



RESEARCH PAPER

Factual Autonomy Predict Organizational Citizenship Behaviour and Counterproductive Work Behaviour in Industry Workers Mediated by Burnout

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| PAPER INFO | ABSTRACT |
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| <p>Received: February 18, 2022</p> <p>Accepted: May 07, 2022</p> <p>Online: May 10, 2022</p> <p>Keywords: Burnout, Counterproductive Work Behaviour, Factual Autonomy Organizational Citizenship Behaviour</p> <p>*Corresponding Author</p> <p>mussaffa@gmail.com</p> | <p>This study aimed to explore the relationship between factual autonomy (FA), organizational citizenship behaviour (OCB) and Counterproductive work behaviour (CWB) in industry workers, possibly mediated by burnout. Participants included 600 industry workers (300 from local and 300 from multinational industries), age 25 through 40 years, with a minimum experience of one year of working on the same position. Organizational Citizenship Behavior Checklist (OCB-C), Factual Autonomy Scale (FAS), Counterproductive Work Behavior Checklist (CWB-C), and Shirom-Melamed Burnout Measure (SMBM) were used to collect data from the participants. The results indicated that, more FA is likely to result in significantly more OCB, significantly lesser CWB and significantly lesser burnout in industry workers. Similarly, an increase in burnout is likely to predict a significant decrease in OCB and significant increase in CWB of industry workers. Further, burnout significantly mediated the relationship between FA and OCB as well as FA and CWB. In a rapidly changing post-covid world, such studies are very important to inform policy makers and have important implications for industrial/organizational psychologists and consultants like defining the limit of autonomy for industry workers, keeping a check on burnout and CWB while striving for more OCB.</p> |

Introduction

Persistent, vague, and complicated repercussions of COVID-19 continue to present challenges as well as opportunities in all occupations including commerce and industry. However, the importance of constructs like Organizational Citizenship Behaviour (OCB), Counterproductive Work Behaviour (CWB), Factual Autonomy (FA) and Burnout [comprised of Physical Fatigue (PF), Cognitive Weariness (CW) and Emotional Exhaustion (EE)] has never faded ever. Industrial/organizational psychologist always strive to investigate the relationship between these variables to enhance FA and OCB, eliminate CWB and control the burnout in employees for optimal performance.

Literature Review

OCB plays an essential part in defining the productive organizational behaviors (LePine et al., 2000). It helps to improve efficiency and participation of employees (Rego & Cunha, 2008). Due to increased demand of the work environment in this globalized world,

every organization wants committed employees (Saks, 2006). Every organization depends on the, expertise skills, competencies, and proactive behaviors exhibited by the employees that include OCB. An organization can be benefited by appreciating the employees for engagement in OCB. This is because of the reason that OCB has found to enhanced customer satisfaction, productivity, efficiency, and reduce the rates of absenteeism and turnover (Podsakoff et al., 2009). Reward recommendations are positively related with the OCB (Allen & Rush, 1998). That reward can be in the form of giving autonomy at workplace. Job autonomy is positively related with the productivity and financial performance (Dodd & Ganster, 1996). The way workers working in an organization think beyond their job duties and how much they feel connected with the organization is part of OCB. If an organization is taken as a city and the staffs working there are citizens. Then the way they desire to be in that city is their citizenship behavior (Saks, 2006).

OCB and CWB are two opposing behaviors in a workplace and same factors can influence them both, but, in the opposite direction (Hunt, 1996). Many researchers have defined the counterproductive behaviors with their different point of views. They regarded it as any intentional inappropriate behavior that can cause negative consequences in an organization (Klandermans, 1997), that may harm an organization and the people i.e. employees and customers (Rotundo & Spector, 2010), and that can be perceived by the organization as opposing to its lawful interests (Sackett & DeVore, 2001). Organizations suffer giant financial loss due to counterproductive behavior of employees (Lawrence & Robinson, 2007). Research suggests that when employees are given the freedom associated with autonomy, job satisfaction rises (Dodd & Ganster, 1996). As a result of increased job satisfaction; there are less chances of counterproductive behavior in employees (Dalal, 2005).

Generally, managers take autonomy as the most significant dimension of their work design, which encourages the employees for their entrepreneurship, by giving them autonomy act creatively, to involve in risky behaviors by applying their ideas and plans (Davis, 1994). Some researchers have defined autonomy as a structural work characteristics that strengthen a person by less supervision (Kiggundu, 1983), by giving degree of freedom (Hackman & Oldham, 1976) , and delegating responsibility to employees in a hierarchy in such a way that may enhance their authority of decision making over the primary tasks they perform at work (Leach et al., 2003). Kim (2016) studied the relationship of job autonomy, job demands, social support with the turnover intentions and burnout in the music therapists. The study revealed that job demands has positive impact on the burnout whereas negative effect of job autonomy and social support on the burnout. It also predicted that job demands along with the job autonomy leads to turnover intentions.

An employee may feel burnout when fail to see the meaning and growth in the occupational life due to workload, inability to acquire the high goals, and unrealistic job expectations (Demerouti et al., 2001). Ultimately, employees show pessimistic attitude and impaired compassion towards the clients and colleagues (Elliott et al., 1996). Supervisor pressure for OCB may also leads to the negative outcomes instead of positive outcome like turnover intentions, stress, and burnout (Vigoda-Gadot, 2007) or it may leads to higher rate of OCB (Bolino et al., 2010). Forced demand of OCB is not the only reason of CWB. As Balducci et al. (2011) suggested that an increase in workload can also leads to the negative outcomes such as behavioral reactions. Thus, the conditions that bring out more work demands may leads to negative behavioral outcomes such as CWB for example, withdrawal behavior.

Negative relationship between OCB and job burnout is logical. Whenever, employees feel depletion of emotional resources due to their pessimistic approach about job, this leads towards the inhumane and robotic mode. Ultimately, it leads them towards burnout (Kutsal

& Bilge, 2012). Results also showed that environmental factors like leadership styles and autonomy that protect against the burnout among employees (Atta & Khan, 2015; Madathil et al., 2014). Similarly, a number of studies report negative correlation of burnout with OCB (Talachi & Gorji, 2013). Other researchers also studied the relationship of job autonomy with the burnout. They found that job autonomy negatively predict the burnout. That indicates that job autonomy worked as protective factor against burnout among employees (Shirom et al., 2006). Autonomy can play the moderating role between OCB, burnout and CWB (Belias et al., 2015).

This study aims to investigate the relationship between OCB, CWB, FA and burnout in industry workers of Pakistan. Most of the researches findings on industry workers comes from the Western countries and the US. Most Asian societies, like Pakistan, are essentially different from Western and US societies in that these societies are collectivist, patriarchal and predominantly religious as opposed to egalitarian and individualist Western and US societies (Butt et al., 2022). Socialization in different societies is likely to result in different workplace behaviors (Yousaf et al., 2022) which needs in depth indigenous exploration to develop indigenous models and inform policymaking.

Based upon the available literature, we hypothesize that more FA is likely to predict more OCB, lesser CWB and lesser Burnout (comprising PF, CW and EE components) in industry workers of Pakistan. In addition, more PF, CW and EE (burnout) is likely to predict more CWB and lesser OCB. Moreover, PF, CW and EE will mediate the relationship between FA and CWB as well as FA and OCB. We also assume that industry workers of national and multinational companies, belonging to same culture, will not differ significantly on these variables. Further, industry workers of Pakistan will show significant differences across gender on all these variables.

Material and Methods

Sample

Advertisements on social media and printed flyers were used to recruit 600, industry workers [428 (71.3%) men and 172 (28.7%) women], age 25 through 40 years, minimum fourteen years of education, minimum overall work experience of five years (minimum one year in the present industry), on volunteer bases, from 10 national and 10 multinational industries of Lahore.

Procedures

Following ethical guidelines for behavioural sciences in Pakistan, the Board of Studies of Government College University, Lahore, Pakistan, approved the research. Participants gave informed consent before data collection and were debriefed afterwards. The order of administration of the measures was same for all the participants (i.e. measure of FA followed by measure of OCB, CWB and finally Burnout).

Measures

Organizational Citizenship Behaviour Checklist (OCB-C; Fox et al., 2012)

The Organizational Citizenship Behaviour Checklist (OCB-C) is a 20 item instrument intended to measure the frequency of organizational citizenship behaviours implemented by employees. The OCB-C does not have any overlap with the scale of counterproductive work behaviour. Separate subscale scores can be computed – this study focused on the total score only - that reflect acts directed toward the organization that benefit the organization

(OCBO) and acts directed toward co-workers that help with work-related issues (OCBP). The items were derived from 214 critical incidents produced by 38 subject matter experts (SMEs) The OCB-C practices a five point Likert scale where never is assigned a value of one and every day is assigned the value of five. All the response scores on all the items, after summing up, produce total OCB score. Higher scores indicate more OCB and lower scores indicate lesser OCB. Internal consistency (Cronbach's Alpha) of the measure in this study was .83.

Factual Autonomy Scale (FAS; Spector & Fox, 2003)

The Factual Autonomy Scale (FAS) aimed to reduce subjectivity in the assessment of autonomy at workplace by the use of specific items that enquire about information instead of general judgments. Spector and Fox (2003) reported good convergent validity with reports of managers, supervisors and co-workers. FAS has ten items, with 7 following the question "In your present job, how often do you have to ask permission", and 3 following the question "How often do the following events occur in your present job. It provide five response options, "Never, Rarely, Sometimes, Quite often, extremely often or always" for first seven items (where never = 1 and always = 5), and "Never, Once or twice, Once or twice per month, Once or twice per week, Every day" for the remaining 3 questions (where never = 1 and every day = 5). The last three questions need reverse scoring. After this all the response scores are summed to obtain the total score. Higher score indicate more FA and lower scores indicate lesser FA. Internal consistency (Cronbach's Alpha) of the measure in this study was .91.

Counter Production Work Behaviour Checklist (CWB-C; Spector et al., 2010)

Counterproductive work behavior (CWB) involves of deeds that harm or aim to harm organizations and/or its employees. CWB-C is a 10-item checklist to assess the CWB of employees. Half of the items aims to assess intentions to harm organization and the other half of the items aims to assess intentions to harm employees of the organization. However, authors suggest the use of total score for all assessment purposes. Five response options are provided ("Never, Once or twice, Once or twice per month, Once or twice per week, Every day") where never is scored as one and every day is scored as 5. Total score is the sum of all the responses on all the items. Higher scores indicate more CWB and lower scores indicate lesser CWB. Internal consistency (Cronbach's Alpha) of the measure in this study was .87.

Shirom-Melamed Burnout Measure (SMBM; Melamed et al., 1999)

SMBM was administered to assess the symptoms of burnout in the participants. It is comprised of 14 items divided into three subscales. First subscales is labelled as *Physical Fatigue (PF)* and has six items (e.g. "I feel physically drained." or "I feel fed-up."), the second subscale is labelled as *Cognitive Weariness (CW)* and has five items (e.g. "I feel I am not thinking clearly." or "I have difficulty concentrating."), the third subscale is labelled as *Emotional Exhaustion (EE)* and has three items (e.g. "I feel I am unable to be sensitive to the needs of coworkers and customers." or "I feel I am not capable to being sympathetic to coworkers and customers."). It has seven response options ("Never or almost never, Very infrequently, Quite infrequently, Sometimes Quite frequently, Very frequently, Always or almost always") where never is scored as one and always is scored as seven. Total score comprises sum of all the responses on all the items and subscale scores can be obtained by summing of all the responses on all the items relevant to that subscale. Higher scores indicate more burnout and lower scores indicate lesser burnout. Internal consistency (Cronbach's Alpha) of the measure in this study was .87.

Analytic Plan

Mean based comparisons (between men and women and between workers of local compared to multinational company) were carried out using independent sample *t*-tests. MANOVA was conducted to investigate the effects of demographic variables on OCB, CWB, FA and burnout. Path analysis using Structural Equation Modelling (SEM) was conducted to explore the relationship between FA, Burnout, CWB and OCB as well as the mediating role of burnout between FA and OCB as well as FA and CWB. The results of path analysis were also confirmed with PROCESS macro in line with the hypotheses of the study.

Results and Discussion

Statistical analyses supported that the industry workers of national and multinational industries did not differ in age [$t(598) = 1.25, p = .09$], family income [$\chi^2(4, N = 598) = 1.34, p = .88$], or education (in number of years), [$t(598) = 1.41, p = .28; M = 7.28, SD = 3.75$ (for WNI) and $M = 7.97, SD = 2.34$ (for WMI)]. Family income was divided into different categories of, (“*poor, lower middle class, middle class, upper middle class, and rich*”), according to the Pakistan Economic Survey 2016-2017 (Finance, 2017).

Group Differences

Results of independent sample *t*-test suggested that factual autonomy (FA) burnout (comprised of physical fatigue, cognitive weariness and emotional exhaustion), organizational citizenship behaviour (OCB) and counterproductive work behaviour (CWB) did not differ significantly between WNI and WMI as well as between men and women.

Results of MANCOVA did not indicate any effect of marital status, monthly income and education on FA, OCB, burnout (PF, CW and EE) and CWB, however, multivariate tests indicated a significant effect of age, $F(12, 500) = 2.22, p = .010, \lambda = .901, \eta^2 = .051$, on these variables. Tests of between-subject effects showed that the effect of age was only significant on FA, $F(2, 220) = 3.64, p = .027, \eta^2 = .028$, with acceptable observed power (.669). Results of post-hoc analyses revealed that industry workers of age forty or above scored significantly higher on FA as compared to industry workers up to twenty five years of age (Mean difference = 4.411, $SE = 1.85, p = .018, 95\% CI [0.761, 8.06]$).

Inter-correlations among Study Variables

The results indicated that FA showed significant and strong positive correlation with OCB, $r(598) = .72, p < .001$, whereas, it showed strong negative correlation with PF, $r(598) = -.83, p < .001$, CW, $r(598) = -.80, p < .001$, EE, $r(598) = -.92, p < .001$, and CWB, $r(598) = -.80, p < .001$. Similarly, OCB showed strong negative correlation with PF, $r(598) = -.81, p < .001$, CW, $r(598) = -.82, p < .001$, EE, $r(598) = -.80, p < .001$, and CWB, $r(598) = -.80, p < .001$, whereas, CWB showed a strong positive correlation with PF, $r(598) = .86, p < .001$, CW, $r(598) = .84, p < .001$ and EE, $r(598) = .79, p < .001$.

These results confirm the hypotheses that FA is likely to predict PF, CW, EE, OCB and CWB. In addition, PF, CW and EE are also likely to predict OCB and CWB, while, PF, CW and EE are likely to mediate the relationship between FA and OCB as well as FA and CWB.

As all these variables were significantly inter-correlated, we conducted mediational analysis with Structural Equation Modelling (SEM) using AMOS (v.26) for SPSS (v.26) and confirmed the results using PROCESS macro for SPSS which uses ordinary least square (OLS) regression analyses and produces bootstrap confidence intervals (CI) for observed variables only (Hayes, 2022). The method is different as compared to SEM but the choice is inconsequential for observed variables (Hayes et al., 2017; Igartua & Hayes, 2021).

Path Analysis

Path diagram of the a priori model (Figure 1) included all the possible associations between variables, in line with the hypotheses, to explore directed dependencies (i.e. if the data fits the proposed a priori causal model) (Kline, 2011). The endogenous variables included FA, PF, CW and EE and the exogenous variables were OCB and CWB. Moreover, investigation of the mediating role of PF, EE and CW between FA and OCB as well as FA and CWB was also part of the a priori model.

Estimates for the model were calculated for maximum likelihood (“estimates model parameters that have the greatest chance of reproducing the observed data”) (Hayes, 2022) (discrepancy and covariance) with 5000 bootstrap samples and bias-corrected confidence intervals (BC CI 95%) (Hayes, 2022). Table 1 shows the results of model fit.

Table 1
Fit Indices for the Good-Fitting Model (N = 600)

| Model | χ^2 | df | χ^2/df | GFI | CFI | NFI | RMSEA | SRMR |
|--------------------|----------|----|-------------|-----|-----|-----|-------|------|
| Initial model | 214.20 | 4 | 6.86 | .58 | .67 | .67 | .84 | .12 |
| Good-Fitting Model | 1.78 | 1 | 1.78 | .99 | .99 | .99 | .03 | .04 |

Initial model was not a good fitting model. Following the modification indices (Bentler, 1990), co-variances between error terms of PF, EE and CW were added (Bentler, 1990; Hu & Bentler, 1999) which resulted in the good-fitting model upon re-running.

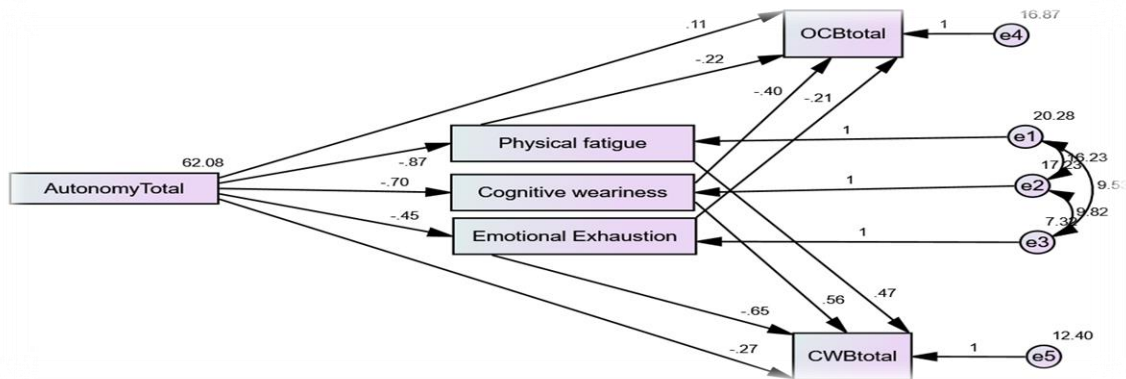


Figure 3. Path Diagram of the Good-Fitting Model with Regression Weights (N = 600)

Table 2 and 3 shows the direct effects of all the study variables based upon bootstrap approximation obtained after constructing two-sided bias-corrected confidence intervals. These standardized direct effects are in addition to the any indirect (mediated) effects. The unstandardized direct effect of FA, PF, CW and EE on OCB and CWB is mentioned below in Table 2.

Table 2
Unstandardized Estimates of Direct Effects of Exogenous Variables on Endogenous Variables for Industry Workers (N = 600)

| Exogenous Variables | Endogenous Variables | | | |
|---------------------|----------------------|-----------|-----------------|-----------|
| | OCB | | CWB | |
| | <i>B</i> | <i>SE</i> | <i>b</i> | <i>SE</i> |
| FA | 0.578** | 0.077 | -0.267** | 0.047 |
| PF | -0.216* | .107 | 0.472** | 0.092 |

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| | | | | |
|----------------------------|-----------------|------|----------------|-------|
| CW | -0.402** | .150 | 0.557** | 0.128 |
| EE | -0.211 | .183 | 0.649** | 0.157 |
| Total R² | .69** | | .78** | |

* $p < .05$, ** $p < .001$; FA = Factual Autonomy, PF = Physical Fatigue, CW = Cognitive Weariness, EE = Emotional Exhaustion, OCB = Organizational Citizenship Behavior, CWB = Counterproductive Work Behavior

The analysis yielded an overall significant model, $F(4, 595) = 164.24, p < .001$, for the direct effect of FA, PF, CW and EE on OCB as well as CWB, $F(4, 595) = 273.51, p < .001$. The results indicated that 69% variance in OCB and 78% variance in CWB can be accounted for by the combined effect of these exogenous variables. The results showed that, providing all the variables are kept constant, if PF and CW increase by one unit the OCB is likely to decrease .216 units and .402 units respectively. EE was not a significant predictor of OCB. Similarly, if FA increases by one unit, OCB is likely to increase .578 units. On the other hand, one unit increase in PF, CW and EE is likely to result .472, .557 and .649 unit increase in CWB respectively. However, one unit increase in FA is likely to result .267 unit decrease in CWB.

Unstandardized direct effect of FA on PF, CW and EE is mentioned below in Table 3.

Table 3
Unstandardized Estimates of Direct Effects of Exogenous Variables on Endogenous Variables for Industry Workers (N = 600)

| Exogenous Variables | PF | | CW | | EE | |
|----------------------------|----------------|-----------|----------------|-----------|----------------|-----------|
| | <i>b</i> | <i>SE</i> | <i>b</i> | <i>SE</i> | <i>b</i> | <i>SE</i> |
| FA | -0.870* | 0.031 | -0.701* | 0.030 | -0.450* | 0.019 |
| Total R² | .699* | | .639* | | .631* | |

* $p < .001$; FA = Factual Autonomy, PF = Physical Fatigue, CW = Cognitive Weariness, EE = Emotional Exhaustion, OCB = Organizational Citizenship Behavior, CWB = Counterproductive Work Behavior

The results indicated 69% variance in PF, 64% variance in CW and 63% variance in EE can be accounted for by the effect of FA providing all the variables are kept constant. Similarly, one unit increase in FA is likely to result in a significant per unit decrease in PF (.870), CW (.701) and EE (.450) respectively.

Mediation Analysis

“The role of an intermediate variable in transmitting effects from one variable to another is often termed as mediation” (Hayes, 2022). The indirect (mediated) effects are estimated statistically as the product of direct effects. It is possible to have a model with full or partial mediation. Total effects are estimated by obtaining the sum of all direct effects and all indirect effects of variables on other variables.

Hypothesis states that effect of FA on OCB and CWB is possible mediated by burnout (PF, CW and EE). Results indicated that the direct effect of FA on OCB was positive and significant ($b = 0.578, SE = 0.077, p < .001, 95\% CI [0.074, 0.209]$). However, the total indirect effect of FA on OCB as mediated by burnout (including PF, CW and EE) ($b = -0.566, SE = 0.110, 95\% CI [-0.339, -0.775]$), indirect effect of FA on OCB as mediated by PF ($b = -0.188, SE = 0.47, 95\% CI [-0.396, -0.058]$) and CW ($b = -0.282, SE = 0.084, 95\% CI [-0.477, -0.172]$) was negative and significant, whereas the indirect effect of EE ($b = 0.953, SE = 0.0155, 95\% CI [-0.177, 0.4393]$) was not significant.

On the other hand, the direct effect of FA on CWB was negative and significant ($b = -0.267$, $SE = 0.047$, $p < .001$, 95% CI [-0.360, -0.172]). The total indirect effect of FA on CWB as mediated by burnout (including PF, CW and EE) ($b = -0.566$, $SE = 0.067$, 95% CI [-0.622, -0.355]), indirect effect of FA on OCB as mediated by PF ($b = -0.411$, $SE = 0.144$, 95% CI [-0.676, -0.103]) and CW ($b = -0.390$, $SE = 0.166$, 95% CI [-0.706, -0.046]) and EE ($b = -0.292$, $SE = 0.142$, 95% CI [-0.590, -0.187]) were all negative and significant.

Taken together, the results indicate that more autonomy that is factual is likely to result in more organizational citizenship behaviour and lesser counterproductive work behaviour and burnout in industry workers. Further, burnout experienced by the industry workers can mediate to decrease the effect of factual autonomy on organizational citizenship behaviour, whereas, mediating between factual autonomy and counterproductive work behaviour, burnout may further increase the counter productive work behaviour if factual autonomy is lower.

Discussion

The study was conducted in Pakistan, a collectivist and patriarchal country, for indigenous investigation of the interplay between FA, OCB, CWB and burnout. The findings of the study, in line with our hypotheses indicated that more FA is likely to predict more OCB, lesser CWB and lesser burnout. More burnout (comprising PF, CW and EE) was a significant predictor of more CWB but less OCB. All three subscales of burnout mediated the relationship between FA and OCB as well as the relationship between FA and CWB. Per se, the results of the study did not differ significantly from the findings in other cultures.

The mean-based comparison of national and multinational companies showed did not show any significant differences in OCB, CWB, burnout and FA. This indicates that the multinational and national industries share same values in the organizational culture. There is a possibility that the values of both organizational cultures was diffused and makes it indistinguishable (Pearce & David, 1987). Similarly, there was no gender differences in these variables which was a bit surprising, considering the patriarchal and collectivist nature of the society from which the workers come from. However, the number of women was significantly lesser compared to men, therefore, there is a need for further studies with more female participants to explore this further.

Inter-correlations between the variables were very high and indicated the possibility of a full mediation model. The results indicated that, in line with our hypotheses, FA was significantly and positively related with OCB and showed significant negative correlation with CWB and burnout. Similarly, burnout showed significant positive correlation with CWB but significant negative correlation with OCB. The results were consistent with the previous studies conducted in the Western societies (Cropanzano et al., 2003; Puffer, 1987; Salami, 2009).

In line with the hypotheses, results of path analysis indicated that an increase in FA is positively associated with increase OCB and decrease burnout as well as CWB. This highlights the importance of FA in organizations. The results are consistent with the previous literature (Davis, 1994; Kim, 2016; Leach et al., 2003). While developing indigenous models based upon such results there is a strong need to consider about the how much autonomy in which culture results in the best performance of the employees. Future studies should focus on this aspect for development of indigenous empirical models for FA in organizations.

Increase in FA was negatively associated with all three dimensions of burnout i.e., PF, CW and EE. This is also consistent with our hypotheses and indicate that employees feel

less burdened if they have the factual autonomy in their organizations. These findings are also consistent with findings of the previous studies (Belias et al., 2015; Javadi, 2014; Talachi & Gorji, 2013). However, in line with intrinsic and extrinsic motivation of the employees their subjective definition of FA and burnout may vary. There is a need to consider this aspect in future studies to further explore this relationship and translate it into policies accordingly.

All dimensions of the burnout (PF, CW, EE) were positive predictors of CWB and negative predictors of OCB i.e. more burnout is likely to predict more CWB and lesser OCB. This finding is also consistent with our hypotheses and earlier studies (Burke, 2010; Maslach & Jackson, 1981). More burnout is also associated with a number of factors like turnover and absenteeism (Smoktunowicz et al., 2015). Contextual factors are likely to play their role in burnout e.g. willingly taking responsibility in expectation of bonus may not produce similar results. Cultural variations may also affect this relationship and some cultures may value burnout to some extent instead of working without any (Bakker et al., 2004; Cohen & Kol, 2004). There is a need to consider such aspects in future and interpret all the findings in the context.

The mediating role of all dimensions of burnout was significant as mentioned in the hypotheses. The findings were also consistent with earlier studies (Burke, 1970; Salami, 2009; Trudel & Reio Jr, 2011). This highlights the importance of studying burnout in organizational settings. Higher burnout can play an important role in increasing CWB and decreasing OCB in the employees which in turn can not only effect the performance of the employees but is also critical for the organizations (Mehrad et al., 2014).

Conclusively the study highlights the importance of investigating the relationship between these factors across cultures and different context for comprehensive understanding of the interplay between these important variables. Findings indicate that FA should be given to the industry workers for increasing their OCB and decreasing CWB, however, limits of FA should be decided carefully. Similarly, industry workers should not be overburdened, and tasks should be assigned carefully, rationally and equitably to ensure more OCB and lesser CWB in industry workers. Further empirical evidence, emerging from different sources and after testing more complex models, can pave the way for development of indigenous models to inform policy making and shaping of the organizational culture for better productivity and progress.

This study also has some limitations. There is a need to further ensure the fairness of participant responses when they are responding at their workplace. There is a need to focus on experimental studies in organizational settings to tap fair and just responses. Participants must be matched on more variables for comprehensive investigations and there should be equal number of men and women in the study. The lack of in depth knowledge warrant qualitative inquiry to triangulate the findings of such studies for comprehensive understating of the associations between these factors. Personality factors were not considered in this study which are another limitation of the study and future studies must consider these variables as well.

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