

The Impact of Structural Empowerment on Organizational Citizenship Behavior-Organization and Job Performance: A Mediating Role of Burnout

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Abstract: *The banking sector employees are usually exposed to potential job burnout which impacts their employee performance. This study examined the impact of structural empowerment on organizational citizenship behavior-organization (henceforth, OCBO) and job performance and further examined the mediating effect of job burnout in the relationships of structural empowerment, OCBO and job performance. In this study, data from 282 employees was taken from four banks: both public and private sectors. Two stage sampling technique was carried out to collect data. In the first stage probability cluster sampling and in the second stage convenience sampling was used. Different data analysis techniques like correlation, regression analysis, were used to test the four hypotheses of the study. Findings show that there are strong positive relationships of structural empowerment with OCBO and job performance. It has also proved that job burnout strongly mediates the relationship of structural empowerment and organizational citizenship-behavior (OCBO) and weakly mediates the relationship between structural empowerment and job performance. The findings would help the HR executives of the organizations to formulate future development to combat the burnout and ensure effective overall performance of employees through structurally empowering them.*

Keywords: Structural empowerment, organizational citizenship behavior- organization, job performance, job burnout.

Introduction

Organizations today are facing frequent developments and technological changes that need to be adopted with financial and human resource capital. The employees have to be assigned more work than their prescribed job description. Therefore, concepts of job performance and organizational citizenship behavior-organization (henceforth, OCBO) are of utmost important and organizations are encouraged to structurally empower their employees so that a sense of worth could be created in all employees. In such a scenario, where employees are propelled to inculcate more effort than their job description requires, job burnout often occurs which in turn affects the overall job performance of an employee.

Job burnout is a universal element and individuals doing jobs in varied occupations experience it. Bankers, especially experience a great deal of job burnout due to its strong positive relation with many antecedents of stress (Allam & Habtemariam, n.d.). Job burnout contributes to decrease in organizational output, individual's job performance, staff switching cost, quality of work, and less attendance due to health problems like headache, backache, depression, anxiety, psychological issues and some other diseases of complex nature (Cooper, Dewe, & O'Driscoll, 2001). The element of

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job burnout prominently exists among the employees of corporate world especially, banks (Kakkos & Trivellas, 2011). In today's world the main concern of banks is to boost their financial position which demands fulfillment of heavy official obligations even more than the assigned tasks hence resulting in job burnout. The job burnout reduces job performance and also affects the behavior of employees with respect to OCBO.

It is of importance to study these variables in organizational perspective. Therefore, in this study, researcher has investigated the impact of structural empowerment on OCBO and job performance; and also the mediating role of job burnout in these relationships in banking sector of Lahore, Pakistan.

This study answers the questions:

1. To what extent can we predict OCBO and job performance through structural empowerment?
2. Does job burnout mediate the relationship between structural empowerment and OCBO and job performance?

The findings of the study would help the HR executives of the organizations to formulate future development plans to combat the job burnout and ensure effective overall job performance of employees through structurally empowering them.

Theoretical Background and Hypotheses

Structural Empowerment

The structural empowerment concept derives from the Theory of Power Kanter. According to Kanter (1985) formal and informal formations are two sources of structural empowerment. The main dimensions of the formal power are job discretion, gratitude and relevance with the targets of the organization. The dimension of job discretion permits flexibility, adaptation and creativity in work. The dimension of recognition imitates visibility of workers accomplishments amongst colleagues and supervisors. Lastly, relevance to the job refers to the duties and accomplishments of strategic plans and goals of the organizations. The other key systemic structure of the workplace empowerment is informal power that comes out from employees' relationships building and alliance within the organization and outside. Structural empowerment is a key factor of administrative and organizational efficacy and seems essential for both the levels; individual as well as organizational (Conger & Kanungo, 1988).

One major outcome of structurally empowering employees is the detection of prerequisites which encourage and facilitate the efforts pertaining to the workplace empowerment; these are also known as antecedents of structural empowerment (Kanter, 1985) like (i) *information and communication resources*; meaning thereby, organizations must provide timely and smooth information through different devices, to maximum employees in order to help them accomplish tasks (ii) *incentives and rewards*, refers to the provision of job performance based rewards to the employees (iii) *autonomy* means one may be empowered to take decisions without approval from others (iv) *skills and knowledge* refer to the employees being equipped with full knowledge and skills about their job (v) *self-esteem* includes general sentiments about self- worth as employees having high self-esteem participate more in the workplace as compared to employees with low self-esteem (Kanter, 1985).

Organizational Citizenship Behavior-Organization

OCBO is an individual act that is optional, and directly not rewarded by organizations (Organ, 1988). Organ, Podsakoff, and MacKenzie (2005) conceptualization of organizational citizenship

behavior (OCB) is comprised of five aspects: altruism, courtesy, conscientiousness, sportsmanship and civic virtue. Altruism covers willingly help co-workers with job-related issues like grave workload. Courtesy includes such actions that include cooperating with co-workers to prevent a problem like serving an advance meeting notice. Conscientiousness is above the requisite attendance level, punctuality, avoiding undue breaks to conserve resources and complying firm's rules of business even in the absence of everybody. Sportsmanship includes sacrifice of individual's own interest and observing positive approach while facing difficulties from colleagues. Civic virtue means positive sharing in organization's political process, such as making briefs and proposals for betterment during a meeting.

There are two dimensions to conceptualize organizational citizenship behavior (OCB) comprising of OCB-Organization (OCBO) and OCB-Individual (OCBI) that classified organizational citizenship behavior (OCB) as the target of behavior instead of type of behavior, as in preceding conceptualizations of the construct (Williams & Anderson, 1991). The OCBO behaviors provide advantages to the organization in general, such as attendance, punctuality, constructive approach, and making proposals for the betterment of organization. OCBI behaviors instantly promote particular groups and coworkers contribute indirectly to organizations. Such behaviors may refer helping a newly inducted employee in a way to share her or his workload.

In prevalent competitive corporate structure, OCBO is known as key factor in any organization as it deals with an employee being loyal to the organization in any condition. Employees are presumed to take up extra role behaviors (Organ, 1988) and perform more than the assigned job descriptions, e.g. assist seniors, co-workers and the entire organization to attain set targets, and increase efficiency and output (Hosseini, Sharif, Ahmadi, & Zare, 2010). Therefore, OCBO becomes a permanent feature as overall output enhances greatly due to this non-mandatory and non-rewarded attitude (Bienstock, DeMoranville, & Smith, 2003). Predictors of OCBO include job attitudes, organizational justice and empowerment (Morrison, 1994; Wat & Shaffer, 2005).

OCBO is stated as employee's positive attitude at workplace which helps the organization to attain long-term profitability by increasing the organizational working. According to Graham (1991) OCBO is a constructive workplace behavior as it includes all positive behaviors which contribute to the organizations for improvement. However, it is non-mandated action from organizations and their demonstration depends upon the employees voluntarily. In other words, the workers are not bound to perform OCBO and will not be penalized and discriminated by the organization on if they choose otherwise (Greenberg & Baron, 1995; Moorman & Blakely, 1995; Organ, 1988). Accommodating the co-workers, being helpful and supportive to others, being courteous, voluntarily performing a task, optimistic and being open-minded while facing challenges, being self-disciplined and flouting ideas and suggestions for the betterment of the organization are some examples of positive behaviors that are non-mandated (Bateman & Organ, 1983) and totally voluntary in nature.

Some other terms are used for construct of organizational citizenship behavior (OCB); like, organizational spontaneity contextual job performance, (George & Jones, 1997), civic behavior and pro-social behavior (Brief & Motowidlo, 1986). These terms mostly focus on OCBI but OCBO is also considered relevant in organizational perspective (Somech & Drach-Zahavy, 2004).

Structural empowerment is associated with lesser work pressure (Laschinger & Havens, 1997), reduced mental tiredness and higher levels of stress (Laschinger, Finegan, Shamian, & Wilk, 2001). When work force experiences empowerment, they experience higher inherent inspiration to improve their job performance, perhaps by engaging in unrestricted behaviors, like OCBO (Kanter, 1977, 1989).

Wat and Shaffer (2005) argue that the empowered workforce becomes more confident and able to initiate and execute OCBO, suggesting that empowerment has both direct and indirect effects on OCBO. Podsakoff, Ahearne, and MacKenzie (1997) also observe that leadership with empowering behavior is related to OCBO.

On the basis of the above literature review following hypotheses is made:

- Hypothesis 1: Structural empowerment has positive relationship with OCBO.

Job Performance

Job performance is considered to be a collective value to any organization (Adil, 2014). It is a combination of behaviors of an employee who contributes both directly and indirectly to achieve organizational targets (Borman & Motowidlo, 1993). It is also defined as the expected output from the employees' behaviors which is carried out over a predefined time period (Motowidlo, Borman, & Schmit, 1997). It is considered as outcomes attained as in a result of performing an activity or function specified by the job description (Bernardin, 2002). Though, job performance depends upon amalgamation of abilities and motivations job performance is measured in terms of outcomes, only. Every job function is assessed by six ways: quantity, worth, cost-effectiveness, need for seniors, timeliness, and interpersonal impact (Kane, 1986). Some out of the above dimensions might have no relevance with all job activities. Bernardin (2002) accentuate the requirement to know the relationships amongst these six dimensions of job performance; for instance, an action done in reasonable quality and quantity but not within stipulated time schedule might not be beneficial for organization.

Campbell (1990) explains the covert formation of job performance with eight dimensions which are: job specific task proficiency, non-job specific task proficiency, oral communication and written communication, efforts to demonstrate, discipline maintenance, facilitation for colleagues and team outcomes, control, and management. Job specific task proficiency means the extent to which the employee can execute the core substantive tasks that distinguish one job from other. On the other hand non-job specific task proficiency refers to assignments those are not specified for a specific job, and expected all the team members of the business setting. Demonstrating efforts cover steadiness and strength of employee to complete the job. Administration / management vary from control; management means directing and managing the affairs of business, which is distinctive from managerial roles. The communication whether it may be oral or written shows the expertise and reflects an important factor of job performance.

Murphy and Kroecker (1988) explains the job performance as a set of four dimensions: task job performance, interpersonal, down-time behavior, and destructive behaviors. Task job performance means doing role-prescribed actions; and interpersonal behavior means assisting co-workers, joint team effort, and pro-social attitude. Down-time behavior refers to delay, lethargy, non-presence (i.e., efforts put by employees at work). Last one i.e. destructive behaviors means observance with rules, theft, brutality at job, and some other counterproductive behaviors.

Structural empowerment transpires when employees have (i) opportunity, (ii) information, (iii) support, and, (iv) resources (Stewart, McNulty, Griffin, & Fitzpatrick, 2010). Employees should be strengthened with ample resources, leadership, encouraging workplace environment, which will in turn have a positive impact on job satisfaction and will results in adequate human force formation (Manojlovich & Laschinger, 2002). Empowerment and satisfaction with management are main predictors of worker's retention. Negative effects have been observed where these elements are missing in the organization (Nizam & Adil, 2014; Laschinger et al., 2001).

Structural empowerment is an appropriate component to determine the job performance and satisfaction (Sarmiento, Laschinger, & Iwasiw, 2004). The employees who demonstrate great deal of work related empowerment are predictive of job performance and satisfaction, whereas, employees with less job satisfaction can experience frequent turnover which become costly to the organization due to lengthy hiring process and training of the newly hired staff (Nedd, 2006). Frequent turnover also damages the organizational performance and effective outcomes. It has been experienced that on an average, it would cost one-third of the annual salary of a new worker if he is replaced by the old one (Nedd, 2006).

Laschinger and Havens (1997) find that employees who feel their work environment is empowering; experience feelings of power at workplace. Many researchers have explored employee's autonomy as a major factor of job performance and job satisfaction (Wagner et al., 2010).

On the basis of the above literature review following hypotheses is made:

- Hypothesis 2: Structural Empowerment has positive relationship with job performance.

Job Burnout

The concept of job burnout emerged in the 1970s, and still continues at the present time. It was first introduced by Herbert Freudenberger, a psychoanalyst working in a clinic in New York (Freudenberger, 1974). Job burnout stems due to continuous job pressure that is not effectively handled. It is a psychological response to the job stress that not only affects job performance, but also creates low organizational commitment (Ashill & Rod, 2011). The state of burnout was noticed among employees when the business world started turning from industrial sector to service sector (Schaufeli & Enzmann, 1998).

Job burnout is declared to be an occupational hazard (Freudenberger, 1974) and is found in both individuals and organizations. It has been seen that job burnout decreases mental and physical level of energy (Maslach, 2003). It is seen to be decreased or increased due to personal and organizational stress element.

It occurs due to different factors both environmental and personal in nature. The environmental factors are heavy work load, control, ownership, awards, values and justice (Budak & Sürgevil, 2005) and personal factors are personality, productive level, expectations, control focus, and demographic features (Uysal, 2007). Freudenberger (1974) take job burnout in emotional aspect, while Maslach and Jackson (1981) explain it with three features: emotional exhaustion, depersonalization and diminished sense of personal accomplishment.

Job burnout is a state of individual's strain that arises due to exhausted physical and mental resources (Maslach & Leiter, 2008). It refers to a condition which is due to extended and chronic job sprain, and includes emotional tiredness, cynicism, and sense of inefficacy (Leiter & Laschinger, 2006). Cynicism covers detached and negative reaction to one's job and is related to exhaustion, inefficacy, and low feelings of accomplishment and competence at workplace, which result in exhaustion (Maslach & Leiter, 2008). Job burnout arises due to growing factor of depersonalization, mental exhaustion, and lowering sense of personal accomplishment (Taycan, Kutlu, Çimen, & Aydin, 2006).

Job burnout is a common phenomenon in public as well as private sector organizations; especially corporate world. Organizations demand effort with conviction from the workforce, hence, creating heavy stress and job burnout amongst them. Perusal of these consequences leads us to state that job burnout is a condition of physical, mental and emotional exhaustion due to prolonged excessive stress (Maslach & Jackson, 1981). On other hand, there are some factors that reduce job burnout amongst professionals; structural empowerment is one such variable that can reduce job burnout and lead to high organizational citizenship behavior-organization (henceforth, OCBO) and improve job performance (Gilbert, Laschinger, & Leiter, 2010).

Freudenberger (1974) denotes job burnout as a condition of mental and physical diminution due to unsuitable working conditions. It occurs in those individuals who have direct and continuous contact with people of the same occupation. Hence, it becomes a reason of progressive loss of energy (Edelwich & Brodsky, 1980) and results in negative effects on workplace where stress and dissatisfaction seem to be unavoidable (Ashill & Rod, 2011).

Ren et al. (2011) denotes that employees demonstrate greater OCBOs when they experience less strain, stress and job burnout at work place and may be personally, socially and organizationally more effective as compared to those employees who are demonstrate less OCBO.

On the basis of the above literature review following hypotheses is made:

- Hypothesis 3: Job burnout mediates the relationship between structural empowerment and OCBO.

The effects of job burnout at the organizational level are visible through poor job performance, nominal productivity and lower efficiency (Schaufeli & Enzmann, 1998). Further, they point out signals which are (i) effective signal: job frustration (ii) cognitive signals: mistrust on administration, teammates and seniors and sarcasm about work role (iii) behavioral signals: frequent accident, turnover, absenteeism, always depending on seniors, extraordinary leaves, poor job performance, reduction in efficacy and diminishing output (iv) motivational signals: avoiding going to work, loss of motivation and low morale.

At present many researchers have a relative concurrence on the aspects of job burnout which includes; (i) emotional exhaustion; which means energy discharge and negative consumption of emotional resources, it is considered as the corner-stone of job burnout, (ii) depersonalization that separates employees from colleagues and causes distrust in coworkers, peers, and organization, this state of mind is found mostly among such peoples having regular communication with others (like bankers, teachers, doctors, nurses etc), (iii) reduction in personal accomplishment, due to which the individual comes to a negative self-assessment (Leiter & Maslach, 2005).

Empowerment enables proactive behaviors that lead to effectiveness at workplace. Spreitzer and Quinn (1996) observe that structural empowerment and organizational citizenship behavior-organization (OCBO) is more effective for the organization and further find that the empowered managers take more initiatives at workplace as compare to less empowered managers. Wat and Shaffer (2005) observe that supervisors with high empowerment are seen to be more innovative, inspirational and influencing. Empowerment is also connected with innovation (Spreitzer, 1995) and with organizational citizenship behaviors (Wat & Shaffer, 2005).

Terry and Callan (2000) of the view that the supportive work environment is more important to the workforce as well as for the organization; as such environment reduce the level of job burnout among employees which increases the job performance of the employees and ultimately organizational job performance also increases. Non-supportive work environment causes job burnout which badly affects the job performance at individual as well as organizational level.

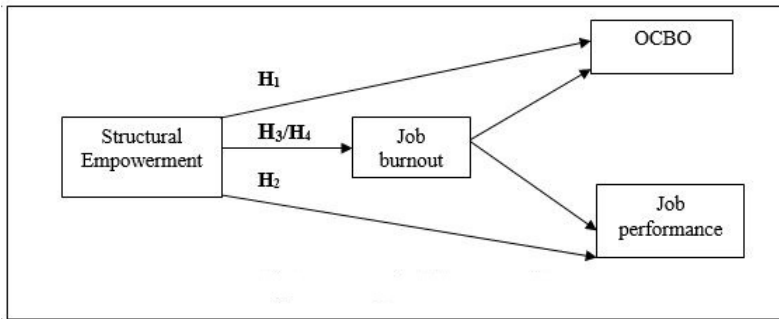
Job burnout and job performance have notable relations. Job burnout adversely affects the job performance of individuals as well as organizational performance (Hsieh, Huang, & Su, 2004). Based on different studies it is seen that high level of occupational burnout is one of the main reasons for poor job performances and job dissatisfaction (Ismail & Teck-Hong, 2011). Job burnout associates not only with poor job performance by an individual, but it also affects the employee's physical and mental health; examples are fatigue, anxiety, insomnia, and depression (Cooper et al., 2001). Beehr, Jex, Stacy, and Murray (2000) observe the relationship between job burnout and employee's job performance in an organization.

Donnelly Jr and Ivancevich (1975) explain the relationship between job performance and anxiety stress of the workforce, and observe that if level of anxiety stress is low then it will improve the job performance of the workforce. Beehr et al. (2000) observe that effectiveness of the job performance of employees can negatively be damaged due to job burnout.

On the basis of the above literature review following hypotheses is made:

- Hypothesis 4: Job burnout mediates the relationship between structural empowerment and job performance

Figure 1: Conceptual Framework



Methodology

Unit of Analysis

There are four variables studied in this research. The independent variable is structural empowerment; two dependent variables are organizational citizenship behavior-organization (OCBO) and employee job performance and the mediating variable is job burnout. The purpose of this present study is analytical and predictive in nature. The unit of analysis is individual with minimal interference of researcher during data collection and the time horizon of this study is cross sectional in nature. The survey is taken from the employees at their workplaces without manipulating the work environment therefore the setting is natural.

Sample and Population

The study is conducted in the services sector of Pakistan i.e. banking sector. The population includes all the employees in the four target banks out of which two are from public and two from private sector, in order to have equal representation. The sample includes male and female employees from all four banks with different age groups and tenures within their respective organizations. Two stage sampling is carried out in the study. In the first stage probability cluster sampling is done and population is divided into two clusters: public and private. In the second stage non-probability convenience sampling is used and data is collected from both sectors as per the convenience of the researcher.

Measures

The instrument is divided into five parts. The first part is related to the demographic information which includes gender, age, and employment status. The second part pertains to structural empowerment which is measured through the Conditions of Work Effectiveness Questionnaire II (CWEQ-II); third part examines the frequency of organizational citizenship behavior-organization (OCBO) practiced by the employees at their workplace and measured through OCB-Checklist by (Spector & Fox, 2010) the fourth part is taken to evaluate the employee's job performance attitude towards attendance, punctuality, target achievements, initiatives, and dealing/interaction with other employees measured through the staff job performance evaluation Questionnaire of University of the Fraser Valley, Canada. The last part consists of questions about job burnout wherein, factors contributing to job burnout contain heavy workloads, undue pressures, interference from seniors, less control, insecurity, poor support, etc. are evaluated by Oldenburg Job burnout Inventory

(OLBI).

These components are measured on a 5-point Likert scale where 1 is denoted by ‘strongly agree’ and 5 is denoted by ‘strongly disagree’. The questionnaire is in English language as the researcher believes it will be understood by all the employees working in banking sector in Pakistan. Employees of about 15 branches of different four banks are targeted and 300 questionnaires were distributed among employees out of which 282 questionnaires were received resulting in an overall response rate of 94

Data Analysis and Results

Keeping in sight the context of the research study, the researcher uses different statistical techniques to analyze the data. The study is distinctive in nature with reference to variables therefore for attaining results different techniques are adopted for data analysis. Pearson product correlation is used to establish initial hypotheses testing. Regression analysis is carried out to investigate the relationship amongst dependent and independent variables. For descriptive statistics mean, standard deviations, frequencies etc. are used.

Table 1 shows the respondent characteristics with respect to age and gender. It is observed that 68 males and 36 females were between the ages 20-29, while 131 males and 19 females were between the ages 30-39. Few of the respondents, that is, 24 males and only 2 females belonged to the age group of 40-49 while only 2 males were above 50 years of age. It is analyzed that the respondents are mostly males (225) and the majority of them fall in the age gap of 30-39.

Table 1: Age and Gender Cross Tabulation

Age (yrs)	Gender		Total
	Male	Female	
20-29	68	36	104
30-39	131	19	150
40-49	24	2	26
50 & above	2	0	2
Total	225	57	282

Table 2 shows the descriptive analysis of supervisory tenure in months. The respondents had a minimum of 2 months and maximum of 90 months experience. The mean tenure is 18 months with a standard deviation of 11.378.

Table 2: Supervisory Tenure

Supervisory Tenure (Months)	
Minimum	2
Maximum	90
Mean	18.09
Standard deviation	11.378

Table 3 shows the mean, standard deviation and correlation between the study variables. Structural empowerment has a mean of 3.791 with standard deviation of 0.502. OCBO has a mean of 3.738 with a standard deviation of 0.549. Job performance had the highest mean of about 4.044 with a standard deviation of 0.591. Job burnout has the lowest mean 2.797 with a standard deviation of 0.384.

Correlation between same variables is equal to one. There is significant moderate positive correlation between structural empowerment and OCBO shown by the value of correlation that is

0.537. The relationship between structural empowerment and job performance has comparatively lesser positive but significant correlation as the value is 0.199. There is significant weak negative correlation between structural empowerment and job burnout with a value of correlation is -0.083. The correlation between OCBO and job performance is significantly positive as the value is 0.260. The correlation between OCBO and job burnout is significantly negative as the value is -0.253. The correlation between job burnout and job performance is significantly negative as the value is -0.152. Since all the above mentioned relationships have significant correlations below 0.7 therefore there is no multi-collinearity issue and regression analysis can be applied.

Table 3: Correlations among Variables

#	Variables	Mean	Std. Deviation	1	2	3	4
1	Structural Empowerment (SE)	3.791	0.502	1			
2	OCBO	3.738	0.549	0.537**	1		
3	Job Performance	4.044	0.591	0.199**	0.260**	1	
4	Job Burnout	2.797	0.384	-0.083	-0.253**	-0.152*	1

** $p < 0.01$ * $p < 0.05$

Hypotheses Testing

Hypothesis 1: Structural empowerment will have a significantly positive relationship with OCBO.

Table 4: Regression Analysis

Models	R^2	B	Std Error	t-stats	Sig	F-stats	Sig
SE \rightarrow OCBO	0.288	0.537	0.055	10.650	0.000	113.480	0.000
SE \rightarrow Job Performance	0.040	0.234	0.069	3.394	0.001	11.517	0.001

Note: SE stands for Structural Empowerment

In regression analysis for hypothesis 1 it is seen that the value of F is 113.480 with a significance value of 0.000 which shows that the model is significant. The positive coefficient of SE (0.537) with a t-statistic of 10.650 ($p - value = 0.000$) shows that structural empowerment increases OCBO of employees. Hence we can conclude that structural empowerment strengthens the working environment by providing easy access to information, support, opportunity and resources and therefore, creating a strong relationship with OCBO, ultimately this provides benefits to the organization as well. Therefore it is concluded that structural empowerment has positive impact on OCBO, hence hypothesis 1 is accepted.

Hypothesis 2: Structural Empowerment will have a significantly positive relationship with job performance.

In regression analysis for hypothesis 2, in table 4, the value of F-statistics (11.517) with a p-value of 0.001 also show that the model is significant. Moreover, the positive coefficient of SE (0.234) with a t-statistics of 3.394 ($p - value = 0.001$) shows that structural empowerment increases job performance of employees, hence allow us to accept hypothesis 2. Furthermore, we can conclude that Structural empowerment strengthens the working environment by providing easy access to information, support, opportunity and resources and therefore, creating a strong relationship with employee job performance, ultimately this provides benefits to the organization as well.

Hypothesis 3: Job burnout will mediate the relationship between structural empowerment and OCBO.

Table 5: Mediation Analysis with OCBO

Outcome: OCBO				
Model Summary	R	R^2	F	Sig
	0.576	0.332	69.456	0.000
Model				
	Coefficient	S. Error	t	p
Constant	2.425	0.295	8.211	0.000
Job Burnout	-0.300	0.070	-4.288	0.000
Structural Empowerment	0.568	0.053	10.587	0.000

Table 5 for mediation analysis shows that the model is significant with F-statistic of 69.456 and p-value of 0.000. The R^2 value shows that 33.2% change in OCBO is due to the mediation of job burnout in the relationship between structural empowerment and OCBO. Moreover, the p-values for both job burnout (0.000) and structural empowerment (0.000) are highly significant showing that both variables independently effect OCBO. Hence it is noted that job burnout strongly mediates the relationship between structural empowerment and OCBO.

Hypothesis 4: Job burnout will mediate the relationship between structural empowerment and Job performance.

Table 6: Mediation Analysis with Job performance

Outcome: Job Performance				
Model Summary	R	R^2	F	Sig
	0.241	0.058	8.604	0.000
Model				
	Coefficient	S. Error	t	p
Constant	3.796	0.378	10.042	0.000
Job Burnout	-0.210	0.089	-2.346	0.019
Structural Empowerment	0.220	0.068	3.215	0.001

Table 6, shows that the mediating model for job performance with a $R^2 = 0.058$, F-statistics of 8.604 and p-value Of 0.000 is highly significant. Furthermore, it shows that there is a change in job performance due to the mediation of job burnout in the relationship between structural empowerment and job performance. The p-values for both job burnout (0.019) and structural empowerment (0.001) are also significant showing that both variables independently effect job performance. Hence it is observed that job burnout weakly mediates the relationship between structural empowerment and job performance.

Discussion

This study observed the relationship between the independent variable i.e. structural empowerment and two dependent variables; one is OCBO and the other one is job performance. Here researcher further explored the mediating effect of job burnout on the relationship of structural empowerment and OCBO and job performance. The researcher examined relationships between variables and concludes that the job burnout has mediating effects on the relationship between structural empowerment, OCBO and job performance. Our findings further indicated that there is a strong positive relationship between structural empowerment and OCBO; and also significant positive relationship between structural empowerment and job performance. Moreover, it is noticed that structural empowerment and OCBO are helpful in reducing the level of job burnout which ultimately enhances the job performance of individual as well as of organizations (Adil, 2015).

While observing the relationship between structural empowerment and OCBO, the results showed that p value = .000, that means $p < .05$, and endorsed that structural empowerment has a significantly positive relationship with OCBO. Same result appeared between the relationship of structural empowerment and job performance; the p value = .001, that means $p < .05$, and authenticated the relationship between structural empowerment and job performance. The results also proved the literature review and hypotheses about the mediation effect of job burnout in the relationships between structural empowerment and OCBO; structural empowerment and job performance and point out the fact that in both the relationships the values of R^2 increase on each step that means mediation runs effectively.

Structural empowerment is associated with lower job tension, reduced emotional exhaustion and advanced levels of force (Julie DeCicco MScN & Heather Laschinger PhD, 2006). Kanter (1977) argues that when work force experience their workplace empowering, they are more likely to experience higher inherent motivation to increase their job performance (Adil & Fatima, 2013), perhaps by engaging in unrestricted behaviors, such as OCBO.

The researcher carries out the study in the banking sector of Lahore by catering both the sectors: public and private, and finds that organizations today not only focus on job performances but also on the extra effort of an employee puts in his job due to which it is necessary to study variables like OCBO and job performance. As expectations are higher now, an employee needs to work for longer hours and with doubled effort to remain up to the mark because of which burnout occurs. In this scenario the current study will provide an insight on how these variables may affect one another and make implication for practice for managers.

Hence, this study sheds light on the relationship of structural empowerment, job performance, OCBO and job burnout so that the findings would help the HR executives of the organizations to formulate future development to combat the burnout and ensure effective overall job performance of employees through structurally empowering them.

Implications

The findings of this study provide some implications to banking sector; the results generated, supported that the banking sector employees are facing critical level of job burnout. By evaluating the results and supported literature the HR executives of the banking sector whether it be public sector banks or private sector banks should formulate their future plans and developments for the best utilization of the services of their human recourses and also keep them away from stress and job burnout and resultantly attains the organizational goals and targets.

Limitations

There are some limitations in this research also that must be highlighted since it is always important to identify the limitations that will provide an advance understanding and permit continuous enhancement and improvement of the research's quality. Although the sample size of current study is 282 respondents is adequate to obtain sufficient statistical results, but it is better to take a larger sample for better analysis. As this study is totally new as far as geographic region is concerned and very limited work is earlier done in the banking sector all over the world; so it is necessary to conduct future studies with wider sample size and also takes different departments of the banking sector.

The second limitation of this research is that it only applied self-administered method in which survey questionnaire is used. Due to new subject and busy schedule of banking employees, respondents are not expressing their thoughts and feelings well, particularly they are hesitant to avoid to fill the questionnaire about job burnout. The third limitation is time constraint in completing this research especially conducting the survey from banks was difficult due to heavy work load of the employees, secondly during the month of Ramadan working hours were also curtailed and thirdly the month when the data was collected was the bank closing month i.e June that is why limited data is collected.

The limitation discussed above must be undertaken while doing future research. This research provides some suggestions to those future researchers who want to work more on these constructs and also in the same sector.

Conclusion

As mentioned above, this study aimed to investigate the relationships between structural empowerment and OCBO; structural empowerment and job performance; and to further investigate the mediating effect of job burnout in the relationships between structural empowerment and OCBO, and structural empowerment and job performance. Through this study researchers attempt to uncover the job burnout situation among the banking sector employees of the metropolitan city of Lahore. Researchers used the well-designed questionnaires and on the basis of data collected, different statistical techniques have been applied to identify the different relationships and effect of job burnout on these relationships.

As far as results are concerned, all hypotheses are proven which means that there is a significant positive relationship between structural empowerment and OCBO (H1); there is a significant positive relationship between structural empowerment and job performance (H2); job burnout mediates the relationship between structural empowerment and OCBO (H3) and the lastly, job burnout mediates the relationship between structural empowerment and job performance (H4).

The current study has endorsed the previous results and will be helpful for the business organizations to strengthen the structural empowerment and encourages the employees in a way to enhance the culture of OCBO that enables organization to reduce the effect of job burnout among their employees which increases the overall job performance of the employees as well as organizational performance. This research has given notable suggestions for the banking sector to relief their employees from job burnout and take such measures like well empowered structure and encouragement of OCBO for attaining better job performance and results.

Future Directions

Since the research and findings only focused on banking sector employees of the Lahore only, there is an opportunity for future researchers to undertake research by extending into other areas of the world or within Pakistan. Future researcher could conduct research in other parts of the country

particularly in Karachi which is the financial hub of the Pakistan as well as extend their studies to remote areas and small towns of the country. Future researchers can also make comparison between banking sector of metropolitans' and small towns. Another comparison could be to study the four capitals of the Pakistan along with Gilgit Baltistan and Azad Kashmir banking sectors employees. It is recommended to use various data collection methods like interviews, emails or telephone questionnaire. It will be a more flexible approach and can reduce biased response respondents.

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