



# The Mediating Role of Citizenship Fatigue in The Effect of Job Stress on Burnout: A Research on Private Sports Center Employees

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## Abstract

This study aims to investigate the mediating role of citizenship fatigue in the effect of job stress on burnout. Employees of private sports centers operating in İstanbul constituted the sample of this study. The sample size was determined as "n=384". 171 women and 215 men participated in the research voluntarily. The study used the survey technique, among the quantitative data collection methods. The survey consists of four parts: personal information form, job stress scale, citizenship fatigue scale, and Copenhagen burnout inventory. Analyses were conducted using SPSS (Statistical Package for Social Science) and Process Makro 4.2 plug-in. As a result of the research, Citizenship Fatigue; has a partial mediator role in the relationship between job stress and personal burnout, it has a full mediating role in the relationship between job stress and job-related burnout, it was found to have a partial mediator role in the relationship between job stress and customer-related burnout. Future longitudinal studies can better explain the changes that occur in these relationships over time. Additionally, research in different sectors and cultures can increase the generalizability of the findings. It has been determined that managers and human resources professionals must develop strategies to reduce employees' burnout levels and address the factors that create job stress and citizenship fatigue together.

**Keywords:** Citizenship Fatigue, Job stress, Burnout, Management.

## Özet

**İş Stresinin Tükenmişlik Üzerindeki Etkisinde Vatandaşlık Yorgunluğunun Aracı Rolü: Özel Spor Merkezi Çalışanları Üzerine Bir Araştırma**

Bu çalışmanın amacı iş stresinin tükenmişlik üzerindeki etkisinde vatandaşlık yorgunluğunun aracı rolünü araştırmaktır. Bu çalışmanın örneklemini İstanbul'da faaliyet gösteren özel spor merkezlerinin çalışanları oluşturmuştur. Örneklem büyüklüğü "n=384" olarak belirlenmiştir. Araştırmaya 171 kadın ve 215 erkek gönüllü olarak katılmıştır. Araştırmada nicel veri toplama yöntemlerinden anket tekniği kullanılmıştır.

Anket formu dört bölümden oluşmaktadır: kişisel bilgi formu, iş stresi ölçeği, vatandaşlık yorgunluğu ölçeği ve Kopenhag tükenmişlik envanteri. Analizler SPSS (Statistical Package for Social Science) ve Process Makro 4.2 eklentisi kullanılarak gerçekleştirilmiştir. Araştırma sonucunda Vatandaşlık Yorgunluğunun; İş stresi ile kişisel tükenmişlik arasındaki ilişkide kısmi aracı role sahip olduğu, iş stresi ile işe bağlı tükenmişlik arasındaki ilişkide tam aracı role sahip olduğu, iş stresi ile müşteri tükenmişliği arasındaki ilişkide kısmi aracı role sahip olduğu bulunmuştur. Gelecekteki boylamsal çalışmaların bu ilişkilerde zaman içinde meydana gelen değişiklikleri daha iyi anlatabileceği değerlendirilmektedir. Ayrıca farklı sektör ve kültürlerde yapılacak araştırmalar bulguların genellenebilirliğini artırabilir. Yöneticilerin ve insan kaynakları profesyonellerinin çalışanların tükenmişlik düzeylerini azaltmak, iş stresi ve vatandaşlık yorgunluğunu yaratan faktörleri birlikte ele almak için çeşitli stratejiler geliştirmeleri gerektiği tespit edilmiştir.

**Anahtar Kelimeler:** Vatandaşlık Yorgunluğu, İş stresi, Tükenmişlik, Yönetim.

## INTRODUCTION

Researchers working in organizational behavior have been interested in volunteering above their job descriptions and have tried to shed light on the subject with their research. It has been stated that, in addition to the visible benefits of OCB, it may have negative effects on the individual due to the consumption of resources (42). Negative effects were evaluated in association with citizenship fatigue (Citizenship Fatigue). CF is defined as fatigue and wear and tear due to OCB preoccupation and the resulting state of tension; The individual feels exhausted, tired, and stressed due to OCB (14). In the limited number of studies on the subject in foreign literature, it is seen that CF has a mediating role (30), and negative results for the individual and the business have been detected (3,79,63,14). The prevailing opinion, which emerged as a result of the structure of the concepts of burnout and stress and the literature review on citizenship fatigue, is that CF may be related to the concepts of burnout and stress, which lead to negative results in employees. Since there is no research examining the mediating role of citizenship fatigue in the effect of job stress on burnout, it is thought that the study to be conducted will contribute to this field.

### Organizational Citizenship Behavior

Individual behaviors that are not supported by the official reward system in organizations (83,82), that contribute to the general functioning of the organization, and that the employee performs voluntarily without being forced are defined as organizational behavior (71). Voluntary behaviors that go beyond the official role defined by the organization for the individual and include the help and support provided to other employees are within the concept of organizational citizenship behavior. If the behavior displayed within the organization occurs with the individual's consent and is received positively by the management level and employees, it can be accepted as citizenship behavior (59). It is not included in the job descriptions that act as a study guide (it is not mandatory), it is not rewarded by the reward/punishment system if ignored or performed (99), it involves personal preference (92), Behaviors that contribute to the overall effectiveness and efficiency of the organization are also evaluated in this context (55).

Unlike behaviors within the job description or appropriate to the role represented, organizational citizenship behavior (OCB) represents employees' voluntary behavior, the giving of informal rather than formal rewards, and in this context, their contribution to the whole organization (14). Researchers generally agree that OCB contributes to organizations and is beneficial for employees. Employees; They are evaluated positively by their superiors because they go beyond their job descriptions by participating in organizations, gaining knowledge and experience about the organization, guiding their colleagues, helping them by finding solutions to their problems, encouraging and persuading them, and voluntarily taking on additional responsibilities (7,95). Organizations think positively about OCB and encourage these behaviors. OCB contributes to social capital and ensures the easy and effective functioning of the organization's social mechanism (20,73,76). When we look at the existing research on the subject in the literature, it is stated that although there is significant support that citizenship behavior is positive in organizations (73), there are deficiencies in its theoretical understanding, such as not explaining the fundamentally different reactions of

employees to their jobs (14). Experiences of OCB participation are seen as important in explaining how employees will respond to subsequent opportunities for OCB participation (18).

### **Citizenship Fatigue**

In parallel with the optimistic view put forward by academics interested in OCB in their research, employees participate in OCB due to their positive motivation and the desire to reciprocate the positive behaviors they receive from management or other people (7,72). From this perspective, it can be said that employees who participate in OCB and exhibit these behaviors will continue their behavior unless there is a change in their motivation. This situation also confirms what is called 'good soldier syndrome', attributed to employees exhibiting high levels of OCB (14). Continuous display of these behaviors and the nature of the situations encountered as a result may result in employees losing their motivation and burnout (14). As it is known, OCB technically means that employees use the cognitive, emotional, and physical resources they have, beyond their job descriptions. If resources are limited, anxiety and doubt about the fairness and benefit of the use of these scarce resources beyond the job description will put pressure on the individual, and due to the internal tension that will occur, fatigue may be felt against the behaviors that cause these feelings (14). In this case, employees may be reluctant to take opportunities related to OCB. While they can support their colleagues with a last-minute notification or short warnings and suggestions, the individual may remain silent due to fatigue (14).

Although studies on OCB are studies aimed at describing the positive behaviors of individuals in this regard (10, 19, 17, 42, 91, 93), studies indicate that individuals may become less inclined to participate in future OCB actions due to feelings of wear and tear due to OCB have not yet been taken into account (14). The issue that escapes the attention of researchers here is that employees may experience fatigue due to OCB. Although the likelihood of exhibiting behavior related to this issue decreases, this may not affect the individual's other organizational behaviors and may continue to have a high level of task understanding. The concept explained by the definition of citizenship fatigue is described as feeling worn out, tired, or at the limit (14). VY can be distinguished primarily by emotional states such as being angry, exhausted, and tense (14). Qiu et al. (79) suggest that employees who go the extra mile for instrumental purposes suffer from citizenship fatigue. VY is understood as the depletion of resources by the employee due to participation in civil activities within the organization. Balino et al. (14) argue that since citizenship fatigue is only related to the energy allocated for OCB and the resources the individual has, this situation will only hinder the citizenship behavior of employees, but will not affect the activities specified in the job description and, accordingly, their job performance. An individual who helps and guides a new employee in the first days of work may feel citizenship fatigue due to this behavior and, as a result, may give up this behavior and continue to perform the duties specified in the job description. In this context, it is evaluated that it will be possible for employees who feel citizenship fatigue to reduce their interest in the help-oriented OCB mentioned here, and to focus on the activities specified in the job description and perform them at a high-performance level (11).

At the root of citizenship fatigue, the research aims to provide a more detailed understanding of what can happen when part of an individual's job is to go out of his or her way to meet the needs of others. Especially in research on care and rehabilitation, the concept of compassion fatigue has been defined as a result associated with high levels of compassion and empathy towards those in need (22, 25, 56). Citizenship fatigue and compassion fatigue are two concepts close to each other that are likely to be confused due to their meanings. In research on the subject, it has been found that task-related compassion fatigue with an emotional approach generally occurs in nurses (25), individuals working in natural disasters where humans and other living beings are heavily affected, and social services workers (22).

While compassion fatigue arises from the responsibility that occurs due to the empathy of individuals who care for people who need care, are helpless, and hopeless, Citizenship fatigue stems from the desire to take relatively discretionary actions that benefit the organization more. While sadness and helplessness predominate in compassion fatigue, frustration and lack of appreciation prevail in employees experiencing citizenship fatigue (14).

## Stress

Stress, which is seen as the pressure on the individual due to the weakness of the immune system, excessive energy consumption, as well as the effects of fatigue and burnout, is seen as one of the most important health problems in the world today (65). It is defined as the totality of the reactions of the individual body to requests in the process of reacting to the effect (80). The negative effects caused by changes in the individual's organism due to conditions that prevent the person from reacting to the events in his immediate environment are considered stress (43). It is thought that the consequences of stress may be related to physical and emotional difficulties (44).

The unpredictable flow of daily life, the strain on individuals' tolerance of current conditions, rapid development and changes, and above all, economic difficulties, and the effort to keep up with life despite everything, affect the individuals in the environment and can create more or less stress on them. Stress can be tolerated to some extent by individuals with its stimulating and motivating effects (52). Although stress is seen to be related to the individual and his inner world, it should be considered that external stress occurring in general life and work life may also have effects (94).

Conservation of Resources Theory is considered an approach that will benefit from understanding the effects of job stress on burnout. In this theory, which expresses efforts to protect and increase important resources and obtain new resources (47), it is emphasized that individuals will not be successful in their search for new resources and will experience stress if they cannot protect resources (98). As a result, individuals with relatively fewer resources will be intolerant to the decrease in resources and will subsequently quickly feel the feeling of stress and burnout (8). Employee stress is related to the demands and resources available to meet those demands. In this context, stress occurs when existing resources do not meet the demands (2). In addition to the negative stress that occurs during tension, it has been stated that stress at a level that ensures efficient work and motivation should also be taken into consideration as positive (21). Stress that motivates success is defined as a stressor, while stress that has negative consequences, such as failure, frustration, and disappointment, is also defined as destructive stress (13). In the field literature, it is seen that the types of stress are mentioned as short-term and long-term (86), stress arising from the person, and stress arising from the physical environment (21, 37).

Organizational stress refers to the stress an individual is exposed to regarding their job. The concept of job stress, which is also seen as the individual's reaction to incompatibility arising from the employee or the structure of the job during work, is also used to explain organizational stress in this respect (35). In a structure that does not provide sufficient opportunities for employees to demonstrate their capacities and abilities, where their opinions are not valued, and therefore employee participation is low, individuals who feel that they have a burden on their shoulders that they cannot bear may be exposed to extreme stress (32).

Stress at work may arise from the structure of the business and organization, business policy, current physical conditions, and employee relations (70). Stress in employees, poor performance (35), dissatisfaction (60), absenteeism (36), labor turnover (84), workplace conflicts (81), and fatigue (75) also have similar results.

### The Concept of Burnout and Its Dimensions

Burnout is expressed as the depletion of energy and strength among employees, the emotional exhaustion experienced due to unfulfilled demands, and the professional stress felt (67). The concept has three sub-dimensions: emotional exhaustion (62), depersonalization (29), and the feeling of decreasing personal achievement (27). The concept of burnout has important consequences in individual and organizational terms, and these negativities are a negative situation that can affect employees' tendency to quit their jobs and their desire to change jobs (26, 38). Having a job, working, and providing better conditions and opportunities to the family members for whom one is responsible is an indispensable way to ensure a meaningful lifestyle. However, this situation can also be a source of stress for various reasons (50). Burnout, which is thought to be experienced intensely in workplaces, is a factor at every stage of the individual's functioning, in this context; It is stated that it can be the reason for a negative outlook on life with its capacity to negatively affect all kinds of the individual's relationships (50).

### **Relationships between OCB, CF, Burnout, and Stress**

While citizenship fatigue is structurally very similar to stress, role overload, and burnout, it is also quite different from these structures. Citizenship fatigue emphasizes the level of energy and individual resources the employee expends on OCB (3).

Stress in working individuals; It reflects the general atmosphere that the workplace environment and the nature of the job are stressful (69), or the feelings of time pressure and anxiety associated with job descriptions (49). Role overload refers to employees' belief that there is no time to do their job and that there is more workload than one person can handle (17). Stress and role overload reflect employees' feelings of strain and depletion of their resources, which affects their ability to succeed in their jobs. Stress and role overload are concepts that weaken employees' ability to do their jobs and are not related to OCB (40). The burnout mentioned here is defined as the syndrome of emotional exhaustion, depersonalization, and decreased personal achievement that can occur among employees (66). Although citizenship fatigue is seen to be related to these concepts, it is considered to have differences in terms of its meaning.

Since burnout refers to a situation that causes decreases in employees' resources and energy levels, it is considered to negatively affect their job performance (Halbesleben and Buckley, 2004). While employees who experience citizenship fatigue and reduce their attitudes towards OCB are not expected to experience a decrease in their job performance levels, it is considered that employees who experience burnout may experience a decrease in their sense of efficacy towards their jobs (41).

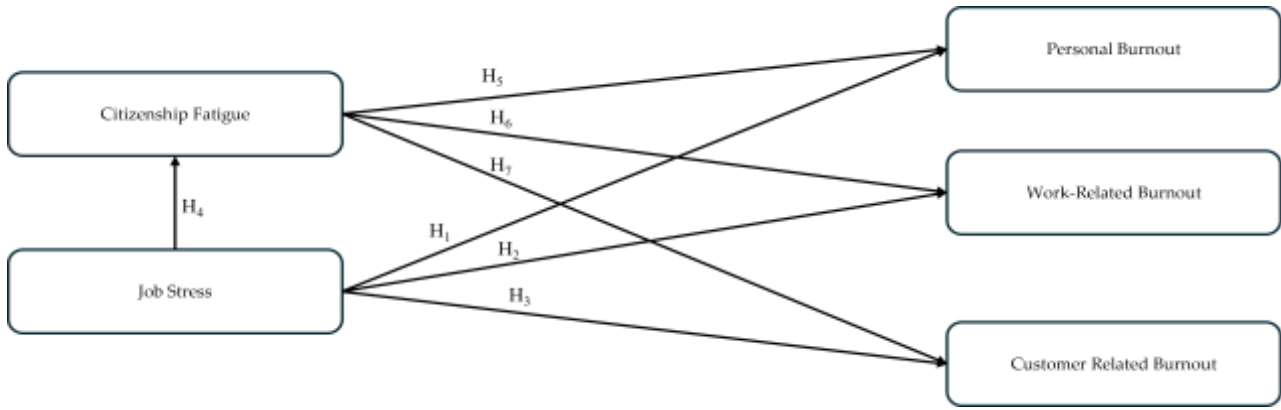
It is considered that by defining citizenship fatigue, the attrition of employees exhibiting OCB can be explained more easily (14). Studies on the subject: While Bolino and Turnley (17) found a positive significant relationship between showing individual initiative (a form of OCB) and job stress and role overload, they considered work stress or strain at work as an antecedent of OCB and found a negative relationship between them and OCB. They found that there is a relationship (24). Balino et al. (14) attributed the difficulty of finding a relationship between OCB and stress and role overload to the lack of elements related to citizenship behavior like these concepts and suggested that employees can experience citizenship fatigue without feelings of stress, role overload, or burnout.

Citizenship fatigue is similar to role work overload, burnout, and felt stress; However, the situation is quite different here because employees may experience citizenship fatigue due to burnout, overload, or stress (14). The concept of citizenship fatigue emphasizes the amount of energy or personal resources an individual devotes to the citizenship behaviors of an organization (3). Individuals who feel citizenship fatigue have feelings of disappointment and not being appreciated enough by their environment, and therefore tend to withdraw from the organization (14), thus decreasing their desire to exhibit citizenship behavior in the future (14, 64) and a decrease in employees' feelings of ownership (3). Additionally, citizenship fatigue is considered to promote negative emotions and behaviors in employees, including feelings of worthlessness and disappointment (68).

In their study, Onay and Kılıcı (70) determined that there was a strong and significant relationship between job stress and burnout and reported that the stress factors that employees have and that occur depending on the workplace positively affect emotional exhaustion and depersonalization, which are burnout dimensions (70). In another study examining the Relationship between Job Stress and Burnout among Service Sector Employees, it has been reported that a significant positive relationship between work stress and emotional burnout has been detected (12).

In the research, the relational screening model was used for its purpose. In relational screening studies, the relationship or effect between two different quantitative variables is revealed through a correlation coefficient (39). The main purpose of studies investigating correlation-type relationships is to examine whether the variables change together or, if so, how (9).

The hypotheses and models prepared in light of the information obtained in the literature research are presented below;



**Figure 1:** Measurement model

H1: There is a significant and positive relationship between job stress and personal burnout.

H2: There is a significant and positive relationship between job stress and work-related burnout.

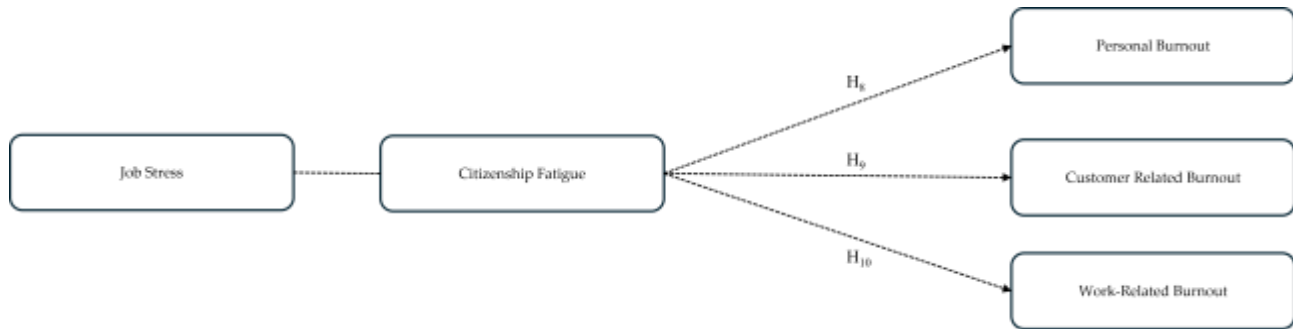
H3: There is a significant and positive relationship between job stress and customer-related burnout.

H4: There is a significant and positive relationship between work stress and citizenship fatigue.

H5: There is a significant and positive relationship between citizenship fatigue and personal burnout.

H6: There is a significant and positive relationship between citizenship fatigue and work-related burnout.

H7: There is a significant and positive relationship between citizenship fatigue and customer-related burnout.



**Figure 2:** Structural Model

H8: Citizenship fatigue has a mediating role in the effect of job stress on personal burnout.

H9: Citizenship fatigue has a mediating role in the effect of job stress on work-related burnout.

H10: Citizenship fatigue has a mediating role in the effect of job stress on customer-related burnout.

## METHOD

### Research Group

The research study was conducted on employees of private sports centers operating in Istanbul. There are 1345 private physical education and sports facilities in Istanbul as of 2023 (51). In the study, current and accurate data on the number of employees working in private sports centers operating in Istanbul could not be obtained. Therefore, the size of the target universe could not be determined clearly. In line with this uncertainty, a significance level of 5% ( $\alpha=0.05$ ) was taken as the basis for determining the sample size; the appropriate sample size was calculated by considering different possible population sizes. However, the uncertainty regarding the size of the universe represented by the sample group and the possible variability in the effective sample number falling into the analysis model were evaluated among the limitations of the study.

As a result, the sample size was determined as “n=384” (28, 97). With the decision of the Istanbul Rumeli University Ethics Committee dated 26.04.2024 and numbered 2024/03, it was approved that the research was ethically appropriate. The simple random sampling method, one of the random sampling methods, was preferred in the research sample.

Descriptive statistics regarding the demographic characteristics of the employees participating in the research are presented in Table 1.

<b>Table 1. Demographic Characteristics of Participants</b>							
<b>Variables</b>		<b>Frequency</b>	<b>%</b>	<b>Variables</b>		<b>Frequency</b>	<b>%</b>
<b>Gender</b>	<b>Female</b>	176	45,0	<b>Education</b>	<b>Secondary education</b>	26	6,6
	<b>Male</b>	215	55,0		<b>Associate Degree</b>	26	6,6
<b>Age</b>	<b>18-28 age</b>	148	37,9		<b>License</b>	204	52,2
	<b>29-39 age</b>	177	45,3	<b>Working Time in the Business</b>	<b>Postgraduate</b>	135	34,5
	<b>40-50 age</b>	51	13,0		<b>1-5 years</b>	230	58,8
	<b>51 age and above</b>	15	3,8		<b>6-11 years</b>	67	17,1
<b>Income</b>	<b>0-17.002 TL</b>	33	8,4	<b>Working Unit</b>	<b>12-17 years</b>	32	8,2
	<b>17.003-34.000 TL</b>	111	28,4		<b>18 years and above</b>	62	15,9
	<b>34.001-68.000 TL</b>	226	57,8		<b>Reception/Desk</b>	141	36,1
	<b>68.001 TL and above</b>	21	5,4		<b>Sales and marketing</b>	127	32,5
<b>Marital status</b>	<b>Single</b>	187	47,8		<b>Coach</b>	123	31,5
	<b>Married</b>	204	52,2				
<b>Total</b>		391	%100			391	%100

As stated in Table 1, when looking at the gender distribution of the employees participating in the research, it is seen that 45.0% are women and 55.0% are men. According to age distribution, 37.9% of the participants are between 18-28 years old, 45.3% are between 28-39 years old, 13.0% are between 40-50 years old, and 3.8% are older than 50. According to income level, 8.4% of the participants have an income of 0-17,002 TL, 28.4% have an income of 17,003-34,000 TL, 57.8% have an income of 34,001-68,000 TL, and 5.4% have an income of 68,001 TL and above. When looking at their marital status, it is seen that 47.8% are single and 52.2% are married. According to education levels, it was determined that 6.6% of the participants had secondary education, 6.6% had associate degrees, 52.2% had bachelor's degrees, and 34.5% had postgraduate degrees. According to the working period, 58.8% of the participants have been working for 1-5 years, 17.1% for 6-11 years, 8.2% for 12-17 years, and 15.9% for 18 years or more. When looking at the working positions, it is seen that 36.1% are reception/consultancy, 32.5% are sales/marketing, and 31.5% are coaches.

In the research, the survey technique, which is among the quantitative data collection methods, was used. Data was collected from 397 employees through a digital and face-to-face survey form in May 2024. Six of these data points were removed from the dataset because they were extreme data points. The survey consists of four parts: personal information form, job stress scale, citizenship fatigue scale, and Copenhagen burnout inventory.

### Data Collection Tools

**Personal Information Form:** For the research, demographic information such as age, income level, marital status, education level, working time in the enterprise, and working position was included.

**Job Stress Scale:** The scale developed by House and Rizzo (48) was used to determine the job stress levels of employees. There is only one dimension in the stress scale, and the scale consists of 7 statements in total. The Turkish validity and reliability study of the scale was conducted by Efeoğlu (33). A high score on the scale means that the perception of job stress is at a high level. The Cronbach's Alpha coefficient of the scale was calculated as .881.

**Citizen Fatigue:** To determine the fatigue levels of employees, Bolino et al. (14) were used. There is only one dimension in the Citizenship Fatigue scale, and the scale consists of 6 statements in total. The Turkish validity and reliability study of the scale was conducted by Karadeniz and Uzunbacak (53). The Cronbach's Alpha coefficient of the scale was calculated as .976.

**Copenhagen Burnout Scale:** The scale developed by Kristensen et al. (61) was used to determine the burnout levels of employees. The Turkish validity and reliability study of the scale was conducted by Bakoğlu et al. (5). The Copenhagen Burnout Scale has 19 items and 3 subscales. The subscales in this scale are discussed separately within this research. These are personal burnout, job-related burnout, and customer-related burnout. Personal burnout scale, Cronbach's Alpha coefficient was calculated as .918, work-related burnout scale, Cronbach's Alpha coefficient was calculated as .891, and customer-related burnout scale, Cronbach's Alpha coefficient was calculated as .899.

Cronbach's Alpha coefficients give the reliability level of the scale. Depending on the alpha ( $\alpha$ ) coefficient, the reliability of the scale is interpreted as follows (1): If  $.00 \leq \alpha < .40$ , the scale is unreliable, if  $.40 \leq \alpha < .60$ , the reliability of the scale is low, .60. If  $.60 \leq \alpha < .80$ , the scale is highly reliable; if  $.80 \leq \alpha < 1.00$ , the scale is highly reliable. Accordingly, the alpha coefficients of the scales show that they are highly reliable.

### Analysis of Data

For quantitative data analysis, the statistical validity and reliability of the dataset were tested by the methods recommended by Kline (57). Analyses were conducted using SPSS (Statistical Package for Social Science) and Process Makro 4.2 plug-in. In the study, frequency analysis was performed to determine the demographic information of the participants, and the results were reported with percentage distributions. The distributions of the answers to the statements in the scales were examined, and the application of parametric tests was evaluated with the normality test. Factor analysis was performed to determine whether the sample group adequately represented the universe. Pearson correlation analysis was applied to determine the relationships among the variables in the research. The traditional mediation analysis method suggested by Baron and Kenny (6) was used to test the main hypothesis. This analysis was carried out using the analysis model developed by Hayes (45) that can detect the mediator through confidence interval values within the scope of direct, indirect, and total impact.

## FINDINGS

Factor loadings of the scales used in the research were examined. Factor analysis helps researchers understand the complexity of data sets and explain the structure among variables. It also provides the opportunity to reveal the basic relationships underlying the data set of the scales used for the mediation model. Factor analyses of the variables are presented in Table 2.

<b>Table 2: Factor Analyses of Variables</b>							
Variables	Article	Factor Loading	Explained Variance	Variables	Article	Factor Loading	Explained Variance
Job stress	İS1	,712	59,427	Work-Related Burnout	T7	,818	63,458
	İS2	,830			T8	,895	
	İS3	,857			T9	,899	
	İS4	,739			T10	,869	
	İS5	,826			T11	,838	
	İS6	,699			T12	,793	
	İS7	,716			T13	,949	
KMO Test	,858			KMO Test	,865		
Total Variance	59,427			Total Variance	63,458		
Barlett Testi	,000			Barlett Test	,000		
Citizenship Fatigue	VY1	,929	89,239	Customer Burnout	T14	,676	67,782
	VY2	,937			T15	,864	
	VY3	,952			T16	,920	
	VY4	,955			T17	,904	
	VY5	,954			T18	,874	
	VY6	,941			T19	,661	
KMO Testi	,910			KMO Testi	,820		
Total Variance	89,239			Total Variance	67,782		



<b>Barlett Test</b>	.000			<b>Barlett Test</b>	.000
	T1	,878	69,209		
<b>Personal Burnout</b>					
<b>KMO Test</b>	,910				
<b>Total Variance</b>	69,209				
<b>Barlett Test</b>	.000				

Table 2 shows that the sample size was suitable for factor analysis (Kalaycı, 2010: 322). KMO values above 0.60 indicates that there is a sufficient sample for analysis. As a result of the Bartlett test ( $p=0.000<0.05$ ), it was determined that there were significant relationships between the variables. The Varimax Rotation Technique was used for factor analysis, and the number of factors was determined by taking into account factors with eigenvalues greater than 1. Factor loadings of 0.45 or above are stated as a good criterion (23). Factor loadings on the job stress scale were calculated between 0.857 and 0.699, and the total variance was found to be 89.239%. Factor loadings on the citizenship fatigue scale were calculated between 0.955 and 0.929, and the total variance was determined as 89.239%. In the study, the dimensions of the Copenhagen burnout inventory were subjected to separate factor analysis. Factor loadings on the personal burnout scale were calculated between 0.880 and 0.764, and the total variance was determined as 69.209%. Factor loadings on the work-related burnout scale were calculated between 0.949 and 0.793, and the total variance was found to be 63.458%. Finally, factor loadings on the customer-related burnout scale were calculated between 0.661 and 0.920, and the total variance was determined as 67.782%. The statistic of the variables is presented in Table 3.

<b>Table 3: Mean, Standard Deviation, and Normality Distributions of Variables</b>				
	Mean	Standard Deviation	Skewness	Kurtosis
<b>Job Stress</b>	21,18	1,408	0,152	-0,935
<b>Citizenship Fatigue</b>	2,75	1,173	0,303	-1,081
<b>Personal Burnout</b>	2,85	0,809	0,254	-0,512
<b>Work-Related Burnout</b>	2,99	0,841	0,450	-0,261
<b>Customer Burnout</b>	3,77	0,921	0,227	0,330

The results in Table 3 indicate that the average job stress of the employees participating in the research was calculated as 21.18, the average citizenship fatigue was 2.75, the average of personal burnout was 2.85, the average job-related burnout was 2.99, and the average customer-related burnout was 3.77. When the normality distributions of the variables are examined, it is seen that they are between  $\pm 1.5$ . According to Tabachnick and Fidell (87), skewness and kurtosis values falling between -1.5 and +1.5 indicate a largely normal distribution (87). Pearson correlation analysis results are presented in Table 4.

<b>Table 4: Pearson Correlation Analysis Between Variables</b>					
	1.	2.	3.	4.	5.
<b>1. Job Stress</b>	1.00				
<b>2. Personal Burnout</b>	,503**	1.00			
<b>3. Work-Related Burnout</b>	,493**	,729**	1.00		
<b>4. Customer Burnout</b>	,543**	,640**	,760**	1.00	
<b>5. Citizenship Fatigue</b>	,744**	,454**	,343**	,428**	1.00

\*\*p<0.001

The results in Table 4 represent a significant positive correlation among all variables of the study. It was calculated as job stress and personal burnout ( $r=0.503$ ,  $p<0.001$ ), work-related burnout ( $r=0.493$ ,  $p<0.001$ ), customer-related burnout ( $r=0.543$ ,  $p<0.001$ ) and citizenship fatigue ( $r=0.744$ ,  $p<0.001$ ). Citizenship fatigue and burnout ( $r=0.450$ ,  $p<0.001$ ), personal burnout ( $r=0.454$ ,  $p<0.001$ ), work-related burnout ( $r=0.464$ ,  $p<0.001$ ), and customer-related burnout ( $r=0.428$ ,  $p<0.001$ ). According to these findings, hypotheses H1, H2, H3, H4, H5, H6 and H7 were supported.

There are significant positive correlations among all variables of the study (Table 4). Work stress and citizenship fatigue ( $r=0.744$ ,  $p<0.001$ ), burnout ( $r=0.570$ ,  $p<0.001$ ), personal burnout ( $r=0.503$ ,  $p<0.001$ ), work-related burnout ( $r=0.493$ ,  $p<0.001$ ). A positive and significant relationship is observed between customer-related burnout ( $r=0.543$ ,  $p<0.001$ ). Citizenship fatigue and burnout ( $r=0.450$ ,  $p<0.001$ ), personal burnout ( $r=0.453$ ,  $p<0.001$ ), work-related burnout ( $r=0.343$ ,  $p<0.001$ ), and customer-related burnout ( $r=0.428$ ,  $p<0.001$ ). There are also positive and significant relationships between them. According to Pearson correlation analysis, values between 0 and 0.29 indicate a weak relationship, values between 0.30 and 0.64 indicate a moderate relationship, values between 0.65 and 0.84 indicate a strong relationship, and values between 0.85 and 1 indicate a moderate relationship. It indicates a very strong relationship (89). In this context, moderate and strong relationships between the variables are observed. The results of the Mediation Model are presented in Table 5.

**Table 5:** Coefficients, 95% Bootstrap Confidence Intervals, Direct and Indirect Effects for the Mediation Model

	<b>M<sub>1</sub></b>			<b>Personal Burnout (Y)</b>		
	<b>Estimation</b>	<b>LB</b>	<b>UB</b>	<b>Estimation</b>	<b>LB</b>	<b>UB</b>
<b>Job Stress (X)</b>	,136**	,120	,153	,047**	,025	,068
<b>Citizenship Fatigue (M<sub>1</sub>)</b>				,122**	,002	,241
	R <sup>2</sup> : ,552			R <sup>2</sup> : ,267		
	<b>Unstandardized Coefficients</b>			<b>Standardized Coefficients</b>		
	<b>Estimation</b>	<b>LB</b>	<b>UB</b>			
<b>Direct Effect</b>	,047**	,025	,068		,371	
<b>Indirect Effect on M1</b>	,016**	,057	,014		,131	
<b>Total Impact</b>	,063**	,048	,078		,503	

\*\*p<0.001, LB: Bootstrap confidence interval lower bound, UB: Bootstrap confidence interval upper bound, M1: Citizenship Fatigue.

Job stress predicts the mediator variable of citizenship fatigue ( $b=0.13$ ,  $p<0.001$ ), while the results are presented in Table 5. Work stress explains 55% of the variance in the citizenship fatigue variable. Personal burnout, which is the outcome variable, is statistically predicted by citizenship fatigue ( $b=0.12$ ,  $p<0.001$ ). Work stress and citizenship fatigue explain 27% of the variability in the outcome variable, personal burnout.

Additionally, the direct and indirect effects of job stress on personal burnout are presented in Table 5. It can be said that the total effect of work stress on personal burnout is 0.06. This is partially mediated by total citizenship fatigue (CI: .014-.131). Hypothesis H8 was supported. Because the effect obtained does not include the Bootstrap confidence intervals (0) value (45). When the mediation effect is examined, it can be said that job stress indirectly affects personal burnout through citizenship fatigue, and this indirect effect is statistically significant ( $\beta=.131$ ,  $p<0.001$ ). Additionally, approximately 25% of the total effect of job stress on personal burnout is due to citizenship fatigue (0.016/0.063).

As presented in Table 6, job stress predicts the mediator variable of citizenship fatigue ( $b=.13$ ). Work stress explains 55% of the variance in the citizenship fatigue variable. The outcome variable, work-related burnout, is statistically predicted by citizenship fatigue ( $b=-.038$ ). Work stress and citizenship fatigue explain 24% of the variability in work-related burnout, which is the outcome variable ( $r^2: .244$ ).

**Table 6:** Coefficients, 95% Bootstrap Confidence Intervals, Direct and Indirect Effects for the Mediation Model

	M <sub>1</sub>			Work-Related Burnout (Y)		
	Estimation	LB	UB	Estimation	LB	UB
Job Stress (X)	,136**	,120	,153	,070**	,047	,093
Citizenship Fatigue (M <sub>1</sub> )				-,038**	-,164	,088
	R <sup>2</sup> : ,553			R <sup>2</sup> : ,244		
	Unstandardized Coefficients			Standardized Coefficients		
	Estimation	LB	UB			
Direct Effect	,070**		,047	,093		,533
Indirect Effect on M1	-,005**		-,026	,013		-,040
Total Impact	,065**		,049	,080		,493

\*\*p<0.01, LB: Bootstrap confidence interval lower bound, UB: Bootstrap confidence interval upper bound, M1: Citizenship Fatigue.

Table 6 also presents the direct and indirect effects of job stress on work-related burnout. The results indicate that the total effect of job stress on job-related burnout is .065. This total effect is fully mediated by citizenship fatigue (CI: .013--,.040). Hypothesis H9 was supported. Because the resulting Bootstrap confidence intervals include the value (0) (45). When the mediation effect is examined, it can be said that job stress indirectly affects job-related burnout through citizenship fatigue, and this indirect effect is statistically significant ( $\beta$ =-0.40,  $p$ <0.01). Additionally, approximately 16% of the total effect of job stress on job-related burnout is due to citizenship fatigue (.080/.493).

Job stress predicts the citizenship fatigue mediator variable ( $b$ =.13), whereas the results are presented in Table 7. Work Stress explains 55% of the variance in the Citizenship Fatigue variable. The outcome variable, customer-related burnout, is statistically predicted by citizenship fatigue ( $b$ =.043). Job stress and citizenship fatigue explain 29% of the variability in customer-related burnout, which is the outcome variable ( $r^2$ : .296).

**Table 7:** Coefficients, 95% Bootstrap Confidence Intervals, and Direct and Indirect Effects for the Mediation Model

	M <sub>1</sub>			Customer Related Burnout (Y)		
	Estimation	LB	UB	Estimation	LB	UB
Job Stress (X)	,136**	,120	,153	,072**	,048	,097
Citizenship Fatigue (M <sub>1</sub> )				,043**	-,090	,176
	R <sup>2</sup> : ,553			R <sup>2</sup> : ,296		
	Unstandardized Coefficients			Standardized Coefficients		
	Estimation	LB	UB			
Direct Effect	,072**		,048	,097		,502
Indirect Effect on M1	,006**		-,015	,026		,041
Total Impact	,078**		,062	,094		,543

\*\*p<0.01, LB: Bootstrap confidence interval lower bound, UB: Bootstrap confidence interval upper bound, M1: Citizenship Fatigue.

Additionally, Table 7 presents the direct and indirect effects of job stress on customer-related burnout. According to this, it can be said that the total effect of work stress on personal burnout is 06. This total effect is partially mediated by citizenship fatigue (CI: -.015, -.026). Hypothesis H10 was supported. Because the resulting Bootstrap confidence intervals include the value (0) (45). When the mediation effect is examined, it can be said that work stress indirectly affects personal burnout through citizenship fatigue, and this indirect effect is statistically significant ( $\beta$ =0.41,  $p$ <0.01). Additionally, approximately 66% of the total effect of job stress on personal burnout is due to citizenship fatigue (.062/.094).

## DISCUSSION AND CONCLUSION

This study aims to investigate the mediating role of citizenship fatigue in the effect of job stress on burnout. Employees of private sports centers operating in Istanbul were selected as the sample group and the research was conducted using the survey technique within the scope of quantitative research methods. The research results are listed as the effect of the dependent variable on the mediator and independent variables, the effect of the mediator variable on the dependent variables, and the mediation model.

As a result of the research, it was determined that work stress has a significant effect on the level of personal burnout. There is a moderate relationship between these two variables. The impact of work stress on employees; It can be associated with factors such as constantly feeling angry, having sleep problems, and experiencing tension before meetings held in the company. These situations can cause employees to become worn out, mentally and physically exhausted, weaken their immune systems, and decrease their endurance. In these cases, it is considered that job stress may increase personal burnout. In the research, a significant positive correlation between job stress and personal burnout was calculated as  $r=0.503$ . This result supported the hypothesis "H1: There is a significant and positive relationship between job stress and personal burnout", and it is consistent with the previous studies (12,31,74,100).

It is an important finding of this study that work stress has a significant impact on the level of work-related burnout. There is a moderate relationship between these two variables. The impact of work stress on employees; It can be associated with factors such as constantly feeling angry, having sleep problems, and experiencing tension before meetings held in the company. In these cases, it can be said that it can lead to emotional depression for employees, every moment of working hours being tiring, a feeling of burnout at the end of the working day, a lack of energy to spend time with family and friends outside of work, and even a desire not to go to work the next day. As a result, it is evaluated that these situations may lead to an increase in the feeling of work-related burnout. In the research, a significant positive correlation between job stress and work-related burn out was calculated as  $r=0.493$ . This result supported the hypothesis "H2: There is a significant and positive relationship between job stress and work-related burnout", and it is consistent with the previous studies (88,12,31,74,100,90).

This study revealed that job stress has a significant impact on the level of customer-related burnout. There is a moderate relationship between these two variables. The impact of work stress on employees; It can be associated with factors such as constantly feeling angry, having sleep problems, and experiencing tension before meetings held in the company. It can be stated that these situations can make it difficult to work with customers, leading to boredom, not being able to keep up with demands, and not being able to establish sustainable relationships. As a result, it is evaluated that these situations may cause burnout in relationships with customers. In the research, a significant positive correlation between job stress and customer-related burnout was calculated as  $r=0.543$ . This result supported the hypothesis "H3: There is a significant and positive relationship between job stress and customer-related burnout", and it is consistent with the previous studies (88,100).

Work stress can have negative effects on employees' emotional, mental, and physical health, leading to burnout. The effect of work stress on burnout has been proven by various studies (88, 12, 31, 74, 100, 90).

The finding that work stress has a significant impact on citizenship fatigue is an important finding of the research. A strong relationship has been found between work stress and citizenship fatigue. Based on these findings, it can be stated that individuals working in reception/consultation, sales/marketing, and trainer positions in sports centers work under great stress and that their working conditions can directly affect their health. It is considered that employees whose stress levels increase due to constantly feeling angry due to their work, having sleep problems, and experiencing tension before meetings held at work may cause them to feel worn out. In addition, increased work intensity in sports centers and workplace-related stress factors can cause employees to become mentally or physically tired and lose their life energy. This and taking on extra duties and responsibilities can also increase employees' fatigue levels. These results supported hypothesis H4: "There is a significant and positive relationship between job stress and citizenship fatigue", and it is consistent with the study of De Clercq et al. (30).

Citizenship fatigue is seen as an important mechanism between workplace stressors and employees' mental health. The Conservation of Resources theory, developed by Hobfoll (46), was supported as a result of this hypothesis. According to theory, As pressure on employees increases and support decreases, they may experience citizenship fatigue. Additionally, when employees perceive stress factors negatively and the challenging and hindering stressors within the organization increase, their citizenship fatigue increases (54, 14).

Another finding of this study is that citizenship fatigue has a significant impact on the level of personal burnout. A moderate relationship was detected between these two variables. Based on these findings, it can be said that the factors that cause citizenship fatigue in sports center employees include factors such as doing more work than expected, high expectations of the institution, being given extra duties and responsibilities, feelings of tension, and mental and physical fatigue. These factors can be said to it wear out employees personally, make them mentally and physically exhausted, reduce their resistance by weakening their immune systems, and in this context, increase their personal burnout levels. This result supported the hypothesis "H5: There is a significant and positive relationship between citizenship fatigue and personal burnout", and it is consistent with the study of Bolino and Klotz (16).

This study revealed that citizenship fatigue has a significant impact on the level of work-related burnout. A moderate relationship was detected between these two variables. Among the factors that cause citizenship fatigue of sports center employees are factors such as doing more work and being given extra duties and responsibilities due to the high expectations of the institution. It can be said that these situations can cause every moment of working hours to be tiring, a feeling of exhaustion at the end of the working day, a lack of energy to spend time with family and friends outside of work, and even a desire not to go to work the next day. Moreover, it is evaluated that factors that may cause citizenship fatigue, such as a feeling of tension, mental and physical fatigue, may cause employees to experience emotional collapse and increase feelings of work-related burnout. This result supported the hypothesis "H6: There is a significant and positive relationship between citizenship fatigue and work-related burnout ", and it is consistent with the previous studies (30,96,16,58).

An important finding in this study is that citizenship fatigue has a significant impact on the level of customer-related burnout. A moderate relationship was detected between these two variables. It is considered that the factors that cause citizenship fatigue in sports center employees may be the high expectations of the institution, doing too much work, and being given extra duties and responsibilities. It is stated that these situations can make it difficult to work with customers and lead to consequences such as not being able to keep up with demands and establishing sustainable relationships. In addition, it is evaluated that factors such as feelings of tension, mental and physical fatigue can make working with customers tiring, and cause boredom and burnout in customer relations. This result supported the hypothesis "H7: There is a significant and positive relationship between citizenship fatigue and customer-related burnout".

Citizenship fatigue affects employees' personal, work-related, and customer-related burnout levels. Supporting research has been conducted in the literature in this context. Citizenship fatigue leads to burnout consequences such as decreased productivity, poor performance, and reduced energy resources (30, 96, 16, 58, 54).

In the research, the hypothesis "H8: Citizenship fatigue has a mediating role in the effect of job stress on personal burnout" was examined. According to the results obtained, it was found that citizenship fatigue had a partial mediator role in the relationship between job stress and personal burnout. It can be said that the personal burnout levels of employees in sports centers partially increase with work stress and citizenship fatigue. Therefore, it is stated that to reduce the personal burnout levels of employees, improvements should be made in the factors that will create citizenship fatigue.

In this study, the hypothesis "H9: Citizenship fatigue has a mediating role in the effect of job stress on work-related burnout" was examined. According to the results obtained, it was found that citizenship fatigue had a full mediating role in the relationship between job stress and job-related burnout. It can be said that the personal burnout levels of employees in sports centers increase with work stress and citizenship fatigue.

Therefore, it is stated that to reduce employees' job-related burnout levels, improvements should be made in the factors that will create citizenship fatigue.

In the research, the hypothesis "H10: Citizenship fatigue has a mediating role in the effect of job stress on customer-related burnout" was examined, and according to the results, it was found that citizenship fatigue had a partial mediating role in the relationship between job stress and customer-related burnout. It can be said that the personal burnout levels of employees in sports centers partially increase with work stress and citizenship fatigue. Therefore, it is evaluated that improvements should be made in the factors that will create citizenship fatigue to reduce the work-related burnout levels of employees.

### **Suggestions**

These results reveal the importance of stress management in the workplace and reducing employees' citizenship fatigue and burnout. This finding parallels the findings of researchers studying the subject (20, 19, 78). Managers and human resources professionals must consider the factors that create job stress and citizenship fatigue together while developing strategies to reduce employee burnout. In this context, suggestions to reduce the burnout levels of employees in sports centers and to help them cope with work stress and citizenship fatigue are presented below:

A better communication and cooperation environment can be created in the work environment to reduce employees' work stress. Duties and responsibilities should be clearly defined, workload should be balanced, flexibility should be provided, and a more sensitive approach to the needs of employees should be adopted.

Employees should be trained on strategies to cope with stress. By teaching stress management techniques, the risk of burnout can be significantly reduced by reducing the effects of work stress and citizenship fatigue. Training can improve employees' ability to cope with work stress and reduce the risk of burnout (62).

A work culture should be created to meet and support the emotional needs of employees. Increasing support and understanding between managers and co-workers can increase employee motivation and job satisfaction. Therefore, stress, fatigue, and burnout can be dealt with.

Workloads of employees should be balanced and appropriate opportunities should be provided for them to rest and recharge. By balancing the workload, the stress level of employees can be reduced, and as a result, citizenship fatigue and burnout can be prevented (47). A supportive working environment should be created in the workplace, and in this context, employees should be helped to cope with stress. Management should understand the needs of employees and be more proactive in providing them with the necessary support and resources (67). Breaks should be given, and workplace recreation areas and activity opportunities should be provided.

Performance evaluation processes should help employees determine their goals and manage their work effectively. A fair and objective evaluation system should be established, and employees' achievements should be appreciated.

Employees should be encouraged to give feedback about workload and work stress. With effective communication channels, it may be possible to detect early signs of stress and burnout in the workplace (72).

### **Limitations and Future Research**

This study has some limitations. Because of the cross-sectional design, it is difficult to determine cause-and-effect relationships. One of the limitations of this study is the inability to access the current and accurate number of personnel working in private sports centers in Istanbul. Future longitudinal studies may better understand the changes in these relationships over time. Additionally, research in different sectors and cultures can increase the generalizability of the findings.

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