The Effect of Burnout towards OCB in the Companies on Workers of PT.X and PT.Y

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ABSTRACT

Companies are growing and competing with each other to be the leading business in its own sector. The companies will utilize its resources and use it effectively and efficiently in order to be on top. One of the resources is the companies' human resource which is the workers that run the company altogether by doing their job description based on their position. The human resources could produce better results if their state of mind is in the prime condition. The research aims to know the effect of burnout towards Organizational Citizenship Behavior of the workers in PT. X and PT. Y. This would let the researchers and companies to identify the effect of burnout to OCB which would let the companies formulate strategies to maintain the workers to reach high productivity yet retaining the welfare and loyalty of the workers. The research was done by gathering data from 100 samples using random sampling. Then the data was analyzed using multiple regression. The result of the research showed that burnout gives significant effect towards Organizational Citizenship Behavior. Furthermore the relationship that the independent and dependent variables shows are positive relationship which is contrary to the research conducted before by previous researchers.

Keywords: Human Resource, Workers, Burnout, Organizational Citizenship Behavior

ABSTRAK

Dalam dunia bisnis, perusahaan berkembang dan bersaing satu dengan yang lainnya untuk menjadi perusahaan yang terutama di dalam sektornya. Perusahaan-perusahaan tersebut akan menggunakan sumber daya yang dimilikinya dan menggunakannya secara efektif dan efisien jika mereka ingin untuk menjadi yang terbaik. Salah satu dari sumber daya tersebut adalah sumber daya manusia yang merupakan para pekerja yang menjalankan perusahaan itu secara bersamaan dengan mengerjakan tugas berdasarkan posisi yang mereka pegang. Penelitian ini bertujuan untuk mengetahui efek dari burnout terhadap Organizational Citizenship Behavior para pekerja di PT. X and PT. Y. Dengan adanya penelitian ini, para peneliti dan perusahaan dapat mengidentifikasi efek burnout terhadap OCB sehingga perusahaan dapat merancang strategi sehingga para pekerja dapat mencapai produktivitas yang tinggi dan disaat bersamaan masih menjagesejahteraan dan loyalitas para pekerja. Penelitian ini dilakukan dengan mengumpulkan data dari 100 sampel menggunakan sampel acak. Kemudian data tersebut dianalisa menggunakan multiple regression analysis. Hasil dari penelitian ini menunjukkan bahwa burnout memberikan efek yang signifikan terhadap Organizational Citizenship Behavior. Terlebih dari itu, hubungan yang ditunjukkan variable independen dan dependen adalah hubungan positif yang merupakan kebalikan dari penelitian yang telah dilakukan oleh peneliti-peneliti sebelumnya.

Kata Kunci: Sumber Daya Manusia, Pekerja, Burnout, Organizational Citizenship Behavior

INTRODUCTION

Indonesia is renowned as one of the biggest archipelago nation comprising of thousands of islands with over than 34 provinces registered in the country. This also comes with the fact that Indonesia is the 4th most populated country with the estimated population of 252,812,245 people (as of 2014) which made up 3.49% of the total world population (Worldometers, 2015). In Indonesia, there are a total of 118.17 million citizens out of 125.32 million people have jobs and accounted as workers, leaving the other 7.15 million

people still unoccupied. This depicts the overview of the condition of workers in Indonesia. Workers according to Weaver (1975) can be divided into two category which is Blue-collar workers and White-collar workers. Blue-collar workers are labors working in assembly, whereas White-collar workers works inside office environment (Scott, 2015). The workers, regardless Blue-collar or White-collar, skilled or unskilled, are still human that can experience burnout. Initially burnout was initially used as a dimension to be measured in the service sector. The example can be taken from the research of Demerouti and Bakker (2007) in which the samples was taken from health care and white collar workers sector. Another example was from the research of Fatih Cetin (2011) in which the nurses and their supervisors were taken as the samples. However burnout was also expanded to be used outside of service sector and proven to be successful. It can be proven that Talachi and Gorji (2013) succeeded to test about the job burnout in industry, mine, and trade organization employees.It shows that every workers can suffer from and depending on the duration of the work and the workloads of the worker, they can suffer burnout at different rate.

OCB as defined by Bateman and Organ (1983) are the person who are willing to do extra works or extra assignments that goes beyond their job description and not measured in any form of formal evaluation.

In 2011, Cetin had found a negative relationship between burnout towards OCB which shows that burnout affects OCB. The result thus become our foundation to do this research since the working environment, culture, and condition in Indonesia is different compared to other nations may lead to different result.

Here the writers trying to see the effects of burnout towards OCB for workers in both companies to see whether there's an effect towards the workers in PT.X and PT. Y. Both of the companies represents the fraction of result of companies in Indonesia rather than the previous result which has different environment and culture of other nations.

With this, the writers are trying to prove the hypothesis that is proposed. Below are the hypothesis:

H1: Exhaustion and Disengagement simultaneously give significant effect towards Organizational Citizenship Behavior on workers of PT. X and PT. Y.

H2: Exhaustion and Disengagement separately give significant effect towards Organizational Citizenship Behavior on workers of PT. X and PT. Y.

LITERATURE REVIEW

As defined by A Dictionary of Human Resource Management 2nd Edition, workers are the people who work for other people and get reimbursement in form of payment. Workers here are divided into Blue Collar Workers and White Collar Workers based on the work description they have to do and skills required to do it (Scott, 2015).

Burnout is "a syndrome of emotional exhaustion, depersonalization of others, and a feeling of reduced personal accomplishment" as quoted from Maslach (1982). Maslach also divided burnout into 3 big dimension which are Emotional Exhaustion, Depersonalization, and Personal Accomplishment. Here, Maslach said that psychological and physiological stress is linked to emotional exhaustion while depersonalization more to method of adapting to environment and stress. The last which is personal accomplishment is related with appraisal towards employee performance.

Another definition of burnout appears from Maslach, Schaufeli, and Leiter (2001) which defined Burnout as "a psychological syndrome in response to chronic interpersonal stressors on the job. The three key dimensions of this response are an overwhelming exhaustion, feelings of cynicism and detachment from the job, and a sense of ineffectiveness and lack of accomplishment. These dimensions are also being used by Maslach Burnout Inventory as the three scales which is often being used as instrument to assess burnout" (Schaufeli & Enzmann, 1998).

Besides Maslach, there is also another researcher that found out way to measure Burnout level which is known as Oldenburg Burnout Inventory (OLBI) which is the measurement consisting the feeling of exhaustion and disengagement from work (Demerouti, 2001). The results in the research by Demerouti and Bakker (2007) showed that OLBI is a reliable instrument with moderately high correlating dimension and also it was found out that health care workers experienced higher level of burnout compared to white collar workers. By this research, it also provide validation that OLBI could overcome the lack that is in Maslach Burnout Inventory (MBI). Therefore the writers will be using OLBI method.

Organizational Citizenship Behaviors (OCB) as defined by Bateman and Organ (1983) as a person that is willing to do extra works or extra assignments more than their job description without being measured in formal evaluation for performance. Furthermore, the will to do OCB cannot be forced (Organ, 1988) and not doing the act of OCB cannot be given any punishment or penalty (Dyne, Cummings, & Parks, 1995). Quoting from Turnipseed and Rassuli (2005), OCB is "performing extra duties without complaint, punctuality, using time efficiently,

conserving resource, sharing ideas, and positively representing the organization".

By doing OCB, employees are able to increase the efficiency and the effectiveness of the working groups which results in less workloads or burden for the higher-ups, and eventually letting the higher-ups to focus on other assignments (MacKenzie, Podsakoff, & Paine, 1999). Employee that have high OCB would increase managers' effectiveness and efficiency by letting them to focus on the task that really matters. Here, managers will also be benefitted from positive OCB as well as the employees (Turnipseed & Rassuli, 2005).

Also from Turnipseed and Rassuli (2005) they mentioned that in OCB there are elements or factors that could help to enhance the performance like social communication, time and problem solving, and develop supporting culture. Karambayya (1990) suggest that there's likelihood that OCB are found in high-performing workgroups rather than low-performing workgroups. In the end the writers are going to measure the OCB itself as a whole using the instruments developed by Lo and Ramayah in 2009.

As the concepts of workers have been defined and all other concepts have been identified and explained, the writers would like to explain about the relationships between the variables. Burnout which consist of 2 variables which are Exhaustion and Disengagement are expected to have an effect towards the Organizational Citizenship Behavior.

In 2003 Cropanzano and colleagues had a research about Burnout or Exhaustion proposed Williams and Anderson (1991) by splitting OCB into two dimensional which are organizational and individual. They found out that burnout have negative impact on OCB towards organization and have no impact on OCB towards individual. Then LePine, Scnake and Dumler (2003) reported that there's a negative relationship between OCB and reduced personal accomplishment, sense of altruism, and emotional exhaustion (Aronson, Pines, & Kafry, 1983). The decrease in OCB will result in more complex working condition that creates more unhappy employees.

Workers would perform OCB when what they are going to do will be valued (remuneration or treatment) the same by the company or when they are committed to the company (Moorman, Blakely, & Niehoff, 1998).

RESEARCH METHOD

In the research, the writers are using quantitative method and implementing causal studies as the research method since the writers are trying to test hypothesis to find out the cause and effect relationship between variables. The independent variables and dependent variable will be explained in the following paragraphs.

Independent variables are the variables shaped for the research and a slight change in the independent variable would create a change in the dependent variable. In the causal hypotheses, independent variable is the causal variable which could cause change to another variable when it is changed. In this research, the independent variables consist of Exhaustion and Disengagement. Since the writer is adapting the items from the research by Demerouti, Mostert, and Bakker (2010), the likert scale being used will adjust to what had been used by the previous researchers which consist only of 4 points, ranging from strongly agree in point 1 to strongly disagree in point 4.

Exhaustion here has a defined as a consequence on the physical, affective, and cognitive side which is caused by long-term exposure to the job-related works (Demerouti & Bakker, 2007). To measure this variable, the writers will use the tools adapted from previous research by Demerouti, Mostert, and Bakker (2010) that consist of positive and negative framed items. The dimension will be measured using several indicators questions such as below:

Positive Framed Items:
>I can tolerate the pressure of my work very well
>After working, I have enough energy for my leisure activities
>Usually, I can manage the amount of my work well
>When I work, I usually feel energized

Negative Framed Items:
>There are days when I feel tired before I arrive at work
>After work, I tend to need more time than in the past in order to relax and feel better
>During my work, I often feel emotionally drained
>After my work, I usually feel worn out and weary

Disengagement refers to the decreasing willingness and spirit to continue working in the same field. Disengaged workers emits negative attitude to their works generally (Demerouti & Bakker, 2007). In measuring this variable, the writers will also use the tools adapted from previous research by Demerouti, Mostert, and Bakker (2010) that consist of positive and negative framed item. Below are the questions to measure the variable of disengagement:

Positive Framed Items:
>I always find new and interesting aspects in my work

I find my work to be a positive challenge
This is the only type of work that I can imagine myself doing
I feel more and more engaged in my work

Negative Framed Items:

It happens more and more often that I talk about my work in a negative way
Lately, I tend to think less at work and do my job almost mechanically
Over time, one can become disconnected with this type of work
Sometimes I feel sickened by my work tasks

The dependent variable is measured, predicted, or otherwise monitored and is expected to be affected by manipulation of an independent variable (Cooper & Schindler, 2014). Here the dependent variable that the writers is going to measure is the OCB itself by using the 20-items instrument adapted from the research by Lo and Ramayah (2009. Below are the questions based on the previous research:

I am eager to tell outsiders good news about the company
I am willing to stand up to protect the reputation of the company
I actively attends company meetings
I do not mind taking on new challenging assignments
I make constructive suggestions that can improve the operation of the company
I am willing to coordinate and communicate with colleagues
I take one's job seriously and rarely make mistakes
I often arrive early and start to work immediately
I complies with company rules and procedures even when nobody watches and no evidence can be traced
I avoid consuming a lot of time complaining about trivial matters
I an willing to assist to new colleagues to adjust to the work environment
I am willing to help colleagues solve work-related problems
I am willing to cover work assignment for colleagues when needed
I perform only required task
I try hard to self-study to increase the quality of work outputs
I avoid taking actions that hurt others
I avoid hurting other people's right to common/shared resources (including clerical help, material, etc)
I do not initiate actions before consulting with others that might be affected
I try to avoid creating problems for colleagues
I avoid to focusing on what's wrong with his/her situation

In the research, the data comes from the questionnaire that will be spread to the samples, whereas the secondary data from the textbook, references, journals related to burnout and Organizational Citizenship Behavior.

For the sampling method, the writers are using stratified random sampling. The sampling is stratified on the level of blue collar worker and white collar worker. The sample taken in the research is 100 samples. The proportion of the questionnaires distribution is 25% from each group of each company. This means that each company will give 25 white collar worker and 25 blue collar worker samples, meaning that the writers will get 50 respondents from each company.

The test needed to be done since if there is an outlier which is a peculiar value compared to the rest of other data, the peculiar data will create abnormality in the data result. For small sample with less than 80 samples, the score standard should be equal or more than 2.5 to be considered as outlier. As the number of sample of this research has been decided which is 100 samples (big number sample), the z-score in the outlier test lies between the score of 3 to 4 (Hair, Anderson, Tatham, & Black, 1998). If the z-score of the test between 3 to 4, it means that the data can be categorized as outlier (Ghozali, 2011).

Validity test is used to test whether the measurement indicator can be used as the right indicator of measurement for the research, in which the test can be conducted by running the bivariate correlation analysis (Ghozali, 2011) . After knowing the result has been earned, the significance value should be less than 0.05 for every item assigned inside a variable.

After using the validity test, reliability test is needed to be done to know whether the variable used as the indicator is consistent in giving the results. To do this, the researcher must measure the Cronbach Alpha's of the indicator. The result can be divided into 3 category which are Poor (< 0.6), Acceptable (around 0.7), and Good (> 0.8). (Sekaran & Bougie, 2013)

Normality test is used to measure if the data error is distributed normally in every value of the X. The closer the error with the diagonal line or the regression line, the data can be recognized as normal and vice versa. There are two graphical method being used in the research to test normality test, which are Histogram and normal P-Plot as mentioned by Ghozali (2011). A balanced skew of histogram and P-Plot dots that are near the regression line are the sign of good histogram and P-Plot.

To make sure about the normality test, the writers also use calculation of Komolgorov-Smirnov test to calculate the Z value in the regression model. Below are the hypotheses of the result of the test:

H0 : Residual data is normally distributed

H1 : Residual data is not normally distributed

If the value is more than 0.05, it can be concluded that the data is categorized as normally distributed and vice versa will happen. From then, it can be decided which hypothesis to be accepted. (Ghozali, 2011)

The Homoscedasticity test according to Ghozali (2011) is to determine whether the regression model variance of the residual is the same in one observation with another. If the residual variance is not consistent, then it could be categorized as heteroscedasticity. By using scatterplot on SPSS we can see the result of homoscedasticity. If the data is scattered randomly above or below the value of 0 in the y axis, it can be assumed that the data fulfills the homoscedasticity. If the data clusters instead of scattered, it means that the data is heteroscedastic. Below are the hypotheses for the result:

H0 : The data is homoscedastic

H1 : The data is not homoscedastic

To ensure more about the homoscedasticity, the writers will use Park test with the formula as below:

$$LnU^2i = \alpha + \beta\ LnXi + vi$$

If the result is homoscedastic if the significance level is above 5% or 0.05 (Ghozali, 2011).

Here the writers also uses autocorrelation test to determine whether the errors are independent or not as defined and explained by Ghozali (2011). The writers uses the Durbin and Watson method in measuring the independence of error in the regression test. Here the writers going to use formula of Durbin and Watson Method in which the coefficient ranges from 0 to 4. In here, the more the value approach 0 indicate positive autocorrelation, whereas value approaching 4 indicate negative autocorrelation. However, the value of 2 means that there is no autocorrelation in the sample taken. Below are the hypothesis of Durbin – Watson Test:

H0 = There is no autocorrelation (r = 0)

H1 = There is autocorrelation (r ≠ 0)

To know and to make a decision about whether there is correlation or not, it can be seen from the table below:

Table 1. Durbin-Watson Statistic

Null Hypothesis	Decision	Condition
No positive autocorrelation	Rejected	$0 < d < d_L$
No positive autocorrelation	No Decision	$d_L \leq d \leq d_U$
No negative autocorrelation	Rejected	$4 - d_L < d < 4$
No negative autocorrelation	No Decision	$4 - d_U \leq d \leq 4 - d_L$
No autocorrelation, positively or negatively	Not Rejected	$d_U < d < 4 - d_U$

According to Sekaran and Bougie (2013), they mentioned that multicollinearity test whether independent variables are related to each other. A good regression model does not have any correlation between its independent variable, or it can be said that the regression model should not have multicollinearity. In testing multicollinearity there are many option in it however, the writers choose to use Tolerance and Variance Inflation Factor (VIF). The VIF is trying to find out how severe the multicollinearity in the multiple regression analysis.

The measurement of VIF result using the numerical result through tolerance and VIF. Tolerance should be below 0.1 and the VIF should be above 10 in order for the regression analysis for multicollinearity to exist and vice versa.

RESULTS AND DISCUSSION

Before processing the data, the test to be run is the outlier test since the outlier data would create an abnormality in the result, thus any outlier should be deleted or removed. Following the method given by Ghozali (2011), the score standard of the test will be taken as outlier if the score goes between 3 to 4 (Hair, Anderson, Tatham, & Black, 1998). However there are no outliers found in the data collection since there are no data that has the score more than 3. Thus, it can be concluded that there is no outlier in the overall data.

If there are any value higher than the Cronbach's Alpha in the Item-Total Statistics Cronbach's Alpha if Item Deleted, the indicator of measurement will be deleted since it could lower the reliability of the data.

For the Exhaustion variable, 1 item has to be deleted in order to increase the Cronbach's Alpha to be above 6. The final Cronbach's Alpha for Exhaustion is 0.609. The next variable which is Disengagement, 3 items should be deleted to reach the final Cronbach's Alpha which is 0.664. The variable Organizational Citizenship behavior (OCB) got the final Cronbach's Alpha 0.808 after deleting 1 item.

For the validity test, the writers will do the bivariate correlation test as instructed by Ghozali

(2011) as stated in the previous chapter. To be considered as valid, the significance value should be below 0.05.

The result in the validity test is that all of the independent variables (Exhaustion and Disengagement) and dependent variable (Organizational Citizenship Behavior shows significant values below 0.05 meaning that all of the variables, dependent and independent are considered as valid.

The histogram above shows a tendency that the model is skewed to the right but the P-Plot of the standardized residual show that the residual is following the straight line. To confirm the normality of the data, hence a statistical test are required to confirm the normality of the model.

Table 2. Knomolgorov-Smirnov

		Unstandardized Residual
N		100
Normal Parameters[a,b]	Mean	.0000000
	Std. Deviation	1.98788204
Most Extreme Differences	Absolute	.084
	Positive	.038
	Negative	-.084
Kolmogorov-Smirnov Z		.839
Asymp. Sig. (2-tailed)		.482

a. Test distribution is Normal.

b. Calculated from data.

Here as we can see the Kolmogorov-Smirnov value is 0.839 and the significance level is 0.482 which is above 0.05, thus H0 can be accepted and the model can be considered normally distributed.

Figure 1. Homoscedasticity Test Scatterplot
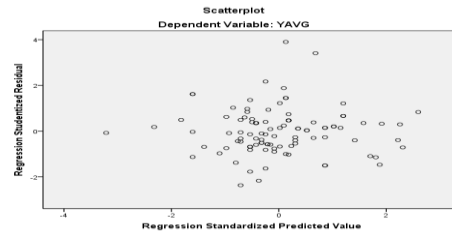
From the figure above we can see that it's randomized and doesn't show any kind of pattern. Therefore, we can conclude that this graph showing homoscedastic. Then, statistical test is required to confirm the test using Park test.

After using Park test, it is shown that both independent variables has a significance values higher than 0.05 which is 0.355 for Disengagement and 0.527 for Exhaustion. Then, it can be concluded from the results that the writers accept the H0 which says that this models is homoscedastic.

Table 3. Table for Autocorrelation Test

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.434[a]	.189	.172	.37047	1.735

a. Predictors: (Constant), XEAVG, XDAVG

b. Dependent Variable: YAVG

In the research, the writers are using 100 samples and 2 independent variable. The result of the Durbin-Watson value was 1.735. Looking at the Durbin Watson tables and find out that the lower limit is 1.582 and our Durbin Watson value is 1.735 which is higher than 1.582 and also lower than 4-1.582 (4-du) which is 2.418. So we can conclude that H0 is accepted that there is no autocorrelation in the regression models.

Table 4. Collinearity Statistics Test

Collinearity Statistics	
Tolerance	VIF
.685	1.460
.685	1.460

The table above shows that the tolerance level is 0.685 which is higher than 0.1 for both variables. Not only that the VIF value is 1.460, which is below the limit value which is 10 for both variables hence we can conclude that there is no multicollinearity in the model.

Referring back to Table 3, there it is shown that our adjusted R square is 17.2% which mean that our independent variables only explain 17.2% of our dependent variables and the remaining are affected by other factors.

Table 5. ANOVA F-Test Table

ANOVA[b]

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	3.093	2	1.546	11.266	.000[a]
Residual	13.313	97	.137		
Total	16.405	99			

a. Predictors: (Constant), XEAVG, XDAVG

b. Dependent Variable: YAVG

The result of the F-Test was 0.000, in which the significance level is below 0.05. Therefore, author can reject H0 and accept H1. Which mean that all the burnout dimensions affect the Organizational Citizenship Behavior.

Table 6. ANOVA T-Test Table

Coefficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
	B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1 (Constant)	.957	.295		3.245	.002		
XDAVG	.391	.148	.293	2.648	.009	.685	1.460
XEAVG	.240	.135	.196	1.774	.079	.685	1.460

a. Dependent Variable: YAVG

After doing the T-test, the result of the significance value was 0.009 and 0.079 for Disengagement and Exhaustion respectively. The independent variables of XDAVG or Disengagement indicates a significant level below 0.05 (0.009). However, the other independent variables (Exhaustion) show no significant because of the variable reach above 0.05. This means every point change in independent variable (disengagement), the dependent variable (Organizational Citizenship Behavior) also changed by 0.391.

From the test conducted above it can be seen that the result of the research is valid, reliable, passed all the assumption test, and the statistical test. It can also be derived from the multiple regression test that:

Hypothesis 1
H1: Exhaustion and Disengagement simultaneously give significant effect towards Organizational Citizenship Behavior on workers of PT. X and PT. Y.
H2: Exhaustion and Disengagement separately give significant effect towards Organizational Citizenship Behavior on workers of PT. X and PT. Y.

In hypothesis 1, H1 and H2 are accepted. This means that burnout does give significant impact

towards Organizational Citizenship Behavior on workers of PT. X and PT. Y.

However, it should be noted that the result of this research is that the independent variables which is burnout (exhaustion and disengagement) have positive relationship with the dependent variable which is Organizational Citizenship Behavior.

This result is proven to be much different than the previous research done before such as the research by Talachi and Gorji (2013) with the result that proves that burnout which is made up of emotional exhaustion, depersonalization, and personal accomplishment have negative relationships with Organizational Citizenship Behavior. The research by Talachi and Gorji means that the higher the burnout that a worker suffers could lead to a decrease in Organizational Citizenship Behavior by those workers.

Another research done by Fatih Cetin (2011) also shows with the research that the burnout measured using Maslach Burnout Inventory shows negative relationship with Organizational Citizenship Behavior. The research achieved the same result with the research of Talachi and Gorji.

The result of the research by the writers however is far different because even when the worker has burnout, the worker still wants to do Organizational Citizenship Behavior.

In this case, the writers have found some theories that supports the findings in the research. Based on the Hull's theory in 1930, he stated that human has a mechanism of being motivated to do something if there is a need to make up for what is lacking even if they have to faced mild stress (Cannons, 1932). Simply saying in this case is that even if the workers are having burnout, they will still be motivated to do Organizational Citizenship Behavior because they are motivated to get something that lies beyond the work. It can be in the form of payment, experience, etc. that the worker wants.

Another theory was reversal theory which stated that a person would do something when the value is equal or when it is perceived as important (Apter, 1989). This theory could help explaining that the worker can still have Organizational Citizenship Behavior while having burnout since the work that they are doing can be considered as important since it is related with their welfare. If they are not motivated or eager to do work, they can be cut off from their occupation and ultimately leaving the worker unemployed.

So in conclusion, the workers suffering from burnout could still do Organizational Citizenship Behavior until certain point of stress (mild stress). However, when the burnout is not the equal value of what the worker is trying to reach (workload is bigger than the reward), the condition could change.

CONCLUSION

The findings that the writers found are in accordance with the hypotheses and it has also fulfilled the objective of this research. The findings are that burnout gives significant effect to Organizational Citizenship Behavior in both the company that the writers are working in. However co mpared to previous research by Fatih Cetin (2011), Demerouti and Bakker (2007), etc. with the similar topic which give negative relationship between burnout and Organizational Citizenship Behavior, the present research shows that the relationship that exist between both of the variables are positive relationship.

The findings of the writers are caused by some limitations that the writers are facing which hopefully can be overcame in future research, however this findings also can be used to improve the company for future time.

In conducting the research, the writers have faced some limitations:

Number of samples
   The samples that the writers took are only 100 samples. This is due to the small number of employee in Company Y, thus it cannot give fair representation of both companies.

The company the writers are working
   Since the sample are taken only from Company X and Y, it cannot give the accurate result as the sample from both companies cannot represent all the workers that is working in manufacturing industry.

Variables involved in the research
   The writers are using certain indicator from previous research for independent variables which are exhaustion and disengagement for burnout variable. It is because Organizational Citizenship Behavior is not only affected by exhaustion and disengagement, but also from other factors that is not mentioned in previous research that based the present research.

For the future research, the writers have some suggestions to improve the research quality.

Increase the number of samples
   By increasing the number of sample and not restricted to 2 companies only, it could represent the bigger scope of the workers thus it can give more accurate representation of what the writers are trying to measure or research.

Increase the number of relevant variables
   With increasing the number of variables, writers could cover the missing factors that in reality could affect the result of this research, which in this case is burnout affecting Organizational Citizenship Behavior. Adding another variables

such as working environment, reward system, etc. could improve the result of the research.

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