

THE RELATIONSHIP OF BURNOUT DIMENSIONS WITH ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB) AMONG BANK EMPLOYEES IN SARAWAK: MEDIATING ROLE OF FLOW EXPERIENCE

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ABSTRACT

Bank employees are constantly working in an increasingly stressful and arduous work environment. The purpose of this study is to investigate the effect of burnout dimensions on Organizational Citizenship Behavior (OCB). As bank employees are requested to work overtime and are often overloaded with seemingly endless yet demanding tasks, the situation would contribute to the burnout dimensions, namely exhaustion and disengagement experience. Furthermore, this situation may exert adverse impact on employee OCB. A primary survey of 298 bank employees in Kuching, Malaysia indicated that there are mediating effects between burnout dimensions and OCB. The study's findings can be utilized by organizations to develop effective strategies to minimize exhaustion and disengagement while enhancing flow phenomena toward favorable OCB experiences in the organization.

Keywords: Exhaustion; Disengagement; Flow; Organizational Citizenship Behavior (OCB); Bank.

1. INTRODUCTION

Bank employees are obligated to maintain excellent work performance standards, due to the fact that work in the banking industry demands full attention and caution to ensure the accuracy of the transactions (Hooi & Ali, 2017), which will lead to tension or pressure (Ling, Bahron & Boroh, 2014). Over the past few decades, there has been arising attention being paid to job burnout and Organizational Citizenship Behavior (OCB) among employees. Job burnout is one of the major corporate world issues which have become the focus of researchers. Burnout is a psychological condition where people experience emotional exhaustion, a lack of personal accomplishment, and a tendency to depersonalize others (Talachi & Gorji, 2013). Generally speaking, increased workload, lack of motivation and social support, low predictability, conflict, and ambiguity in the workplace would lead to burnout (Gorgievski & Hobfoll, 2008; Demerouti, Mostert & Bakker, 2010). The competition in banking sector is getting more intense due to the privatization of banks and the sprouting of new local and foreign banks.

The interception of flow experience between burnout would lead to OCB. The experience of OCB will aggregate to organizational effectiveness and efficiencies through its linkages with

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