesis is rejected. It can be seen that job satisfaction cannot mediate the relationship between burnout and OCB.

The explanations for that is because this research still having limited mediation analysis within. Eventually there is a possibilities of job satisfaction mediate the relationship between burnout into separate OCB dimensions not into overall. Hence in the future it is suggested to create a mediation analysis that divide OCB into several dimensions. In the future research it is also important to use an alternate mediation variable, one of the variable is affective commitment. It can successfully mediate the relationship of burnout and OCB (Abdi, Kianzadeh, Talebpour, Emami, & Hooman Bahmanpour, 2012). And lastly it is suggested in the future to use SEM (Structural Equation Modeling) for a complex analysis with multiple variables (Preacher & Hayes, 2004).

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