

The influence of job burnout on organizational citizenship behavior of employees in hotels

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Abstract

Hospitality market is faced by strong challenges and competition. Therefore, hotel employees always face fierce stress that may hinder their organizational citizenship behavior and increase the rate of their turnover. So, this paper examines the effect of job burnout on organizational citizenship behavior (OCB).

A questionnaire form used for this purpose included eight dimensions, named emotional exhaustion; depersonalization; personal accomplishment; altruism; conscientiousness; courtesy; civic virtue; sportsmanship for measuring the relationship between the two variables. A Mann-Whitney U test, a Kruskal-Wallis test, as well as the linear regression analysis were used to analyze the 360 questionnaire forms collected from five star hotels employees. It has been found that Emotional exhaustion, Depersonalization, and Personal accomplishment had significant effects on citizenship behavior. The results suggested that a variety of efforts to assist employees in family concerns, legal issues, financial matters and health maintenance (which is called employee assistance programs) should be employed.

Keywords: organizational citizenship behavior; job burnout; Emotional exhaustion; Depersonalization; Personal accomplishment.

Introduction

Hospitality industry workers are always under continual stress for the need to compete for the rapid changes in the hospitality market. Hotel workers not only must complete their job, but also act beyond their own obligations. So one of the important studied phenomena in organizational psychology research to date is how employees react and respond toward their work demands.

Several researchers (e.g. Kuruu`zu`m et al., 2008; Allan and Dogan, 2016) have identified the antecedents and consequences of burnout. Examples of antecedents that help to raise burnout include diminished job performance, absenteeism, marital and familial disharmony; diminished self-esteem, difficulties in concentration, social isolation, adverse physical symptoms, alcohol and drug abuse, psychological disorders, desire to leave a job, depression, anger and apathy, etc. (Chang et al., 2000; Burke and Greenglass, 2001). Burnout consequences include role conflict, role increased ambiguity, workload (Sari and Diane, 2016).

In addition, other researchers (e.g. Yijing et al., 2016; Szu et al., 2016; Sow and Ho, 2017) have identified the benefits of OCB. Examples of these benefits that help organization success include improving customer satisfaction, empowering the hotel to adapt more effectively to environmental changes and political life, supporting the hotels' ability to attract and maintain the best workers, continuing committed to it even under difficult circumstances and external threats.

Literature review

Burnout definitions

Burnout is one of the most important dimensions of employees' well-being (Mustafa and Tugba, 2016), it happens when employees experience gradual loss of caring about the people they work with and the job in general (Sari and Diane, 2016). Basically, burnout is a mismatch between what an employee wants to do and what that an employee must do; in other words, burnout arises when there is a significant disharmony between the nature of a person's job and the nature of the person doing the job (Maslach and Leiter, 2005).

Job burnout refers to "a psychological weakness including failure, wearing-out, exhaustion, loss of creativity, and reduced organizational commitment (Halbesleben, 2008). It also refers to physical health problems, including anxiety, depression, sleep disturbance, memory impairment, and neck pain (Mehmet et al., 2016). Burnout is usually caused by a state of chronic and uncontrolled stress resulting from the inability to cope up with stress properly and also as an outcome that results in decreased leisure time" (Sabine, 2017).

Burnout dimensions

There are many studies that classified the burnout into a number of dimensions (Hatinen et al., 2009; Lee and Ok, 2012; Tulay et al., 2017), they classify job burnout into three dimensions as follows exhaustion, cynicism and inefficacy.

Emotional exhaustion (exhaustion) comes in the core of job burnout dimensions. It refers to lack of energy and feeling emotionally drained, fatigued, and taxed or "used up" from the job (Cordes and Dougherty, 1993). It happens due to weakening of physical, psychological and emotional resources of individuals in dealing with work demands making them unable to provide previous levels of work performance (Murray and Gibbons, 2007).

The second dimension of burnout is depersonalisation (cynicism) which is characterized by negative and cynical attitudes and behaviors towards customers, frustration, loss of idealism, withdrawal from the different aspects of the job (Maslach and Jackson, 1986). It is caused by many factors such as work stress, excessive interpersonal interaction, excessive workload, and the nature of job responsibilities (Patton and Goddard, 2003).

Reduced personal accomplishment (inefficacy) refers to individuals' lack of achievement, skill, sufficiency at work and the feelings of not being effective in interactions with coworkers and clients (Maslach and Leiter, 2005). Reasons of Inefficacy may due to low morale, lack of worth, inability to

cope, failure to produce results, lack of recognition and positive feedback, unrealistic expectations at work and poor management quality (Zopiatis and Constanti, 2005).

Organizational citizenship behavior (OCB) definitions

Organizational citizenship behavior is precisely the types of behavior and a human conduct of voluntary action showed by employee in achieving organization goals (Isabel et al., 2016). Therefore, it contributes to organizational effectiveness by maintaining and enhancing the organization's social and psychological environment (Obembe, 2013; Jennifer and Julian, 2017).

Employees can largely contribute to the success of their own organization when they behave as good organizational citizens. Employees who act OCBs are often referred to as good soldiers who are willing to accept changes and find resolutions to problems in a constructive way that benefits the whole organization (Jennifer and Julian, 2017). They put extra effort into their work, help colleagues, and diligently seek better ways to do their work which are generally not associated with monetary payment for the work undertaken (Jonas et al., 2016). In addition, OCBs positively influence job performance and efficiency, customer satisfaction, financial performance, and revenue growth through increasing coworker or managerial productivity and coordinating activities within work groups (Thomas et al., 2016 ;Yucheng et al., 2017 ; Anna et al., 2017).

Organizational citizenship behavior (OCB) dimensions

Many researches divided organizational citizenship behavior into a various dimensions (Siripapun, 2016; Wen-Jung, 2016 ; Ali and Cem , 2017). These dimensions are as follows civic virtue , conscientiousness , altruism , sportsmanship and courtesy.

One of the OCB behaviors is civic virtue; the employees who have such behavior are usually involved in a number of activities in their own organization such as social activities, professional nature, attending meetings and the political process of the organization (Zellers et al., 2002).

Another OCB behavior is conscientiousness; it is discretionary behavior of an employee that the organization desires such as cooperation, compliance with organizational rules and regulations (Akinbode, 2011).

Moreover, altruism represents another important dimension of OCB, it is a moral attitude or an optional behavior or taking the initiative to help co-workers or someone in a face-to-face situation or in performance related to their duties (Smith et al., 1983). For examples, helping co-worker with a heavy workload, to complete their duties and increase their effectiveness in the organization (organ, 1988).

Sportsmanship; it is considered as a vital dimension of OCB. It denotes the behavior of an employee that enables him to tolerate grievances and obeying organizational regulations. It also enables the employees face inevitable disturbances and working extortions that may occur in an organization without complaining and doing so with a positive attitude.

Lastly, courtesy the fifth dimension is seen as another important dimension of the OCB behavior. It refers to gestures or discretionary behaviors aiming at preventing future problems adversely affecting in the organization. It also indicates how one's actions affect others (Markoczy et al., 2009).

Other studies classified the OCB into two main dimensions, namely OCBs-organization (OCB-O) and OCBs-individual (OCB-I) (Raub, 2008 ; Kumju and Myeonggil, 2017).

OCB-O refers to positive behaviors and an attitude that helps and directly improves the organization. It involves conscientiousness, civic virtue, and sportsmanship. OCB-O advantages are positive talking about the association to customers and any foreign people ; keeping up with changes in the association, and providing with a new propositions for the establishment's enhancement (Podsakoff et al., 1997).

On the other hand, OCB-I denotes positive behaviors and an attitude targeted at individuals, contributes to the benefit of the association indirectly. It includes altruism and courtesy. OCB-I advantages are assisting co-worker with his or her workload; assisting co-worker with his or her workload (Anderson and Agarwal, 2010).

Thus, the study aims to examine the influence of job burnout dimensions on organizational citizenship behavior dimensions in the hotels. Based on the reviewed literature, the following research framework is needed to be investigated. The following hypotheses can be concluded.

H1: There is a relationship among demographics elements with regard to job burnout dimensions.

H2: There is a relationship among demographics elements with regard to OCB dimensions.

H3: There is a relationship among job burnout dimensions and OCB dimensions.

H4: There is a relationship among Emotional exhaustion and OCB dimensions.

H5: There is a relationship among Depersonalisation and OCB dimensions.

H6: There is a relationship among reduced Personal accomplishment and OCB dimensions.

Methodology

Measurement and Instrument

A questionnaire of two main parts was designed, the first part contained five sections; altruism (5 items), conscientiousness (3 items), courtesy (4 items) , civic virtue (4 items) and sportsmanship (5 items) for measuring organizational citizenship behavior (Podsakoff et al., 1997). The second part contained three sections; depersonalization (4 items), personal accomplishment (6 items) and emotional exhaustion (7 items) to measure job burnout (Maslach and Jackson, 1986). A 5 point likert scale was used where by 1 refers to completely disagree while 5 refers to completely agree.

Population and sample

A total of 600 questionnaire forms were randomly distributed among all five-star hotels in Sharm ElShiekh, but only 10 hotels that represents about 30.3% accepted to do that. Only 360 complete questionnaires were received, representing a response rate of 60 percent. The questionnaire forms were distributed and collected by hand to the investigated sample of employees during the period from 7-2017 to 9-2017.

Reliability and validity

Consideration and necessary adjustments made to pre-tested the questionnaire on two occasions by handing it out to human resources specialists and professor of human resources. Based on those responses, we made necessary improvements were made and some mistakes were corrected.

According to Nunnally and Bernstein, (1994) Values exceeding 0.70 is considered as an acceptable reliability. Hence, 0, 9 can be accepted to consider the instrument reliable.

Data analysis

The Statistical Package for Social Sciences (SPSS) for Windows v.16.0 was used to analyze the data descriptively. Descriptive statistics were employed to identify how far job burnout dimensions affect citizenship behavior of hotel employees. In addition, Mann-Whitney and Kruskal-Wallis tests were used at a significance level of 5% to examine the differences among respondents with regard to the other variables. A regression analysis was used to analyze the data.

Results and Discussion

Demographics section involved gender, age, position, and educational level. Among the 360 hotel employees, 75.5% of them were male and 25.5% were female. About 72% of hotel employees were aged between 18 and 35, while approximately 28% of them were aged between 36 and 57. Also, hotel employees represent different educational level (88% University, 10.5% high school, and 1.5 % post graduate) where; 35.5% of employees were in the housekeeping department, 55.5% were in the food and beverage department, and finally 9 % in the front office department.

Table 1: Cronbach's alpha, means and Standard deviation of questionnaire items

Organizational citizenship behavior dimensions		Cronbach's alpha	Mean	Std. deviation
Altruism		.904	2.3	.37296
Al ₁	Helps others who have heavy workloads	.904	1.3	.23309
Al ₂	Helps others who have been absent	.904	2.1	.32826
Al ₃	Willingly helps others who have work related problems	.904	2.8	.49857
Al ₄	Helps orient new people even though it is not required	.904	2.8	.50346
Al ₅	Is always ready to lend a helping hand to those around him/her	.904	1.7	.30143
Courtesy		.900	2.9	.53322
C ₁	Takes steps to prevent problems with other workers	.904	1.3	.24309
C ₂	Is mindful of how his/her behavior affects other people's jobs	.904	3	.44887
C ₃	Does not abuse the rights of others	.904	4.5	.87121
C ₄	Tries to avoid creating problems for coworkers	.904	4.6	.79857
C ₅	Considers the impact of his/her actions on coworkers	.887	1.3	.30439
Civic virtue		.895	1.8	.26152
CV ₁	Attends meeting that are not mandatory, but are considered important	.904	1.1	.22826
CV ₂	Attends functions that are not required, but help the company image	.904	1.3	.20439
CV ₃	Keeps abreast of changes in the organization	.887	3	.32887
CV ₄	Reads and keeps up with organization announcements, memos, and so on	.887	1.8	.28459
Sportsmanship		.903	2.2	.37567
SP ₁	Consumes a lot of time complaining about trivial matters	.904	1.3	.22132
Cont. table (1)				
SP ₂	Always focuses on what's wrong, rather than the positive side	.904	1.3	.20031
SP ₃	Tends to make "mountains out of molehills"	.904	2.4	.38759
SP ₄	Always find fault with what the organization is doing	.902	2.8	.48859
SP ₅	Is the classic "squeaky wheel" that always needs greasing	.902	3	.58055
Conscientiousness		.904	4.1	.91581
Con ₁	Obeys company rules and regulations even when no one is watching.	.904	3	.78029
Con ₂	I am one of my most conscientious employees.	.904	4.8	.98829
Con ₃	Believes in giving an honest day's work for an honest day's pay.	.904	4.6	.97866
Burnout dimensions				
Emotional exhaustion		.894	4.1	.94996
Em ₁	I feel emotionally drained from my work.	.904	4.4	.97862
Em ₂	I feel used up at the end of the workday.	.904	4.6	.95713
Em ₃	I feel fatigued when I get up in the morning and have to face another day on the job.	.904	4	.90220
Em ₄	I feel burned out from my work.	.887	4.5	.97121
Em ₅	I feel I'm working too hard on my job.	.887	3.8	.95400
Em ₆	I feel frustrated by my job.	.887	3	.93823
Em ₇	I feel like I'm at the end of my rope.	.887	4.2	.94833
Depersonalization		.904	3.8	.82016
Dep ₁	I feel that I treat some customers as if they were impersonal objects.	.904	3.3	.74309
Dep ₂	I've become more callous toward people since I took this job.	.904	3.8	.80346
Dep ₃	I worry that this job is hardening me emotionally.	.904	4.4	.96291
Dep ₄	I don't really care about what happens to some customers.	.904	3.5	.77121
Personal accomplishment		.898	2.3	.41093
Per ₁	I can easily understand how my customers feel about things	.904	2.1	.32826
Per ₂	I deal very effectively with the problems of my customers.	.904	1.3	.34309
Per ₃	I feel I'm positively influencing the lives of others through my work.	.902	3	.77121
Per ₄	I can easily create a relaxed atmosphere with my customers.	.904	2.5	.47524
Per ₅	I have accomplished many worthwhile things in my job.	.887	2	.17781
Per ₆	In my work, I deal with emotional problems very calmly.	.887	3	.37002

Table (1) shows that OCB dimensions represent Altruism, Courtesy, and Civic virtue with a mean of 2.3, 2.9, and 1.8 respectively while Sportsmanship and Conscientiousness are represented with a mean of 2.2 and 4.1. Also the results clarified that burnout dimensions being Emotional exhaustion, Depersonalization, and reduced Personal accomplishment have a mean of 4.1, 3.8 and 2.3. This explains that the job burnout dimensions negatively affect OCB dimensions. These result agrees with Liang (2012).

Also, the results in table (1) clearly state that Altruism dimension AL₃, AL₄ shows the highest mean 2.8, while AL₁, AL₂ and AL₅ have reported 1.3, 2.1 and 1.7. From these findings we can conclude that burnout dimensions negatively affect Altruism. Depersonalization, Personal accomplishment and Emotional exhaustion have a negative effect on Altruism of employees of the hotel, thus confirming results of yucel (2008).

From the same table, it could be noticed that the dimension of civic virtue the CV₃ represents the highest mean 3, while CV₁, CV₂ and CV₄ have reported 1.1, 1.3 and 1.8. We can find that job burnout dimensions of Emotional exhaustion and Personal accomplishment have a negative effect on civic virtue, thus supporting Stephanie et.al, (2010) results.

Again, from the tabulated data it can be seen that Sportsmanship SP₁, SP₂, SP₃, SP₄ and SP₅ mean (1.3, 1.3, 2.4, 2.8, and 3 respectively) reflect the fact that job burnout have negatively influenced Sportsmanship in the work environment, Schepman and Zarate (2008) reported the results.

Furthermore, the data indicated that the two dimensions of OCB; Conscientiousness (Con₁, Con₂, and Con₃) and Courtesy (C₁, C₂, C₃, C₄, and C₅) means (3, 4.8, and 4.6), (1.3, 3, 4.5, 4.6, and 1.3 respectively), which indicate a negative influence of job burnout on the two dimensions.

As results indicated, men and women are on an equal footing concerning their OCB, which matches with Chou and Pearson (2011) research. while, disagreeing with Leslie et al., (2013) who found that females would be more likely than males to engage in OCB. On the contrary, job burnout is more influential on women than men, however Seltzer and Numerof (1988) found no significance between gender and job burnout.

In addition, it was found that senior employees are more loyal than their counterparts of young employees regarding OCB, this result agrees with NG and Feldman (2008). On the other hand, Seltzer and Numerof (1988) found that age has no effect on OCB. And also younger employees are more affected by job burnout, as also found by Maslach and Leiter (2005). On the contrary, the study of Dillon and Tanner (1995) found that age has no effect on burnout.

The educational level has a slight effect on OCB and job burnout, as earlier found Ayşe et.al, (2008). On the contrary top management has an additional advantage over subordinates relating to OCB. In other words they are less affected by job burnout.

To indicate the impact of demographics elements as independent variables on job burnout and OCB dimensions as dependent variables, a correlation was measured. The results clearly showed significant relationships among these variables. Concerning the relationships between the employees' demographics and job burnout dimensions, it was clearly noticed that gender and age achieved the highest score of correlation (R = 0.53, Sig. = 0.01) and (R = 0.43, Sig. = 0.01), whereas position got the lowest score (R = 0.33, Sig. =0.000).

Table 2: Comparing means of Job burnout and OCB regarding demographics

		Job burnout			OCB		
		mean	Std. deviation	Asymp. Sig. (2-tailed)	mean	Std. deviation	Asymp. Sig. (2-tailed)
gender	Male	3.9	.653	.53*	3.4	.458	.41*
	female	3.9	.653		3.9	.853	
Age	Younger employees	3.5	.437	.43*	3.5	.362	.33*
	Older employees	3.8	.542		3.8	.453	
position	Top management	3.5	.373	.33*	3.6	.459	.29*
	subordinate	3.3	.422		3.8	.358	
Education level	University	2.3	.343	.11	2.2	.363	.01
	High school	2.1	.503		2.3	.342	
	Post graduate	2.1	.263		2.2	.126	

*Correlation is significant at 0.01 (2-tailed).

Regarding the relationships between the employees' demographics and OCB dimensions, it was found that only three demographic elements (i.e. gender, age, and position) had a significant effect on OCB dimensions (R = 0.41, Sig. = 0.01); (R = 0.33, Sig. = 0.01); (R = 0.29, Sig. = 0.01), as presented in table (2).

Regression between employees' demographics, burnout dimensions and OCB dimensions

Regression analysis pinpointed which employees' demographics (gender, age, position and educational level) affect job burnout dimensions and OCB dimensions, (Table 3, 4) upon measuring the degree of influence of each demographic element on job burnout dimensions by the regression analysis, three items [i.e. (gender) R-square =.4, P-value=.000; (age) R-square =.34, P-value=.000; (position) R-

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square = .300, P-value=.000] were found to significantly affect the relationship between job burnout dimensions, respectively.

In addition, upon assessing the degree of influence of each demographic element on OCB dimensions, three items [i.e. (gender) R-square =.35, P-value=.000; (age) R-square =.30, P-value=.000; (position) R-square =.22, P-value=.000] were found to significantly affect OCB dimensions, respectively.

Table 3: Demographic elements influencing burnout dimensions

*Gender	Un-standardized Coefficients			Sig.	Model Statistics
	B	Std. Error	Sig.		
Constant	.032	.001	.000	<i>F: 6.5321</i> <i>R2: 0.400</i>	
OCB dimensions	0.456	.014	.000		
**Age	B	Std. Error	Sig.	Model Statistics	
Constant	.026	.005	.000	<i>F: 5.1623</i> <i>R2: 0.34</i>	
OCB dimensions	.013	.007	.000		
***Position	B	Std. Error	Sig.	Model Statistics	
Constant	.435	.101	.000	<i>F: 15.3402</i> <i>R2: 0.300</i>	
OCB dimensions	.062	.007	.000		

*Regression equation can be formed as gender = .032 + 0.456 burnout dimensions

**Regression equation can be formed as age = .026 + .013 burnout dimensions

***Regression equation can be formed as position = .435 + .062 burnout

Table 4: Demographic elements influencing OCB dimensions

*Gender	Un-standardized Coefficients			Sig.	Model Statistics
	B	Std. Error	Sig.		
Constant	.022	.001	.000	<i>F: 3.1011</i> <i>R2: 0.350</i>	
OCB dimensions	0.06	.0004	.000		
**Age	B	Std. Error	Sig.	Model Statistics	
Constant	.014	.001	.000	<i>F: 6.9065</i> <i>R2: 0.300</i>	
OCB dimensions	.011	.003	.000		
***Position	B	Std. Error	Sig.	Model Statistics	
Constant	.320	.098	.000	<i>F: 12.3002</i> <i>R2: 0.220</i>	
OCB dimensions	.066	.0002	.000		

*Regression equation can be formed as gender = .022 + 0.06 OCB dimensions.

**Regression equation can be formed as age = .014 + .011 OCB dimensions.

***Regression equation can be formed as position = .320 + .066 OCB dimensions.

Relationship between burnout dimensions and OCB dimensions

The relationship between job burnout dimensions as independent variables and OCB dimensions as dependent variables, Table (5) indicated significant relationships among all these variables; positive relationship between job burnout dimensions and organizational citizenship behavior (R = 0.604, Sig. =0.004) which means that if job burnout increases, OCB decreases, This finding can agree with that of Cropanzano et al., (2003).

Furthermore, it was clearly noticed that Emotional exhaustion and Depersonalization achieved the highest score of correlation (R = 0.984, Sig. = 0.000) and (R = 0.960, Sig. = 0.000), whereas Personal accomplishment got the lowest score (R = 0.707, Sig.=0.000).

Table 5: Correlations: burnout dimensions and OCB dimensions

		burnout dimensions	OCB dimensions
burnout dimensions	Pearson correlation	1	.604
	Sig. (2-tailed)		.000
	N	360	360
OCB dimensions	Pearson correlation	.604	1
	Sig. (2-tailed)	.000	
	N	360	360
		Emotional exhaustion	OCB dimensions
Emotional exhaustion	Pearson correlation	1	.984
	Sig. (2-tailed)		.000
	N	360	360
OCB dimensions	Pearson correlation	.984	1
	Sig. (2-tailed)	.000	
	N	360	360
		Depersonalization	OCB dimensions
Depersonalization	Pearson correlation	1	.960
	Sig. (2-tailed)		.000
	N	360	360
OCB dimensions	Pearson correlation	.960	1
	Sig. (2-tailed)	.000	
	N	360	360
		Personal accomplishment	OCB dimensions
Personal accomplishment	Pearson correlation	1	.707
	Sig. (2-tailed)		.000
	N	360	360
OCB dimensions	Pearson correlation	.707	1
	Sig. (2-tailed)	.000	
	N	360	360

**Correlation is significant at 0.05 (2-tailed).

Regression between burnout dimensions and OCB dimensions

Regression analysis described which job burnout dimensions (Emotional exhaustion, Depersonalization and Personal accomplishment) affect OCB dimensions, (table 6). Assessing the degree of influence of each burnout dimension on OCB dimensions based on regression analysis, four aspects [i.e. (Emotional exhaustion) R-square =.845, P-value=.000; (Depersonalization) R-square =.744, P-value=.000; (Personal accomplishment) R-square =.702, P-value=.054; (burnout dimensions) R-square =.403, P-value=.000] were found to significantly affect OCB dimensions, respectively.

From the regression results, it could be noticed that Emotional exhaustion and Personal accomplishment had the highest impact on OCB dimensions. This finding agrees with the study of Chiu and Tsai (2006) found that Emotional exhaustion, and Personal accomplishment were the most important dimensions influencing OCB dimensions. And also with the study of Mark and Zaiton (2015) who found that Personal accomplishment was the most important dimension influencing OCB dimensions.

Table 6: burnout dimensions influencing OCB dimensions

Variables	Un-standardized Coefficients			Sig.	Model Statistics
	B	Std. Error	R-square		
* Constant	.055	.002	0.403	.000	F: 9.3303
burnout dimensions	0.286	.094		.000	
Variables	Un-standardized Coefficients			Sig.	Model Statistics
	B	Std. Error	R-square		
** Constant	.046	.009	0.845	.000	F: 14.2803
** Emotional exhaustion	.033	.007		.000	
Variables	Un-standardized Coefficients			Sig.	Model Statistics
	B	Std. Error	R-square		
*** Constant	.016	.006	0.744	.000	F: 6.64303
*** Depersonalization	.448	.050		.000	
Variables	Un-standardized Coefficients			Sig.	Model Statistics
	B	Std. Error	R-square		
**** Constant	.565	.181	0.702	.000	F: 16.4902
**** reduced Personal accomplishment	.500	.072		.000	

*Regression equation can be formed as OCB dimensions = .055+ 0.286 burnout dimensions

**Regression equation can be formed as OCB dimensions = .046 + .033 Emotional exhaustion

***Regression equation can be formed as OCB dimensions = .016+. 448 Depersonalization.

****Regression equation can be formed as OCB dimensions = .565 +. 500 Reduced Personal accomplishment.

Conclusion and recommendations

The study aims at recognizing the effect of job burnout on organizational citizenship behavior. The results have certified a positive relationship between the two variables. This study could be beneficial for hotel management as follows:

1. Hotel management can overcome work burden by raising employees' morale through many practices as recreational trips and ideal worker contest.
2. From the very beginning human resources managers must apply a recruitment policy that guarantees enthusiastic and loyal employees.
3. Work environment must be positive that encourage quality workers to stay with the hotel, the essential area of concern includes worker safety and health.
4. Communication efforts to have employees voices heard by management
5. High technology training methods are available nowadays in hotel industry, computers make it possible to provide problem solving , simulation , instruction forms and many other sophisticated tutorial methods.

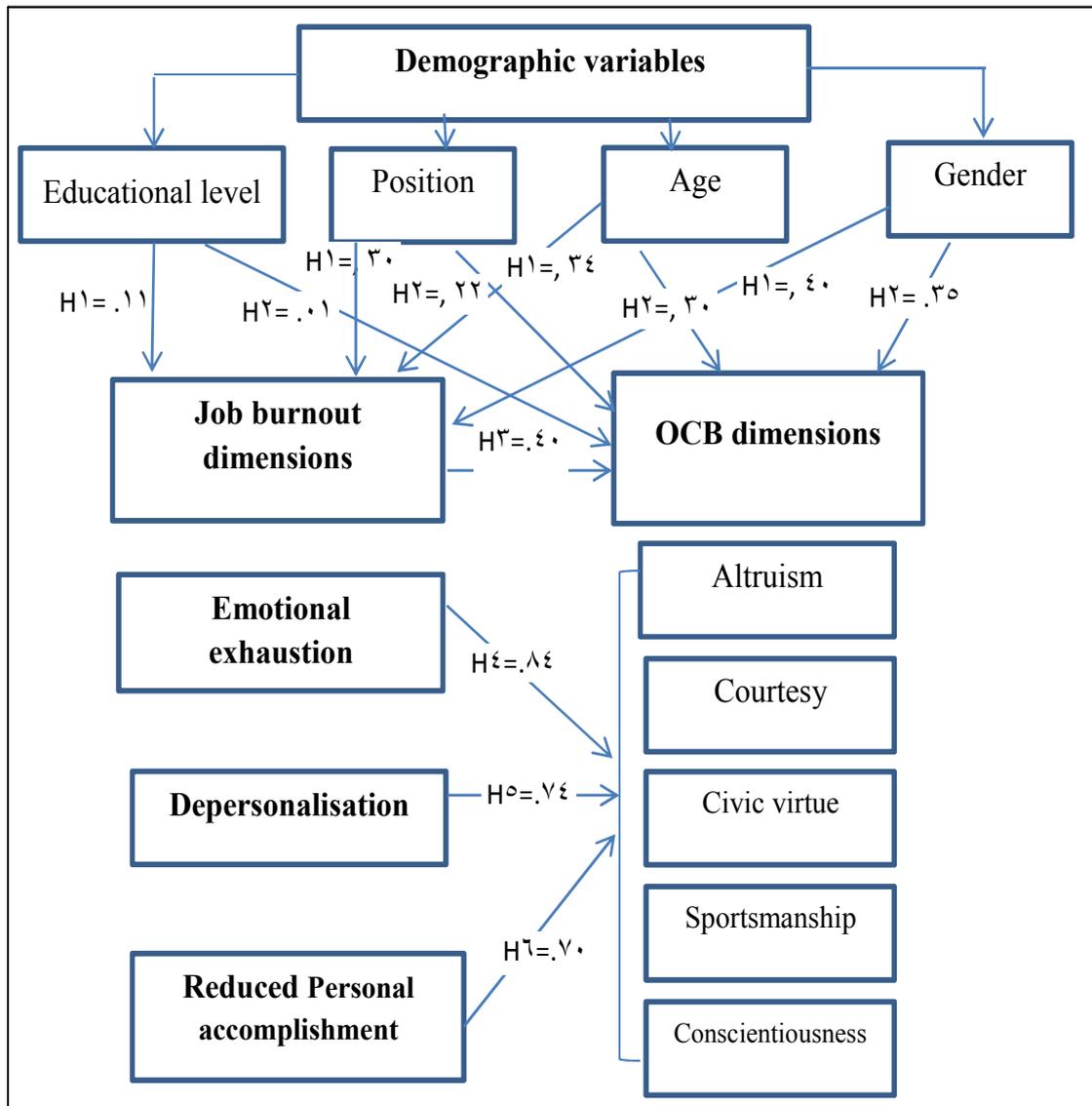


Figure 1: research framework

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تأثير الاحتراق الوظيفي في السلوك التنظيمي للعاملين بالفنادق

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نظرا لما يلعبه سلوك المواطنة التنظيمي من دور مهم في احتفاظ الفنادق بالعاملين الكفاء الذين يتميزون عن غيرهم بالولاء و الالتزام تجاه فندقهم تحت اى ظروف او أي تهديدات خارجية، كان من الضروري التعرف على أبعاد الاحتراق الوظيفي (الإجهاد المعنوي والنفسي - فقدان الحس الإنساني - انخفاض مستوى الإنجاز الشخصي) واثرتلك الأبعاد في سلوك المواطنة التنظيمي الذي يشمل الايثار - الكياسة في التعامل مع المواقف المختلفة - فضيلة التحضر - الروح الرياضية ويعني حسن قبول النتائج مهما تكن وأخيرا أعمال الضمير في العمل. ومن خلال استخدام استمارات استقصاء بلغ عددها 360 استمارة موزعة على 10 فنادق بمدينة شرم الشيخ. وتحليلها بواسطة برنامج الحزمة الاحصائية للعلوم الاجتماعية (spss)، وبتوظيف تحليل الارتباط و الانحدار، اتضح التأثير السلبي لأبعاد الاحتراق الوظيفي في سلوك المواطنة التنظيمي داخل تلك الفنادق. ومن توصيات هذه الدراسة ضرورة تطبيق برامج المساعدة للعاملين في مشكلاتهم الاسرية والقانونية والمادية والصحية وكذلك خلق بيئة عمل صحية وإيجابية لرفع الروح المعنوية والتغلب على الإجهاد المعنوي والنفسي لأنه اصعب من الإجهاد البدني وكذلك فتح قنوات اتصال بين العاملين والادارة العليا لسماع أي شكاوى تخصهم . كما يجب على الإدارة من البداية توفير سياسات من شأنها توظيف عاملين يمتازون بالقدرة على الالتزام بسياسة الفندق والولاء ، وأيضا توظيف برامج التكنولوجيا الحديثة في التدريب والارتقاء بمستوياتهم المهنية.

الكلمات الدالة: الاحتراق الوظيفي ، سلوك المواطنة التنظيمي، الإجهاد المعنوي والنفسي ، فقدان الحس الإنساني ، انخفاض مستوى الإنجاز الشخصي.