

# IMPACT OF JOB BURNOUT ON THE IN-ROLE PERFORMANCE OF FRONT-LINE EMPLOYEES: A CASE OF BANKS IN LAHORE

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**ABSTRACT:** *The structure of In-role performance impacts the job performance and productivity of employees, which highlights the need to study various factors affecting in-role performance. Due to its negative impact on organizational performance, job burnout has become a developing concern in many organizations particularly in evolving countries. This study has examined the effect of Job burnout on in-role performance. Quantitative research methodology and convenience sampling study were used. Data was collected by distributing questionnaires to service employees of four top banks in Lahore. Statistical package for social science was used to test the proposed hypotheses in the conceptual framework. The results of this study indicated that exhaustion and disengagement had a moderate negative impact on in-role performance. This study provides useful insights to the top management to reduce burnout among employees.*

**KEYWORDS:** Exhaustion, Disengagement, In-role performance, Job Burnout, Service employees

## INTRODUCTION

Generally combined with professionals usually and largely working in care-giving and helping occupation in the public sector [1], burnout appears in all kinds of jobs ranging from health care [2], fire fighting [3], service jobs which have boundary spanning roles [4-5-6] to those in banking sector [7]. In-role performance refers to employees' behaviours that contribute to the effectiveness, success and overall organizational performance [8]. In this regard, [9] offer three possible explanations for the influence and effectiveness of burnout on performance. First, burnout is characterized by a reduction and contraction of the available energy and the amount of effort that is invested to perform well. Second, employees with burnout get trapped and captured in a negative and vicious cycle, in which they are not inclined to search for support or are not motivated to change their situation, as a consequence their performance declines [10]. Finally, burnout sabotages employees' self-confidence in their ability to solve work related issues and problems. It is not only a serious issue in itself but also results in reduction of individuals' valuable physical, emotional, sentimental, and intellectual strength as well as resources [11].

Burnout is a psychological response to stressors on job [12] and leads to undesirable outcomes such as decreased job performance, job dissatisfaction, shifting of time spent on work-related activities to non-work activities, depression, discouragement, lower organizational commitment, increased absenteeism and turnover intentions [13-14-15-16-17-18]. Past researches show that the important dimensions of job burnout i.e. exhaustion and disengagement from work can be observed in essentially any occupational group [19-20-21]. Moreover, [22] define exhaustion as an extreme form of weakness caused by prolonged disclosure to specific working conditions. It also refers to "results of intensive physical, affective, and emotional pressures, for example as a long-term consequence of extended exposure to certain demands"

[23-24-25-26]. Likewise, disengagement represents a major and deep reaction in terms of an emotional, cognitive, and behavioural rejection of the job. It is an occupational disillusionment [27]. Disengagement is defined as "distancing oneself from one's work, and experiencing negative behaviour toward the work object, work content, or one's work in general" [28].

In today's increasingly competitive and aggressive banking environment, competent bank executives view retention of motivated, satisfied, and committed service employees important to business success. It is also considered vital for customer satisfaction and retention [29]. This is because service employees are a critical link in the provision of important services to customers and their actions are also essential for service recovery and improvements during the time of service failure [30]. Service employees have been recommended as supporters to build trust and positively impact customer's attitudes and behaviours [31]. Service employees often suffer from burnout [32]. With the economic development, agricultural sector has been transformed to manufacturing sector and presently, a shift to the service sector is noted [33-34-35]. In context of Pakistan, over the time period, contribution and division of services are increasing in all sectors of economy, whereas the proportion of service sector has extended from 39 percent of GDP in 1960-61 to 53.3 percent of GDP in 2009-10, therefore service sector i.e. banking and business is the largest contributor in the GDP of Pakistan [36].

Existing research shows that a lot of work has been done on in-role performance and job burnout within the context of foreign countries and business settings. However, there is still a gap in literature from Pakistan. Grounded in this view, the aim of this study has been to examine the effect of job burnout on service employees' job performance of service employees in four top banks of Pakistan.

**MATERIAL AND METHODS**

The above discussed literature leads to the development of following conceptual framework shown in figure-1.

**Job Burnout**

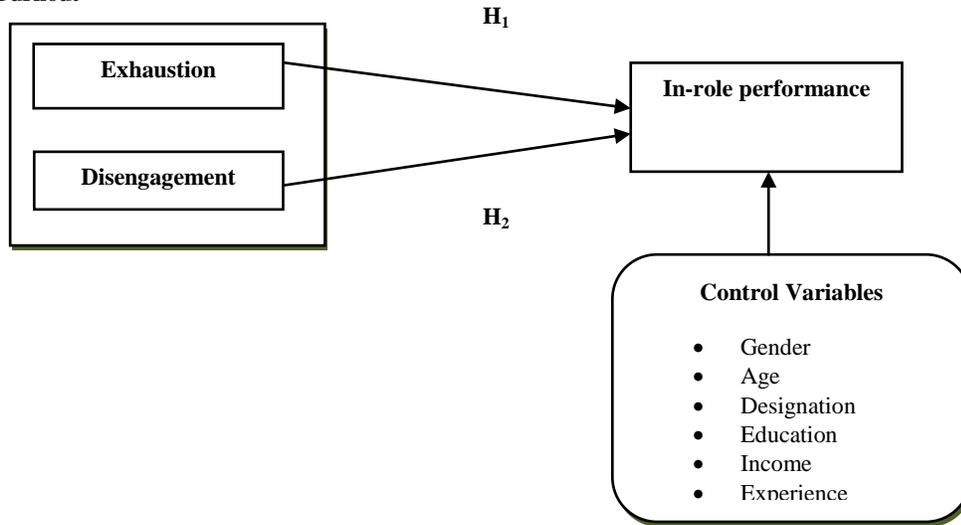


Figure -1 Proposed Conceptual Framework

**Hypotheses:**

Following hypotheses were established to test the impact of job burnout on in-role performance of front line employees working in Lahore branches of banks in Pakistan:

**H<sub>1</sub>:** Exhaustion has a significant negative impact on in-role performance.

**H<sub>2</sub>:** Disengagement has a significant negative impact on in-role performance.

Data for this study was collected from the service employees who were in boundary spanning roles and were employed in the Lahore branches of top four banks of Pakistan. Convenience sampling was used due to the fact that a reliable list of service employees working in the top four banks of Pakistan was not accessible. Data was collected by distributing 360 questionnaires to front-line employees. A total of 310 questionnaires were returned with 86% response rate, where 37 questionnaires were removed due to the missing data and remaining 273 questionnaires were used for analysis. For getting accurate results all the respondents were made sure of confidentiality. To carry out this research a combination of approved and authorized questionnaires was adopted from the previous studies. Total 19 items were present in the questionnaire on a five point Likert scale from 1 (Strongly Disagree) to 5 (Strongly Agree). The segregation is shown in table 1 given below. The values of Cronbach's alpha for exhaustion, disengagement and in-role performance were  $\alpha=0.778$ ,  $\alpha=0.780$ ,  $\alpha=0.831$  and were thus proved reliable. Furthermore, SPSS 18 was used to calculate scale reliability, Pearson product moment correlation and multiple regression.

**Table-1. Variables and their measurement**

Sr. No.	Variables	Authors	No. of Items
1	Job Burnout		
(a)	Exhaustion	[38-39-40-41]	7
(b)	Disengagement	[42-43-44]	8
2	In-role Performance	[45-46-47-48]	4

**RESULTS AND DISCUSSION**

Demographics such as gender, age, designation, educational qualification, income and experience were taken as control variables in this study. The percentage of respondents with respect to each demographic is provided in table 2 given below.

In addition, suppositions like normality, homoscedasticity and multicollinearity were checked before implementing multiple regression analysis. The variance inflation factor (VIF) test as well as tolerance level demonstrated a value less than 0.10; therefore, no issue of multicollinearity was detected based upon the guidelines provided by [37]. Moreover, all values for correlation were significant at level  $p < 0.01$ . According to the table 3, there existed a moderate negative relationship between the two dimensions of job burnout; exhaustion (E123) and disengagement (D123) as well as in-role performance of employees. The correlation table also proved the absence of multicollinearity with value of coefficients of independent variables was less than 0.70.

**Table-2.Characteristics of the respondents**

Characteristics of the respondents	Frequency	Percentage
<b>Gender</b>		
Female	107	39.2
Male	166	60.8
<b>Age</b>		
18-29 years	56	20.5
30-39 years	132	48.4
>40 years	85	31.1
<b>Educational Qualification</b>		
Graduate	99	36.3
Masters	144	52.7
Others	30	11.0
<b>Designation</b>		
Accounts Officer	24	8.8
Customer service officer	29	10.6
Cashier/shop floor	41	15.0
Operational manager	49	17.9
Consumer banking officer	42	15.4
Credit in charge	30	11.0
Manager	28	10.3
General banking Officer	22	8.1
Other	8	2.9

N=273

**Table-3. Pearson correlation coefficients**

Variables	E123	D123	IP123
E123	1		
D123	.517**	1	
IP123	-.354**	-.519**	1

\*\* . Correlation is significant at the 0.01 level (2-tailed).  
N=273

E= Exhaustion, D= Disengagement, IP= In-role Performance

The basic purpose of this research was to judge that how much the independent variable i.e. Job Burnout predicted the dependent variable i.e. In-role performance. Table 4 displayed the values of regression analysis for the variables included. It showed that the dimensions of independent variable i.e. job burnout, exhaustion (E123) and disengagement (D123) had a moderate negative effect on in-role performance (IP123) at 100% confidence level. Moreover, value of Beta ( $\beta = -.175$ ) with a level of significance  $p = 0.000$  indicated that exhaustion (E123) significantly and negatively influenced in-role performance (IP123) at 100% confidence level. This proved our first hypothesis ( $H_1$ ) that Exhaustion has a significant negative impact on in-role performance. In the similar way, coefficient of disengagement (D123) was  $\beta = -.615$  and significant at  $p = 0.000$ . This proved a substantial negative impact of

disengagement (D123) on in-role performance (IP123) with a confidence level of 100%. This result also proved the second hypothesis of this paper ( $H_2$ ) which stated that Disengagement has a significant negative impact on in-role performance. In addition,  $R^2$  value was 0.301 at  $p = 0.000$  denoting a 30.1% variance in the in-role performance (IP123) by exhaustion (E123) and disengagement (D123), while the remaining impact was instigated by other variables in Pakistani culture which have not been taken into consideration in this study.

**Table-4.Coefficients of regression analysis**

Model	B	Std. Error	Beta	T	Sig.
Constant	5.058	.315		16.053	.000
E123	-.175	.081	-.131	-2.153	.032
D123	-.615	.081	-.461	-7.600	.000
Gender	-.123	.099	-.066	-1.244	.215
Age	-.003	.084	-.022	-.037	.970
Designation	.015	.026	.036	.575	.566
Education	.195	.093	.137	2.098	.037
Income	.025	.066	.025	.375	.708
Experiance	-.085	.074	-.080	-1.159	.248
$R^2 = 0.301$					
$F = 14.207$					

a. Dependent variable: IP123, Significant at 0.000 level

Therefore, it is confirmed that job burnout leads to undesirable results like decreased in-role performance of employees in banks of Pakistan. These results were consistent with the researches of [49-50-51-52-53-54].

**CONCLUSION**

This study was carried out to analyse the impact of exhaustion and disengagement on in-role performance of service employees from top banks in Lahore. The results of this study indicated a moderate negative influence of exhaustion and disengagement on in-role performance. With this result, our all hypotheses for this study were proved, well supported and sustained. Furthermore, it is verified that managers in banks should discover the methods to lessen exhaustion and disengagement, which in turn improves the in-role performance of service employees. To cope up with the reduced burnout among front-line employees, vacations, employee counselling and training on stress management etc may be provided by banks. Moreover, managers should consider the personality attributes of the candidates during the process of employee screening, selection, and hiring. However, the process of customers' evaluation of employee performance is equally important, as it explains the process by which feedback and assessment may be related to customers' reaction of how the organization is performing.

## LIMITATIONS AND DIRECTIONS FOR FUTURE RESEARCH

Although the results reported here are significant, our findings must be mitigated by certain limitations. The results of this study can be applied only on one city of Pakistan i.e Lahore that limits its generalizability. The design of this study is used in this research cross sectional but not longitudinal. Apart from the two variables included in this paper, there are several more variables which can influence in-role performance and those additional variables can be explored and incorporated in future researches. In addition, mediating and moderating effects may also be examined further.

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