MODERATOR EFFECT OF PROSOCIAL MOTIVATION ON RELATIONSHIP BETWEEN COMPULSORY CITIZENSHIP BEHAVIOR AND BURNOUT[*]

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Abstract
Due to the fact that compulsory citizenship behavior is a relatively understudied issue, research in the literature has tended to concentrate on organizational citizenship behavior rather than compulsory citizenship behavior. There are numerous negative consequences for both employees and organizations when organizational citizenship activities that are anticipated to have a favorable influence on the performance of the company are changed into compulsory organizational citizenship behaviors under the pressure of employers or management to achieve organizational success. Management and societal pressure to complete work that is beyond the scope of their job obligations are applied to a large number of workers on a consistent basis. Many organizations with great resources and power impose mandatory responsibilities on the employee's work process, causing them to feel more psychological pressure by forcing overtime and sacrifices. This study is one of the first to simultaneously assess the relationship between compulsory citizenship, burnout, and pro-social motivation. Data was collected via the internet from 432 participants working in the textile industry using an easy sampling method. Correlation, regression, and moderation impact analysis were performed to test hypotheses. Compulsory citizenship behavior has a positive effect on burnout, and it has been found that prosocial motivation regulates compulsory citizenship behavior by reducing its positive effect on burnout.

Keywords: Compulsory Citizenship Behavior, Burnout, Prosocial Motivation, Moderation role

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PROSOSYAL MOTİVASYONUN ZORUNLU VATANDAŞLIK DAVRANIŞI İLE TÜKENMİŞLİK ARASINDAKİ İLİŞKİYE DÜZENLEYİCİ ETKİSİ

Öz

Zorunlu vatandaşlık davranışının görece az çalışılmış bir konu olması nedeniyle literatürde yapılan araştırmalar zorunlu vatandaşlık davranışından ziyade örgütsel vatandaşlık davranışına yoğunlaşmıştır. Örgütsel başarı üzerinde olumlu etkisi olması beklenen vatandaşlık davranışlarının işverenlerin veya yönetimin baskısı altında zorunlu vatandaşlık davranışlarına dönüştürülmesi hem çalışanlar hem de kuruluşlar için çok sayıda olumsuz sonuç doğurmaktadır. Büyük kaynaklara ve güce sahip birçok kuruluş, çalışanın iş sürecine zorunlu sorumluluklar yükleyerek, fazla mesai ve fedakarlıklara, zorlayarak daha fazla psikolojik baskı hissetmelerine neden olmaktadır. Bu çalışma zorunlu vatandaşlık, tükenmişlik ve prososyal motivasyon arasındaki ilişkiyi aynı anda değerlendiren ilk çalışmalardan biridir. Tekstil sektöründe çalışan 432 katılımcıdan kolayda örnekleme yöntemiyle internet üzerinden veri toplanmıştır. Hipotezleri test etmek amacıyla korelasyon, regresyon ve düzenleyici etki analizi yapılmıştır. Zorunlu vatandaşlık davranışının tükenmişlik üzerinde pozitif etkisi bulunmaktadır ve prososyal motivasyonun, zorunlu vatandaşlık davranışının tükenmişlik üzerindeki pozitif etkisini azaltmak yoluyla bu ilişkiyi düzenlediği tespit edilmiştir.

Anahtar Kelimeler: *Zorunlu Vatandaşlık Davranışı, Tükenmişlik, Prososyal Motivasyon, Düzenleyici rol*

Introduction

How to control and direct employee behavior has long been a problem in the subject of leadership science. A thorough analysis of organizational behaviors revealed that, in addition to numerous typical voluntary citizenship activities, companies have a huge number of compulsory and even coercive organizational citizenship behaviors. Due to increasing economic constraints on companies (Ahmed, Eatough, & Ford, 2018, p. 15), there is a growing need for work outside of employees' formal duties. People in the workplace are routinely urged to engage in activities that are outside of their formal obligations by their bosses and colleagues. These requests are referred to as "compulsory citizenship behavior" (CCB) (Vigoda-Gadot, 2006). Organizations are rife with this type of behavior (He, Peng, Zhao, & Estay, 2019). Experimental studies (Ahmadian, Sesen, & Soran, 2017; Vigoda-Gadot, 2007; Zhao, Peng, & Chen, 2014) show that to reduce these negative impacts, companies should be aware of and avoid CCB activities as much as possible.

The goal of having a good influence on the lives of others is described as prosocial motivation (Batson, 1987; Grant, 2007). Individuals with prosocial motivation will go above and beyond the call of duty to improve the lives of others (Grant, 2007). Prosocial motivation helps employees acquire a fundamental moral sensibility and allows them to build personal ideals connected to their job. According to the theory of social exchange (Cropanzano, & Mitchell, 2005), the employee recognizes the impact they are having on the people they are assisting and develops an emotional bond with colleagues and institutions on those who receive assistance (Grant, 2007). Personnel will be able to build a commitment to the institution and profession. An employee with this view may experience substantially less burnout.

The following sections will examine the relationship between CCB and burnout. There has been a significant amount of study into the beneficial effects of employee motivation, but there has been little study into the benefits of prosocial motivation (Hu, & Liden, 2015). Therefore, the moderating effect of prosocial motivation will be examined in the relationship between CCB and burnout.

Literature Review
Compulsory citizenship behavior
Most scientists have been researching the positive aspects of organizational citizenship behavior for a long time. However, not all workers desire to be "good soldiers," and instead prefer to be "good actors" who engage in passive organizational citizenship behavior. This is the sort of CCB that may be found at a company, defined as "certain actions that must be performed under the pressure of leadership, coworkers, or the environment" (Tepper, 2000). Vigoda-Gadot (2007, p. 387) defined CCB as "behaviors carried out against the will of the individual, not as a result of volunteering, but under pressure". CCB comprises additional role favors in which workers are pushed to perform tasks by supervisors or colleagues even when they are unwilling (Vigoda-Gadot, 2007, p. 387). Yam, Klotz, He, & Reynolds (2014) suggest that the employee may feel under pressure to do extra duties in order to maintain a favorable image in the workplace. CCB is seen as a tool by people in positions of authority and power to reap the benefits of less powerful individuals who are unable of resisting or saying "no." By employing approaches that are demanding, management is increasing the pressure on employees to reduce costs and improve performance and results by expanding the role definition of employees. As a result, CCB is a negative reflection of organizational citizenship behavior in terms of its social structure (Porpora, 1998). This forceful/obligatory behavior has little benefit for the institution and, worse, might have detrimental effects at the individual, team, or organizational levels. As a result, its social functioning is very controversial. Vigoda-Gadot (2006, p. 86) found that compulsory organizational citizenship behavior was positively associated with negative situations like job stress, intention to leave, negligence, and burnout, and negatively associated with positive situations like creativity, job satisfaction, organizational citizenship behavior, and performance. There are studies that have been conducted in Turkey that have come to similar conclusions (Şeşen and Soran, 2013, p. 410; Yıldız, 2016, pp. 95-97; Seren and Baydın, 2017; Topcu and Beğenirbaş, 2017, p. 514; Koçak, 2018, p. 1500-1503; Yakın and Sökmen, 2018, p. 413).
According to (Lifton, 1966), CCB is associated with the theory of coercive persuasion. This theory suggests a social effect that can produce significant behavioral and frugal changes using utilizing manipulations of influence, including interpersonal and group-based, as well as coercive techniques and persuasive arguments (Lifton, 1966).

Prosocial motivation
Prosocial motivation (PM) is defined as "a drive to exert effort or gain rewards through caring about other people or groups" (Grant, 2007, p. 401). PM is defined by Grant and Berg (2012, p. 5) as "a desire to safeguard or promote the well-being of others." People who are prosocially motivated can collaborate, be pleasant, empathetic, and appreciate others (Grant, & Berry, 2011). Batson, Ahmad, Powell & Stocks (2008), claim that staff who are prosocially motivated may help others because they care about them and want to keep their relationship valuable. So, in order to ensure a better working relationship with their coworkers, they believe they are doing the right thing for the organization. PM can be in various forms, as described by Batson et al. (2008). According to them, motivation has four components: sacrifice, selfishness, fundamental, and collective. Grant and Berg (2012) suggest that one of the four types of motivation may be present in the PM structure. Altruistic purposes can be used to protect and build other people's well-being; egotistical goals can be used to increase positive self-esteem; fundamental objectives can be used to reduce negative impact and provide material benefits; and collective objectives can be used to strengthen the individual's bond with the group. PM

also contains three major components that psychologists recommend: the direction, intensity, and persistence of the effort (Kanfer, 1990). It would be helpful to discuss the theories of expectancy and reciprocity if we are going to conduct an in-depth investigation into the topic of prosocial motivation. Vroom (1964) first proposed the expectancy theory of motivation as a way to explain how people decide between numerous behavioral options. The term "motivation force" refers to a force that directs certain behavioral alternatives, such as those that are recommended to people when they pick a variety of behavior choices. According to the hypothesis, individuals would go with the alternative that offers the highest level of motivational factors. The expectancy theory is one of the most often utilized theories of motivation in the workplace (Tien, 2000; Vansteenkiste, Lens, de Witte, & Feather, 2005), and it is largely supported by empirical data (Campbell, & Pritchard, 1976; Heneman, & Schwab, 1972; Mitchell, & Biglan, 1971). Both a distinguishing characteristic of social exchange as well as a source of social cooperation and solidarity, reciprocity is an essential component of human interaction. By increasing the amount of risk and uncertainty in the situation, acts of reciprocity are a sort of exchange that develop relationships of trust, emotional regard, and solidarity (Molm, 2010). Those who engage in different kinds of exchange have a link with the general public that is fundamentally different from that of those who negotiate bilateral deals. According to Reciprocity theory, individuals would want to return those who have done something kind for them in the same manner (Gouldner, 1960). Employees can be prosocially motivated to contribute to their physical health and safety, developmental learning and growth, psychological happiness and well-being, and financial and economic situation (Grant, 2007).

Grant (2008) divided PM into two sections: internal and external. An individual undertaking an activity, or a job finds the task fascinating or enjoyable and derives satisfaction as an example of internal motivation (Cunningham, Steinberg, & Grev, 1980; Gebauer, Riketta, Broemer, & Maio, 2008). On the other hand, external PM is externally controlled and associated with emotions based on having to help (Cunningham et al., 1980; Gebauer et al., 2008). Grant (2008) argues that internal motivation is more endurable than external motivation due to the fact that the pressure connected with the latter produces stress and drains the employee's energy.

Burnout

Maslach and Jackson (1986) were the ones who first came up with the idea of burnout. According to Maslach (2003), the notion of burnout is a psychological syndrome that develops over an extended period of time. He claimed that this concept is a response to the stress-increasing variables in the work environment and that this concept is a psychological condition. The term "burnout" refers to "a condition of fatigue that develops as a consequence of failure, tiredness, or undue strain placed on energy, power, and potential" (Freudenberger, 1974, p. 159). The term "burnout" refers to a state of mental and physical exhaustion that may occur as a result of people's responses to the pressures and demands of their jobs (Maslach & Zimbardo (1982); Beemsterboer & Baum, 1984). Burnout is defined as "emotional exhaustion, depersonalization, and low personal achievement syndrome observed in those who are in an intense relationship with people due to their work," according to Maslach (1982, p. 190), who is credited with proposing the definition of burnout that is currently the most widely used and accepted definition. It is more likely for persons who work in fields where face-to-face contact with others are intensive to experience emotional tiredness, which is caused by an excessive amount of psychological and emotional stress being placed on the individual. The core of burnout syndrome is a depletion of one's emotional resources (Shirom, 2010). A person who is immersed in an emotionally taxing pace of work pushes themselves to their limits, only to be suffocated by the emotional expectations that other people place on them. The second stage of

depersonalization is demonstrated when personnel display a careless and cynical attitude toward the customers they serve, as well as make scathing statements about those customers (Garden, 1987). This attitude may be seen as both a protection mechanism and a manifestation of a feeling of estrangement. The third and last stage of burnout is the experience of having a poor sense of personal accomplishment, which occurs currently (Maslach, Jackson, & Leiter, 1996, p. 4). Because of the bad views he has about other people, he also has terrible beliefs about himself. A person feels that they have failed in their connections with the individuals they have met at work, as well as the different job-related activities that they have participated in and perceived themselves to have failed in.

Compulsory citizenship behavior and burnout

CCB is defined by Vigoda-Gadot (2006, p. 387) as non-spontaneous civilized behavior that employees are required to display in a team underneath the obligation of their co-workers or their supervisory authority. Empirical evidence or a personal belief in the importance of this behavior may both support the case for it. In the words of Maslach (1986), "burnout" is a term used to describe a set of symptoms that include physical and mental exhaustion, tiredness at work, and a diminished feeling of accomplishment in the face of job-related stress and other variables. Burnout is a serious negative organizational behavior. According to Taris and Feij (2001), burnout is induced by an individual's efforts in the organization but not receiving the reward he/she deserves and is exacerbated by a sense of injustice. In line with the principle of resource protection, workers' psychological resources are consumed over time at work (Demerouti, Bakker, Nachreiner, & Schaufeli, 2001). People are constantly actively hunting for, conserving, and protecting their resources to fulfill their own requirements and enable them to self-identify and locate them, according to the Conservation of Resources (COR) Theory. The loss of resources is often seen as a threat, which has an impact on human behavior. As an obligatory method of organization, compulsory citizenship behavior is an extra job obligation imposed by the company on workers. As a result, personnel must spend more resources in order to complete their tasks. Because employees cannot earn commensurate resource remuneration when investing their own resources, owing to the gratuitousness of CCB. Employees' resource investment and acquisition become imbalanced as a result. This gives employees a feeling of the impending risk of shortage of resources. Employees must use a lot of internal resources for emotional regulation in order to cope with the danger of their own resources, which leads to emotional exhaustion. When an employee is emotionally fatigued, he or she will cope with it indifferently at work in order to preserve his or her remaining resources. Employees may get exhausted as a result of CCB because it violates the expectation of reciprocity, employs them with a strong feeling of duty, and encourages them to have a negative attitude about the job and organization. In the studies conducted in the international literature, it is stated that as a result of compulsory citizenship, employees experience stress because of the workload, as well as burnout as a result of the stress, both of which cause people to consider quitting their professions (Asefzadeh, Kalhor, & Tir, 2017; Lenthall et al., 2018; Lo, Chien, Hwang, Huang, & Chiou, 2018). He et. al. (2019) determined that CCB increases the emotional exhaustion of the employees, which will lead to changes in their attitudes and behaviors in the workplace. Studies by Vigoda-Gadot, 2007, Koçak, Kerse & Yücel, 2019; Şeşen, & Soran, 2013; Alkan, & Turgut, 2015 revealed that there was a positive relation between compulsory citizenship behaviors and job stress. In light of these findings, the first hypothesis that we may present is as follows:

H_1: Compulsory citizenship behavior is positively related to burnout.

Moderating role of prosocial motivation behavior

Pressure to work overtime or spend a large amount of effort on a person's work caused by CCB is a common complaint in the high-tech industry, health care systems, education systems, and industries where competition is fierce and high - quality human resources are priceless and scarce (Vigoda-Gadot, 2006). PM indicates the intention to make a positive difference in the lives of others (Batson, 1987; Grant, 2007). The literature reveals many positive results of PM. PM, for example, enables employees to behave in accordance with their organization, resulting in increased performance and efficiency (Thompson, & Bunderson, 2003). Individuals with high PM will go above and beyond the call of duty to make a difference in the lives of others (Grant, 2007). People who are prosocially motivated can collaborate, be pleasant, empathetic, and appreciate others (Grant & Berry, 2011). Prosocially motivated employees can voluntarily take on or assist other employees who are forced to do the tasks imposed by CCB. A person's prosocial motivation, which is described as a desire to assist others (Grant, 2008), may have an impact on their ability to take leadership in two ways. As a starting point, workers who are motivated by prosocial considerations are more inclined to act in favor of their coworkers as well as the business as a whole than their non-motivated counterparts (Grant, 2008; Grant, & Mayer, 2009). Employees with higher PM are more engaged in putting themselves in the shoes of others, understanding their needs and attentively analyzing their surroundings, as a consequence of which they engage in beneficial behaviors. Findings from a study conducted by Hickey (2014) indicate that workers that are prosocially motivated have reduced levels of burnout. Workers that have a high PM will be able to assist other workers, which will help them feel less burned out and will also make them feel better about themselves (Caldas, Ostermeier, & Cooper, 2020). Considering this information, we may propose the following hypothesis:

H_2: Prosocial motivation behavior moderates burnout by reducing the effect of compulsory citizenship behavior.

Method
Research modal

In this study, a cross-sectional research method was used to analyze the relationship between CCB and burnout as well as the moderation role of prosocial motivation in this process. The research model is shown in Figure 1.

Figure 1. Research Conceptual Model
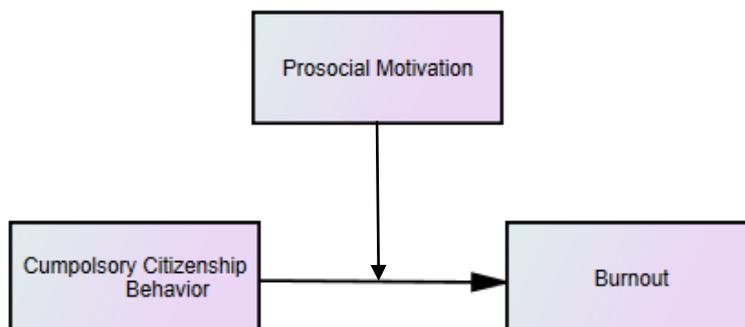
Sample

The study population comprised 432 subjects with the textile sector employees in Osmaniye. Even though it is difficult to determine the size of the study population owing to the presence of numerous sub-sectors in the textile sector, Coşkun, Altunışık, Bayraktaroğlu, & Yıldırım (2015) claimed that a sample of 384 individuals has the potential to represent a study population of 100,000 people with a sampling error of +-0.05. Accordingly, in the study, a random sample of 432 employees from the textile sector in Osmaniye was chosen. 18 incomplete surveys were excluded from evaluation. The data was collected online with the idea that employees who are difficult to reach due to their shifted work, individual communication limitations due to COVID-19 pandemic measures, and employees who are likely to exhibit CCB will not be able to reflect the real situation when filling out the questionnaire under pressure from management or colleagues.

Data collection tools

Compulsory citizenship behavior scale: The scale was developed by Vigoda-Gadot (2007). The scale consists of 5 items and one dimension. It was adapted into Turkish by Şeşen and Soran (2013). A five-point Likert scale was used. The reliability of the scale was calculated as 0.93**.**

Prosocial motivation scale: The scale was developed by Grant and Sumanth (2009). The scale consists of 5 items and one dimension. A five-point Likert scale was used. Item 4 has been removed from the analysis because factor load values were below the threshold. The reliability of the scale was calculated as 0.93.

Burnout scale: Malach-Pines (2005) developed a short form of burnout scale. The scale consists of 10 items and one dimension. Item 10 omitted from the analysis because factor load values were below the threshold. It was adapted into Turkish by Tumkaya, Cam, & Cavusoglu (2009). Item 10 has been removed from the analysis due to factor load values were below the threshold. A seven-point Likert scale was used. The reliability of the scale was calculated as 0.78.

Analysis and findings

The demographic features of the statistical sample are shown in Table 1. The mean, standard deviation, and correlation values of the variables are presented in Table 2. Cronbach's alpha was also used to assess the questionnaire's reliability. Confirmatory factor analysis is presented in Table 3. Goodness of fit values are within acceptable limits. Figure 2 depicts the specified connections among research variables.

Table 1. Demographic Features

Demographic Features	Frequency	Percent
Gender		
Male	266	61.6
Female	166	38.4
Marital Status		
Married	226	52.3
Single	206	47.7

Job Tenure

<5	252	58.3
5-15	154	35.6
>15	26	6.0
Education		
High School	348	80.6
Vocational High School	60	13.9
University	22	5.1
Master's Degree	2	0.5

Table 2. Mean, Standard Deviation and Correlation Values

Variables	Mean	Sd.	Skew.	Kurt.	1	2	3	α
CCB	2.92	1.09	,012	-,991	1			.93
PM	2.71	0.94	,413	-,940	-.487[**]	1		.93
BURNOUT	3.75	1.19	,184	-,661	.601[**]	-.754[**]	1	.78

[**] Correlation is significant at the 0.01 level.

As a result of the confirmatory factor analysis, it was determined that all variables provided the necessary goodness of fit values. Meaningful relationships between CCB and burnout support the logic behind the hypothesis.

Table 3. Confirmatory Factor Analysis

Variables	X^2	sd	X^2/sd	RMSEA	CFI	GFI	NFI	SRMR
CCB	8.118	4	2.030	.049	.998	.992	.995	.0089
PM	1.067	1	1.067	.012	1.000	.999	.999	.0024
Burnout	57.929	25	2.317	.055	.978	.970	.963	.0539
Acceptable Fit*			**≤5**	**≤.08**	**≥.95**	**≥.85**	**≥.90**	**≤.08**

*Reference: Karagöz, 2016, p. 975

Figure 2 . Moderation Impact Pathway Analysis
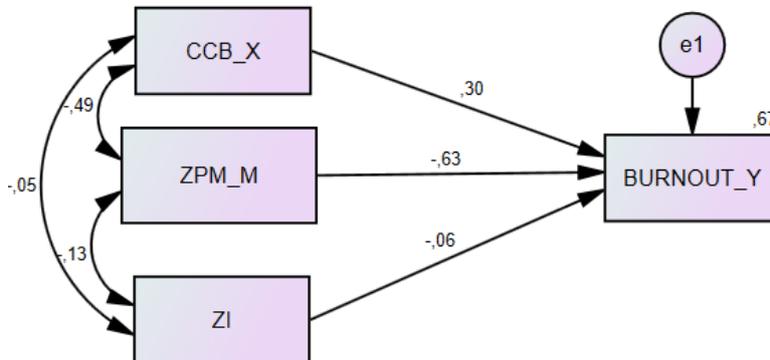
**Figure 3.** Graphical Representation of the Moderation Effect of Prosocial Motivation

	Low CCB	High CCB
Low PM	3,182	3,994
High PM	1,782	2,306
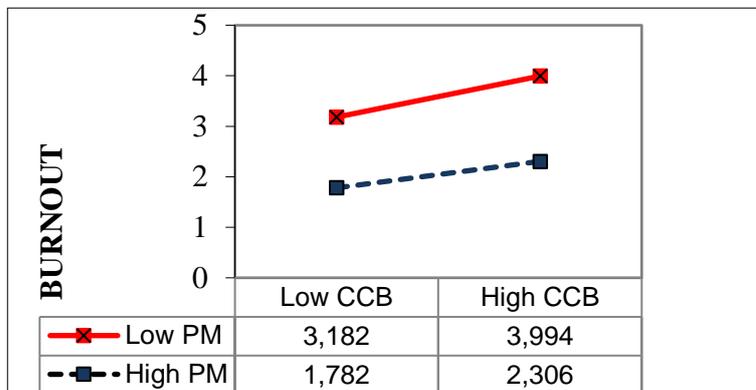
Table 4. Slope Analysis

Slope Test				
b		**SE**	**t**	**p**
0,406	Low PM	0,07	5,69	0,000
0,262	High PM	0,07	3,80	0,000

Conclusion and Discussion

Path analysis was carried out using the IBM AMOS program (Arbuckle, 2016) to test the moderation role of PM in the impact of CCB on burnout. The maximum likelihood calculation method was used in the path analysis. Before the analysis, the values of the CCB and PM variables are standardized. It was observed that all the predicting variables included in the path analysis explained 67% (R^2 =.67) of the effect on burnout. CCB has been found to have a positive effect on burnout (β=.30, p<.01). As a result of this finding, H1 was supported. This finding of the study is in line with the results of (Vigoda-Gadot., 2006; Ahmadian et al., 2017; He, Wang, Wu, & Estay, 2018; Zhang, Yang, Zhang, & Li, 2018) studies.

PM has a negative effect on burnout (β= -.63, p<.01) and the moderation effect was found to be significant and negative (β=-.06, p<.05). As a result of the slope analysis, the effects of the moderating variable are graphically shown in Figure 3. The result of the moderation effect reveals that the effect on burnout decreases significantly when CCB is high in cases of high

prosocial motivation (β= .262, p< .01). When PM is low (β=.406, p<.01), however, the effect of CCB on burnout is amplified. This means that the relationship between CCB and burnout is moderated by PM. As a result of this finding, H₂ was supported.

In an effort to enhance corporate efficiency, CCBs are directed towards people without giving official awards for their accomplishments. More than two-thirds of the research respondents said that such actions are widespread at their workplaces, and that refusing to comply with these requests is undesirable. Furthermore, this type of conduct leads to increased levels of burnout. In the workplace, employee burnout is a major concern. Burnout has been the subject of considerable and in-depth investigation by scientists, who have made major improvements to both practical and theoretical in this area. Many studies on burnout are still focusing on general stressors like workload, conflicting roles and time pressure, but they do not pay attention to what is making employees feel stressed out. Thus, the study identified the moderation role of PM in the effect of CCB on burnout in the organization.

For three primary reasons, the idea of prosocial motivation is relevant to positive organizational scholarship (Cameron, Dutton, & Quinn, 2003). For one reason, prosocial motivation research contradicts the premise that workers' motivations are entirely self-interested and egoistic. Second, the viewpoint of prosocial motivation, which may give insight into how workers feel and follow the desire to preserve and enhance the well-being of teammates, clients, and society, can be used to understand employees' desires to create "positive" outcomes for some. In the third situation, prosocial motivation may act as an encouraging precondition for outcomes that are typically seen as "good" for workers, including meaningful employment and bolstered social relationships, as well as for organizations as a whole (Grant, & Berg, 2012). These include endeavor, perseverance, performance, creativity, and proactive and citizenship behavior patterns. Additionally, this research has a lot of practical use. Employee burnout sends clear signals to management about the health of the business, and managers must be aware of these signals and what they mean. Even while burnout may not necessarily lead to a reduction in commitments, neglect, or other negative behaviors, it may at least serve as a warning signal to managers, allowing them to stop issues from becoming worse. This study has confirmed CCB as an important source of burnout. Therefore, organizations can increase their productivity by keeping employees away from this source of burnout. In order to limit his improper conduct, the leader should increase the rules and constraints on his behavior. However, the leader should be aware of his or her team's emotional state. Managers should reinforce philanthropy within the organization through both management and employees by supporting PM. Institutions and employees willing to help can be an important factor in eliminating negative emotions. In this way, employees will be able to manage their emotions and lead them to productive paths.

It is not possible to generalize the results of the study. While our results demonstrate the ubiquity of CCB in the textile industry, they may also be applicable in other sectors which demand extra hours of workload and effort. For example, the hospital sector, technology sector will be good fields to study, which demand extra hours of work and effort. As a result, future replications in other organizations attempting to replicate our results are proposed.

Practical Implications

Activities that will promote prosocial motivation should be encouraged within the organization. This is because prosocial motivation can serve as an enabling condition for employees, such as meaningful employment and bolstered social ties, as well as for outcomes that are typically considered to be "positive" for organizations, such as proactive behaviors,

endeavor, perseverance, efficiency, innovation, and citizenship. To diminish the likelihood of employees experiencing burnout, businesses should rethink the functions of their departments and create more opportunities for the kinds of interactions between employees that are likely to boost employees' perceptions of the value and impact of their work.

As a result of compulsory citizenship, organizations encourage employees to work long hours and expect them to spend time in the workplace more than the official work obligation to improve their organizations. Appreciation can be demonstrated by the organization in a variety of ways in an effort to prevent employees from developing burnout symptoms. Except for wages arising from extra working hours, Shimazu & Schaufeli, (2009), claim that workers who work longer hours should be seen as heroes or role models. A setting like this one at work has the potential to stimulate the want to work; as a result, the company ought to think about implementing some interventions. Because of this, workers are able to get more interested in their jobs, like what they do, and triumph over the adverse effects of their jobs.

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