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Redmund Joseph Diaz Tocle

Far Eastern University

rjdtocle@feu.edu.ph

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Organizational Citizenship Behavior and Intention to Quit: Mediating Role of Job Burnout Among Call Center Agents in Metro Manila, Philippines

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Far Eastern University

rjdtocle@feu.edu.ph

ABSTRACT

This research investigates the relationship between organizational citizenship behavior (OCB) and turnover intention, with job burnout as a mediating factor among call center agents in Metro Manila. A total of 175 participants were recruited through snowball sampling and responded to an online survey. Descriptive statistics were used to determine the average levels of OCB, job burnout, and turnover intention among respondents. Spearman correlation analysis was performed to examine the relationships between these variables, while mediation analysis using the Med-Mod module in JAMOVI assessed the mediating role of job burnout. Results revealed that job burnout fully mediates the relationship between OCB and turnover intention. These findings highlight the importance of promoting organizational citizenship behavior to mitigate turnover intention by addressing job burnout.

Keywords: *Organization, Citizenship, Behavior, Burnout, Turnover*

BACKGROUND OF THE STUDY

The call center industry is well known for experiencing difficulties in retaining employees and managing high turnover intentions (Dhanpat et al., 2018). Despite offering attractive compensation packages and competitive salaries, the BPO industry continues to face some of the highest turnover rates (Greenlees, 2006). In the United States, a study by Poddar and Madupalli (2012) revealed that the average annual voluntary employee turnover rate in the call center industry ranges between 30% and 50%, which is significantly higher than in many other industries. A more recent study by Posey (2019) found that the annual turnover rate remains at approximately 40%. However, Taylor and Bain (2005) argued that actual turnover rates are significantly higher than what companies report, emphasizing that employee retention remains a major challenge for the industry.

In the Philippines, the contact center industry similarly experiences high turnover rates, with an annual attrition rate of 60% at a company level and 20% industry leave rate (IBPAP, 2014). According to the Magellan Solutions (2020) Call Center Benchmarking Report,

the attrition rate in the IT-BPM sector is 50%, indicative of the ongoing challenge in employee retention. Although the Call Center Association of the Philippines (CCAP) projected that attrition rates in the sector could fall below 45% in 2024 (CCAP, 2023), the data still highlight the persistent and consistently high turnover rates in the industry. This issue remains a significant concern for organizations within the sector, as it impacts both operational efficiency and long-term sustainability. Hechanova (2013) even referred to the sector as a “revolving door” due to the rapid movement of employees entering and leaving within a short period, further emphasizing the difficulty of maintaining a stable and committed workforce.

The high turnover rates in the Philippine contact center industry are not only a reflection of employee dissatisfaction but also a result of the challenging nature of the work itself. The activities performed by call center operators are said to have low variability due to repetitive interactions with customers, which are often facilitated by automatic call distribution services (Holman, 2003). This routine aspect of the job has been further amplified by the requirement for employees to follow scripted call guides when conversing with customers (Zapf et al., 2003). Despite the repetitiveness, the job remains complex due to the continuous and extensive amount of information requested by customers, requiring agents to quickly process and deliver accurate responses. Additionally, employees must provide help and support to angry and frustrated individuals (Dormann & Zapf, 2004). These demanding interactions expose agents to significant emotional strain and negative feelings, leading to burnout (Molino et al., 2016). Studies by Workman and Bommer (2004) and Posey (2019) further highlight that the stressful, repetitive nature of the work contributes to high levels of turnover and absenteeism in the call center industry. Given these challenges, it is crucial to devise strategies to manage these inherent stressors and promote the well-being of employees in call center environments. Doing so can enhance overall workplace dynamics and reduce turnover. This is where Organizational Citizenship Behavior (OCB) becomes particularly relevant, as it can serve as a buffer against burnout and contribute to a more supportive work environment.

OCB, first coined by Dennis Organ in 1988, refers to voluntary behaviors by individuals that go beyond their job descriptions or duties to benefit the organization or colleagues. These actions are typically discretionary, meaning they are not formally recognized or compensated but are performed with the intent of benefiting the organization or colleagues. Organ (1988) identified five dimensions of OCB: altruism, courtesy, conscientiousness, sportsmanship, and civic virtue.

- **Altruism** refers to the voluntary act of helping others within the organization, such as offering assistance to new hires or helping colleagues meet tight deadlines.

- **Courtesy** involves behaviors that prevent conflicts and foster positive interactions within the workplace. This could include actions like providing advance notice when scheduling meetings or offering constructive feedback respectfully.
- **Conscientiousness** goes beyond the minimum expectations of the job, with employees demonstrating a high level of care and diligence in their tasks. This might include actions such as consistently being punctual and adhering to company policies.
- **Sportsmanship** is characterized by maintaining a positive attitude even in the face of adversity or setbacks. For example, an employee might encourage their team after delays or challenges.
- **Civic virtue** pertains to an employee's responsible and constructive involvement in the broader organizational processes. This includes actions such as staying informed about company policies and actively participating in meetings.

The dimensions of Organizational Citizenship Behavior (OCB) outlined earlier highlight how employees can contribute to a positive and supportive work environment. Although most studies have shown that stress and burnout at work decrease OCB (Davila & Finkelstein, 2013; De Clercq & Belausteguigoitia, 2020; Johansson & Hart, 2023), it is also possible to view OCB as a precursor to workplace well-being, rather than merely its consequence (Santos et al., 2023). This perspective shifts the focus from just the effects of stress on employee behavior to how engaging in OCB itself may promote well-being. While much of the research has concentrated on understanding why and when employees engage in discretionary behavior, the effects of OCB on employee well-being have been less explored (Podsakoff et al., 2009). Bakker and Demerouti (2007) suggested that job motivation and stress can serve as both outcomes and predictors of job demands and resources, with OCB being considered a valuable job resource. This was supported by a more recent study by Bakker et al. (2023), which emphasized that intensifying positive workplace behaviors, including OCB, can significantly impact various organizational outcomes, such as increased engagement and reduced turnover intentions.

In line with this, Kumar et al. (2016) argued that engaging in prosocial behaviors such as OCB can reduce individual burnout levels. These reductions result from fostering a supportive climate initiated by the individual actor (Firth, 2004). Similarly, Kalliath and Beck (2001) observed that supervisory support, an example of OCB, reduced two dimensions of burnout: depersonalization and emotional exhaustion. However, it is important to note that engaging in OCB does not always lead to positive outcomes. Bolino et al. (2013) highlighted the “dark side” of OCB, where it has been linked to work overload, work-family conflict, and job stress (Halbesleben et al., 2009; Koopman et al., 2016). This suggests that while OCB can be beneficial, its impact is not universally positive. Therefore, viewing OCB as a precursor

to workplace well-being does not conflict with studies that position it as a consequence of organizational factors, as positive workplace behaviors often create reciprocal cycles of action (Santos et al., 2023).

Building on the understanding of OCB's potential impact on workplace well-being, it is essential to explore how these behaviors relate to turnover intentions, especially in industries where employee retention is a persistent challenge. The relationship between OCB and turnover has been well-documented, with higher OCB levels associated with lower turnover and absenteeism rates (Podsakoff et al., 2009). For instance, Coyne and Ong (2007) supported this finding and identified sportsmanship as a specific dimension of OCB that predicts turnover intention. This suggests that employees who engage in positive behaviors and exhibit resilience in the face of challenges are less likely to leave the organization. Similarly, studies have shown that increasing OCB can reduce turnover intentions by fostering a more positive and supportive work environment (Regts & Molleman, 2013; Lau et al., 2016).

In a meta-analysis by Podsakoff et al. (2019), the relationship between OCB and withdrawal behaviors, such as turnover intentions, was explored. While stress was not explicitly identified as a mediator, it was noted as a potential dysfunctional outcome of OCB that could influence turnover intention. The foundational Job Demands-Resources (JD-R) model by Demerouti et al. (2001) demonstrated how job demands, including OCB as an extra-role demand, can lead to burnout and stress, which, in turn, can affect turnover intention. In other words, while OCB is typically seen as a positive behavior, its excessive demands can contribute to negative outcomes such as stress and burnout, which may prompt employees to reconsider their commitment to the organization.

Building on this, it is crucial to further explore how stress and burnout might mediate the relationship between OCB and turnover intentions, particularly within the context of call centers. Although prior studies have examined the relationship between OCB and turnover intention, few have considered stress and burnout as mediating factors. Additionally, there is a lack of research specifically exploring these variables in the context of call centers. Previous studies have focused on healthcare workers (Tsai & Wu, 2010; Al Shbail & Al Shbail, 2020; Hsu & Yang, 2022), hotel and restaurant workers (Pivi & Hassan, 2015; Yurcu & Akinci, 2017), and production workers (Coyne & Ong, 2007). Considering that employee retention is a significant challenge for the call center industry, it is essential to examine other variables that might affect turnover intentions. Understanding the relationship between OCB, burnout, and turnover intentions is crucial for developing targeted interventions that can help call centers create a more supportive and sustainable work environment, ultimately improving employee retention. Lastly, addressing this gap in the literature is necessary for creating effective organizational practices that support both the employees' mental health and the overall success of the call center industry.

METHOD

Sample

A total of 175 respondents were selected as the sample for this research, ensuring a representative group for the study. Data collection was conducted over one month, starting on May 24, 2024, and ending on June 24, 2024. The respondents were drawn from a specific population: call center agents or employees currently working in a business process outsourcing (BPO) company based in Metro Manila. This setting was chosen due to its relevance to the research focus on OCB, burnout, and turnover intention in the BPO industry.

To ensure the eligibility and appropriateness of participants for this study, the following inclusion and exclusion criteria were applied:

1. Respondents must be at least 18 years old, the legal age for providing informed consent to participate in the study.
2. Participants must be currently employed as call center agents in BPO companies located in Metro Manila. This criterion was set to focus on the experiences of workers in this specific geographic and professional context.
3. Only full-time call center agents were included in the study, regardless of whether they handled inbound or outbound calls. This ensured consistency in the employment status of respondents and allowed the study to focus on the shared experiences of full-time employees.

These criteria were designed to refine the scope of the study, ensuring that the data gathered were both relevant and reflective of the targeted population. By focusing on this specific group, this research aimed to generate insights into the interplay of workplace dynamics and employee retention within the BPO sector.

Measures

Organizational Citizenship Behavior

This study utilized the 24-item Organizational Citizenship Behavior (OCB) Scale developed by Podsakoff et al. (1990), a widely recognized tool in organizational research. The scale is designed to measure five distinct dimensions of OCB, namely: altruism, sportsmanship, conscientiousness, courtesy, and civic virtue. Each of these dimensions is represented by specific items within the dimensions: altruism, conscientiousness, sportsmanship, and courtesy are each measured through five questions, while civic virtue is assessed using four questions. The respondents rated their agreement with each statement using a 7-point Likert scale, where 7 indicated “strongly agree” and 1 indicated “strongly

disagree”. Lastly, the focus will be on the universal OCB score, rather than analyzing each dimension individually. Responses across all dimensions were aggregated to provide a holistic view of organizational citizenship behavior among respondents.

Job Burnout

This study employed the Maslach Burnout Inventory-General Survey (MBI-GS), a widely recognized tool for assessing burnout across various occupational groups. The MBI-GS is a 16-item questionnaire designed to evaluate the levels of burnout experienced by individuals in their professional roles. Respondents rated their experiences using a 7-point Likert scale, where 7 represented “every day” and 1 represented “never,” allowing for a detailed assessment of the frequency of burnout-related symptoms. The survey measures three core dimensions of burnout: emotional exhaustion, cynicism, and professional efficacy. Burnout is determined based on the scores across these dimensions. A high score in emotional exhaustion and cynicism, coupled with a low score in professional efficacy, indicates the presence of burnout.

Turnover Intention

In measuring the turnover intention, the Michigan Organizational Assessment Questionnaire (MOAQ) developed by Cammann et al. (1979) was used. The MOAQ is specifically designed to measure turnover intention, a critical indicator of an employee’s likelihood of leaving their current organization. The questionnaire consists of three items, each rated on a 7-point Likert scale, where 7 indicates “strongly agree” and 1 indicates “strongly disagree.” This scale allows for the assessment of participants’ agreement with statements related to their intentions to stay or leave their organization. Despite its brevity, the MOAQ has demonstrated robust psychometric properties, making it an effective instrument for evaluating turnover intention in various workplace settings.

Data Analysis

To ensure the validity and reliability of the measures employed in this study, a reliability analysis was conducted using the statistical software JAMOVI. The analysis yielded Cronbach’s α coefficients of .943 for organizational citizenship behavior, .950 for job burnout, and .960 for turnover intention. These values significantly exceed the widely accepted threshold of .70, indicating that the measures demonstrate a high degree of internal consistency and are thus considered highly reliable for this research.

Furthermore, all statistical analyses were performed using JAMOVI. Descriptive statistics were calculated to determine the mean values of the three variables, providing an overview of their central tendencies within the dataset. To examine the relationships among

the variables, Spearman correlation was employed, which is particularly suitable for assessing associations in ordinal data or when assumptions of normality are not met.

Additionally, the Med-Mod module in JAMOVI was utilized to test for mediation effects, specifically assessing whether job burnout serves as a mediating variable in the relationship between organizational citizenship behavior and turnover intention.

RESULTS

Socio Demographic Profile

The respondents who participated in this study had a mean age of 28.6 years, with a standard deviation of 5.26, indicating a moderate variation in the ages of the participants. The youngest respondent was 18 years old, while the oldest was 47 years old, reflecting a diverse age range among the sample population. Regarding educational attainment, more than half of the respondents hold a bachelor’s degree, accounting for 52% of the sample. This was followed by college undergraduates, who comprised 37% of the participants.

Table 1

Descriptive Statistics for the Socio-demographic profile of respondents

Variable (Coding Range)	N or mean (% or SD)
Age (in years)	28.6 (5.26)
Gender	
Male	66 (37.7)
Female	107 (61.1)
Gay	1 (0.6)
Transgender Female	1 (0.6)
Highest Educational Attainment	
High School Graduate	19 (10.9)
College Undergraduate	64 (36.6)
Bachelor’s degree	91 (52)
Master’s Degree	1 (0.6)

Work Profile

The salary distribution of the respondents shows that the majority (45.1%) fall within the ₱20,001 - ₱30,000 salary range, followed by 30.9% of respondents earning between

₱30,001 - ₱40,000. A smaller proportion of respondents earn in the higher salary brackets, with 10.3% earning between ₱10,001 - ₱20,000, 8.6% earning between ₱40,001 - ₱50,000, and 4.6% earning above ₱50,000. This indicates that the majority of respondents are earning above the minimum wage, with most falling within the ₱20,001 - ₱40,000 range.

In terms of length of service, the majority of respondents have been employed for 1 to 2 years (47.4%), followed by those with 3 to 4 years of service (31.4%). A smaller percentage of respondents have been with the company for 5 to 6 years (11.4%) or between 6 to 12 months (5.1%). These results suggest that the respondents generally have moderate to substantial tenure, with a significant concentration of individuals having 1 to 4 years of experience.

Table 2

Descriptive Statistics for Work profile of respondents

Variable (Coding Range)	N or mean (% or SD)
Salary Range	
Below P10,000	1 (0.6)
P10,001 - P20,000	18 (10.3)
P20,001 - P30,000	79 (45.1)
P30,001 - P40,000	54 (30.9)
P40,001 - P50,000	15 (8.6)
Above P50,000	8 (4.6)
Length of Service	
Less than 6 months	3 (1.7)
6-12 months	9 (5.1)
1-2 years	83 (47.4)
3-4 years	55 (31.4)
5-6 years	20 (11.4)
7 years and above	5 (2.9)

Level of Organizational Citizenship Behavior

The respondents reported an overall average level of Organizational Citizenship Behavior (OCB), with a mean score of 5.15 ± 0.96. This indicates that, on average, the respondents demonstrate behaviors aligned with Organizational Citizenship Behavior (OCB), though there is notable variability in the extent to which individuals exhibit these behaviors.

Among the 24 items measured, four items received a high verbal interpretation, indicating a higher frequency of positive OCB. These items include: “I consider the impact of my actions on coworkers” ($M = 5.85$), “I do not abuse the rights of others” ($M = 6.09$), “I take steps to prevent problems with other coworkers” ($M = 5.97$), and “I am mindful of how my behavior affects other people’s jobs” ($M = 5.96$). These results suggest that respondents are highly aware of their actions and their effects on others, prioritizing the well-being of their coworkers and maintaining a positive work environment. In addition, respondents are highly aware of their actions and their effects on others, prioritizing the well-being of their coworkers and maintaining a positive work environment. These behaviors align with the Courtesy dimension of Organizational Citizenship Behavior (OCB), which emphasizes thoughtfulness, respect, and proactive measures to prevent conflicts and support coworkers.

In contrast, several items were interpreted as having an average level of OCB, with mean scores ranging between 3.34 and 5.66. These items reflect behaviors such as helping others with heavy workloads, adhering to company rules, and attending non-mandatory meetings or functions. Notably, the item “I attend functions that are not required but help the company’s image” received the lowest mean score ($M = 3.85$), indicating that respondents are less likely to engage in activities that are not directly required but contribute to the organization’s image. These behaviors align with the Civic Virtue dimension of Organizational Citizenship Behavior (OCB), which involves commitment to the organization as a whole, such as participating in non-mandatory events, showing concern for the organization’s reputation, and staying informed about organizational matters. The average level of engagement in this dimension suggests that while respondents generally adhere to expected behaviors, they may be less inclined to go beyond what is required to enhance the organization’s image.

Table 3

Descriptive Results for Organizational Citizenship Behavior

Organizational Citizenship Behavior	M	SD	Interpretation	Rank
I help others who have heavy workloads.	5.26	1.30	Average	14
I am always ready to lend a helping hand to those around me.	5.49	1.38	Average	7
I help others who have been absent.	5.27	1.43	Average	13
I willingly help others who have related problems.	5.42	1.38	Average	8
I help orient new people even though it is not required.	5.31	1.45	Average	12
I am one of the most conscientiousness people in this organization	5.20	1.41	Average	15

Organizational Citizenship Behavior	M	SD	Interpretation	Rank
I believe in giving an honest day's work for an honest day's pay.	5.42	1.37	Average	8
My attendance at work is above the norm.	5.34	1.47	Average	10
I do not take extra breaks.	5.33	1.43	Average	11
I obey company rules and regulations even when no one is watching.	5.51	1.70	Average	6
I am the classic "squeaky wheel" that always needs greasing [®] .	4.39	1.59	Average	20
I consume a lot of time complaining about trivial matters [®] .	4.97	1.59	Average	17
I tend to make "mountains out of molehills" [®] .	4.91	1.70	Average	19
I always focus on what's wrong, rather than focusing on the positive [®] .	5.07	1.59	Average	16
I always find fault with what the organization is doing [®] .	4.93	1.67	Average	18
I try to avoid creating problems for coworkers.	5.65	1.28	Average	5
I consider the impact of my actions on coworkers.	5.85	0.98	High	4
I do not abuse the rights of others.	6.09	0.98	High	1
I take steps to prevent problems with other coworkers.	5.97	0.94	High	2
I am mindful of how my behavior affects other people's job.	5.96	0.97	High	3
I keep abreast of changes in the organization.	4.36	1.67	Average	21
I attend meetings that are not mandatory but are considered important.	4.03	1.83	Average	22
I attend functions that are not required but help the company image.	3.85	1.82	Average	24
I read and keep up with organization announcements, memos, and so on.	4.01	1.84	Average	23
Total Average	5.15	0.96	Average	

N=175, low=1-3.33, average=3.34-5.66, high=5.67-7.00

Level of Job Burnout

The respondents reported an overall average level of job burnout, with a mean score of 3.60 ± 1.11 . This suggests that, on average, the respondents experience moderate levels of burnout, but there is considerable variability in individual responses.

Among the 16 items measured, six items received a low verbal interpretation, indicating a higher level of burnout. These items include: “I can effectively solve the problems that arise in my work” ($M = 3.06$), “I feel I am making an effective contribution to what this organization does” ($M = 3.01$), “In my opinion, I am good at my job” ($M = 2.87$), “I feel exhilarated when I accomplish something at work” ($M = 3.02$), “I have accomplished many worthwhile things in this job” ($M = 2.97$), and “At my work, I feel confident that I am effective at getting things done” ($M = 3.02$). These results suggest that respondents may feel a lack of accomplishment or efficacy in their work, which contributes to feelings of burnout.

Conversely, several items were interpreted at an average level of burnout, with mean scores ranging between 3.34 and 5.66. These items reflect feelings of emotional exhaustion, disengagement, and strain, such as “I feel emotionally drained from my work” ($M = 3.82$), “I feel used up at the end of the workday” ($M = 3.99$), and “I feel tired when I get up in the morning and have to face another day on the job” ($M = 3.99$).

The relatively high level of standard deviation across several items, particularly those with lower mean scores, suggests significant variability in the respondents’ experiences of burnout. This variability indicates that while some individuals may experience high levels of burnout, others may feel more engaged or less affected by the stressors of their work.

Table 4

Descriptive Results for Job Burnout

Job Burnout	M	SD	Interpretation	Rank
I feel emotionally drained from my work.	3.82	1.60	Average	9
I feel used up at the end of the workday.	3.99	1.66	Average	2
I feel tired when I get up in the morning and have to face another day on the job.	3.99	1.67	Average	3
Working all day is really a strain for me.	3.97	1.61	Average	4
I feel burned out from my work.	3.94	1.63	Average	7
I doubt the significance of my work.	3.88	1.62	Average	8
I have become more cynical about whether my work contributes anything.	3.95	1.53	Average	6

Job Burnout	M	SD	Interpretation	Rank
I just want to do my job and not be bothered.	4.29	1.67	Average	1
I have become less enthusiastic about my work.	3.97	1.62	Average	5
I have become less interested in my work since I started this job.	3.77	1.62	Average	10
I can effectively solve the problems that arise in my work.	3.06	1.08	Low	11
I feel I am making an effective contribution to what this organization does.	3.01	1.09	Low	14
In my opinion, I am good at my job.	2.87	1.19	Low	16
I feel exhilarated when I accomplish something at work.	3.02	1.25	Low	13
I have accomplished many worthwhile things in this job.	2.97	1.21	Low	15
At my work, I feel confident that I am effective at getting things done.	3.02	1.23	Low	12
Total Average	3.60	1.11	Average	

N=175, low=1-3.33, average=3.34-5.66, high=5.67-7.00

Level of Turnover Intention

The respondents reported an overall average level of turnover intention, with a mean score of 3.06 ± 1.30 . Among the three items measured, all received average verbal interpretations, indicating that respondents occasionally think about changing jobs or quitting. The item “I will probably look for a new job in the next year” received the highest mean score ($M = 3.18$), suggesting that respondents are somewhat likely to consider seeking new job opportunities within the next year. The other items, “I often think about quitting” ($M = 3.05$) and “Recently, I often think of changing my current job” ($M = 2.94$), reflect moderate levels of turnover intention. These findings indicate that while respondents may occasionally consider leaving their current job, they are not overwhelmingly inclined to do so.

Table 5

Descriptive Results for Turnover Intention

Turnover Intention	M	SD	Interpretation	Rank
Recently, I often think of changing my current job.	2.94	1.32	Average	3
I often think about quitting.	3.05	1.34	Average	2
I will probably look for a new job in the next year.	3.18	1.39	Average	1
Total Average	3.06	1.30	Average	

N=175, low=1-2.33, average=2.34-3.66, high=3.67-5.00

Correlation among Study Variables

The results show significant correlations between the study variables. Organizational Citizenship Behavior (OCB) was negatively correlated with both Job Burnout ($r = -0.485$, $p < 0.001$) and Turnover Intention ($r = -0.476$, $p < 0.001$). This indicates that higher levels of OCB are associated with lower levels of job burnout and turnover intention. In other words, employees who engage in more positive organizational behaviors tend to experience less burnout and are less likely to consider leaving their jobs.

Moreover, Job Burnout and Turnover Intention were strongly positively correlated ($r = 0.835$, $p < 0.001$), suggesting that employees who experience higher levels of burnout are more likely to have a stronger intention to leave their job.

Overall, these findings highlight that enhancing OCB may help reduce both burnout and turnover intention, highlighting the importance of fostering a positive work environment and supporting employee well-being.

Table 6

Spearman Correlation Coefficients of the Study Variables

Study Variables	(1)	(2)	(3)
(1) Organizational Citizenship Behavior			
(2) Job Burnout	-0.485***		
(3) Turnover Intention	-0.476***	0.835***	

*Note: *** Correlation is significant at the 0.001 level.*

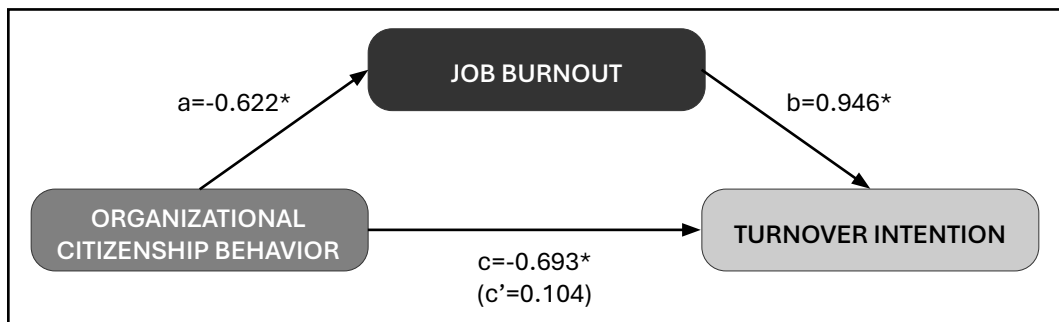
Mediation of Job Burnout between Organizational Citizenship Behavior and Turnover Intention

Mediation analysis was conducted using the JAMOVl Med-Mod module to examine the mediating role of job burnout in the relationship between organizational citizenship behavior (OCB) and turnover intention. The results revealed a significant total effect of OCB on turnover intention ($\beta = -0.693$, $p < 0.001$), indicating that higher OCB is associated with lower turnover intention. Furthermore, a significant negative indirect effect of OCB on turnover intention was observed through the pathway of job burnout ($\beta = -0.588$, $p < 0.001$), suggesting that OCB reduces turnover intention by mitigating job burnout. However, the analysis showed no significant direct effect of OCB on turnover intention when job burnout was accounted for ($c' = -0.104$, $p = 0.097$).

These findings suggest that job burnout fully mediates the relationship between OCB and turnover intention, as the direct effect of OCB on turnover intention becomes non-significant when job burnout is included in the model.

Figure 1

Mediation of Organizational Commitment between Job Burnout between Organizational Citizenship Behavior, and Turnover Intention



$ab = -0.588$, 95% C (-.740 - -0.436)

Note: *significant at 0.05 level

DISCUSSION

Before exploring the relationship between Organizational Citizenship Behavior (OCB), burnout, and turnover intention, it's important to note that respondents generally show moderate levels of OCB. Many actively contribute to a positive work environment by being considerate of coworkers and preventing conflicts. While the study focused on the overall OCB score, it's interesting to highlight that respondents scored high in Courtesy—being thoughtful and proactive in maintaining good relationships—but were less engaged in Civic

Virtue, such as participating in voluntary activities or supporting broader organizational goals. This result aligns with the findings of Wang et al. (2013), who similarly observed variations in OCB dimensions among Chinese employees.

Respondents also reported moderate levels of burnout, particularly in areas related to feelings of personal accomplishment and efficacy, suggesting that some may feel undervalued or ineffective in their roles. Turnover intention was also moderate, with respondents occasionally consider leaving or seeking new opportunities. These findings align with Tocle's (2021) study on call center agents in Metro Manila, which similarly observed this turnover intention pattern.

With regard to the relationship among the variables, this study revealed that organizational citizenship behavior (OCB) was significantly related to both job burnout and turnover intention. Specifically, OCB is negatively related to both job burnout and turnover intention, indicating that higher OCB is linked to lower levels of burnout and reduced likelihood of leaving the organization. In contrast, job burnout and turnover intention were positively related, meaning that as job burnout increases, turnover intention also increases.

These results are consistent with previous studies. For instance, Kumar et al. (2016) found that OCB contributes to better psychological health, indirectly reducing the burnout levels of individuals. This suggests that when employees engage in OCB, they experience low stress and burnout, fostering a healthier work environment. Additionally, the work of Inandi and Buyukozkan (2013) supports this view, showing a negative relationship between OCB and job burnout. They stated that employees who exhibit higher levels of OCB tend to experience lower levels of burnout, suggesting that prosocial behaviors in the workplace can serve as a buffer against the negative effects of stress. This was also substantiated by the research of Firth et al. (2004), who found that OCB helps create a supportive climate within organizations. Such a climate, where employees feel valued and supported, can significantly reduce burnout levels. This highlights the importance of fostering an organizational culture that promotes OCB as a means of reducing burnout.

Moreover, other researchers have focused on how employees' perception of their helping behavior can reduce negative outcomes such as burnout. Grant and Sonnentag (2010) suggest that employees who perceive their actions as contributing to the well-being of others are less likely to experience burnout. However, not all studies support the idea that OCB universally leads to reduced burnout. Research by Bolino et al. (2013) presents a different perspective, suggesting that OCB can sometimes result in negative outcomes such as role overload, increased stress, and burnout. They argue that when employees constantly engage in pro-social behaviors, it can create a feeling of being overextended and overwhelmed. This can leave employees struggling to meet all their obligations, both within their official

job duties and beyond. Over time, this continuous engagement in OCB, especially without enough support or recognition, can lead to increased burnout.

Given these conflicting results, it is crucial to conduct further studies to better understand the relationship between OCB and burnout. While much of the existing research has focused on how burnout affects OCB, fewer studies have explored how OCB itself might influence burnout. This gap in the literature calls for more research to clarify the conditions under which OCB may either alleviate or exacerbate burnout, as well as to identify the factors that mediate or moderate this relationship.

Furthermore, organizational citizenship behavior (OCB) was found to have a negative effect on employee turnover. This suggests that employees exhibiting lower levels of OCB are more likely to leave the organization compared to those who demonstrate higher levels of OCB (Becton et al., 2017). This finding aligns with the research of Worku and Debela (2024), who proposed that understanding and promoting OCB can lead to better workplace behaviors, which in turn influence lower turnover rates, reduced absenteeism, and higher workplace trust. These results are also consistent with Coyne & Ong (2007) and Manoppo (2020), who found an inverse relationship between OCB and turnover intention. This means that employees who engage in OCB tend to feel more connected to their colleagues and the organization, which enhances their overall work experience and reduces their likelihood of leaving. This suggests that creating an environment where employees feel valued and supported through OCB could be key in reducing turnover intentions.

In contrast, burnout dimensions such as emotional exhaustion, depersonalization, and reduced personal accomplishment have consistently been shown to contribute to higher turnover intention (Choi, 2012; Montalbo, 2016; Adiguna & Suwandana, 2023; Chen et al., 2019; Zeng et al., 2023). High levels of burnout can leave employees feeling drained, detached from their work, and emotionally distant from colleagues and the organization, increasing their likelihood of seeking relief by exiting their roles. Specifically, emotional exhaustion and depersonalization are key predictors of turnover intention (Dall' Ora et al., 2015). Addressing burnout proactively is therefore crucial for improving employee well-being and retention. Organizations can achieve this by recognizing the early signs of burnout and implementing strategies such as providing mental health resources, fostering a supportive work environment, and promoting a healthy work-life balance. Conversely, lower levels of burnout are associated with a decreased desire to leave the organization, further emphasizing the importance of mitigating burnout to retain valuable employees.

Regarding mediation, this study found that job burnout fully mediates the relationship between organizational citizenship behavior (OCB) and turnover intention. This means that OCB influences turnover intention indirectly through its impact on job burnout. Specifically,

when employees engage in higher levels of OCB, it is likely to reduce their experience of job burnout, which, in turn, lowers their intention to leave the organization. The relationship between OCB and turnover intention through job burnout highlights the importance of fostering positive workplace behaviors that can alleviate stress and enhance job satisfaction.

These findings are consistent with the work of Podsakoff et al. (2009), who explored the effects of OCB on both individuals and organizations. They found that OCB is associated with positive outcomes, such as higher job satisfaction and reduced job burnout, which ultimately benefit both the employee and the organization. Employees who frequently engage in OCB, such as helping colleagues, volunteering for additional tasks, or contributing to a positive work environment, may experience lower levels of exhaustion and stress. This is because OCB fosters positive social interactions, increases feelings of support among colleagues, and contributes to a sense of belonging within the organization.

By creating a more supportive work atmosphere, OCB helps employees cope with the demands of their roles, reducing feelings of burnout and emotional strain. This suggests that the presence of OCB can play a crucial role in improving overall employee well-being. When employees feel supported and valued, they are more likely to experience job satisfaction and less likely to experience the emotional exhaustion and depersonalization that often lead to turnover. Consequently, employees who engage in OCB are more likely to stay with the organization, as their positive work environment helps buffer them from the negative effects of stress and burnout.

CONCLUSION

This research showed that job burnout fully mediates the relationship between organizational citizenship behavior (OCB) and turnover intention. Essentially, higher levels of OCB help reduce burnout, and when burnout is lower, employees are less likely to leave their jobs. However, OCB doesn't directly reduce turnover intention; rather, it works indirectly by alleviating burnout, which then reduces the desire to quit. Employees who engage in pro-social behaviors tend to feel less stress and exhaustion, and when they experience less burnout, they're less inclined to leave their positions. This highlights how OCB can play a key role in creating a more sustainable and positive work environment.

For organizations aiming to reduce turnover, fostering OCB can be a highly effective strategy. Encouraging employees to engage in pro-social behaviors not only reduces burnout but also lowers turnover intention. This shows how important it is to create a work environment that nurtures OCB, as it helps employees feel more connected to their organization and more likely to stay long-term. When employees feel valued and supported, they're more likely to remain committed to their roles and the organization.

To put these findings into practice, organizations should consider developing programs that promote OCB and help employees understand the value of these behaviors. Recognizing and rewarding employees who demonstrate positive behaviors can also go a long way in reinforcing their importance. Additionally, creating policies that support a healthy work-life balance can further reduce burnout, as employees who feel balanced and supported are less likely to experience the emotional exhaustion that often leads to turnover.

In summary, promoting OCB in an organization isn't just about encouraging positive behaviors; it's an effective way to reduce burnout and turnover intention. By creating a supportive and balanced work environment, organizations can improve employee well-being and overall stability. This research shows that focusing on pro-social behaviors can help create a healthier work culture, leading to higher employee retention and satisfaction. Ultimately, integrating OCB into the organization's practices helps build a more engaged, loyal, and productive workforce, contributing to long-term success.

RECOMMENDATION

For future research, it would be useful to explore other factors that might affect the relationship between OCB and turnover intention, such as work engagement, perceived organizational support, and leadership styles. These factors could provide a more detailed understanding of how the work environment influences employee retention. Additionally, examining how the impact of OCB on turnover intention differs across various industries or cultural contexts could give a broader perspective on the generalizability of these findings. This would help in understanding how OCB affects employee retention in different settings.

A longitudinal approach would also be valuable for future studies, as it could offer insights into how OCB and job burnout develop over time and their long-term effects on turnover intention. This would address the limitations of the current study's cross-sectional design and help clarify the causal relationships between these variables.

Moreover, future research could take a multidimensional approach to OCB by looking into how specific dimensions—such as altruism, conscientiousness, sportsmanship, civic virtue, and courtesy—interact with different aspects of burnout (like emotional exhaustion and depersonalization) and their unique impact on turnover intention. This would allow for a more tailored approach to addressing burnout and turnover.

Including qualitative methods, such as interviews or focus groups, could also provide a deeper understanding of call center agents' personal experiences and perceptions related to OCB, burnout, and turnover intention. These insights would complement the quantitative findings and help industry practitioners develop more effective strategies for improving

employee well-being and retention. By taking a more comprehensive approach, future studies can guide organizations in creating better support systems that ultimately help reduce burnout and improve retention.

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ABOUT THE AUTHOR

Mr. Redmund Joseph D. Tocle is a member of the research faculty at Far Eastern University Department of Communication. Redmund started his academic journey at the Polytechnic University of the Philippines, where he earned his Bachelor's degree in Communication Research. He then pursued a Master's Degree in Behavioral Sciences, major in Organizational and Social Systems Development, at De La Salle University.

With over seven years of experience as a social media researcher, Redmund has developed an understanding of digital communication dynamics and their impact on modern organizational practices. His scholarly contributions include a publication in the West Visayas State University Journal titled "The Mediating Role of Organizational Commitment Between Transformational Leadership, Job Satisfaction, and Turnover Intention among Call Center Agents in Metro Manila."

Redmund's research work primarily focuses on the interactions within organizational settings and how they influence employee behavior and corporate management practices.