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**THE PHENOMENON OF JOB BURNOUT AND ITS
RELATION TO EMPLOYEES' PERFORMANCE:
EMPIRICAL EVIDENCE FROM THE JORDANIAN
BANKING SECTOR WITH INTERNATIONAL
PERSPECTIVE**

Doctor of Philosophy

By

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Declaration of Originality

I, the undersigned, solemnly declare that this doctoral dissertation is the result of my own independent research and was written solely by me using the literature and resources listed in the Bibliography.

Tareq Lubbadah

Pécs Aug. 9, 21

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Glossary

The subsequent concepts and definitions were used throughout this study:

- Commercial bank: A financial institution that receives deposits, offers checking account services, and makes various loans.
- Bank employee: Any person who is employed by the bank for more than one year.
- Employees Gender: Female, Male
- Employees' Educational Qualification: Diploma, bachelor's degree, Master, PhD
- Employees Marital Status: Married, Single, Divorced
- Job burnout is an outcome of continuous exposure to work-related pressure produced by high job demands and insufficient job resources and consists of two significant dimensions exhaustion and disengagement from work (Demerouti et al., 2014). For this study, job burnout is portrayed by the appearance of the following two-dimension exhaustion and cynicism or disengagement (Demerouti et al., 2001).
- Exhaustion: is the most investigated job burnout dimension and represents stress (Maslach et al., 2001, p. 403). It is an outcome of extended and profoundly physical, affective, and cognitive tension generated by increased susceptibility to specific working conditions (Demerouti et al., 2003, p. 14). OLBI items (1, 2, 3, 4, 5, 6, 7, and 8) measure this subscale of burnout ([Appendix C](#)).
- Cynicism or disengagement: refers to moving away from one's work and experiencing negative attitudes toward the work objects (e.g., computers, beneficiaries), the content of the work, or the individual's work in general (Demerouti et al., 2003, p. 14). OLBI items (9, 10, 11, 12, 13, 14, 15 and 16) measure this subscale of burnout ([Appendix C](#)).
- Employee performance: refers to the employee's high level of job-related behaviors related to the organization's goals (Campbell, 1990). For this study, employees' performance is portrayed by the following three dimensions task performance, contextual performance, and counterproductive work behavior (Koopmans, 2015).
- Task performance: the ability to carry out critical substantive or technical activities fundamental to their work (Campbell, 1990). IWPQ items (1, 2, 3, 4, and 5) measure this subscale of employees' performance ([Appendix D](#)).
- Contextual performance: the activities and behaviors that add to the organization's effectiveness in many ways that shape the psychological and social context of the

organization, which are considered catalysts for the operations and activities of the mission (Borman & Motowidlo, 1997). IWPQ items (6, 7, 8, 9,10,11,12, and 13) measure this subscale of employees' performance (Appendix D).

- Counterproductive performance: is "voluntary behavior that harms the well-being of the organization" (Rotundo & Sackett, 2002, p. 69). IWPQ items (14, 15, 16, 17, and 18) measure this subscale of employees' performance (Appendix D).

Abstract

Job burnout has gained broad recognition globally; nevertheless, there is a lack of consistent research about its relationship with the employees' job performance, especially in the banking sector. The primary purpose of the study is to investigate the relationship between job burnout components (i.e., exhaustion, disengagement) and the employees' job performance components (i.e., task performance, contextual performance, and counterproductive work behavior) in the banking sector in Jordan, and to compare the results to other international studies in the banking sector. In addition, the study examined the presence of job burnout syndrome amongst employees of the banking sector. This study also examined job burnout levels regarding the employees' gender, age, marital status, education, and length of service.

A total of 406 professionals, 211 men, and 195 women, took part in the study. The questionnaire contained socio-demographic information, job burnout assessment, which was conducted utilizing the Oldenburg Burnout Inventory (OLBI), and job performance assessment, performed using the Individual Work Performance Questionnaire (IW PQ). The data were examined using Statistical Package for the Social Sciences (IBM-spss) version 25.0 and the analysis of a moment structures (AMOS) version 23.1. Various statistical methods are used to analyze and interpret the data, as Confirmatory Factor Analysis (CFA), descriptive statistics, student's t-test, ANOVA, the Tukey (Kramer's) HSD post hoc, and Games-Howell post hoc. In addition, Pearson correlation (r) and the hierarchical multiple regression analysis were transferred to distinguish which independent variables had a more substantial influence on the dependent variable.

The job burnout levels were classified into four groups; high job burnout group (40.9% of the respondents), disengaged group (10.6% of the respondents), exhausted group (7.4% of the respondents), and low job burnout group (41.1% of the respondents). The study results found significant differences in the job burnout dimensions levels according to the employees' marital status, level of education, and tenure in the banking sector. Interestingly, gender and age were ascertained to have no significant influence on job burnout. The study results suggest that there is a significant negative relationship between the employees' level of job burnout and task performance, contextual performance, and a significant positive relationship between the employees' level of job burnout and counterproductive work behavior. Further, the study implies that exhaustion and

disengagement were substantial and negative predictors influencing the employees' task performance, contextual performance, and positively influencing their counterproductive work behaviors. At the factorial level, the results convey that job burnout's exhaustion dimension was the most potent predictor of task performance, while disengagement was the most influential predictor of contextual performance.

The risk of job burnout was similar to other studies conducted in the banking sector, and higher than in other occupations, which were considered at risk and appeared more closely related to work-related stress. Organizational and individual intervention strategies aimed at controlling stress can be a supportive way to help employees address problems of this nature. This research displayed relationships between job burnout and the employees' performance, notably in the Jordanian context. In addition to the influence of job burnout, the findings can help advance the employees' task performance, contextual performance, and reduce the employees' participant in CWB. The author presents the implications, recommendations, and limitations of the findings.

Key words: Job burnout, Exhaustion, Task performance, Contextual performance, CWB, bank employees, OLBI, IWPQ.

Dissertation Structure

The **first chapter** presents the study introduction, importance, objective, questions, and hypotheses—also, the chapter outlaying the reasons and justifications for conducting this scientific research. The rest of the dissertation is formed into four key chapters, each covering a significant research area. **Chapter two** emphasizes on review of literature related to the phenomenon of job burnout and employees performance with an emphasis on the historical development of the concept, job burnout models, causes of job burnout (job factors, personal characteristic, and demographic), the impact of job burnout (organizational, physical, and psychological consequence), with particular attention to the negative relationship between job burnout and the employee's task performance, contextual performance and counterproductive work behavior in various occupations and countries. Moreover, the section covers the intervention strategies used to reduce or overcome job burnout in addition to the most effective measurement employed to assess job burnout. The next part of the review is devoted to the employees' performance, stressing the definitions, dimensions, and measuring the employees' performance. The last section of the review focuses on presenting an international overview of the banking industry's job burnout phenomenon to provide the study's international element. **Chapter three** bestows an overview of the methods employed to collect and analyze data for this study. This chapter also provides explicit details regarding the study population's assortment, sample, and the instruments used to collect data. Methods of analysis reviewed include a Confirmatory Factor Analysis (CFA), student's t-test, ANOVA, post-hoc, correlation analysis, regression analysis, and descriptive statistics. **The fourth chapter** displays the results and the findings of the research. Quantitative techniques were used to test the study hypothesis and to answer the study questions. **The fifth chapter** incorporates the discussion, conclusions, implications, and recommendations for future research. This chapter highlights the comparisons between this study's results with the conclusions of other international studies in the banking sector and other professions. Furthermore, this chapter exhibits the study limitations, recommendations for the organization and the employees, and potential research gaps for prospective researchers. Finally, the dissertation is closed by a summary, a **list of references**, and the Appendix.

1 CHAPTER ONE: INTRODUCTION AND PURPOSE OF THE DISSERTATION

1.1 Introduction

Employees in various organizations encounter different forms of work-related stress and burdens, which affect them on the physical, psychological, and social levels. These stressors and burdens may arise due to particular practices present in the workplace and may be related to the business's form of management styles. Work-related stress and managerial stress directly impact the employee's everyday life and result in emotional and physical exhaustion, followed by lowering their self-esteem and a constant feeling of being a failure (Perlman & Hartman, 1982; Salvagioni et al., 2017). This state is referred to as "Burnout." It results in the loss of the employee's desire to work, constant exhaustion, and a negative attitude toward work and beneficiaries, leading to low productivity and interruptions in the employees' performance (Levinson, 1996; Maslach & Leiter, 2016b). Incipiently, burnout was conceptualized as being primarily associated with the human service professions (e.g., doctors, therapists, and teachers), as they are considered to be most exposed to emotional stimuli because their tasks necessitate a vast deal of synergy with people. Nonetheless, a more up-to-date investigation has explicated that job burnout is not restrained undecidedly to these professions but further extended to other professions (e.g., managers, bank employees, and HR workers) (Demerouti & Bakker, 2011; Khalid et al., 2020; Maslach, 2006; Prusik & Szulawski, 2019).

Job burnout is portrayed as a social problem that had been existing for an extended period and had various terms that alter according to the times, researchers, nations, and languages (e.g., German, *ausgebrannt*; Swedish, *utbränd*) (Schaufeli et al., 2009). Job burnout is described here as an outcome of continuous exposure to work-related pressure produced by high job demands and insufficient job resources and consists of two significant dimensions; exhaustion and disengagement from work (Demerouti et al., 2014). Exhaustion is expressed as a rejoinder to the extreme physical, affective, and cognitive strain due to prolonged vulnerability to specific work requirements. Disengagement suggests distancing oneself from work and promoting an uninterested approach in terms of the work context due to the incompetence in the job resources (Demerouti et al., 2001). The importance of job burnout has been shown by its association with various destructive organizational and individual outcomes. For example, burnout employees have a higher tendency to leave their jobs (Vaamonde et al., 2018; Wen et al., 2020), absenteeism

(Dyrbye et al., 2019; Lubbadeh, 2020b), job attitudes (Laschinger & Fida, 2014), lower task performance and contextual performance (Demerouti et al., 2014; W. H. Kim et al., 2017; Palenzuela et al., 2019) and counterproductive work behavior (CWB) (Lebrón et al., 2018; Makhdoom et al., 2019; Ugwu et al., 2017). Job burnout dimensions were also associated with various mental difficulties such as headaches, cardiovascular problems, restlessness, and hopelessness (Armon, 2009; Leiter et al., 2013; Salvagioni et al., 2017; Toker et al., 2012).

Consequently, job burnout may negatively affect organizational outcomes by lowering the employees' "task performance," which refers to the ability to carry out critical substantive or technical activities that are fundamental to their work (Campbell, 1990). Lower "contextual performance" refers to the activities and behaviors that add to the organization's effectiveness in many ways that shape its psychological and social context (Borman & Motowidlo, 1997). Moreover, it may intensify the employees' involvement in counterproductive work behaviors (CWB), which commits to "voluntary behavior that harms the well-being of the organization." (Rotundo & Sackett, 2002, p. 69). Counterproductive work behavior examples include damaging an organization's assets, withdrawal, chattering, murmuring, harming others, and vandalism. These actions damage the organization by reshaping its project or properties instantly or negatively impacting the workers in order to minimize their effectiveness (Ugwu et al., 2017).

According to Maslach et al. (2001), job burnout comprises three dimensions: emotional exhaustion, professional efficacy, and cynicism. Two dimensions, according to Demerouti et al. (2003), exhaustion and disengagement. Most of the past research that looked at the phenomenon of job burnout and its relationship with employees' performance used the MBI and the MBI-GS to assess job burnout even though the MBI faces several criticisms, such as psychometric lapse where all items in the three subscales of the MBI are worded in one direction-either positive or negative worded questions (Demerouti et al., 2001). For example, the professional efficacy- items are positively formulated; accordingly, a lower score indicates higher burnout, which behaves differently than the other two burnout dimensions (Schaufeli & Desart, 2020). Also, most of the studies investigating the relationship between job burnout and employee performance found a relationship only between two dimensions of job burnout (Exhaustion and Cynicism) and employees' performance see, for example (Liang & Hsieh, 2007; Palenzuela et al., 2019; Shaukat & Yousaf, 2017; Taris, 2006). To overcome these challenges, we used a different validated

tool to measure job burnout, "The Oldenburg Burnout Inventory (OLBI)" (Demerouti et al., 2003), to overcome psychometric lapse in the MBI. The OLBI is based on the Job Demand-Resources (JD-R) model (Demerouti et al., 2001); the model implies that job factors can be divided into two groups (job demands and job resources) connected with the two dimensions exhaustion and disengagement. Job demands refer to work factors that demand consistent energy from the employee, such as workload. Job resources associate with elements needed to deal with job demands, such as reward and support. The model implies that high job requirements and low job resources can foreshadow job burnout.

The rationale for choosing employees working in the bank sector as the study population was because, according to Giorgi et al. (2017), banks have gone through many dramatic changes in management and structure, such as the introduction of new technology and methods of structuring the process, which affected the working conditions including daily lives of employees. According to Amigo et al. (2014), banking sector jobs have been highly thought out from a social, financial, and economic perspective. In recent years, nonetheless, this situation has changed drastically for many reasons, for example, shrinking the scale of these financial institutions, which has resulted in significant layoffs, increased pressure, increased demand and competition in day-to-day work, or consumer animosity towards staff who blame them for selling financial products that have income in substantial losses for many clients. This created an environment of sensitivity among the bank's employees, which increased the hardness of their work settings and, in particular, an uptick in the propensity to feel job burnout (Amigo et al., 2014). Several studies; see, for example (Amigo et al., 2014; Khalid et al., 2020; Mutsvunguma & Gwandure, 2011; Wen et al., 2020), have confirmed that burnout in the workplace is a critical issue in the banking sector with potential negative impacts on the mental and physical health of the workers and organizations. Also, the banking sector, in general, is considered one of the most critical sectors in any country. We also believe that the study sample (bank employees) is homogeneous because they have comparable or identical traits. For example, the services provided, job specifications and requirements, the working hours, and the weekly holidays are similar. Centered on this structure, the research process and methods of the dissertation are demonstrated in **Figure 1**. The research process provides the theoretical and methodological structure of the dissertation.

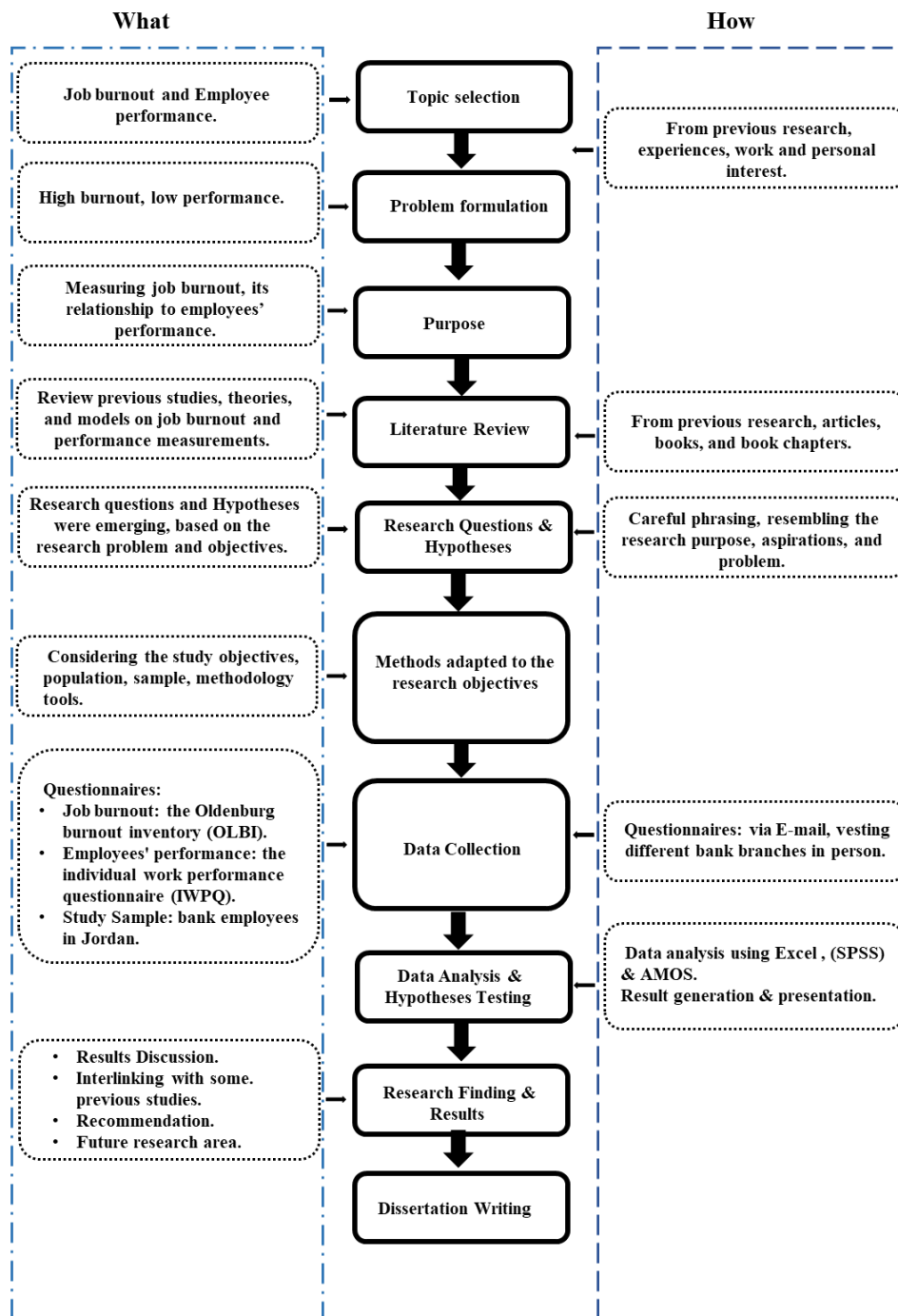


Figure 1: Research methods and process

Source: Own Construct

1.2 Research Importance

Notwithstanding the current burgeoning interest in the topic of job burnout at a global level, especially after including (burnout) in the 11th Revision of the International Classification of Diseases (ICD-11) as an occupational phenomenon by the World Health Organization's International Disease Classification (WHO, 2019), there is still a shortage

of specialized research addressing its relationship to the employee's performance, especially outside the human services field.

This study's importance emerges from the recent interest in job burnout's multi-dimensional connection with other research fields. Specialists in various fields, particularly in management, examine the adverse effects of job burnout on individuals and institutions. This research will enrich the literature and the working world with a thorough and complete study addressing the phenomenon of job burnout that affects employees' behavior and performance in the banking sector.

Generally, the number of studies investigating the relationship between job burnout and employee performance is limited, especially outside the human services field (Brewer & Clippard, 2002; Maslach & Leiter, 2008). The studies that investigated the relationships in the banking sector relationship were limited; for example, Demerouti et al., 2005; Gorji, 2011; and Yavas et al., 2013. Consequently, considering these associations may enhance the managerial knowledge of the causes of job burnout and its adverse influence on organizations and individuals, also in developing prevention and protection procedures. It is also vital to examine job burnout in different contexts to see whether this behavior's signs develop in other societies differently. Accordingly, this research aspires to contribute to this literature gap by investigating the relationship between job burnout and employee performance in Jordan's banking sector and compares the results with other international studies. The study examined an area not well-explored in empirical research regarding the relationship between job burnout and employees' performance and almost non-existing in the Jordanian context.

1.3 Research Objectives

This investigation's primary intention is to detect the relationship between job burnout and employees' performance and the differences in job burnout levels attributed to several demographic variables; the study further seeks the following objectives:

1. To develop a theoretical framework covering the entire literature of job burnout, employees' performance, and associated concepts.
2. To identify the primary factors and reasons leading to the emergence of the phenomenon of job burnout.
3. To identify the primary intervention strategies employed to overcome or reduce the influence of job burnout.

4. To identify the principal instruments used to measure job burnout and job performance.
5. To provide an international overview of the phenomenon of job burnout in the banking sector.
6. To develop proposals to improve employees' working conditions, which attempt to reduce or overcome the appearance of job burnout.

1.4 Research Questions

Job burnout has become universally recognized as a primary public health problem in the workplace (Tipa et al., 2019). The overall global economic slowdown, constant technological advancements, managerial attitudes, and hazardous competitive workplace culture have resulted in more stressful working circumstances, pointing to alterations in employees' attitudes toward their job and assigned tasks (Dartey-Baah et al., 2020).

Usually, the beginning of the work cycle is filled with high motivation, commitment, and enthusiasm by the employees' side. Throughout their employment, this motivation, performance, and compliance fluctuate, decreasing at times and increasing at others; this may be understood in the context of job burnout as a subliminal disorder produced by build-up stress from work and can bring with it several adverse outcomes for the employees and the organization. The employees might exhibit an increase in pessimism, apathy towards work, anger, selfishness, a tendency to blame others rather than oneself, resistance to change, and the loss of the ability to innovate (Freudenberger, 1977; Levinson, 1996; Maher, 1983). These changes negatively affect both the career path of the employee and the business development of the organization.

Numerous studies have focused on the negative relationship between job burnout and work outcomes, for example, absenteeism, turnover, job satisfaction, and employees' performance (Dyrbye et al., 2019; Lubbadah, 2020b; Makhdoom et al., 2019; Vaamonde et al., 2018; Wen et al., 2020). Nevertheless, there has been preliminary experimental investigation connected with the relationship between job burnout and employees' performance, and preliminary research was able to collect direct evidence regarding the relation, especially outside the human services professions (Halbesleben & Buckley, 2004; Maslach & Leiter, 2008; Wright & Bonett, 1997).

To address the issue of the phenomenon of job burnout and its relationship to the employees' performance, the following overarching set of questions will be discussed:

1. *Do employees suffer from job burnout in the banking sector in Jordan?*
2. *To what extent are burnout dimensions (exhaustion and disengagement) present among bank employees in Jordan?*
3. *To what degree is there a difference in job burnout among bank employees in Jordan according to a set of demographic characteristics?*
4. *What is the relationship between job burnout dimensions (exhaustion and disengagement) and the employees' performance (task performance, contextual performance, and counterproductive work behavior)?*
5. *What strategies and recommendations are available and employed to limit or reduce the incidence of burnout among bank employees?*

1.5 Research Hypotheses

Based on the research problem, objectives, questions, the theoretical models of job burnout, employees' performance, and the experimental evidence examined in the literature review provided the framework for the following research hypotheses:

Hypothesis 1: Bank employees suffer from Job Burnout.

Hypothesis 1-1: There are statistically significant differences in job burnout levels attributed to the employees' gender.

Hypothesis 1-2: There are statistically significant differences in job burnout levels attributed to the employees' age.

Hypothesis 1-3: There are statistically significant differences in job burnout levels attributed to the employees' marital status.

Hypothesis 1-4: There are statistically significant differences in job burnout levels attributed to the employees' educational qualifications.

Hypothesis 1-5: There are statistically significant differences in job burnout levels attributed to the employees' length of service.

Hypothesis **H1** was developed based on the results of Amigo et al. (2014), who reported a high degree of burnout syndrome among bank employees, and the results of Socorro et al. (2016), who reported a high prevalence of job burnout symptoms among bank employees, and Lubbadah (2021) how reported that bank employees agonize from job burnout.

Hypotheses **H1-1** to **H1-5** have shaped after Tumkaya's (2006) outcome, who found that older employees experience fewer emotional exhaustion levels than the younger

employees Gorji (2011), who found that age and gender significantly influence the employees' job burnout. Socorro et al. (2016) showed that younger employees display a high level of burnout. Rožman et al. (2019) reported a significant variation in occupational stress and burnout manifestations in the workplace among older and younger employees. The results of Al-Kahtani and Allam (2013) that female employees displayed less job burnout in their job than their male co-workers, the results of Amigo et al. (2014) significant differences in job burnout according to gender, and Varga et al. (2016), who found that burnout among female employees is more elevated than male employees. Khanna & Maini, 2013) who reported a significant relationship between (age, marital status, length of service, and educational qualifications) and burnout, and the results of Toker et al. (2012) and Ahola et al. (2006), who found that burnout levels were higher among less-educated employees. Lubbadeh (2021) reported a significant relationship between job burnout dimensions and employees' (age, gender, marital status, and education level). Other scholars have also studied hypotheses of this nature as Maslach and Jackson (1981, 1985), Pretty et al. (1992), Brewer and Shaped (2004), Rožman et al. (2019), and Llorent and Ruiz-Calzado (2016).

Job Burnout and Employees' Performance:

The relation between job burnout and employees' performance will be investigated in this study. More specifically, job burnout two-dimension (exhaustion and disengagement) is expected to diminish the employees' task and contextual performance and increase the employees' participation in counterproductive work behavior. The reason for identifying the two dimensions as bases for the investigation is that exhaustion and disengagement (cynicism) represent the core dimensions of job burnout (Bakker et al., 2004; Demerouti et al., 2001, 2010; González-morales et al., 2012). Exhaustion drives cynicism/disengagement, while the relation between professional efficacy and the other two dimensions of burnout is complicated. At the same time, professional efficacy seems to play a different role and can be interpreted as a possible consequence of burnout. According to González-morales (2012), scholars are tended to ignore reduced professional efficacy as a fundamental aspect of job burnout: on the basis that it develops independently of the rest of the dimensions.

This investigation's underlying presumption is that high job requirements associated with a lack of job resources can lead to intense employees' exhaustion and disengagement from work, following the Job Demands-Resources model, which adds significantly to the use of

the core dimensions of burnout (exhaustion and disengagement). Even though the investigation did not examine the associations between the two working characteristics and job burnout dimensions, the JD-R model advocates describe the intersections between the two job burnout dimensions and the employees' behavioral consequences explored in this examination: (a) task performance, (b) contextual performance, and (c) counterproductive work behavior.

Hypothesis 2: There is a significant negative relationship between Job Burnout (Exhaustion and Disengagement) and employees' Task performance.

Hypothesis 2-1: There is a significant negative relationship between exhaustion and employees' Task performance.

Hypothesis 2-2: There is a significant negative relationship between disengagement and employees' Task performance.

Hypothesis 3: There is a significant negative relationship between Job Burnout (Exhaustion and Disengagement) and employees' Contextual performance.

Hypothesis 3-1: There is a significant negative relationship between exhaustion and employees' Contextual performance.

Hypothesis 3-2: There is a significant negative relationship between disengagement and employees' Contextual performance.

The intriguing relationship between job burnout and the employee's task and Contextual performance has been explored in various occupational groups, and different explanations for the relationship were advanced. For example, Taris (2006) proposed two potential interpretations of why job burnout could reduce employee performance. First, job stressors in the workplace abbreviate the employee's ability to control the work environment, which unfavorably affects their ability to function effectively (Bakker, Demerouti, & Verbeke, 2004; McGrath, 1976). Job burnout, especially the first dimension, exhaustion, mediate the relationship (job stressors and performance), where exhaustion reflects the employees' depletion of energy resources. A higher level of exhaustion indicates that employees do not have adequate resources to deal with their job requirements, resulting in poor performance. The second interpretation centers on fatigue's virtual view as the intolerance of any effort (Schaufeli & Taris, 2005). According to Thorndike (1914), fatigue is both the inability and the unwillingness to expend effort, reflecting its energetically (exhaustion) and motivational (depersonalization) components. The

unwillingness to perform is manifested by psychological withdrawal in increased resistance to future effort and reduced commitment. Hence, withdrawal is a preventive mechanism to prevent the employee from employing additional energy and completely draining his resources. This interpretation combines both the depleted resources and withdrawal as a motivational mechanism that influences performance negatively (Taris, 2006, p. 318). Sing et al. (1994) also clarified the relationship between burnout and employees' performance. First of all, job burnout depletes the energy available to employees and diminishes their efforts at work. The experience of burnout entangles the employees in an ominous spiral where they are less likely to ask for and obtain assistance; thus, they continue to work poorly. Ultimately, burnout can directly influence employee performance since the employee has little or no control over the job position, and his self-confidence in overcoming work-related problems is declining (Singh et al., 1994, p. 561). Demerouti, Verbeke, and Bakker (2005) correspondingly offered related amplification for the relationship between job burnout and the in-role and extra-role performance using the Job Demands – Resources Model (JD-R). First, Employees who undergo job burnout are low on job resources (e.g., reward, social support), resulting in inadequate in-role performance levels. Second, employees who experience job burnout lose interest in the organization and become overly critical and distrustful of management, peers, and colleagues (Schaufeli and Enzmann, 1998), therefore, they cannot manifest extra-role behaviors, and their extra-role performance will be low (Demerouti et al., 2005).

Hypothesis 4: There is a significant positive relationship between Job Burnout (Exhaustion and Disengagement) and employees' counterproductive work behavior (CWB).

Hypothesis 4-1: There is a significant positive relationship between exhaustion and employees' Counterproductive work behavior.

Hypothesis 4-2: There is a significant positive relationship between disengagement and employees' Counterproductive work behavior.

The fascinating association between job burnout and counterproductive work behavior (CWB) has been remarkable in various professional groups and countries. For example, Mulki, Jaramillo, and Locander (2006) found that emotionally exhausted employees become less satisfied with their jobs and become less devoted to the organization, which leads to deviant behaviors. Liang and Hsieh (2007) argued that a lack of emotional resources and high emotional demands at work could lead to emotional exhaustion then

depersonalization, which may lead to deviant behavior in the workplace. While Bolton et al. (2011) reported that employees who reported being depersonalized were more prone to display CWB. However, they explained that exhausting the employee's emotional resources could increase his sense of depersonalization, leading to an increased probability of the employee participating in behaviors that harm the organization. While Uchenna (2013) debated that employees were more willing to display harmful behaviors if they realized that the support, they received from the organization was limited. In contrast, when the employees perceive that the organization's support is favorable and discretionary, they are less prone to CWBs. Ugwu et al. (2017) concluded that stressful work environments with long working hours could deplete nurses' emotional resources and lead them to experience disconnection from their work and patients, thus increasing CWB opportunities.

Hypothesis **H4-1** is shaped subsequent to the outcome of Ugwu et al. (2017) and Lebrón et al. (2018), who reported a positive relationship between exhaustion and CWB. Ugwu et al. (2017) concluded that High levels of stress at work might elicit job burnout and, by extension, increase CWB. Hypothesis **H4-2** is formed based on the findings of Smoktunowicz et al. (2015), who found a positive relationship between disengagement and CWB. The depleting of the employees' resources can make them feel indifferent at work, which might increase the likelihood of the employees participating in CWB.

The conceptual framework in **Figure 2** illustrates the relationships between the research problem, objectives, questions, hypotheses, and the proposed relationship between the study variables.

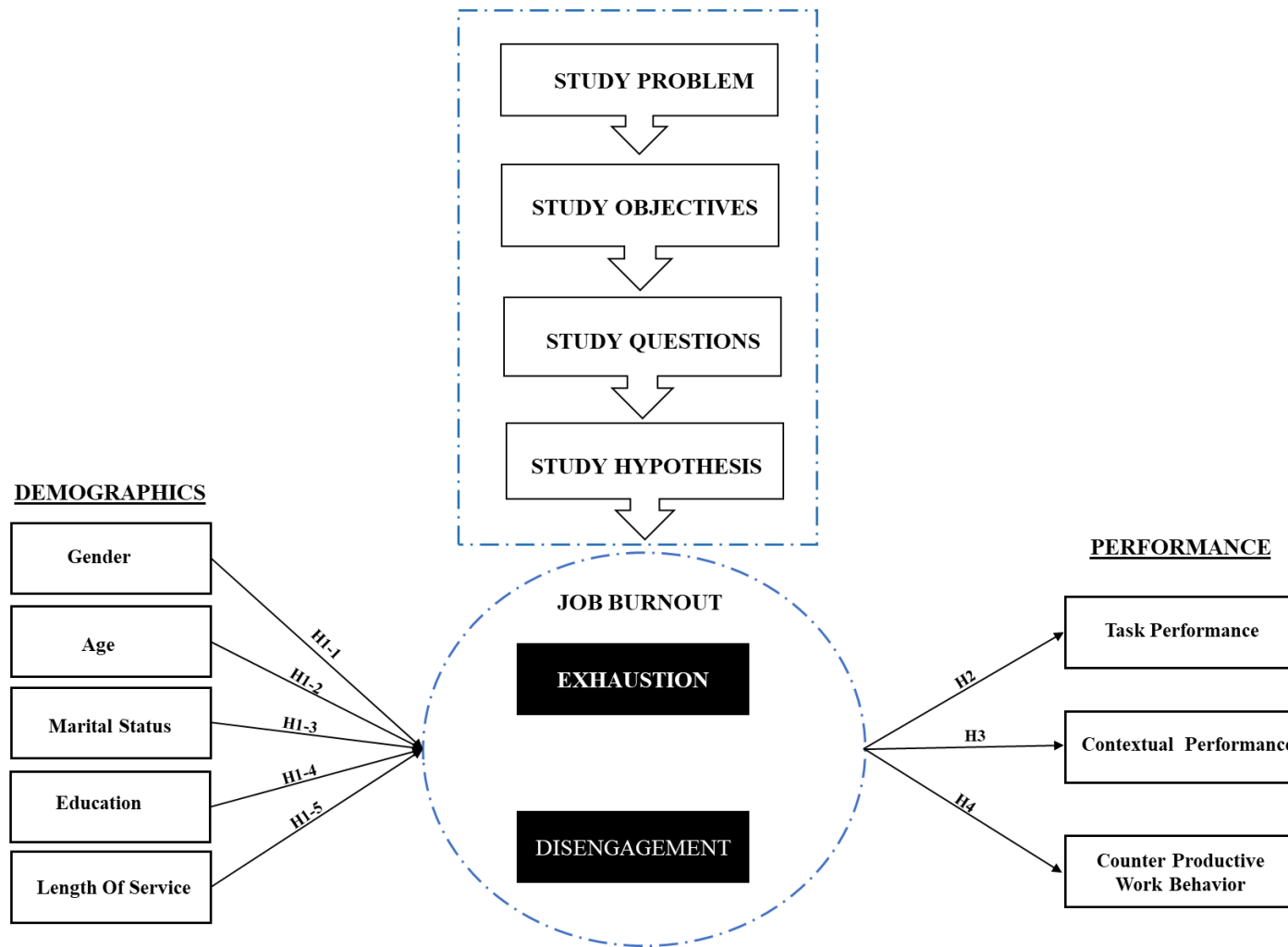


Figure 2: The conceptual framework of the dissertation

Source: Own Construct

1.6 Research Methodology

The present dissertation opts for a quantitative methodology to provide a thorough examination of the subject matter. To test the study hypotheses, quantitative methods are applied. The quantitative method is a descriptive statistic such as mean, median, mode, Skewness, kurtosis, ANOVA, Student's t-test, and post-hoc analysis. Confirmatory Factor Analysis (CFA) to confirm the existence of the hypothesized factors of job burnout (exhaustion and disengagement) and the employees' job performance (task performance, contextual performance, and counterproductive work behavior). Hierarchical multiple regression- and correlation analyses are employed to test the hypotheses, exploring the relationships between job burnout and employees' performance with personal and organizational characteristics. Complete descriptions of the methodology and the measurements applied in the dissertation are in (Chapter 3).

1.7 Summary

This dissertation investigates the relationship between job burnout and the employees' job performance (task performance, contextual performance, and counterproductive work behavior) in the banking sector. Also, the study looks at the variation in job burnout levels based on several social demographics' characteristics. This chapter presented the theme development, research importance, problem motivation, aim, questions, theory, method, and the development of the study hypothesis.

2 CHAPTER TWO: THEORETICAL AND EMPIRICAL LITERATURE

2.1 Introduction

This chapter aims to overview the concepts and measurements of job burnout and employee job performance by examining and reviewing relevant books, journals, and dissertations in management and psychology disciplines. The chapter first covers the historical development of the job burnout concept, its definition, and dimensions. In the second section, a thorough discussion of the causes of job burnout. Furthermore, the organizational, physical, and psychological consequences of job burnout are explored, along with individual and organizational strategies for intervention. We explored and evaluated the essential tools for measuring job burnout in various settings. Also, we examined the concept of employee performance. In the final section, we provide an international overview of the phenomenon in the banking industry to provide the study's international component. The chapter ends with a summary.

2.2 The Historical Development of the Job Burnout Concept

The concept of job burnout is a relatively modern concept that has attracted the attention of scientists and scholars (Ahola et al., 2008; Cordes & Dougherty, 1993; Freudenberger, 1974; Jackson et al., 1986; Maslach, 2006; Maslach & Jackson, 1981, 1985; Pines & Maslach, 1978). The expression "Burnout" articulated a social issue that had existed for quite a while and had a few conditions that fluctuate as per the period, analysts, across nations, and dialects (Schaufeli et al., 2009). Some say that it is depression itself, a shift from work, stagnation, exhaustion, or depletion. Burnout is also described as an epidemic in the current workplace (Knight, 2015).

The term burnout was first familiarized in the scholarly use in early 1974 by The American psychologist Herbert Freudenberger when he examined the stress responses given by volunteers at the free St. Mark's Clinic in New York in his study "Staff Burn-Out." The author adopted the term to explain the continuous physical, emotional exhaustion, diminished productivity, and commitment among volunteers (Ahola & Hakanen, 2007; Bilge, 2006; Freudenberger, 1974). Interestingly, Freudenberger experienced job burnout twice, which increased his reliability while expanding the message of burnout (Schaufeli, 2017; Schaufeli et al., 2009). According to Freudenberger, one of the first signs of burnout in the employee is when the member of the organization works "harder and harder," longer

and longer," but in fact, his accomplishment seems less and less (Freudenberger, 1977, p. 26).

Nevertheless, Christine Maslach and her colleagues' works have originated the study and the development of burnout and associated concepts. Maslach has contributed to much research regarding the explanation and understanding the phenomenon of burnout in numerous occupations (Valcour, 2016). For example, Maslach and her colleagues come across the term throughout their interviews with a group of social services workers in California (Schaufeli, 2017). Maslach was fascinated in studying cognitive strategies such as "dehumanization" used by these service workers to deal with emotional stimulation on the work (Maslach & Schaufeli, 1993). Throughout the interviews with the social workers, Maslach noticed that workers felt fatigued and started to develop a depressed position toward the service recipient and the work (Schaufeli et al., 2009). Subsequently, Maslach and her colleagues created what can be viewed as the most known and utilized self-reporting instrument to assess burnout in a broad scope of occupation — well-known as "the Maslach Burnout Inventory (MBI)" (Maslach & Jackson, 1981; Schaufeli, 2017).

Based on Maslach and Schaufeli (1993), the conceptual development of burnout went through two-phase; the pioneer phase focused on the initial description of phenomena. The later experimental period, where the focus stirred toward the academic research and the assessment of the phenomenon (Maslach & Schaufeli, 1993, p. 3). During this experimental phase, burnout became one of the most influential literature pieces, where hundreds of books and articles have been produced about burnout (Schaufeli, 2017, p. 106) that are also referenced in the present dissertation.

This development of job burnout has stimulated researchers and inspired them to study this event's magnitude in various occupations (Cordes & Dougherty, 1993, p. 621). Most of the previous studies related to job burnout have been conducted on the health and social services personnel, where they are believed to be most exposed to emotional abuse, as their jobs command a great deal of interaction with people (Maslach & Jackson, 1984, p. 135). The results of these studies revealed that the psychological tension resulting from human services professions' practice had many adverse effects. Similar research has been carried out on legal professionals, law enforcement officers, and nursing staff (Cordes & Dougherty, 1993). According to Maslach and Jackson (1984) and Maslach (2006), Job burnout is not limited solely to human service occupations. Since job burnout emerges to be more connected to the domain of work and it became evident that the job burnout

phenomenon is not confined to human service professions but also spreads to other working areas such as business, corporate, sports world, and IT (Maslach, 2006; Maslach & Jackson, 1984, p. 136; Maslach & Schaufeli, 1993). Particularly with the introduction of the most recent alternative of the MBI-General Survey to be used in all professions. (Maslach et al., 2012; Schaufeli, 2003). Moreover, the creation of alternative measures, for instance, the OLBI (Demerouti et al., 2003), the BM (Pines & Aronson, 1988), the Shirom-Melamed Burnout Measure (Shirom & Melamed, 2006), and the Burnout Assessment Tool (BAT) (Schaufeli & Desart, 2020) - see section 2.8 for more description.

2.3 The Definition of Job Burnout and Its Dimension

There is no ideal definition of burnout, as there is no clear consensus among researchers, clinicians, staff, and administrators around it. According to Schaufeli (2003), burnout is a mental disorder, a global phenomenon that is not limited to human services is relevant for the organizations and is associated with negative consequences (e.g., distress, depression, job dissatisfaction, absenteeism, job turnover, and poor performance) (Schaufeli, 2003). Freudenberger defines burnout as "the extinction of motivation or incentive, especially where one's devotion to a cause or relationship fails to produce the desired results" (Freudenberger, 1974, p. 159). In a literature review conducted by Perlman and Hartman in 1982, the researchers found multiple definitions of burnout (1974-1980), which included several aspects; they proposed three components to define burnout, "emotional and physical exhaustion, lowered work productivity, and depersonalization" (Perlman & Hartman, 1982, p. 283).

In 1981 Maslach and Jackson define burnout as the symptoms caused by emotional stress and apathy that often occur between individuals who work directly with the public (Maslach & Jackson, 1981). They define it again in 1984 as "a syndrome of emotional exhaustion, depersonalization, and reduced personal accomplishment that can occur among individuals who work with people in some capacity" (Maslach & Jackson, 1984, p. 134). Burnout is viewed as "chronic, everyday stress" rather than specific crises; this build-up stress from the daily job that starts affecting the individual's tolerance for the stress and wears them down (Maslach, 1982, p. 17). Shirom, Melamed, and Toker (2005) specified that burnout is seen as an emotional response to prolonged exposure to stress at work, i.e., in situations where job requirements exceed individuals' adaptive resources (Shirom et al., 2005, p. 270). In the same line of thinking, Salvagioni et al. (2017) state that burnout is a

situation caused by stress and fatigue at work and can carry several consequences for the worker's comfort and health (Salvagioni et al., 2017).

The most practical and used definition in this field is the definition of "Christine Maslach" (Schaufeli, 2003, 2017; Valcour, 2016), which refers to the three dimensions of burnout: emotional exhaustion, personal accomplishment or (professional efficacy), and cynicism, which represents the subscales of the MBI (Maslach et al., 2001; Maslach & Leiter, 2008). Exhaustion is the most investigated job burnout dimension and represents stress (Maslach et al., 2001). It involves intense physical and emotional exhaustion that weakens the employee's ability to operate efficiently. This feeling of exhaustion may be accompanied by a sense of frustration and mental stress. When the employee feels that he/she can no longer continue giving or fulfilling his/her responsibilities towards the receivers at the same level as it had previously provided (Jackson et al., 1986). Cynicism (or depersonalization) refers to a skeptical and cold attitude towards customers and the loss of the personal element in dealing with individuals. Here, the workers treat people as objects and not human beings (Maslach, 1981, 1982). The last dimension of job burnout is professional efficacy or (reduced personal accomplishment), which refers to the employee's tendency to evaluate themselves negatively, as well as a profound sense of inefficiency in work and interaction with others (Cordes and Dougherty, 1993; Maslach, Jackson, and Leiter, 1996). Each dimension of burnout is connected with the other two, and one often leads to another. Exhaustion is the first dimension to appear, which causes an emotional separation between the person and his work, probably to adapt to the workload. Cynicism develops as a reaction to exhaustion, where the person treats recipients as objects. The recipient's need and demand become more manageable when viewed as indifferent objects of one's work (Maslach et al., 2001). The relation between professional efficacy and the other two dimensions of burnout is complicated, where there are different results concerning the relationship (Maslach & Leiter, 2008).

However, several researchers have shown that burnout's core dimensions are exhaustion and cynicism or disengagement (Bakker et al., 2004; Demerouti et al., 2001, 2010; Peterson, Demerouti, et al., 2008). Demerouti et al. (2003) have defined burnout based on two-dimension exhaustion and cynicism or disengagement. In accord with Demerouti et al. (2003), **exhaustion** is an outcome of extended and profoundly physical, affective, and cognitive tension generated by increased susceptibility to specific working conditions. Perverse to exhaustion as operationalized in the original Maslach and Jackson definition

(MBI or MBI-GS), this definition covers emotive aspects of fatigue and personal and cognitive aspects. **Disengagement** refers to moving away from one's work and experiencing negative attitudes toward the work objects (e.g., computers, beneficiaries), the work's content, or the individual's work in general (Demerouti et al., 2003). The third dimension, professional efficacy, was dropped from this definition, as specified by Bakker et al. (2004) and Demerouti et al. (2003); there are growing semi-empirical grounds that exhaustion and cynicism (disengagement) comprise the core dimensions of burnout. By comparison, the personal accomplishment dimension plays a much less specific role. Moreover, the personal accomplishment dimension happens independently, while exhaustion drives cynicism/disengagement (Bakker et al., 2004; Demerouti et al., 2003).

2.4 Models of Job Burnout

2.4.1 The Conservation of Resources Model (COR)

The Conservation of Resources (COR) theory "is a motivational theory that explains much of human behavior based on the evolutionary need to acquire and conserve resources for survival, which is central to human behavioral genetics." (Hobfoll et al., 2018, p. 104). Individual, civil, physical resources, health, well-being, and self-esteem are examples of generally appreciated individuals' resources for facing stressful difficulties.

Bestowing to Hobfoll (2001,1998) (1998, in Halbesleben and Buckley), the conservation theory of resources of stress and job burnout (COR; Hobfoll, 2001) assume that stress and job burnout occur when the individuals' perceived a threat regarding their resources (e.g., incentives, unemployment) or little loose of the individuals' resources after a significant resource investment (e.g., when the employee does not obtain a promotion or salary increase after a significant investment in education or training). Thus, according to the theory, the threat of losing resources is viewed as a stressor, but the constant feeling of threat or actual losses in resources, mainly when the employees invest significant resources in work, could lead to job burnout (Halbesleben & Buckley, 2004; Hobfoll, 2001).

The COR model of burnout has received initial empirical support. For instance, Brotheridge and Lee (2002) utilized the COR model to examine if emotional labor may or may not result in burnout, and the study has supported the COR model (Brotheridge & Lee, 2002). Halbesleben and Bowler (2005) also used the Conservation of resources theory (COR) to explain the association between job burnout and employee's extra-role performance. Based on the researchers, the most reliable means to understand the

relationship between job burnout and employee performance is investing in resources. The study found that employees who experience exhaustion exhibited diminished in-role performance, and they were more prospective to participate in extra-role behaviors. This conclusion proposes that employees employ fewer resources in the in-role performance and distance themselves from the job requirements that triggered job burnout; alternatively, they directed their resources toward extra-role behaviors (Halbesleben & Buckley, 2004).

2.4.2 The Job Demands – Resources Model (JD-R)

Demerouti, Nachreiner, Bakker, and Schaufeli (2001) developed the Job Demands Resources Model (JD-R) of burnout as a simplification of the work's complex environment (**Figure 3**). The (JD-R) model consists of two processes (job demands and job resources) related to job burnout dimensions exhaustion and disengagement (Demerouti et al., 2001).

Job demands refer to work factors such as (physical workload, time pressure, and beneficiary interaction) that require a continuous effort from the employee; therefore, if the job demands are extraordinarily high or poorly designed could lead to the exhaustion dimension of job burnout. Contrastingly, job resources attribute to factors such as (rewards, safety at work, and support) needed to deal with job demands. Therefore, the lack of job resources could lead to job burnout's disengagement dimension. Demerouti et al. (2001, 2005) argued that burnout's emotional exhaustion dimension is the primary consequence of job demands factors. In contrast, the lack of job resources is the primary cause of job burnout's disengagement dimension (Demerouti et al., 2001, 2005). Accordingly, the investigation assumes that high job demands, and low job resources are portentous of job burnout, following the Job Demands-Resources model.

The JD-R model is based on the early job stress models, such as the demands-control model (DCM) of Karasek (1979) and the Conservation resources model (COR) (Hobfoll, 1998, 2001). It is essential to understand the JD-R model's discrepancies and the DCM model; as Halbesleben and Buckley (2004) see, the DCM model assumes that the individual's work demands interfere with the individual's recognized autonomy over his job. Accordingly, the model highlights the correlation between work demands and control. However, researchers have found it challenging to demonstrate evidential support for the relationship between job demands and control in detecting burnout. On the other hand, The JD-R model does not depend on the interaction between the job demands and resources

but considers the significant additive effects of demands and the lack of resources in predicting burnout (Halbesleben & Buckley, 2004).

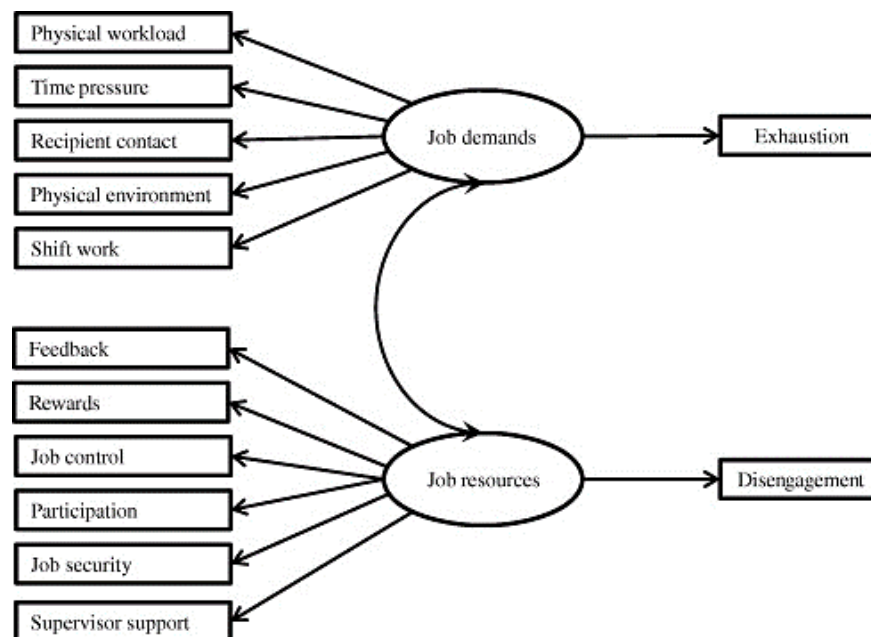


Figure 3. The Job Demands-Resources Model of Burnout

(Source: Demerouti et al., 2001)

The JD-R model has received initial empirical support. For example, Schaufeli and Bakker (2004) investigated the relationship between the JD-R model with burnout and engagement in four different professional samples. The study found that job demand and the lack of job resources can predict job burnout. More specifically, the study found that the JD-R model was responsible for the appearance of burnout's exhaustion dimension. At the same time, the lack of job resources was related to burnout's disengagement dimension (Schaufeli & Bakker, 2004). Bakker, Demerouti, and Verbeke (2004), in their analysis of (other-ratings of) in-role and extra-role performance, recorded a similar conclusion. In-role performance displays the expected outcomes and actions that directly support the organization's purposes. In contrast, the extra-role performance reflects the employees' non-obligatory behaviors that improve the organization's operational performance and do not directly affect the employee's productivity. The authors found that job demands foresee the exhaustion dimension of job burnout, which would predict in-role performance. Simultaneously, the lack of work resources invokes the disengagement dimension, which would anticipate extra-role performance (Bakker et al., 2004). Bakker, Van Emmerik, and Van Riet (2008) arrived at a comparable result in their objective team performance (Bakker et al., 2008).

2.5 The Causes of Job Burnout

This section of the literature relates to identifying what causes job burnout. The excess of job demands and the lack of job resources were hypothesized to cause job burnout (Demerouti et al., 2001). Three varieties of variables were found to be associated with job burnout: (1) workplace or organizational factors, (2) personality traits, and (3) demographics (Brewer & Clippard, 2002). The focus will be on the job, personal and demographic characteristics that place individuals at risk for job burnout. The demographic characteristics will be discussed in a separate section of the literature.

2.5.1 Job Factors

First and foremost, the ubiquitous idea that burnout is linked intrinsically to work factors and secondly to personality factors (Bianchi, 2018; Maslach, 2003, 2006; Shanafelt et al., 2017).

More research and emphasis are paid to the job variable's effect than the personal ones (Bianchi, 2018; Maslach et al., 2001). Nevertheless, more contemporary theories have proposed that workplace factors and personal attributes can be analyzed jointly throughout the organizational context (Bianchi, 2018; Maslach & Leiter, 2016a). These Job factors (organizational risk factors) are compiled within six critical areas of the workplace context; workload, control, reward, community, fairness, and values (Maslach et al., 2001). Based on Maslach et al. (2001) and Maslach and Leiter (2008, 2016), any inconsistency or disparity between the individual and the six aspects of the workplace can increase the risk of burnout. On the contrary, the higher the fit between the person and the domains, the higher the possibility of engagement.

- **WORKLOAD**

Presently, the work environment can be portrayed as more intensive, time-consuming, and complicated. The workload is one of the most debated origins of burnout and the most clearly associated with job burnout's exhaustion component (Maslach & Leiter, 2008). For the organization, workload reflects productivity. For the individual, it reflects time and energy (Maslach & Leiter, 1997). The imbalance in the most genuine case can happen through the numerous demands and responsibilities (e.g., deadlines and targets) conducted with a shortage of resources. When this type of overload is a persistent condition in the work environment, this will overburden the workers to the point that they cannot recover

their energy. Also, the workload can result from a mismatch between the worker's skills and the work type (Maslach et al., 2001).

- ***CONTROL***

Generally, the imbalance in autonomy is correlated to burnout's professional efficacy (Maslach et al., 2001). Control implies how much autonomy the employee has over the work. The discrepancies in control show that the employee does not have notable control over the vital dimension and resources need it for the job. The lack of control will prevent the employee from approaching work problems that he identifies and will consume more time by not contacting the real issues, which increases the workload. This mismatch will also increase the cavity between the employee interests and those of the organization (Maslach & Leiter, 2008). Keeping in mind control is a relative thing and shared between the organization members. No one has absolute authority in an organization (Maslach & Leiter, 1997). Leiter (2005) reported that higher control raises the worker's capability to manage the workload (Leiter, 2005). Furthermore, Leiter et al. (2010), in their study among a sample of health care providers, implied that employee perceived control has direct influences on key organizational factors such as the workload, the relationship with direct supervisors, and organizational justice. The study also found that exhaustion and cynicism were negatively correlated with values, a manageable workload, control, monitoring, and integrity, while positively correlated with job burnout's efficacy dimension (Leiter et al., 2010).

- ***REWARD***

Rewards reflect constructive feedback and acknowledgment, in case financial, social, or both. The asymmetry here outlines the shortage of actual feedback for the work people do. According to Maslach and Leiter (2008), various studies showed that unbalance in rewards increases individuals' exposure to burnout (Maslach & Leiter, 2008). The mismatch can be insufficient financial rewards when the person's salary does not match his performance. It can also be a lack of social rewards, such as when the person's efforts are not appreciated or ignored by the managers, colleagues, or even the client. The lack of compensation is closely connected to burnout's efficacy (Maslach et al., 2001). For example, Bakker et al. (2000) investigated the relationship between the effort-reward imbalance (ERI) and burnout among 204 female nurses working in Germany. The study found that The nurses who had encountered incentive asymmetry had higher levels on two main dimensions of

burnout (emotional exhaustion and depersonalization) than those who had not observed such disparity (Bakker et al., 2000).

- **COMMUNITY**

The community represents the quality of social cohesion (personal relationships and communication interactions) in interacting with co-workers, supervisors, and customers. The fourth imbalance exists when these relations are not functioning well (socially toxic environment); this results in conflict between people, a feeling of isolation, and even bullying (Maslach et al., 2001; Maslach & Leiter, 1997). According to Maslach and Leiter (2008), several studies found that the sense of community is connected with greater engagement and abbreviate the impact of feelings of inequity at work. Moreover, burnout is less likely to happen in a positive working environment. On the other hand, the lack of community is a significant problem for individuals and the organization as it receives fewer results in terms of productivity. Also, the lack of community set the scene for the fifth mismatch in fairness.

- **FAIRNESS**

Fairness symbolizes honesty, transparency, and integrity in the workplace—the imbalance occurs when the employee believes that there is no justice at work. Conversely, the lack of fairness can transpire when the workload and pay are unfair, when there is discrimination or a glass ceiling in work, or when the incentives and promotions are administered inappropriately. According to Maslach et al. (2001), inequity exacerbates burnout in at least two ways. First, the sense of a discriminatory way is emotionally exhausting. Next, injustice nurtures a deep sense of cynicism in the workplace.

- **VALUES**

The values represent the person's expectations, motivation, and beliefs in his or her work (Maslach & Leiter, 2008). The unbalance arises when there is a discrepancy between individual and organizational values (Maslach et al., 2001). For example, a mismatch can arise between an individual's ambitions for their profession and the organization's values. Some jobs can also require unethical behavior, for example, hiding some information from the customer to complete the sale, which can conflict with the individual values. The mismatch in values is linked to the three aspects of job burnout (Maslach & Leiter, 2008).

- ***HIGH EMPLOYEE'S ENGAGEMENT***

Engagement reflects the active state of involvement with personal fulfillment activities that enhance an individual's sense of professional competence (Maslach & Leiter, 2008, 2016b). According to Maslach and Leiter (2016), engagement is the opposite or the antecedent for job burnout. Engagement can be defined in the favorable terms of burnout dimension, as "the state of high energy (rather than exhaustion), active involvement (rather than cynicism), and a sense of efficacy (rather than professional efficacy)" (Maslach & Leiter, 2016a, p. 369). However, according to the Yale University investigation, too much engagement in the workplace may carry high stress levels. The study reported that 2 of 5 employees shown high engagement and low burnout. However, the study reported that 1 of 5 employees demonstrated high commitment and high burnout (Seppala & Moeller, 2018). Bakker, Albrecht, and Leiter (2011) wondered in their article "Key questions regarding work engagement" if there is a dark side to the engagement. The study proposed that overwork engagement in work activities may lead to various negative consequences. Workers may display so much involvement in their work that they neglect to rest or manage their relationships (Bakker et al., 2011).

Similarly, Juncker et al. (2020) questioned whether work engagement might increase exhaustion in two samples. The study reported that work engagement might be decisive in the short-run (less exhaustion) yet more dangerous in the long run (by developing exhaustion) in the two samples. The authors concluded that engaged employees are less fatigued and still encounter a higher risk of exhaustion. Simultaneously, fatigued employees are less involved, though they have the potential to become more involved over time (Junker et al., 2020).

2.5.2 Personality Factors

Although the mismatch between the employee and the job factors may contribute to a higher risk of burnout as job burnout is more related to the work domains, specific employee characteristics may also add to job burnout. Personality characteristics may play a significant role as a defined mechanism (Ghorpade et al., 2007) or as an intensifier of the job burnout dimension (Maslach & Leiter, 2016a). For evidence, hardiness - a series of personality characteristics used by individuals as a tool for dealing with stressful circumstances (Kobasa, 1979) - people high in hardiness are more immune to the consequences of stressful incidents and burnout (Kobasa et al., 1982; Moradi et al., 2013). Conversely, individuals with less resilient personalities exhibit a higher burnout level,

notably on the emotional exhaustion aspect (Maslach, Schaufeli and Leiter, 2001; Maslach and Leiter, 2016a). Burnout levels are more common among people with a more external locus of control - the individual perception of events and accomplishments resulting from luck, fate, or other people's power (Rotter, 1966). whereas those who have a more internal locus of control - people who view the event as dependent on their behavior, skill, and commitment (Rotter, 1966) - are less vulnerable to job burnout (Maslach et al., 2001). Psychopathy is also closely related to higher burnout levels (Bianchi, 2018; Swider & Zimmerman, 2010). Narcissistic individuals are portrayed as emotionally disturbed, nervous, aggressive, and susceptible to emotional distress (Semmer, 2006), which is consistent with job burnout dimensions.

In a more recent study, Prusik and Szulawski (2019) investigated the relationship between dark triad personality traits (Machiavellianism, narcissism, and psychopathy) and the level of burnout. The study used the Oldenburg Burnout Inventory to measure triad traits, the Short Dark Triad Personality Test, and Barbuto's Motivation Sources Inventory to measure burnout, triad traits, and preferred work motives. The study reported a significant relationship between burnout and the Dark Triad traits (Machiavellianism and psychopathy). However, no significant relationship was found between narcissism and burnout. Instead, the study found that narcissism was associated with internal and external motivations (Prusik & Szulawski, 2019). In one study, Lubbadah (2020) question the possibility of the dark side of the EQ effect job burnout and stress negatively where the majority of studies investigated the role of EQ in buffering the negative effect of job and stress while non-investigated the EQ as a source of job burnout (Lubbadah, 2020a).

According to Jai et al. (2007), desirable personality traits can be a coping mechanism that allows individuals to obtain-save resources or improper deterrent behavior. Their study investigates the relationship between the three dimensions of burnout and the Big Five (extroversion, conscientiousness, agreeableness, openness, and emotional stability). They found that burnout dimension emotional exhaustion is negatively correlated to extroversion and emotional stability (the opposite of Neuroticism) and positively correlated to openness. Depersonalization is negatively related to agreeableness and emotional stability. While personal accomplishments are positively associated with extroversion, conscientiousness, agreeableness, and emotional stability (Ghorpade et al., 2007), similar results are found (Storm & Rothmann, 2003b).

Based on the above studies, we can regard that job burnout components are linked to both contextual factors of work and personality traits. However, job burnout is more related to the work domains; however, several studies showed that the employees' personal factors could play a considerable role in intensifying job burnout or as a coping mechanism that reduces the influence of job burnout.

2.5.3 Demographic Characteristics

Several studies strived to identify the link between job burnout and demographic variables. According to Maslach et al. (2001), age is the most basic demographic variable that has been coherently associated with burnout (Maslach et al., 2001). In addition, Cordes and Dougherty (1993) Pointed out that unmarried individuals encountered higher burnout levels than their married individual counterparts (Cordes & Dougherty, 1993). This subsection reviewed the literature related to demographic variables such as age, gender, and education.

- **AGE**

Broadly, most studies that investigated the relationship between job burnout and age have agreed that the level of job burnout is higher among younger employees than older employees. (Brewer & Shapard, 2004; Maslach et al., 2001; Maslach & Jackson, 1981; Schaufeli & Buunk, 2003). On the other hand, several studies argue that job burnout is more widespread in older employees or has no age (Ahola et al., 2006; Melamed, Shirom, Toker, et al., 2006).

For instance, Russell et al. (1987) announced that young teachers experience greater emotional exhaustion than the more experienced teacher. Further, the study announced no relation between age and depersonalization or personal accomplishment (Russell et al., 1987). In their study, Brewer and Shapard (2004) examined the relationship between age and employee job burnout by applying a meta-analysis design. The study was based on 36 samples from 34 reviews. The study found a negative correlation between employee's age and emotional exhaustion; younger employees encounter higher burnout levels than older employees. The study also disclosed a negative relationship between work experience and job burnout; employees who have worked in the same work or field for more extended periods experience less burnout than employees who have worked shorter periods in that type of job (Brewer & Shapard, 2004). Hills, Francis, and Rutledge (2004) reported in their

study that age was a notable adverse seer of the depersonalization dimension of burnout, and marital status was a critical predictor of the exhaustion dimension (Hills et al., 2004). In the same line, Tumkaya (2006) investigated the relationship between age and the three-component of burnout in two age groups (21-30) and (above 51) of Turkish university faculty. The findings establish that older faculty members experience fewer emotional exhaustion levels than the younger age group, and the older faculty experience a lesser sense of professional failure than the younger member. While in terms of depersonalization, no significant deviation was observed among the two age groups (Tümkyaya, 2006). Moreover, Gerona et al. (2008) reported that age was a critical predictor of burnout sub-dimensions: emotional exhaustion, depersonalization, and personal accomplishment (Garrosa et al., 2008). Similar results found in (Armon et al., 2008; Bilge, 2006; Lackritz, 2004; Soares et al., 2007)

In contrast, to the broad spread idea that burnout seemed to diminish with age. Some studies have produced significant evidence that supports the minor view that exhaustion appeared to expand with age. For example, Ahola et al. (2006) examined the relation between burnout level and various socio-demographic factors. The study sample consisted of 3,424 Finnish employees. The authors used the Maslach Burnout Inventory–General Survey to assess burnout. The research found a positive association between burnout dimension and age; burnout levels increase with age.

Additionally, burnout was positively related to low education, socioeconomic status, and at least 17 years of experience in the same profession. Among men, burnout levels were correlated with marital status; married men experience low burnout levels than single, divorced, or widowed (Ahola et al., 2006). In a separate study, Ahola et al. (2008) examined the association between age and burnout by gender in different age groups of Finnish employees. Age was found to correlate relatively to burnout components in the different age groups. In the young group, burnout was negatively associated with age among women, no association in the middle age group, and positively in the last work year. While among men, burnout was positively correlated with the middle-aged group and nonexistent with the other age groups. However, the study did not found an association between burnout and other demographic factors such as education and marital status (Ahola et al., 2008). In a sample consisting of 157 professionals, Llorent and Ruiz-Calzado (2016) found that age is a significant social variable in burnout. The older employees experience a much higher level of burnout than the younger employee. The authors

explained this outcome based on the fact that age and outmoded experience and skills may appear in an intensification of work and non-work-related exhaustion, collectively leading to the presence of and continuous increase in burnout (Llorent & Ruiz-Calzado, 2016).

In a more recent study, Rožman, Grinkevich, and Tominc (2019) investigate the age differences in occupational stress and burnout symptoms of 691 employees working in medium-sized and large Slovenian companies. The study outcomes reveal significant variations in occupational stress and burnout manifestations in the workplace among older (50 to 65 years of age) and younger (under 50 years of age) employees (Rožman et al., 2019). Thus, based on the literature above, we can conclude that the employee's age is a significant influencer in its relation to job burnout.

- ***GENDER***

The studies regarding the relationship between gender and burnout have produced contradictory results about the direction and the strength of this relationship (Marchand & Blanc, 2020; Purvanova & Muros, 2010; Schaufeli & Buunk, 2003). According to Maslach et al. (2001), gender has not been a significant predictor of burnout. However, some studies display that burnout is higher among women, while others showed that burnout is higher for men, and others find no differences regarding the strength and direction of this relationship. Furthermore, Maslach et al. (2001) noted that men often score higher on the cynicism dimension than women, whereas women experience higher emotional exhaustion levels than men (Maslach et al., 2001). This observation is consistent with Ahola et al. (2006) in Finnish employees (Ahola et al., 2006). Moreover, Ghorpade et al. (2007) reported a direct relationship between gender (female) and the emotional exhaustion dimension (Ghorpade et al., 2007). Toker et al. (2012) found positive associations between women and burnout dimensions, incredibly emotional exhaustion (Toker et al., 2012). Additionally, Lackritz (2004) shows similar results regarding emotional exhaustion in females and depersonalization in males. Regarding the personal accomplishment dimension, the author found that females score higher than males, showing lower burnout levels, but this result was not supported statistically (Lackritz, 2004).

In a study of more than 400 employees from a telecommunications corporation in Atlantic Canada, Pretty et al. (1992) investigated if the burnout components altered between males and females working in managerial and non-managerial positions. The study found that male employees experience higher emotional exhaustion and depersonalization if they

work as managers. In contrast, female employees experience higher emotional exhaustion and depersonalization if they work as non-managers. (Pretty et al., 1992).

With respect to the banking sector, Amigo et al. (2014) examined the appearance of the three-dimension job among a sample of 1,341 employees in the banking sector in Spain. The study found that 55.78% of the sample showed high-risk levels of emotional exhaustion and cynicism. Furthermore, the study pointed out that female employees experience a higher degree of emotional exhaustion than males and no differences regarding the other two-dimension (Amigo et al., 2014). Li et al. (2015), in their study, in a sample of 1,239 bank employees, found significant discrepancies between male and female bank employees regarding the personal accomplishment dimensions of job burnout (Li et al., 2015). In the -same line, Khalid et al. (2020) also reported gender differences in job burnout levels in a sample of bank employees (Khalid et al., 2020).

Purvanova and Muros (2010) investigated the male-female differences in burnout and challenged the idea that women experience a higher level of burnout than men. The authors employ a meta-analysis design to investigate the relationships using 409 effect sizes from 183 studies. The study found insignificant differences between males and females regarding depersonalization and emotional exhaustion. According to the results, female employees appear to be insignificantly more exhausted than male employees, while male employees are slightly more depersonalized than female employees (Purvanova & Muros, 2010). Leone et al. (2009) found no statistically significant interaction between burnout and gender (Leone et al., 2009). Ahola et al. (2013) also reported no significant association between burnout and gender in Finnish forest industry employees (Ahola et al., 2013). Accordingly, we have concluded that gender is an essential influencer regarding its relationship with job burnout.

- ***EDUCATION LEVEL***

Concerning the kinship between the education levels and burnout, there are contradictory results regarding the relationship between job burnout and education levels. According to Maslach et al. (2001), multiple studies have found a positive association between burnout and education; employees with a higher education level are described to encounter more supreme burnout levels. Maslach et al. (2001) explain that the reason for this is that highly educated employees have jobs requiring more responsibilities and higher expectations for their jobs (Maslach et al., 2001). For example, in their study, Tarcan, Menderes, and Mehmet (2017) found a significant relationship between job burnout dimensions and the

employees' level of education in a sample of 250 Turkish emergency service personnel (Tarcan et al., 2017). Furthermore, a more recent study, Lubbadeh (2021), proclaimed a positive relationship between job burnout dimensions and employee education level.

In contrast, some studies suggest a negative association between burnout and education level; less educated employees endure higher burnout levels. For instance, Llorent and Ruiz-Calzado (2016) investigated the relationship between burnout and education levels as part of their study. The authors divided the education level into three categories Basic, Secondary, and Higher education. The study results show that primary education employees experience higher burnout levels than the other two groups (Llorent & Ruiz-Calzado, 2016). Toker et al. (2012) also found a negative relationship between burnout and education (Toker et al., 2012). Ahola et al. (2006) reported that burnout levels were higher among less-educated women, while education only lacked professional efficacy among men (Ahola et al., 2006). Soares et al. (2007), likewise in a sample consisting of 3,591 women from Stockholm County, reported that women with lower education levels experience high burnout scores. The study also proclaimed that women with high burnout scores were more often younger, single, and divorced (Soares et al., 2007). According to the above discussion, we can be established that educational status is an important variable as it influences job burnout dimensions.

- ***MARITAL STATUS***

While this research considers the participant's marital status, it should be perceived that besides the employee's age, gender, and education, the employee's matrimonial state appears to be an essential factor in burnout. Regarding the relationship between the burnout components and marital status, Maslach et al. (2001) state that single employees, uniquely men, experience higher burnout levels than married employees. Besides, unmarried employees encounter higher burnout levels than divorced employees (Maslach et al., 2001). Moreover, Maslach and Jackson (1981, 1985) examined the relationship between marital statuses to the event of job burnout as part of the study. Both studies found that single, divorced, or widowed employees experience higher burnout levels than married employees (Maslach & Jackson, 1981, 1985). similar results were found in (Ahola et al., 2006). Furthermore, Tarcan et al. (2017) found that emotional exhaustion and depersonalization varied significantly according to the employees' marital status; in contrast, feelings of personal accomplishment were not significantly influenced by marital

status. More specifically, single employees displayed higher emotional exhaustion and depersonalization than their married co-workers (Tarcan et al., 2017).

In contrast, Doğan, Laçın, and Tural (2015) reported no significant relationship between burnout level measured by the MBI and marital status in a sample consisted of 116 workings in various professional domains; academicians, attorneys, physicians, and bank employees (Doğan et al., 2015). Also, Mahmoudi et al. (2020) affirmed no significant difference in burnout levels attributed to the employees' marital status in a sample of 743 Iranian nurses. Therefore, according to the above discussion, we can conclude that marital status is an essential variable as it influences job burnout dimensions.

2.6 The Impact of Job Burnout

Job Burnout has many costs for the organization and the employees themselves. The importance of job burnout is represented by its relationship with different types of adverse organizational outcomes (e.g., absenteeism, impaired work performance, high job turnover, and negative attitudes toward work), assorted varieties of health problems (e.g., headaches, cardiovascular problems) and mental problems (e.g., insomnia, and depression) (Cordes & Dougherty, 1993; Maslach & Leiter, 2016b; Schaufeli & Buunk, 2003; Shirom & Melamed, 2005).

In this sub-section, we explored the consequence of job burnout at the organizational, personal levels and focusing on its effect on the employee's task contextual performance and counterproductive work behavior.

2.6.1 Organizational Consequences

Job burnout components have been related to various kinds of unfavorable outcomes in the workplace. For instance, burnout was often regarded as a predictor for "absenteeism." (Bakker et al., 2003; Borritz et al., 2006), "turnover" (Maslach, 2006; Maslach & Leiter, 2016b; Wright & Cropanzano, 1998) "job attitudes" (Moore, 2000), and job performance (Halbesleben & Buckley, 2004; Keijsers et al., 1995; Wright & Bonett, 1997).

An investigation conducted by Jackson and her colleagues (1986) found that teachers' plan to leave their jobs was strongly associated with the three burnout dimensions, astonishingly emotional exhaustion. (Jackson et al., 1986). In another investigation, Wright and Cropanzano (1998) examined emotional exhaustion as predictors of turnover and employees' job performance. The authors observed that exhausted employees demonstrate reduced job performance and conclusively resigned from their job. (Wright & Cropanzano,

1998). In a study among 667 Canadian nurses, Leiter and Maslach (2009) found that the burnout dimension cynicism played a vital role in the nurse's intention to leave their job (Leiter & Maslach, 2009). Similar results found in a study by Laschinger and Fida (2013), in their 1-year timeframe study, found that cynicism and emotional exhaustion were significantly correlated to career turnover intentions (Laschinger & Fida, 2014). Finally, Barthauer et al. (2019) found similar results in the sample consisted of 385 academic scientists (Barthauer et al., 2019). In a more up-to-date examination, Wen et al. (2020) examined the function of stress on hotel front-line workers' turnover plans through the mediation of burnout in a sample of 583 hotel employees in South China. The study observed that stress has a statistically significant influence on burnout, which drives to turnover plan. The authors reasoned that front-line employees in the hospitality industry face severe role stress, which exercises harmful influences on workers and accommodation businesses (Wen et al., 2020).

Borritz et al. (2006) examined whether burnout can divine absence due to sickness in 824 human service workers. The three years follow-up study found the burnout was associated with deficiencies due to illness. Also, the burnout level variation predicts the change in sickness absence, meaning higher burnout levels predict an increase in absenteeism (Borritz et al., 2006).

Burnout individuals can influence the relationship at work by creating personal animosity and agitating the workflow (Maslach, 2006). According to Maslach and Leiter (2016), job burnout can be contagious and immortalizes itself through social synergies on the job (Maslach & Leiter, 2016b, p. 106). Bakker et al. (2000) wanted to see if burnout's dimensions had a contagious effect among 507 general practitioners. The study found evidence that burnout dimensions are infectious among general practitioners (Bakker et al., 2001). In a close examination, Bakker et al. (2005) studied whether job burnout is infectious in a sample consisted of 1,849 intensive care nurses. The study affirmed that the three burnout dimensions, emotional exhaustion, depersonalization, and reduced personal accomplishment, have a contagion influence. More concretely, the investigation's outcomes illustrated that the recognized burnout complaints among co-workers had a visible impression on the three burnout dimensions (Bakker, Blanc, et al., 2005). Moreover, González-morales et al. (2012) disclosed that burnout dimensions could be stretched inside an organization, without immediate, close, and constant communication with employees who experience burnout (González-morales et al., 2012)

Lastly, it seems that job burnout is correlated with diminished levels of job satisfaction. For example, Bilge (2006) explored the connections between burnout and job satisfaction in a sample of 194 academics. The study reported that intrinsic job satisfaction was a vital predictor of the three burnout dimensions (Bilge, 2006). Tarcan et al. (2017) investigated the relation in a sample of 250 emergency service personnel. The researcher used the MBI to assess the magnitude of burnout levels. The study found a strong association between burnout and job satisfaction. The study also disclosed that education, marital status, and occupation influence burnout and job satisfaction (Tarcan et al., 2017).

2.6.2 Job Performance Consequences

The quality and quantity of job performance may also be impacted negatively by feelings of burnout. According to Maslach et al. (2001), job burnout leads to lower productivity (Maslach et al., 2001; Maslach & Leiter, 2016b). According to Halbesleben et al. (2004), the decline in job performance is considered one of the most common and intuitively adverse outcomes of job burnout components (Halbesleben & Buckley, 2004). However, there has been little empirical research involved with the relationship between job burnout and job performance, and limited research was able to collect direct evidence regarding the relation (Halbesleben & Buckley, 2004; W. H. Kim et al., 2017; Maslach & Leiter, 2008; Wright & Bonett, 1997).

To fill this void, Wright and Bonett (1997) conducted a longitudinal study to examine the relationships between the three burnout dimensions and job performance. The authors used the Maslach Burnout Inventory (MBI) to measure the three dimensions of burnout and the performance evaluation procedure to assess the employee's performance. The study produced a negative association between job burnout and employee performance (Wright & Bonett, 1997).

Keijsers et al. (1995) investigated the relation between burnout and job performance among nurses working in the Netherlands (ICUs) using different performance measures. The study found that burnout was negatively correlated to nurses' perceptions of their performance (subjective performance). On the other hand, burnout was positively related to actual performance (performance appraisals), which indicate that higher objective evaluations of the performance are linked to higher burnout level (Keijsers et al., 1995). Parker and Kulik (1995) also investigated the relationship between burnout and self-and supervisor-rated Job performance among 73 registered nurses. The scholars used the MBI to measure the employee's levels of burnout. The study announced average levels of

emotional exhaustion and inefficiency and low levels of cynicism. The study also found that higher emotional exhaustion levels significantly predicted lower self- and supervisor-rated Job performance (Parker & Kulik, 1995).

In a systematic review of 16 studies regarding the relation between burnout and performance, Taris (2007) found that exhaustion and depersonalization were associated with poor job performance. However, the connection between personal accomplishment and performance was inconclusive (Taris, 2006). Zhou et al. (2014) investigated job burnout's mediating role in role conflict and job performance among 189 hotel employees. The study found that role conflict is positively correlated to burnout, and role conflict and burnout affect employees' performance negatively (Zhou et al., 2014).

In a study of the software services industry, Advani et al. (2005) found similar results regarding the relationship between job burnout dimensions (depersonalization and personal accomplishment) and the individual's performance. In contrast to several studies, they observed a positive relationship between emotional exhaustion and an individual's performance. They suggested that the reason for the positive association was due to the competition between the workers to meet customer deadlines. Hence, the individual puts extra effort into proving himself better than others (Advani et al., 2005). Swider and Zimmerman (2010) investigated the relationship between job burnout and absenteeism, turnover, and job performance as part of their meta-analytic study. The study reported that job burnout dimension emotional exhaustion and depersonalization are negatively correlated to job performance, while the personal accomplishment dimension was associated positively with job performance (Swider & Zimmerman, 2010).

In a separate study, Moon and Hur (2011) investigated the relationship between only the emotional exhaustion dimension and the employee's performance in terms of organizational commitment and job satisfaction. The analyses were conducted in a sample consisted of 295 retail sales employees—the study reported a negative correlation between the emotional exhaustion dimension and job performance (Moon & Hur, 2011). Similarly, Janssen et al. (2010) investigate the relation between 241 shop assistants and their 59 supervisors. Again, the study used nine-item from the MBI to assess the emotional exhaustion dimension. Again, the study reported a negative relationship between emotional exhaustion and overall performance (Janssen et al., 2010).

In part of their study, Prentice et al. (2013) investigated the relationship between job burnout and employee performance in a sample of 578 employees from tourism and

hospitality organizations. The study found a negative association between the three burnout dimensions and the self-reported Task performance and OCB (Prentice et al., 2013). Bakker et al. (2004) study the association between job burnout and performance using the job demands-resources model among 146 workings in 11 different companies. The researchers used The Oldenburg Burnout Inventory (OLBI; Demerouti et al., 2001, 2003) to measure job burnout and the Goodman and Svyantek's (1999) scale to assess in-role and extra-role performance. The study reported a significant negative relationship between burnout two dimensions and the in-role and extra-role performance (Bakker et al., 2004). Demerouti et al. (2014) examined the relationship between burnout and the employees' task performance and task adaptivity amongst 294 employees in several occupations. The authors used the Oldenburg Burnout Inventory (OLBI) to assess burnout. Employees' performance was measured using Williams and Anderson's (1991) task performance scale and Griffin et al. (2007) individual task adaptivity. The study reported that the exhaustion dimension was negatively correlated to task performance; furthermore, a negative relation between the disengagement dimension and employees' task Additivity (Demerouti et al., 2014). In another study, Manochehri and Malekmohammadi (2015) examined the relationship between job burnout and self-reported employee performance among bank employees. They found that burnout components are negatively related to the employee's performance. Also, they found that the most critical outcomes of the reduced job performance of employees are a low level of customer satisfaction (Manochehri & Malekmohammadi, 2015).

Shaukat, Yousaf, and Sanders (2017) examined the mediator role of job burnout in the linkages between relationship conflict, performance, and turnover intentions. The study sample consisted of 306 telecom engineers and their supervisors. The investigation outcomes showed that relationship conflict is negatively correlated to task performance and contextual performance and positively relates to turnover intentions and the three dimensions of job burnout. The study also disclosed a significant negative relationship between the two dimensions (exhaustion and cynicism) of job burnout and the employees' task and Contextual performance (Shaukat & Yousaf, 2017).

Bang and Reio Jr (2017) investigated the relationship between job burnout and employees' self-rated performance and prosocial behavior. The study participants were 262 working adults in the United States. Burnout was assessed using the MBI. Job performance was measured by a scale developed by (Motowidlo & Scotter, 1994), which was applied to

measure the employees' task and contextual performance. Prosocial behavior was assessed by applying a 10-item scale promoted by (Caprara & Pastorelli, 1993). The study reported a significant negative relationship between the three dimensions of burnout and the employees' task performance, contextual performance, and prosocial behavior. On the dependent variable levels, the study disclosed a direct negative effect of emotional exhaustion on only contextual performance and a direct negative effect of cynicism on only task performance. In contrast, the study reported that professional efficacy illustrated a decisive, negative linear outcome on task and contextual performance and prosocial behavior (Bang & Reio Jr, 2017).

In sample consisted of 342 Korean employees from different companies. W. H. Kim et al. (2017) examined burnout's role in job satisfaction and task performance. Task performance was assessed by the nine-item scale's four items to assess task performance developed by (Goodman & Svyantek, 1999). The study reported that the three burnout dimensions propitiate the relationship between job level and job satisfaction. Nevertheless, only two mediators (i.e., cynicism, professional efficacy) showed the mediating influences on the relationship between job level and task performance (W. H. Kim et al., 2017).

With respect to the healthcare professions, Palenzuela, Delgado, and Rodríguez (2019) examined the relationship between contextual performance and burnout dimensions in different hospital units in the Canary Islands. The study sample consisted of 222 healthcare professionals. The contextual performance was measured using the Spanish version of (Coleman & Borman, 2000) scale; simultaneously, burnout was measured using the MBI. The study reported a significant negative relationship between job burnout dimensions (emotional exhaustion and depersonalization) and contextual performance. Simultaneously, the study reported a significant positive relationship between job burnout dimension, Self-fulfilment, and contextual performance (Palenzuela et al., 2019). Dyrbye et al. (2019) assessed the association between burnout among nurses and absenteeism and work performance. The study sample consisted of 812 U.S. registered nurses. Work performance was assessed using the World Health Organization Health and Work Performance Questionnaire (HPQ), and the (MBI) Human Services Survey was used to measure job burnout. The study found that Nurses who had job burnout symptoms were more prone to have diminished work performance (Dyrbye et al., 2019).

G. Wu et al. (2019) also study the relationship between job burnout and employee self-rated performance in a sample consisting of 191 construction project managers in China.

The study found a negative and significant correlation between job burnout and job performance (G. Wu et al., 2019).

The unusual relationship between job burnout and counterproductive work behavior (CWB) has also been investigated in several professional settings and countries. For instance, Mulki, Jaramillo, and Locander (2006) examined the impact of emotional exhaustion on CWBs is reconciled by employee's job satisfaction and organizational commitment. The study sample consisted of 208 healthcare providers in the United States. Emotional exhaustion was assessed using the MBI, and the deviance behavior was measured using eight high loading items from an organizational deviance scale developed by (Bennett & Robinson, 2000). The authors found that emotional exhaustion influences the workplace's deviant behaviors through employees' job satisfaction and organizational commitment among the employees (Mulki et al., 2006). In comparison, Liang and Hsieh (2007) investigated the relationship between job burnout and workplace deviance (part of the work performance) of 303 Taiwanese flight attendants. The Maslach Burnout Inventory-Human Services Survey evaluated job burnout, and Workplace Deviance was measured with the Workplace Deviance Scale developed by (Bennett & Robinson, 2000). The scholars hypothesized a definite relationship between the job burnout dimensions (emotional exhaustion, depersonalization, and personal accomplishment) and employee deviance behavior in the workplace. The study discovered that only job burnout dimensions depersonalization was a significant predictor of deviant behavior. That being said, the researchers recognized no significant association between the other two dimensions of job burnout (emotional exhaustion and reduced personal performance) and the abnormal performance of the employees (Liang & Hsieh, 2007). In a similar study, Bolton et al. (2011) found a positive relationship between depersonalization and CWB among 175 Midwestern U.S. government workers. Job burnout was measured using the Maslach Burnout Inventory, while Counterproductive work behaviors were measured using the CWB Checklist (Spector et al., 2006). The authors emphasized that depleting the employee's emotional resources could lead to an escalation in his understanding of depersonalization, which points to an enhanced likelihood of the employee engaging in actions that wreck the organization (Bolton et al., 2011).

Banks et al. (2012) investigated the impacts of emotional exhaustion on counterproductive work behaviors (CWB) targeted at individual stakeholders (CWB-I) and the organization (CWB-O). The study sample consisted of 150 general employees working in a large

banking company located in South Korea. The study observed a significant association between emotional exhaustion and CWB by declining employees' commitment. The study also found a significant correlation between gender and CWB (Banks et al., 2012). Uchenna (2013) explored the importance of recognized organizational support, job burnout, and age on counterproductive work activity. The study sample consisted of 328 employees employed in the hospitality and healthcare sectors. The study found that employees described as burning out demonstrated a higher tendency to engage in counterproductive work behavior than employees who did not report job burnout. The research also found that age has no significant influence on displaying CWB between employees, which means that mature employees and young employees were at equal reasonableness of exhibiting counterproductive work behaviors. The research results reveal that workers were more prepared to demonstrate destructive behaviors if they recognized that the support, they obtained from the organization was inadequate. In opposition, when the employees understand that the organization's support is beneficial and optional, they were less likely to participate in CWBs (Uchenna, 2013).

In their study, Smoktunowicz et al. (2015) investigated the relationship between job burnout and CWB using the job demands, control, support model, and resource model (COR). The study sample consisted of 607 Polish police officers. Job burnout was measured using the Oldenburg Burnout Inventory, while counterproductive work behaviors were measured with a short version of the CWB Checklist (CWB-C; Spector et al., 2006). The study discovered that job burnout moderates the association between job demands and CWB. Nonetheless, the authors demonstrated that the association between job burnout and abnormal behavior might be based on a series of responses from job demands to CWBs. Unusual job demands in the workplace may restrict the employees' job resources and drive them to fatigue and withdrawal from work (Smoktunowicz et al., 2015).

Ugwu et al. (2017) examined the association between job burnout and counterproductive work behavior between 401 nurses working in several hospitals in Nigeria. The study found that job burnout dimensions (emotional exhaustion, depersonalization, and personal accomplishment) positively prophesied employees' deviant behavior. The scholars reasoned that stressful work conditions with extended hours of work could consume nurses' emotional and physical resources and direct them to undergo cessation from their work and patients, therefore enhancing CWB opportunities (Ugwu et al., 2017). More recently,

Lebrón et al. (2018) affirmed that workers who reported being emotionally exhausted were more prone to illustrate counterproductive work behavior. According to the authors, emotionally consumed employees may believe that they do not get satisfactory remuneration. As a result, they may attempt to redress the situation by interlacing aberration behaviors (Lebrón et al., 2018).

Concerning teaching professionals, Makhdoom, Atta, and Malik (2019) examined job burnout's function in predicting counterproductive work behaviors (CWB). The study sample was 364 school teachers, 184 females and 180 males from Sargodha. Maslach Burnout Inventory-ES and Counterproductive Work Behavior Checklist-32 were employed to measure the study constructs. The study reported that reduced personal accomplishment and depersonalization significantly prophesy abandonment and destruction. Nonetheless, the scholars discovered that emotional exhaustion was not a meaningful predictor of sabotage and withdrawal. The authors justify these conclusions based on Maslach et al. (2001) proposal that emotional exhaustion is more relevant to the social struggle that might rise in abuse alternatively of the lack of resources that might destroy the organization's properties (Makhdoom et al., 2019).

Based on the above, we can notice:

1. Most previous studies used the Maslach burnout inventory (MBI) and the Oldenburg Burnout Inventory (OLBI) to assess burnout levels.
2. Most of the earlier studies used either self or supervisor-reporting to evaluate employee performance.
3. Most studies have found a relationship between two dimensions of job burnout (Emotional exhaustion, depersonalization) and employee task and contextual performance and counterproductive work behavior. On the contrary, the reviews did not find a connection between the third dimension (Professional Efficacy) and employee performance. This corresponds to the complicated relationship between professional efficacy and the other two aspects of burnout.

2.6.3 Physical Consequences

Job burnout has been associated with numerous sorts of unfavorable influences on the employees' physical health and mental health (Lubbadeh, 2020b; Marchand & Blanc, 2020; Maslach & Leiter, 2016b; Salvagioni et al., 2017). Based on Maslach and Leiter (2016), the exhaustion component of job burnout is the most auspicious of stress-related

health and mental outgrowths than the other two parts as the exhaustion element is more linked to the traditional stress variable.

Physical health problems include, for instance, obesity, respiratory difficulties, headaches, type 2 diabetes, extended fatigue, and cardiovascular disorder. (Leiter et al., 2013; Lubbadah, 2020b; Maslach & Leiter, 2016b; Salvagioni et al., 2017). Also, job burnout can lead even to death, which considers the ultimate outcome of job burnout. For an extreme example, in Japan, there are two concepts related to burnout the “Karoshi” phenomena, death by overwork, and the “Karou-jisatsu” phenomena, death by overwork but suicide (Ahola et al., 2010; Iwasaki et al., 2006).

In a three-year-long study, burnout was found to harm the physical health of social workers. The study mainly found that social workers who experienced a higher level of burnout bestow more headaches, gastrointestinal problems, and respiratory infections (Hansung Kim et al., 2011). In an eight-year investigation, concerning the association between job burnout and injuries, in a sample of Finnish forest industry workers. The study discovered that job burnout dimensions (exhaustion and cynicism) were correlated to severe injuries. Nevertheless, there was no relationship between the third part of job burnout and worker injuries through the eight-year follow-up study (Ahola et al., 2013).

Correspondingly, Grossi et al. (2009) explored the association between job burnout and variations in pain endurance among 2,300 women living in Sweden. The investigation affirmed that a higher level of burnout foretells generalized anxiety in multiple bodily locations (e.g., back and shoulder pain) and more significant pain-related disability (Grossi et al., 2009). It has also shown that job burnout can predict prolonged fatigue (Leiter et al., 2013; Leone et al., 2009; Lubbadah, 2020b), type 2 diabetes (Melamed, Shirom, Toker, et al., 2006), coronary heart disease (Appels & Schouten, 1991; Toker et al., 2012), and mortality (Ahola et al., 2010).

2.6.4 Psychological Consequences

Concerning psychological consequences, job burnout has been ascertained to precede some mental implications, such as sleeplessness, depression, and anxiety. (Leiter et al., 2013; Maslach & Leiter, 2016a; Shirom, 2009; Shirom et al., 2005; Shirom & Melamed, 2005). In their study of healthy employees, Armon et al. (2008) wanted to see whether burnout and insomnia can forecast each other at two different time points (18 months off). The study results indicate that at the first time point, burnout and insomnia are moderately related. However, at the 18 months follow-up, the study reported that burnout and insomnia

could predict the evolution and intensification of new cases of each other among the employees (Armon et al., 2008). One year later, Armon (2009) examined whether burnout has a subsequent change on insomnia above the job demand-control-support model in a sample of 3,235 health employees. The analysis shows that burnout and insomnia negatively impact one another, particularly among employees with low job strain (Armon, 2009).

Soares et al. (2007) examined the relationship of job burnout besides social, economic, demographic, lifestyle, and health factors in a sample consisted of 6,000 Swedish female workers. The examination revealed that 41% of female employees encountered a high level of job burnout and reported high depression levels. Nonetheless, only 5.8% of the representation exhibited low job burnout levels and unmistakable signs of depression (Soares et al., 2007). Additionally, Peterson, Demerouti et al. (2008) explored the connection between job burnout and some health and mental indications between Swedish healthcare workers. In a sample of 3,719, the analysis discovered that people who manifested a high level of job burnout were more inclined to suffer from depression and anxiety. Scholars suggest that depression is more relevant to job burnout's exhaustion component (Peterson, Demerouti, et al., 2008).

A different study of Finnish dentists examines the relationship between job strain, burnout, and depressive symptoms. The study found that burnout and depression predict each other. Moreover, burnout plays a fully mediating role between job strain and depression (Ahola & Hakanen, 2007). Another study by Toker and Biron (2014) examines the relationship between job burnout and depression using the Shirom Melamed Burnout Measure, an alternative to the MBI-GS, and the Personal Health Questionnaire. The three-wave longitudinal study found that a rise in job burnout levels from wave one to wave two divines a rise in depression levels from wave two to three and vice versa (Toker & Biron, 2012). In short, based on the preliminary studies, burnout, depression, insomnia, and anxiety were found to be significantly associated.

2.7 Prevention of Job Burnout

The adverse organizational, physical, and mental outcomes of job burnout have inspired the invitations for intervention plans to improve employee quality of life and prevent the organizational ends from job turnover, retirement, and low employees' job performance (Awa et al., 2010).

There are two principal types of burnout interruptions centered on the individual and/or on the organization — Individual-level intervention strategies expand the individual capacity to cope with the workplace stressor. Organizational-level intervention plans concentrate on overwhelming or conquering organizational mismatch and stressors in the workplace (Le Blanc & Schaufeli, 2008; Maricut et al., 2014; Maslach et al., 2001; Maslach & Goldberg, 1998; Peterson, Bergstro, et al., 2008). This section reviews the individual-level and organizational-level strategies directed to overcoming and preventing job burnout.

2.7.1 Individual-Level Interventions Strategies

Overall, an Individual-level strategy is usually intended to diminish job burnout symptoms that are previously beginning to develop within the employee. Maslach and Goldberg (1998) summarized various individual recommendations for limiting job burnout included: Modifying the work patterns (e.g., working fewer, taking more frequent rests), strengthening coping abilities (e.g., time management), and ensuring social resources (from co-workers, directors, and family), which target the employee's involvement with work. Additional proposals concentrate on making the individual more flexible to work stressors. For instance, practicing relaxation plans, promoting good health, and self-analysis (sounder self-understanding) (Maslach & Goldberg, 1998, p. 67). Le Blanc and Schaufeli (2008) also refer to individual plans regularly used to overcome the various effects of burnout involved: leisure-time measures, cognitive behavior techniques (CBT), and the promotion of healthy lifestyles. According to the researchers, most of the investigations imparted to strategies at the individual level are well established (Le Blanc & Schaufeli, 2008). For example, West, Horan, and Games (1984), introduced multiple coping skills (such as relaxation and time management training) to the nurses, which result in a reduction in the nurses' emotional exhaustion and an increase in the personal accomplishment dimensions in the follow-up study (West et al., 1984). Van Rhenen et al. (2005) investigated the effectiveness of two intervention plans in the short-term and long-term among a sample of 396 Dutch telecommunications employees. One plan was a physical intervention program aiming to join exercise and relaxation in the daily work activity, and the other was a cognition-focused program directing at restructuring unreasonable assumptions. The examination observed a reduction in the job burnout elements in both varieties of intervention plans in the short term and at the six-month follow-up study (Rhenen et al., 2005). Another study by Bresó, Schaufeli, and Salanova (2010), investigated whether the self-efficacy-based intervention can decrease burnout

among three groups (intervened, stressed, and healthy) of university students. The results showed decreased burnout levels in intervened and stressed groups, whereas no notable decrease was observed in the healthy group through the 6-month follow-up study (Schaufeli & Salanova, 2010). Szczygiel and Mikolajczak (2018) examined whether emotional intelligence would buffer negative emotions' impact on job burnout. The results of the study presented a significant and negative relationship between burnout and trait emotional intelligence. The study also confirmed that trait emotional intelligence defenses the adverse effects of burnout. The authors concluded that emotional intelligence training could be performed to counteract the unfavorable influence of burnout (Szczygiel & Mikolajczak, 2018).

Based on the studies mentioned above, we note strong empirical support for the intervention's effectiveness at the individual level. However, individual intervention programs seem to reduce the exhaustion component of burnout, where the other two-component are rarely affected (Le Blanc & Schaufeli, 2008; Maslach et al., 2001; Schaufeli & Buunk, 2003).

2.7.2 Organizational-Level Intervention

Bestowing to Maslach and Goldberg (1998) and Le Blanc and Schaufeli (2008), Combining the individual and the organizational intervention plans is expected to be the most efficient to subdue or overcome job burnout. (Le Blanc & Schaufeli, 2008; Maslach & Goldberg, 1998). Nevertheless, the preponderance of the job burnout investigations has concentrated fundamentally on individual approaches. According to Maslach et al. (2001), this is discrepant with most investigations that have found that institutional variables perform a more meaningful role in burnout than individual ones (Maslach et al., 2001). The explanation for this is based on the hypothesis that changing organizations is more complex and high-priced than changing individuals (Maslach et al., 2001; Maslach & Goldberg, 1998). Notwithstanding, there is an expanding realization that reducing or overcoming job burnout in the workplace is necessary because of the antagonistic effects. (Schaufeli & Buunk, 2003).

As we explained earlier in the "The causes of job burnout" segment, the fundamental idea that job burnout intensifies effects from the mismatch or asymmetry between the employees and the six organizational factors: overload, control, reward, community, fairness, and values. Therefore, diminishing the gap between the employees and six job areas can help to subdue or overcome job burnout. Contributing to Maslach and Goldberg

(1998), this strategy concentrates on the connection between the employees and the job areas rather than one or the other in isolation. It also prolongs a variety of opportunities for organizational intervention (Maslach & Goldberg, 1998). For example, Pines and Maslach (1980) investigated the effect of implementing some changes in the work structure (Work redesign) in a day-care center. The changes were centered on two factors: the ratio of employees to children and the program structure. The researchers found that Work redesign plays an essential role in reducing workload and thus prevent burnout (Pines & Maslach, 1980).

Dunn et al. (2007) evaluated the effectiveness of organizational intervention program design in advancing the well-being of physicians working in the Legacy Clinic in Portland, Oregon, over five years. The intervention program was concentrated on developing physician *control* over the workplace, developing the work process in the clinic, and intensifying the *purpose* physicians find in their work—the evaluations issued in an augmentation in emotional exhaustion and professional efficacy of burnout dimension (Dunn et al., 2007). At the same time, Gregory et al. (2018) considered the variations in job burnout levels between primary care providers before and after executing an organizational-level intervention program focused on the workload. The investigation affirmed that the workload intervention program completed a decrease in the emotional exhaustion and depersonalization dimension of burnout between the employees. (Gregory et al., 2018).

Golembiewski et al. (1987) examined the effect of organizational development (OD) intervention on burnout that improves an organization's internal operations and strengthens workers' social networks. The OD program succeeds in decreasing the employee's burnout levels (Golembiewski et al., 1987). Le Blanc et al. (2007) evaluated the consequence of intervention programs (team-based) on advancing job control, communication, social support, and coping skills among 29 oncology staff. The investigations explicated that the oncology staff encountered lower emotional exhaustion levels and depersonalization after the intervention (Blanc et al., 2007).

Baker et al. (2005) examined the impact of job demands and job resources on burnout. The study found that the lack of job resources (e.g., social support, control) was a vital predictor of cynicism and professional efficacy. In contrast, job demands (e.g., work overload, physical and emotional demands) were a notable exhaustion interpreter. The others also stress the organization's importance, providing sufficient resources to

employees to prevent job burnout. Moreover, the organization should outline the job demands in a way that does not consume the employee's energy and health while performing them (Bakker, Demerouti, et al., 2005). Hakanen et al. (2006) emphasize the importance of job resources, such as job control and supervisory support, to prevent job burnout. Also, the need for intervention approaches focuses on developing organizational job resources, such as reducing high workloads and improving the work environments (Hakanen et al., 2006).

Leiter et al. (2011) analyzed the significance of an intervention program centered on intensifying the civility in the workplace among healthcare employees before and after a 6-month interference. The examination explained a contraction in cynicism and exhaustion among the intervention group due to the intervention program (Leiter et al., 2011). In a one-year follow-up investigation, the scholars questioned whether the intervention's influence was sustained over one year. The study asserted that the changes created by the civility intervention were nurtured (Leiter et al., 2012). According to Maslach et al. (2011), this analysis provided support that improving working relations (Community) performs an essential function in lightening job burnout (Maslach et al., 2012, p. 298). According to the introductory examinations, we can note that the number of investigations focused on organizational intervention strategies is insufficient, as these interventions are more expensive and require more time.

2.8 Job Burnout Measurement Tools

In this sub-section, we explored the measurement of job burnout, with a focus on the Maslach Burnout Inventory (MBI) and the Oldenburg Burnout Inventory (OLBI). The foundation for this attention is that the MBI is recognized as one of the preeminent scientifically certified burnout measurements and the most widely employed tool to assess job burnout (Bria et al., 2014; Halbesleben & Buckley, 2004; Maslach et al., 2001; Schaufeli et al., 2001; Shirom et al., 2005; Shirom & Melamed, 2005).

2.8.1 The Maslach Burnout Inventory (MBI)

The Maslach Burnout Inventory (MBI; Maslach & Jackson, 1981) was first produced at the beginning 1980s as an effort to measure the three dimensions of job burnout: Emotional Exhaustion (EE), Depersonalization (DP), and Personal Accomplishment (PA) (Maslach & Jackson, 1981).

Currently, there are three different Maslach Burnout Inventory variants (Bria et al., 2014; Maslach et al., 2001);

1. MBI-Human Services Survey (MBI-HSS),
2. MBI-Educators Survey (MBI-ES),
3. MBI-General Survey, (MBI-GS).

MBI-HSS AND MBI-ES

The original version of the MBI MBI-Human Services Survey (MBI-HSS) has been initially disclosed to evaluate job burnout between human service professionals include; nurses, social workers, therapists, police officers, clergy (Maslach et al., 2008; Maslach & Jackson, 1981). **Table 1** presents sample items of the MBI-HSS.

On the soundness of the MBI-HSS, Maslach and Jackson (1981) detailed reliability coefficients of 0.90 for Emotional Exhaustion, 0.79 for Depersonalization, and 0.71 for Personal Accomplishment in a sample of human service specialists (Maslach & Jackson, 1981). While Beckstead (2002) proclaimed reliability coefficients of 0.88, 0.80, and 0.75 for Emotional Exhaustion, Depersonalization, and Personal Accomplishment in a sample consisted of 151 registered attendants. (Beckstead, 2002).

The second redaction of the inventory, the MBI-Educators Survey (MBI-ES), was produced to measure job burnout amongst individuals operating in any educational background (Maslach & Jackson, 1981). According to Maslach et al. (1996), the basis for this version of MBI is that many investigations concentrated on the teaching profession and the heightened interest in teacher burnout. The MBI-ES is identical to the MBI-HSS; the only variation between the two indexes is in some items; the word recipient has been changed to the student (Maslach et al., 1997).

The MBI-HSS and the MBI-ES consist of 22 statements of job-related feelings that asses the three-dimension, EE (9 items), DP (5 items), and PA (8 items) (Maslach & Jackson, 1981).

On the reliability and the validity of the MB-ES, Iwanicki, and Schwab (1981) confirm the three-factor construction and detailed reliability estimates of 0.90 for emotional exhaustion, 0.76 for depersonalization, the personal accomplishment of the MBI-ES in a representation of educators (Iwanicki & Schwab, 1981).

Table 1: Maslach Burnout Inventory Human Services Survey (MBI-HSS) Sample Items

Statement	Never	A few times a year or less	One a month or less	A few times a month	Once a week	A few times a week	Daily
1- I feel emotionally drained from my work	0	1	2	3	4	5	6
2-I have accomplished many worthwhile things in this job	0	1	2	3	4	5	6
3- I do not really care what happens to some recipients.	0	1	2	3	4	5	6

Source:(Maslach et al., 1997)

MBI–GENERAL SURVEY

The third version of the inventory, the MBI–General Survey (MBI-GS) (Schaufeli et al., 1996), was produced for employees outside the human services and education professions such as customer service, construction, administration, and most other jobs. (Maslach et al., 1997). In diversity, the MBI-GS concentrates on the job and personal associations (Maslach et al., 2008). The MBI-GS has grown the most popular model for measuring job burnout, contrasted to its earlier versions, as the MBI-GS is more precise and can be used outside the framework of teaching and human service (Bria et al., 2014).

The MBI-GS consists of 16 items composed on a 6-point rate scale ranging from never to daily (Maslach & Leiter, 2008, p. 504). The inventory covers three subscales, which correspond to those of the MBI-HSS and MBI-ES: (1) emotional exhaustion (5 items): covers physical and emotional exhaustion, without direct reference to the beneficiaries' service. (2) cynicism (5 items): the most adjusted element indicates the job's indifference or cold approach. (3) professional efficacy (6 items): decayed to concentrate more instantly on the person's privileges of accomplishment in work (Maslach et al., 1997, 2008; Upadyaya et al., 2016). High scores in emotional exhaustion and cynicism and low rates of professional efficacy register the appearance of job burnout. In opposition, low degrees on the first two dimensions and high scores on the third dimension reflect more comprehensive engagement (Maslach & Leiter, 2008). Subsequently, a person is not characterized as “burning” or “not burning,” but alternately is arranged on a continuum from “more burnt” to “less burned. (Iwanicki & Schwab, 1981).

On the validity of MBI-GS, Leiter, and Schaufeli (1996), established the three-factor structure for the MBI-GS over various expert groups within health care backgrounds

(Leiter & Schaufeli, 1996). Furthermore, Bakker, Demerouti, and Schaufeli (2002) investigated the factorial validity of the MBI-GS in a sample of 2,919 employees operating in eight distinct professions (e.g., administrators and sales officers). The investigation validated the three-factor structure for the MBI-GS in the eight diverse businesses (Bakker et al., 2002). In an examination attended by Bria et al. (2014), a sample of 1,190 Romanian healthcare professionals further confirmed the MBI-GS's three-factor structure (Bria et al., 2014). The equivalent was found by (Langballe et al., 2006) across a sample of 5,024 operations in eight separate professional sitings, by (Kitaoka-higashiguchi et al., 2004) in a sample of 696 construction managers utilizing the Japanese translation of the MBI-GS, and by (Qiao & Schaufeli, 2011), likewise by (Schutte & Schaufeli, 2000; Shirom & Melamed, 2006; Storm & Rothmann, 2003a).

Although the MBI is the most generally used measure of job burnout, it suffers from several conceptual, technical, and practical flaws, as outlined in the introduction to the study (see section 1). According to Schaufeli and Desart (2020), there is also doubt about whether the third dimension of the MBI, "personal accomplishment or professional efficacy," is a critical component of burnout. Furthermore, most of the studies examining the relationship between job burnout and employee performance found a relationship only between two dimensions of job burnout (Exhaustion and Cynicism) and employees' performance see, for example (Liang & Hsieh, 2007; Palenzuela et al., 2019; Shaukat & Yousaf, 2017; Taris, 2006). Also, skepticism regarding the third dimension, "professional efficacy," is seen as a dimension of job burnout, which can alternatively be interpreted as a cause or consequence of the syndrome. Accordingly, we used a different validated tool to measure job burnout (OLBI); the OLBI was developed by (Demerouti et al., 2003) in order to overcome the psychometric lapse in the MBI.

2.8.2 Alternatives to the MBI

In this sub-section, we will discuss three alternatives, measures of the MBI: The Burnout Measure (BM), the Shirom-Melamed Burnout Measure (SMBM), and the Oldenburg Burnout Inventory (OLBI).

The Burnout Measure (BM)

The Burnout Measure (BM; Pines & Aronson, 1988) was developed by Pines and Aronson in 1988 (Pines, 2005) to assess the core element of burnout, "exhaustion," and to be used with all occupations (Qiao & Schaufeli, 2011). Pines & Aronson (1988) define burnout as a state of physical, emotional, and mental exhaustion caused by long-term involvement in

emotionally demanding situations' (Pines & Aronson, 1988). 'Physical exhaustion is characterized by low energy, chronic fatigue, and weakness. Emotional exhaustion, the second component of burnout, primarily involves feelings of helplessness, hopelessness, and entrapment. Mental exhaustion, the third component, is characterized by the development of negative attitudes toward one's self, work, and life itself' (Pines & Aronson, 1988). **Table 2** displays the short version of the BMS.

Table 2: The Burnout Measure: Short Version (BMS)

Statement	Never	Almost never	Rarely	Sometimes	Often	Very often	Always
Tired	1	2	3	4	5	6	7
Disappointed with people	1	2	3	4	5	6	7
Hopeless	1	2	3	4	5	6	7
Trapped	1	2	3	4	5	6	7
Helpless	1	2	3	4	5	6	7
Depressed	1	2	3	4	5	6	7
Physically weak/Sickly	1	2	3	4	5	6	7
Worthless/Like a failure	1	2	3	4	5	6	7
Difficulties sleeping	1	2	3	4	5	6	7
"I've had it"	1	2	3	4	5	6	7

NOTE: To calculate the burnout score, the answers are combined and divided by 10. A score of up to 2.4 shows a deficient level of burnout; a score between 2.5 and 3.4 shows danger signs of exhaustion; a score between 3.5 and 4.4 means fatigue; a score between 4.5 and 5.4 points to a severe burnout problem. A score of 5.5 requires immediate expert help. Source: (Pines, 2005, p. 88)

The instrument consists of 21 items divided into three varieties of exhaustion (physical, emotional, and mental exhaustion), 17 of the items are negatively framed questions, and the rest are positively framed to assess physical, emotional, and psychic levels of exhaustion (Pines, 2005; Pines & Aronson, 1988; Schaufeli et al., 2001). The BM imposed on seven-point wavelength scales from 0 "never" to 6 "every day." A total of four represents burnout (Pines, 2003). In 2005 Pines produced a more precise and solon comprehensible adaptation of the BM (BMS) to answer the demands of researchers and

practitioners of an easy-to-use tool, less sampling space, and less time for managing the score. The BMS consists of a 10-item selected from BM established under the contextual principle of 21-item of the BM, which evaluates an individual's physical, temperamental, and psychic exhaustion levels. The BMS was assessed on seven-point frequency scales from 1 "never" to 7 "always" (Pines, 2005). On the BM's validity (Enzmann et al., 1998; Qiao & Schaufeli, 2011; Schaufeli et al., 2001; Schaufeli & Van Dierendonck, 1993) confirmed the validity of the three-factor structure of the MB.

The Shirom-Melamed Burnout Measure (SMBM)

The Shirom-Melamed Burnout Measure (SMBM; Shirom, 1989) was created as an alternative burnout instrument that concentrates on the individuals' perceptions of physical, emotional, and cognitive exhaustion (Shirom & Melamed, 2006). The SMBM is based on Hobfoll's (1989) Conservation of Resources (COR) theory (Qiao & Schaufeli, 2011). The SMBM consists of three branches; physical fatigue relates to feeling tired and low energy levels in conducting daily jobs. Emotional exhaustion assigns to a sense that one lacks the energy to invest in relationships with other people at work, and cognitive fatigue relates to the difficulty in thinking and concentrating at work (Melamed, Shirom, & Toker, 2006). The SMBM consists of 14 items (**Table 3**) distributed over the three subscales mentioned previously and assessed on a seven-point frequency scale ranging from 1 (seldom) to 7 (almost always) (Gerber et al., 2018; Shirom & Melamed, 2006).

Table 3: Shirom-Melamed Burnout Measure (SMBM) - English version

Statement
1. I feel tired.
2. I have no energy for going to work in the morning.
3. I feel physically drained.
4. I feel fed up.
5. I feel like my "batteries" are "dead."
6. I feel burned out.
7. My thinking process is slow.
8. I have difficulty concentrating.
9. I feel I am not thinking clearly.
10. I feel I am not focused on my thinking.
11. I have difficulty thinking about complicated things.
12. I feel I am unable to be sensitive to the needs of co-workers and customers.
13. I feel I am not capable of investing emotionally in co-workers and customers.

14. I feel I am not capable of being sympathetic to co-workers and customers.

Source : (Toker et al., 2012, p. 839)

On the reliability of SMBM, Gerber et al. (2018) investigated the Shirom-Melamed Burnout Measure (SMBM) psychometric properties among three teenagers' samples. Across the three examples, the study found that the SMBM has acceptable internal consistency with all Cronbach's alpha coefficients exceeding 0.70. The study also sported the factorial validity, convergent validity, and discriminant validity of the SMBM (Gerber et al., 2018). Melamed et al. (2006), in their study, reported reliability coefficients of 0.91 (Cronbach's alpha) for the SMBM in a sample of 1183 employees (Melamed, Shirom, Toker, et al., 2006). Grossi et al. (2009) found the Cronbach's alpha values for the SMBM were 0.94 and 0.95 for two periods in a sample of 4,686 employees (Grossi et al., 2009). Also, Armon et al. (2008) and Armon (2009) reported a reliability coefficient above 0.90 for the SMBM.

The Oldenburg Burnout Inventory (OLBI)

Demerouti, Bakker, Kantas, and Vardakou (2003) compressed and rendered fundamental construct reliability of the Oldenburg Burnout Inventory (OLBI) to approach the psychometric error of the MBI and the MBI-GS (Demerouti et al., 2003). According to Demerouti et al. (2001), all articles in the three subscales of the MBI are worded in one essence; all questions in the exhaustion and cynicism scale are expressed negatively, and the professional efficacy components are formulated positively. (Demerouti et al., 2001). In opposition, the OLBI highlights questions with well-formed strengthening and dissentient formulation (Demerouti et al., 2010; Halbesleben & Demerouti, 2007).

The Oldenburg Burnout Inventory consists of two dimensions: exhaustion and disengagement from work (Demerouti et al., 2003). The exhaustion dimension encompasses the affective aspects of exhaustion as the MBI and MBI-GS and the physical and intellectual characteristics of exhaustion (Demerouti et al., 2003; Halbesleben & Demerouti, 2007). Each dimension of the OLBI consists of eight articles. Each dimension consists of quaternary questions worded positively and quaternary questions worded negatively. Reply to the 16 items tool is provided using a four-point scale, ranging from 1 to 4 (Strongly agree to disagree strongly) (Halbesleben & Demerouti, 2007; Peterson, Demerouti, et al., 2008). **Table 4** present the English version of the OLBI.

Table 4: The Oldenburg Burnout Inventory (OLBI)- English version

Statement	Strongly agree	Agree	Disagree	Strongly disagree
1. I always find new and interesting aspects in my work.	1	2	3	4
2. There are days when I feel tired before I arrive at work.	1	2	3	4
3. It happens more and more often that I talk about my work in a negative way.	1	2	3	4
4. After work, I tend to need more time than in the past in order to relax and feel better.	1	2	3	4
5. I can tolerate the pressure of my work very well.	1	2	3	4
6. Lately, I tend to think less at work and do my job almost mechanically.	1	2	3	4
7. I find my work to be a positive challenge.	1	2	3	4
8. During my work, I often feel emotionally drained.	1	2	3	4
9. Over time, one can become disconnected from this type of work.	1	2	3	4
10. After working, I have enough energy for my leisure activities.	1	2	3	4
11. Sometimes I feel sickened by my work tasks.	1	2	3	4
12. After my work, I usually feel worn out and weary.	1	2	3	4
13. This is the only type of work that I can imagine myself doing.	1	2	3	4
14. Usually, I can manage the amount of my work well.	1	2	3	4
15. Usually, I can manage the amount of my work well.	1	2	3	4
16. When I work, I usually feel energized.	1	2	3	4

Source:(Demerouti et al., 2010, p. 221)

On the Oldenburg Burnout Inventory (OLBI) validity, Demerouti et al. (2003) examined the factorial and blending precision of the OLBI and the MBI-GS between 232 employees working in several professional groups. The study supported the three-factor structure of the MBI-GS and the two-factor structure of the OLBI (Demerouti et al., 2003). Halbesleben and Demerouti (2005) also questioned the validity and reliability of the OLBI as an option of the MBI in two samples of 2,599 workers. The scholars employed the

English translation of the OLBI. The research revealed an adequate internal consistency of the OLBI with Cronbach's alpha scores varying from 0.74-0.84. Furthermore, the study verified the factorial, discriminant, and convergent validity of the OLBI in the two samples (Halbesleben & Demerouti, 2007). Furthermore, Reis, Xanthopoulou, and Tsaousis (2015) examined the factor structure of the OLBI in three different representations, 560 German students, 303 Greek students, and 385 German nurses. The investigation established the internal consistencies of the German and Greek student versions of the OLBI and supported the two-factor structure of the OLBI for each sample (Reis et al., 2015).

Burnout Assessment Tool (BAT)

Similar to the OLBI, Schaufeli et al. (2019) developed a new self-report questionnaire to measure burnout in order to overcome the MBI and other burnout measures' flaws, the Burnout Assessment Tool (BAT) (Sakakibara et al., 2020; Schaufeli et al., 2020). The BAT assesses four core dimensions: BAT-C (23 items), exhaustion (eight items), mental distance (five items,) emotional impairment (five items), and cognitive impairment (five items), and two secondary symptoms, referred to as BAT-S (ten items), psychological distress and psychosomatic complaints) (Schaufeli et al., 2020). The BAT-C is suggested for individual symptomatic evaluation, whereas the BAT-S can be applied for other determinations, such as screening and monitoring. Besides the BAT-C and BAT-S, a general, context-free version of the BAT was developed to assess individuals who have not worked for a more extended time. Moreover, a shorter version of the BAT was developed, consisting of 12 items divided into the BAT's four core dimensions: exhaustion, mental distance, emotional impairment, and cognitive impairment. The BAT is assessed on a five-point frequency scale: 1 "never," 2 "rarely," 3 "sometimes," 4 "often," and 5 "always," while the average scores on the BAT scales are determined by summing the scores on all items of a particular subscale and then divide this sum by the number of items of that scale (Schaufeli & Desart, 2020). On the reliability of the BAT see (Schaufeli et al., 2020; Schaufeli & Desart, 2020)

2.9 Employees Performance

This section of the literature concentrates on the employees' performance. The current dissertation will focus on employee task performance, contextual performance, counterproductive work behavior, job burnout, and the extent to which job burnout relates to bank employees' performance. The previous section focuses on job burnout, its dimensions, its causes, its consequences on an individual and the organization, and its

relationship to employee performance. This section focuses on how to conceptualize and measure employees' performance. Human capital is a primary determinant of productivity in all activities and actions of the organization. The employee is the one who plans, organizes, takes decisions, and follows the progress of work to realize the goals of the organization. Here, the magnitude of the performance appears through work outcomes since an institution's success or failure relies on its employees' performance. If it is an excellent and efficient performance, it will provide a competitive advantage for the organization to ensure its excellence and continuity.

Job performance can be defined as the employee's high level of job-related behaviors related to the organization's goals (Campbell, 1990). According to Campbell's definition, job performance should be established based on employee actions and behaviors rather than job outcomes. These behaviors are aligned with the organization's goals (Koopmans et al., 2011). Other explanations have combined outcomes or result in the description of job performance; for instance, Babin and Boles (1998) define job performances as "The level of productivity of an individual employee, relative to his or her peers, on several job-related behaviors and outcomes"(Babin & Boles, 1998, p. 82). Deadrick and Gardner (1999) define employee performance as the completed job outcomes for each job function through a specified period (Deadrick & Gardner, 1999).

2.9.1 Job performance dimensions

Numerous researchers acknowledge that job performance is a multi-dimensional concept. As a result, three distinct behaviors or performance dimensions come into view:

- Task performance also, called in-role performance,
- Contextual performance also called extra-role performance or organizational citizenship behavior (OCBs), and
- Counterproductive work behavior (CWB) (Ariani, 2013; Baysal et al., 2020; Befort & Hattrup, 2003; Borman et al., 2001; Borman & Motowidlo, 1997; Koopmans et al., 2011; Prentice et al., 2013; Robinson & Bennett, 1995; Rotundo & Sackett, 2002; Schat & Frone, 2011; Sonnentag et al., 2008; Zhou et al., 2014).

Task performance is all job activities that contribute to the organization's technical nature, either directly through the usage in the organization's technological process or indirectly by maintaining or servicing the organization's technical requirements (Borman & Motowidlo, 1997). In addition, task performance includes the achievement of all the job

specifications specified in the contract between the employer and the employee (Sonnentag et al., 2008). Therefore, task performance can also be regarded as a multi-dimensional construct where Campbell (1990) suggested a model consist of eight performance factors, five of which belong to task performance (Campbell, 1990):

- Proficiency in job-specific tasks
- Proficiency in non-job-specific task
- Proficiency in written and oral communication
- Supervision and leadership
- Management and administration

Every one of the above factors consists of several sub-factors, which are essential to various jobs. For instance, the non-job-specific task refers to tasks functions not unique to a single position but required of all the company participants (Viswesvaran & Ones, 2000). Likewise, the communication factor involves keeping others informed in an oral and written matter, collecting information, and then passing it on to those who should know (Borman & Motowidlo, 1997).

Usually, it is not enough to comply with the official job specifications; one needs to exceed what is officially expected (Sonnentag et al., 2008). Contextual performance is the activities that add to the organization's effectiveness in many ways that shape the psychological and social context of the organization, which are considered catalysts for the operations and activities of the mission (Borman & Motowidlo, 1997, pp. 99–100). Aguinis (2012) described contextual performance as the behaviors that add to the organizations' effectiveness by presenting the right environment in which task performance can transpire (Aguinis, 2012). Borman and Motowidlo (1997) presented the following as an example of contextual performance behaviors (Borman & Motowidlo, 1997, p. 102):

- Persevering with passion and making extra initiative, when possible, to complete essential tasks (e.g., expending more energy on the work)
- Volunteering to perform activities not explicitly mentioned in the job description (e.g., suggesting organizational improvements)
- Assisting and supporting other employees and consumers (e.g., helping co-workers and customers)
- Comply with the organization's rules and procedures (e.g., Meeting deadlines).

- Endorsing, promoting, and defending organizational objectives (e.g., loyalty to the organization, maintaining the organization's image).

According to Aguinis (2012), a distinction must be made between task contextual performance since they do not necessarily occur with one another (Aguinis, 2012). For instance, an employee may be adept at performing basic tasks at work, but his performance is inadequate concerning contextual performance. Borman (2004) distinguishes between task and contextual performance as the task activities vary according to the nature and the type of work, while the contextual behaviors are comparable across different jobs, for example, volunteering and helping other employees (Borman, 2004). Aguinis (2009) also reviewed the primary variations between tasks and contextual performance. First, task performance differs over functions. At the same time, contextual performance is relatively similar across functions. Second, task performance is more likely to be role prescribed, indicating that task performance is usually included in the employee job description.

On the other hand, contextual performance behaviors are usually not described as roles, and instead, they are usually expected without clarification. Finally, task performance is influenced mainly by the employees' abilities and skills, while contextual performance is primarily induced by personality (Aguinis, 2012). In an examination of performance appraisal studies, Conway (1996) supports the use of the two categories, task and contextual performance, especially for non-managerial functions (Conway, 1996).

Counterproductive work behavior (CWB) can be described as the behaviors that damage the organization's well-being (Koopmans et al., 2011; Rotundo & Sackett, 2002). Counterproductive work behavior may involve behaviors such as presentism, bullying, gossiping, theft, withdrawal, complaining, and Off-task behavior. All the counterproductive work behavior fall into one theme as these behaviors can harm both the organization and the organization's employees in a way that reduces their effectiveness (Rotundo & Sackett, 2002).

2.9.2 Managing and measuring employee's performance

Measuring individual performance-employees, brokers, contract workers, agents, and others is part of performance management. Performance Management can be defined as an ongoing process to define, measure, and develop an organizations' performance by linking the individual's performance and goals to the organization's mission and overall goals (Aguinis, 2012). Performance Management (PM) 's primary objective is to improve

and develop the performance of the organization -business units, departments, and product lines- and the employees' performance across the organization (Stiffler, 2006). Armstrong and Barron (2005) define performance management as a process that contributes to the effective management of individuals and teams to deliver high organizational performance levels. It creates a shared perception of what is to be performed and an approach to managing and promoting people in order to ensure that it is completed (Armstrong & Baron, 2005).

According to Crote (1996), there are three approaches established for assessing employees' performance. First, a trait approach focuses on the performer's abilities (cognitive abilities) or personality and fails to address performer behaviors and outcomes. This approach is endorsed based on a direct relationship between intellectual skills, personality, and appropriate work-related behaviors. One of the challenges facing this approach is that the individual traits are generally stable and do not alter rapidly, which makes the individual feel that this approach is not fair because the development of such characteristics is beyond the person's ability. The second is the results approach, which focuses on the employees' work outcomes and results and ignores the employees' traits and behaviors. This approach is considered more cost-effective and required less time than the other two methods. This approach is more relevant under the following conditions: when the employee possesses the essential expertise and skills to carry out the work; when there are multiple ways in which the employees can execute the activities needed for the job; and when the job outcomes improve over time, reflecting the employee's awareness of the behaviors necessary to perform the job successfully. The latter approach is the behavior that focuses on the employee's actions in doing the job and ignores the employee's results and traits. This method can be used more conveniently, for example, when there is a difference between the behavior time and the result time and when the work results are outside the control of the employee (Aguinis, 2012).

Although there are various quantifying performance methods, job performance evaluation relied on two primary methods: objective and subjective. Based on Bommer et al. (1993), the two common favorite ways of assessing employees' performance are objective and subjective. Objective measures are a direct way to measure quantifiable outcomes or behaviors, such as audited financial data, the number of units produced, and sales, usually kept in the organization's records. In contrast, the subjective criteria (Judgmental assessments) depend on the evaluators' experiences and knowledge and takes the shape of

self, supervisor, or co-worker ratings (Bommer et al., 1993). The subjective criteria are frequently applied when the objective ones are not possible, complicated to assess, or inappropriate (Riggio, 2017).

The Subjective criteria, in general, are estimated by the direct manager/supervisor as the primary source of performance information and have thorough knowledge regarding the employees. The source of performance information may take the following forms (Aguinis, 2012; Riggio, 2017):

- Supervisor -ratings: usually, supervisors/managers are well informed about the employees' job requirements and actions. Furthermore, supervisors are regularly making decisions on bonuses according to performance evaluations of employees.
- Self -ratings: numerous researchers have widely utilized self-appraisal or self-reported performance measures, for example (Bang & Reio Jr, 2017; Prentice et al., 2013). Also, self-assessment is an essential element of any performance management system.
- Peers -ratings: the use of peer ratings as a source of performance information has increased significantly (Dierdorff & Surface, 2007). A colleague can directly monitor other employees' actions and behaviors on the job and provide relevant indications regarding their performance. However, one major problem regarding peer performance evaluations is the possibility for disagreement between workers who rate each other and a particular concern when peers fight for limited job incentives.
- Subordinates -ratings: subordinates' appraisal (upward feedback) provides a valuable source of knowledge for evaluating people's performance in supervisory or leadership roles.
- Customers-ratings: performance information supplied by clients is especially beneficial for jobs with a high synergy level with the customers or individuals related to the task.
- 360-Degree Feedback (multi-rater feedback) is a complete performance method for collecting performance ratings from different sources such as workers' supervisors, subordinates, peers, and customers.

Employees' performance for the present study, the measurement of performance, included tasks performance, contextual performance, and counter-productivity behavior by using the Individual Work Performance Questionnaire.

THE INDIVIDUAL WORK PERFORMANCE QUESTIONNAIRE (IWPQ)

The IWPQ was developed by Koopmans et al. (2013,2014) to assess the employees' behavior and action related to their work. Individual work performance (IWP) can be defined as "behaviors or actions that are relevant to the goals of the organization"(Koopmans et al., 2014, p. 125). Therefore, IWP concentrates on the employees' behaviors or actions rather than the outcomes of these actions (Koopmans et al., 2013). The IWP is a multidimensional concept consisting of three distinct behaviors or performances, as we explained earlier. Nevertheless, there is no scale available to measure all dimensions of the IWP, which would require the researcher to combine multiple measures. Accordingly, Koopmans et al., 2013 is a short, multidimensional scale measuring all dimensions of the IWP. According to (Koopmans et al., 2014), the IWPQ is a comprehensive tool, and therefore it is suitable for employees in various types of occupations. The IWPQ consists of three border dimensions: tasks performance, contextual performance, and counterproductivity behavior.

The IWPQ is a self-administered questioner and consists of 18 items distributed into three subscales:

- The task performance scale contains five items.
- The contextual performance scale contains eight items.
- The Counterproductive work behavior scale contains five items.

The three dimensions have a 3-month recall period and five-point Likert-type scale for the task and contextual performance from 0 "seldom" to 4" always." for CWB from 0" never" to 4" often. "The means of the three subscales of the Individual Work Performance (Dåderman et al., 2020; Koopmans, 2015).

The validity of The Individual Work Performance Questionnaire (IWPQ), Koopmans et al. (2014), examined the validity and reliability of the IWPQ among 1424 Dutch employees working in three occupational sectors: manual workers (e.g., technician), service workers (e.g., teacher), and office workers (e.g., supervisors). Across the three examples, the study found that the IWPQ has an acceptable internal consistency with Cronbach's alpha of 0.78 for Task performance and 0.85 for Contextual performance, and 0.79 for counterproductive work behavior. Also, the study reported sufficient convergent validity and an excellent discriminative validity for the IWPQ. Also, Koopmans et al. (2016) examined the consistency and the validity of the English version of the IWPQ; the study

reported actual results regarding the internal consistency - Cronbach's alpha of 0.79 for Task performance and 0.83 for Contextual performance, and 0.89 for counterproductive work behavior -and content validity for the English version of the IWPQ (Koopmans et al., 2014). The construct validity and reliability of the (IWPQ) were further established in a sample of academic and non-academic employees (Jakada et al., 2020).

2.10 Job Burnout in the Banking Sector an International Overview

In this section of the literature, a systematic review was transferred to provide an international overview of job burnout in the banking sector and its relationship to work outcomes and demographic variables. The searches were conducted in three databases (Google Scholar, Scopus, and Web of Science). The search was restricted to literature written in English only. The subsequent terms were employed to identify publications on job burnout with a planned design: "bank," "banking," "job burnout," "exhaustion," and "disengagement," and we searched for them in the title and the abstract of manuscripts. About 25 articles were identified through the search strategy. The earliest article included within this examination was conducted in 2005; the other articles are relatively new, all of which have been published in the last 11 years. **Table 5** summarizes the outcomes extracted from the investigations concerning job burnout and its consequences, with particular reference to the banking sector.

Banks perform an essential role in the country's economy. According to George and Zakkariya (2015), the banking industry has witnessed significant changes over the past few decades due to several factors such as liberalization, globalization, technological change, and increased competition. These developments generated a great deal of tension for those working in the banking sector. (George & Zakkariya, 2015). Various investigations in the banking sector have revealed that employees face complications such as job burnout and stress. For example, in three account managers' samples, Demerouti et al. (2005) investigated the relationship between job burnout and job performance (in-role and extra-role performance). One sample consisted of 340 employees working at one prominent bank in the Netherlands. The researchers predicted that employees who displayed burnout would not show both in-role and extra-role performance. The study indicated that burned-out employees reached the lowest in-role and extra-role performance. In contrast, the employees who reported no burnout signs reached the highest in-role and extra-role job performance. The authors explained that burnout represented the

employees' resources; when these resources were depleted, employees became the most inferior performers (Demerouti et al., 2005).

Gorji (2011) investigated the influence of job burnout three-dimension on employees' performance. The cross-sectional study sample consisted of 250 bank employees working in a large bank in Iran. Data was composed using the MBI. Interestingly, the study found a positive relationship between job burnout levels and the employees' age, which means that older employees have a higher burnout level than younger employees. Job burnout levels are lower in female employees. The study also reported a positive relationship between the employees' working experience and their job burnout levels. Regarding the correlation between job burnout and employee performance, the study reported a negative relationship between emotional exhaustion and Depersonalization on employee performance (Gorji, 2011).

In a sample of South African bank employees, Mutsvunguma and Gwandure (2011) explored bank employees' psychological well-being, who handled cash, and those who did not manage cash among the bank's 50 employees from Johannesburg. The study found significant variations in bank employee's psychological well-being who handled cash and those who did not manage money. They have diversified in terms of work stress, emotional exhaustion, depersonalization, and overall burnout. The authors linked the relationship between emotional exhaustion and employees who deal with cash because the job of cashier in banks is characterized by being routine, high work pace, low work speed depending on the day, and requires many accuracies (Mutsvunguma & Gwandure, 2011).

In a different study, Banks et al. (2012) examined the organizational commitment as a mediator between emotional exhaustion and counterproductive work behaviors (CWB). The study sample consisted of 150 bank employees working in a large bank in South Korea. The Maslach Burnout Inventory emotional exhaustion was used. The study found that emotional exhaustion positively and significantly correlates with counterproductive work behaviors. Thus, the authors concluded that emotionally exhausted employees might participate in CWB to discharge negative emotions in the workplace. The study also suggested that exhausted employees have a more prominent tendency to engage in CWB due to a shortage of resources.

In New Zealand's large bank, Babakus, and Yavas (2012), explored the role of service-worker customer orientation (CO) as a defense against job burnout's harmful influences on job performance and turnover intentions. The study sample consisted of 530 bank

employees 76.2% of the respondents were female. The study reported that customer orientation moderates job burnout's harmful consequences on job performance and turnover intentions. The impacts of job burnout on both results are more limited for bank employees with higher CO. Furthermore, the study found a negative association between burnout and employee job performance (Babakus & Yavas, 2012).

In Turkish banks, Yavas, Babakus, and Karatepe (2013) examined whether hope as a personal resource directs the associations between job burnout and frontline bank employees' in-role and extra-role performances. Participants in the study came from full-time frontline employees (e.g., tellers, customer service representatives) of various banks in the Turkish Republic of Northern Cyprus. The Oldenburg Burnout Inventory (OLBI) was used to assess job burnout. The study unveils that job burnout two dimensions (exhaustion and disengagement) are significantly and negatively correlated to the bank employees' in-role and extra-role performances. The two dimensions explained 11% of the variation in extra-role performance and 5% of the in-role performance (Yavas et al., 2013).

In a sample of 274 bank employees operating in various banks in Saudi Arabia, Al-Kahtani and Allam (2013) examined the degree of job burnout, job involvement, locus of control, and job satisfaction. The cross-sectional study used the Maslach Burnout Inventory to evaluate the level of job burnout of the respondents. The study reported that female employees experienced more limited burnout levels in their job than their male co-workers; however, no significant differences were found in the degrees of job burnout based on gender (Al-Kahtani & Allam, 2013).

In a sample of 230 Greek bank employees, Belias et al. (2013) examined if job burnout is experienced by the bank employees in Greece and whether job burnout is associated with different demographic characteristics. Maslach Burnout Inventory MBI was used to assess job burnout. The study reported low levels of job burnout experienced by bank employees. Furthermore, the study found that age is correlated exclusively with emotional exhaustion and depersonalization. Additionally, it was affirmed that as age and experience increase, so does depersonalization. The authors explained this result based on the fact that older employees have more experience and have more contact with many customers over the years. Male employees experience higher levels of depersonalization than their female co-workers. Regarding education, the study found a statistically meaningful differentiation in depersonalization and personal accomplishment, depending on whether one holds a

university degree or not. Bank employees who have bachelor's and master's degrees encountered depersonalization more and less personal accomplishment than those that did not have a bachelor's degree (Belias et al., 2013)

The extent of work exhaustion in Indian bank employees, and its correlation with demographic characteristics, was investigated by Khanna and Maini (2013). The study sample consisted of 100 frontline bank employees working in Ludhiana, India. The study reported a significant relationship between the (age, marital status, length of service, and educational qualifications) of the employees and work exhaustion. The study also reported a positive relationship (Work-family conflict and Perceived workload) between bank employees and their work exhaustion. In contrast, it reported a negative correlation between the (Fairness of Rewards and Role ambiguity) and the employees' work exhaustion (Khanna & Maini, 2013).

Ismail et al. (2013) investigated the relationship between burnout, job satisfaction, social support, and mindfulness in a sample consisted of 209 employees working in a financial sector in South Africa. Job burnout was measured using the OLBI. The study suggests that job satisfaction, mindfulness, and social support are significant predictors of burnout. Also, the researcher reported a significant negative relationship between job satisfaction and job burnout (Ismail et al., 2013). In a sample of 1,341 employees from all Spanish savings banks, Amigo et al. (2014) explored the phenomenon of job burnout among the banking sector employees. The Maslach Burnout Inventory-General Survey (MBI-GS) Spanish version was used. The study found a high degree of burnout among the banks' employees, especially the emotional exhaustion dimension 63.16%. The study also reported that older employees exhibit lower scores in emotional exhaustion and cynicism than younger employees. The authors explained this outcome based on the fact that more senior employees face more negligible uncertainties about their working future than younger employees. Regarding gender, the authors stated that female employees suffer from a higher degree of emotional exhaustion and professional efficacy than male co-workers. However, gender differences in Cynicism scores were not statistically significant. Concerning the work position, the analysis revealed substantial variations in all three job burnout dimensions, which occurred between two groups: Central Services and Branch office (working with the general public). Branch staff shows higher emotional exhaustion, cynicism, and lower professional effectiveness scores. The disparity between the two classes can be clarified due to the likelihood that office workers will have to deal with

individuals with serious economic difficulties such as inability to pay specific bills or concerns with the cost of a mortgage (Amigo et al., 2014).

In a sample of 201 Turkish bank employees, Erol et al. (2014) examined the association between burnout and personal traits and work environment factors. The study reported that 95% of the call center employees encountered pressure and reported health-related problems. That the emotional exhaustion and depersonalization scores were averaged, and personal accomplishment scores were low. One of the findings, employees between the ages of 20-29 and most female employees, stated that noise disturbance and stress influenced depersonalization. In contrast, males 30 years old or more experienced low intensity, and stress affected personal accomplishment. The study also reported that personal accomplishment scores between men are more moderate than female employees (Erol et al., 2014).

Rehman, Janjua, and Naeem (2015) assessed the influence of burnout on the employees' performance in Pakistani banks. The study sample consisted of 322 sales officers working in different banks functioning in Islamabad and Rawalpindi. The study used the Maslach Burnout Inventory (MBI) to evaluate the respondents' job burnout levels. The study reported that job burnout significantly and negatively influences employees' performance. In addition, the authors concluded that role conflict and role ambiguity played a critical part in the employees' exhaustion and intention to desert the organization (Rehman et al., 2015).

Salami and Ajitoni (2015) examined the prediction of burnout from job characteristics, emotional intelligence, motivation, and pay among bank employees and the association between emotional intelligence, motivation, pay, and job characteristics in predicting burnout. The investigation observed a significant adverse correlation between job burnout dimensions and the employees' pay, work experience, and educational qualification. However, only the educational level of the employees was found to predict depersonalization negatively. Therefore, the authors concluded that ' emotional intelligence, motivation, and pay could be recognized when outlining an intervention strategy to decrease job burnout between bank employees' (Salami & Ajitoni, 2015).

In a cross-sectional analysis, Li et al. (2015) examined the link between job stress and job burnout among 1,239 Chinese bank employees (467 men, 772 women). Job burnout was measured utilizing the Chinese translation of the Maslach Burnout Inventory-General Survey (MBI-GS). The study found that the mean effects of the three-dimensional labor

burnout (EE, DE, PA) were more pronounced than five occupational classes in the Netherlands, Finland, and Sweden in this sample. The study's essential contribution is to demonstrate that a PsyCap mediating mechanism can influence the likelihood of job burnout in bank employees. In addition, the authors concluded that psychological capital might positively support overcoming the harmful consequences of occupational stress on job burnout and reducing job burnout between bank employees, particularly female bank employees (Li et al., 2015).

In the Pakistani banking sector, Jaffrey and Farooq (2015) examined the mediating influence of job burnout in the connections of structural empowerment, OCBO, and job performance. The study sample consisted of 282 employees working in the banking sector. The OLBI was used to assess the employees' job burnout. Job burnout strongly mediates the relationship between structural empowerment and OCBO and weakly mediates structural empowerment and job performance (Jaffery & Farooq, 2015).

Socorro et al. (2016) conducted a study that examined the correlation between burnout symptoms and exposure to bank employees' psychosocial work conditions. Data was collected in a survey of 1046 bank employees in Pará and Amapá, northern Brazil. The Maslach Burnout Inventory (MBI-HSS), the Portuguese version, was used to assess job burnout. This examination unveiled a high predominance of burnout symptoms (71.8%) among the bank employees, irrespective of gender. The work was strongly associated with moderate and high levels of burnout symptoms in a high stress, low social support, high effort / small reward, and over-commitment. The study also reported that younger employees (40 and below) display a high level of burnout. The authors explained this outcome because the older employees have more work experience and more resources to deal effectively with work problems. Similar to Amigo et al. (2014) results, the study also found that working in branch offices is associated with high levels of burnout, as it requires intense interaction with clients and the need to sell financial products to achieve goals (Socorro et al., 2016).

Varga, Henye, and Varga (2016) investigated whether the burnout level among employees of credit institutions who work directly with clients is more eminent than that of those operating in administration positions. The sample consisted of 131 bank employees from all over Hungary. The researchers predicted a high level of burnout among employees. Burnout among female employees is more elevated than male employees, and burnout levels were higher among employees who have extensive contact with the customers. Also,

the study hypothesized a positive relationship between burnout levels and the employees' educational qualifications. The study reported only a moderate level of burnout across the sample. Female employees exhibit higher emotional exhaustion than their male co-workers. The inquiry further decided that the highest level of burnout is seen among employees who have completed a university or a master's degree. The authors concluded that supervision and coaching could answer the employees' job burnout. (Varga et al., 2016).

Kasa and Hassan (2017) examined the relationship between job burnout and organizational citizenship behavior (OCB). The study sample consisted of 298 Malaysian bank employees. The researchers reported mediating effects between job burnout and OCB. The authors explained that employees experiencing burnout will lack energy in performing their work tasks, and OCB may decline.

Akhtar and Khan (2019), using the OLBI, investigated the relationship between job burnout and the employees' job satisfaction using hope and self-efficacy as moderating. The study sample consisted of 310 Pakistani bank employees. The study reported that job burnout significantly negatively correlated with the employees' job performance and job satisfaction.

F. Wu et al. (2020) investigated the mediating effect of perceived social support and job satisfaction between job stress and job burnout. This was a cross-sectional study of 1464 employees, including 655 men and 809 women who worked for a banking network in China. The study reported a significant positive relationship between job stress and emotional exhaustion and cynicism but negatively correlated with professional efficacy—accordingly, the higher the level of job stress, the more prominent job burnout. The results also show a negative association between job burnout and perceived social support and job satisfaction (F. Wu et al., 2020).

The effect of occupational stress on employees' job Burnout was investigated in the Pakistani banking sector by Khalid et al. (2020). The study included 1,778 men and women in the bank. The study sample consisted of 1,778 male and female bank employees. The cross-sectional study used the Maslach Burnout Inventory- General Survey (MBI-GS) to assess the employees' job burnout. The research reported a significant and positive relationship between extrinsic effort and over-commitment and emotional exhaustion and depersonalization. It was also affirmed that the reward was negatively correlated with emotional exhaustion and depersonalization. Nonetheless, the award had a definite

relationship with personal accomplishment. There was a variation within the genders in the mediating influence of psychological capital on work stress and job burnout. The authors concluded that male employees' attitudes towards work tend to be driven by appreciation and reward, while female employees often require a better working environment. Also, the authors suggested suitable intervention strategies to reduce the employees' job burnout. At the same time, administration support represents an essential role in increasing or decreasing employees' tension (Khalid et al., 2020).

Santiago et al. (2020) investigated the predictors of job burnout and the influence of job boredom's socio-demographic variable in the banking industry of Puerto Rico. The study sample consisted of 223 employees working in a large bank private bank in Puerto Rico. The study reported a significant effect of gender on job burnout, particularly on emotional exhaustion and depersonalization dimensions of job burnout. The others explained the study outcomes due to the financial crisis several banks experienced, and the consequence of Hurricane Maria that struck Puerto Rico in 2017 may have determined the consequences of job burnout in the banking sector (Santiago et al., 2020).

Lubbadeh (2021) examined the association between job burnout and the employees' CWB in the Jordanian banking sector. The examination sample consisted of 307 Jordanian bank employees, and the study used the OLBI to assess the employees' job burnout. the study reported a positive relationship between the dimension of job burnout and the employees' CWB (Lubbadeh, 2021).

All studies in this examination designate that job burnout is a significant banking sector concern with possibly harmful consequences on the employees and organizations. In addition, most of the investigations revealed a negative relationship between job burnout and the employees' performance in the sector and job burnout relevant to employee demographic variables.

Table 5: International Studies Summary of Job Burnout in the Banking Sector

Authors Year Country	Working Population	Burnout Inventory	Variable Investigated	Outcomes
(Demerouti et al., 2005) Netherlands	340	Burnout was measured with an instrument developed by Singh and his colleagues (1994), which is drawn from the MBI	In-role performance and Extra-role performance	Burned-out employees reached the lowest in-role and extra-role performance.
(Gorji, 2011) Iran	250	MBI	Employees' performance	The level of job burnout increased due to an increase in the employees' age, which was more in men than women. Emotional exhaustion and depersonalization have a reverse effect on the performance of the employees.
(Mutsvunguma & Gwandure, 2011) South Africa	50	MBI	Employees' well-being	Significant variations in the psychological well-being of bank employees who handled cash and those who did not manage money. They differed in terms of work stress, emotional exhaustion, depersonalization, and overall burnout.
(Babakus & Yavas, 2012). New Zealand	530	Six items adapted from the MBI	Customer orientation (CO) moderate's variable	Customer orientation moderates the harmful consequences of job burnout on job performance and turnover intentions. Employees with higher CO have more favorable expectations toward the work environment as they associate job burnout to short and under control circumstances.
(Banks et al., 2012). South Korea	150	MBI emotional exhaustion scale	Counterproductive work behaviors (CWB)	Emotional exhaustion positively and significantly correlates with the employees' CWBs.
(Belias et al., 2013). Greek	230	MBI	Job burnout and demographic characteristics	Low levels of job burnout among bank employees. A significant difference in job burnout according to age, gender, education.

			such as (age, gender, education)	
(Al-Kahtani & Allam, 2013) Saudi Arabia	274	MBI	Gender	No meaningful variations were observed in the dimensions of job burnout based on gender.
(Khanna & Maini, 2013) India	100 frontline bank employees	Work exhaustion (interview)	Demographic characteristics	There is a significant relationship between the employees (age, marital status, length of service, and educational qualifications) and work exhaustion.
(Ismail et al., 2013) South Africa	209	OLBI	job satisfaction, mindfulness, and social support	Job burnout negatively and significantly correlated with job satisfaction, mindfulness, and social support.
(Yavas et al., 2013) Turkish Republic of Northern Cyprus	164	OLBI	In-role and extra-role performances.	Burnout is significantly related to frontline employees' in-role and extra-role performances, and that hope moderates these relationships. Hope can buffer the harmful effects of job burnout, as employees high on hope perceive work stressors as short-term conditions.
(Amigo et al., 2014) Spain	1,341	MBI-GS	Socio-demographic data regarding sex, age, and years of service.	A high degree of burnout Syndrome among bank employees. The factor for which the most considerable number of workers showed a high risk of burnout was emotional exhaustion. Working in branch offices implied a higher risk of suffering from burnout than working in central services.
(Erol et al., 2014) Turkey	201 call center bank employees	MBI	Personal characteristics and workplace factors.	The average emotional exhaustion levels of the employees were in the average variety. The emotional exhaustion prospects of those who undergo stress due to their work were found OR=11.50 (95% CI 2.45-28.57) times more important than those who do not undergo any stress.
(De Beer et al., 2015) South Africa	370 employees in the financial services	Burnout was measured by exhaustion (four items) and cynicism (four items)	Psychological Ill- Health Symptoms	Work overload at time one foretold burnout at time two, and burnout at the time two foretold psychological ill-health symptoms at time three.

(Jaffery & Farooq, 2015) Pakistan	382	OLBI	OCBO, Structural empowerment, Job performance	The study found that Job burnout strongly mediates the association between structural empowerment and OCBO and weakly mediates structural empowerment and job performance.
(Li et al., 2015) China	1,239	MBI-GS	Psychological Capital	The mean effects of the three-dimensional labor burnout (EE, DE, PA) were more pronounced than five occupational classes in the Netherlands, Finland, and Sweden. Thus, the study's essential contribution is to demonstrate that a PsyCap mediating mechanism can influence the likelihood of job burnout in bank employees.
(Rehman et al., 2015) Pakistan	322	MBI	Job performance, Intrinsic motivation, Job satisfaction, Role conflict Eight, Role ambiguity, and Intention to leave	The research result reveals that job burnout had a significant negative influence on the performance of the employees.
(Salami & Ajitoni, 2015) Nigeria	230	MBI-HSS	Job characteristics, emotional intelligence, motivation, and pay.	Emotional intelligence, motivation, and pay separately interacted with some job characteristic components to negatively predict burnout components.
(Socorro et al., 2016) Brazil	1,046	MBI-HSS	Psychosocial work conditions	High prevalence of burnout symptoms (71.8%) among the bank employees, irrespective of gender. The work was strongly associated with moderate and high levels of burnout symptoms in a high stress, low social support, high effort, small reward, and over-commitment. The study also reported that younger employees (40 and below) display a high level of burnout.
(Varga et al., 2016) Hungary	131	MBI	Sex, age, place of residence, work position, qualifications, wages, time spent at work, and motivation	Burnout among female employees is more elevated than male employees, and burnout levels were higher among employees with extensive customer contact.

(Kasa & Hassan, 2017) Malaysia	298	OLBI	OCB	Mediating effects between job burnout and OCB. Flow-mediated the relationship between disengagement and OCB.
(Akhtar & Khan, 2019) Pakistan	310	OLBI	Job satisfaction, Hope, self-efficacy	No moderation influence of hope on burnout and job performance or with job satisfaction. A negative relationship between job burnout and the employee's satisfaction and performance.
(F. Wu et al., 2020) China	1,464	MBI-GS	Job stress, perceived social support, and job satisfaction	There is a significant positive relationship between job stress and emotional exhaustion and cynicism, but negatively correlated with professional efficacy—accordingly, the higher the level of job stress, the more prominent job burnout.
(Khalid et al., 2020) Pakistan	1,778	MBI-GS	Occupational Stress and Psychological Capital as a Mediator	A notable association between professional stress and job burnout was observed. The reward was found to be assuredly linked to personal achievement, whereas extrinsic effort and over-commitment were found to be negatively correlated with personal success. Alternatively, the reward was found to reduce exhaustion and depersonalization, whereas extraneous effort and over-commitment heightened the risk of job burnout.
(Santiago et al., 2020) Puerto Rico	223	MBI-HSS	Sociodemographic and boredom.	The study found that gender is a strong predictor of job burnout.
(Lubbadeh, 2021) Jordan	307	OLBI	Counterproductive work behavior	The investigation suggests that job burnout dimensions are vital predictors influencing the employees' deviant behavior in the workplace. High job demands associated with low job resources can prolong the means to elicit job burnout and lead to CWB.

Source: Own Construct

2.11 Chapter Summary

This literature review examined research and relevant literature affiant to job burnout and its person to performance. Particular attention was paid to the causes of job burnout and intervention, its impact on the individual and the organization, and the most critical measurement of job burnout.

This chapter started with an extended synopsis of the history of the job burnout concept and its dimension. Job burnout can be defined as a mental disorder triggered by a build-up of job stress and can negatively influence workers and the company. According to Maslach, Schaufeli, and Leiter (2001), job burnout can be characterized by three dimensions: exhaustion, cynicism, and professional efficacy. Each aspect of job burnout is connected with the other two, and one often leads to another; however, the emotional exhaustion dimension is the first dimension to appear, followed by cynicism as a reaction to the fatigue. The relation between the third dimension, professional efficacy, and the other two aspects of burnout is less explicit. According to Demerouti et al. (2003), job burnout characterizes by two-dimension exhaustion and cynicism or disengagement. In this model, Demerouti et al. (2003) dismissed the third dimension of burnout (professional efficacy).

All of oneself can be subject to job burnout; however, some demographic variables (e.g., gender, age, and marital status) are accountable for fluctuations in job burnout levels between employees. Job burnout has many costs for the organization and the employees themselves. For the organizations, job burnout was found to be associated with different sorts of adverse consequences such as desertion, turnover, and poor performance. Most of the studies that investigated the relationship between job burnout and employee performance found a relation only between two dimensions of job burnout (Exhaustion, Cynicism) and employees' performance. Several studies have also shown that job burnout is linked to physical and mental health problems such as shoulder pain, heart disease, diabetes, insomnia, and anxiety.

Regarding the prevention of job burnout among individuals and the organization, intervention strategies have been considered in the literature. Individual-level intervention strategies focus on magnifying the individual's ability to cope with the workplace stressor (changing the individual). On the other hand, organizational-level intervention strategies tend to focus on overcoming or reducing the mismatch between the employees and the work (changing the work structure). Furthermore, we traversed the most widely used and prominent burnout measurements, the Maslach Burnout Inventory (MBI), the Burnout

Measure (BM), The Shirom-Melamed Burnout Measure (SMBM), Oldenburg Burnout Inventory (OLBI), and the Burnout Assessment Tool (BAT).

The (MBI) was regarded to be one of the most common inventories utilized to assess job burnout. The MBI consist of three-dimension Exhaustion (EE), Depersonalization (DP), and Personal Accomplishment (PA). Nevertheless, some researchers have demonstrated that the Maslach Burnout Inventory (MBI) has certain shortcomings; for instance, all items in the MBI are worded in one manner. Therefore, Demerouti et al. (2001) has designed the Oldenburg Burnout Inventory (OLBI) to address the shortcoming of the MBI. The OLBI consists of two dimensions, exhaustion, and disengagement, and features negatively and positively worded questions.

The last section made an international overview concerning job burnout and its relationship to different work outcomes and some demographic variables in the banking sector. The majority of the investigations discovered that bank employees suffer from job burnout. The stressful work environments with long work hours could deplete the bank employees' emotional, physical resources, lead them to experience disconnection from their work and customers. All studies in this examination note that job burnout is a crucial banking sector problem with a conceivably adverse influence on the employees and organizations.

Most of the studies showed a decrease in the employees' performance and increases in CWBs in the sector, which were firmly related to job burnout. The studies also showed that job burnout varies according to various demographic information such as gender and age. Authors have used several parameters to investigate banking sector job burnout: some used the MBI, MBI-HSS, MBI-GS, and the OLBI.

3 CHAPTER THREE: METHODOLOGY AND RESEARCH DESIGN

3.1 Introduction

The problem addressed in this investigation is the relationship between job burnout and employee performance among bank employees. Most of the previous studies supported a significant and negative correlation between both concepts. However, the empirical studies were limited, insufficient, or duplicated. Within this chapter, the first division covers the research design and purpose. In addition to sample design and data collection procedures, this chapter covers site and participant selection, Study tools, document analysis, and the pilot method. Subsequently, procedures for data analysis are presented in addition to limitations and ethical considerations.

3.1.1 Research Purpose and Design

The purpose of the current dissertation was to investigate the relationship between job burnout (exhaustion and disengagement) and the employees' task and contextual performance and CWB among employees working in the Jordanian banking sector. The study also examined the levels of job burnout and employee performance concerning a variety of demographic information.

3.1.2 Study Methodology

The study's nature and the survey's proposed objectives required the use of a quantitative method design to investigate the relationship between job burnout and employee performance. Therefore, in order to answer the questions, test the hypothesis, and collect data regarding the relationship between job burnout and employee performance, we selected a quantitative correlational research design.

Quantitative methods are usually used to identify a noticeable phenomenon's properties or explore the possible associations between two or more events (Leedy & Ormrod, 2015, p. 154). The Quantitative approach used in the study was a correlational design. A correlational design is typically used to gather quantitative data to investigate how the differences in one variable relate to differences in one or more other variables (Leedy & Ormrod, 2015). The quantitative study required three-part surveys to answer the study questions and examine the different hypotheses. A survey provides a quantitative characterization of trends, perspectives, demographic information, and beliefs of a population, or tests for relationships between a population's variables, by examining a

sample of that population (Creswell & Creswell, 2018, p. 242). The survey was employed to approach the design of the study in three manners:

- First, the surveys were used to collect demographic information about participants: age, gender, years of experience, education level, and marital status (see [Appendix B](#)). Section two of the surveys were utilized to measure the two job burnout dimensions' appearance -exhaustion and cynicism or disengagement- experienced by bank employees. This section of the survey contained a pre-existing scale, the Oldenburg Burnout Inventory (OLBI). Section three was used to assess the bank employees' task performance, contextual performance, and counterproductive work behavior. Part three of the surveys consisted of an existing survey instrument, the Individual Work Performance Questionnaire (IWPQ).
- The results from part one (demographic information) and part two (The Oldenburg Burnout Inventory (OLBI)) of the survey administrated to bank employees in Jordan were used to test the first central hypothesis (**H1**) and the five sub-hypothesizes (**H1-1 to H1-5**), which answer the first three research questions.
- The results from part two (The Oldenburg Burnout Inventory (OLBI)) and part three (the Individual Work Performance Questionnaire (IWPQ)) of the survey administrated to bank employees regarding the relationship between employees' performance, and job burnout was utilized to test the second, third, and fourth central hypothesis (**H2, H3, H4**) and the sub-hypothesizes (**H2-1, H2-2, H3-1-H3-2, H4-1, H4-2**), which answer the third research question.

3.1.3 Study Population

The research population is a large group of individuals or objects, which are the study's subjects (Nicholas, 2011). The intended population of the study is a group of employees working in the banking industry in Jordan.

The banking sector in Jordan consists of a total of (24) banks, (13) of which are Jordanian (3) were Islamic Jordanian banks, (8) banks were non-Jordanian, and most of them were branches of either Arab or foreign countries. See [Appendix \(E\)](#) for a complete description of the list of all commercial, Islamic, and foreign banks operating in Jordan, in addition to the number of employees in each of at the end of 2019.

3.1.4 Sample Design

The research success is inescapably defined by human capital, as the human capital can create new strategies and practical operation approaches. Choosing a research sample is a significant step in the search because the results to be accessed highly depend on the sample. Sampling can be interpreted as the method of choosing a suitable and representative portion of the population (Corbin & Strauss, 2014).

According to Nicholas (2011), there are two sampling procedures: probability sampling and non-probability sampling. In probability sampling, the study sample is selected randomly from the study population, so all population members have the same probability of being picked (Nicholas, 2011). In the case of non-probability sampling, the researcher has no real way of knowing or guaranteeing that each individual from the population is selected as a respondent. Besides, some members of the population have far less chance of being sampled. Based on Nicholas (2011), the probability sampling methods offer the most accurate representation of the population as a whole. In contrast, non-probability methods, based on a researcher's opinion or an incident, can not necessarily be used to theorize the population as a whole (Nicholas, 2011).

For the proposed study, the convenience sampling method was used to select the respondents for the investigation. The reason for using the Convenience sampling techniques is the large population, as accessing the entire community is impossible, especially during the Jordanian lockdown—other benefits of the conventional techniques such as cost and time. We started by sending an invitation email to various commercial banks in Jordan requesting permission to conduct the study to begin selecting banks. Banks were chosen based on two criteria: the number of employees (more than 100 employees); accordingly, 21 banks were targeted in the Jordanian kingdom. The second criterion was the bank's permission to administer the survey between the employees. Consequently, responses arrive from 9 banks working in the kingdom of Jordan. Thus, the final sample size for the present analyses was 406 bank employees.

3.1.5 Data Sources

The study's focus is two-fold: theoretical and practical. In the theoretical part, we relayed on the current studies in terms of literature and practical researchers associated with the current research.

In the practical part, on the other hand, we referred to analytical techniques using the practical manner for data collection and analysis to test the various hypotheses. Data comes in two forms, primary and secondary data. Preliminary data are first-hand data that had been recognized, experienced, or recorded, while secondary data are the written sources representing the primary data.

Both forms of data have advantages and disadvantages; however, implementing both in a research project offers a comprehensive and credible view. **Table 6** displays the advantages and disadvantages of both types of data. Accordingly, the study relied on the two principal sources of data.

Table 6: Benefits and drawbacks of primary and secondary data collection

	Advantages	Disadvantages
Primary data	<ul style="list-style-type: none"> • New and applicable to the subject of the research study • It can be collected from several ways like interviews, telephone surveys, focus groups. • It can also be collected across the national borders through emails and posts. • The reliability of primary data is very high because the concerned and reliable party collects these. 	<ul style="list-style-type: none"> • Costly and time-consuming • Configuration difficulties like how to create the questionnaires and distributed them among study participants. • The participant could provide artificial, culturally adequate, and friendly responses and attempt to cloak the facts. • Trained persons are required for data collection.
Secondary data	<ul style="list-style-type: none"> • Cheaper and faster to access. • It offers the opportunity to explore the work of the most high-grade scholars across the globe. • Provide a direction for the research. 	<ul style="list-style-type: none"> • With time the data becomes obsolete and very old. • It can be biased. • Issues of authenticity and copyright.

Source: own elaboration based on (Ghauri et al., 2020)

3.1.6 Instrumentation

The process of data collecting is one of the most critical steps in research. Any research in social science focuses on specific techniques for gathering data for the study. The choice of the method of the data collection depends on the nature of the subject and the purpose of the investigation; in line with the study goals, we will rely on the following:

The questioner attempts to collect data from members of a population to determine the population's current status concerning other variables. The survey research of knowledge is a suitable tool for obtaining quantitative data. It requires careful design and execution of

each research process component (John W. Creswell, 2014; Nicholas, 2011). The subsequent segment describes the instruments that were employed in the present study.

The survey used to collect data from bank employees in Jordan was composed of the following parts.

Consent form

The first part of the questionnaire presented to the study participants was the consent form ([Appendix A](#))—the consent form aimed to obtain the study participants' consent. The consent form consists of the title of the study, the researcher's information, background information about the study, the methods used, and advantages of the research, information about the freedom to participate, and efforts to keep participants confidential and their data confidential; contact details if participants have any questions.

Measurement of Demographic Characteristics

The second part of the questionnaire was developed to collect demographics information about the participants ([Appendix B](#)). In selecting the demographics variable to be included in the survey number of job burnout, studies were examined (see chapter two). This questionnaire included demographics questions regarding the employees' gender, age, marital status, education, and length of service.

Measurement of Job burnout

To measure the job burnout levels experienced by bank employees, a pre-existing questionnaire instrument -the Oldenburg Burnout Inventory (OLBI) (Demerouti et al., 2001) - was used to gather data from bank employees.

The Oldenburg Burnout Inventory (OLBI) is a 16 -item instrument developed to measure two dimensions of job burnout ([Appendix C](#)). The OLBI measures two dimensions: exhaustion and disengagement from work applicable to all professions. The exhaustion dimension comprises not merely the affective aspects of fatigue as the MBI and MBI-GS but incorporating physical and intellectual features of the exhaustion. Also, Unlike the MBI and the MBI-GS, each subscale consists of four questions worded positively and four worded negatively. Furthermore, the positive and negative exhaustion and disengagement items were presented in mixed order. In contrast, all items in the three subscales of the MBI are formulated in one direction (i.e., exhaustion and cynicism) subscales are worded negatively, and the (personal accomplishment) subscale is worded positively (Demerouti et al., 2003; Halbesleben & Demerouti, 2005). Furthermore, OLBI is a fitting measurement

to establish comparisons across various professions and countries. According to Davidov et al. (2014), meaningful comparisons of means or relationships between combinations within and between countries require equivalent / consistent measurements of these combinations (Davidov et al., 2014). The equivalence of the OLBI has been addressed by Demerouti et al. (2001) in three occupational groups: human services, industry, and transport. By Demerouti et al. (2003), in various professions such as bankers, pharmacists, insurance employees, lawyers, economists, and statisticians. Ries et al. (2015), across different groups (German employees vs. German students) and different countries (Greek vs. German students). By Sinval et al. (2019), across countries (Brazil and Portugal) (Sinval et al., 2019).

The (OLBI) is self-administered. Response to the 16 items questionnaire articles is provided using a four-point Likert-type scale, ranging from one to four (Strongly agree to disagree strongly). Four items on each subscale use reverse scoring. For calculating the average score for each of the two components, the elements (negative items) were reversed when necessary, so that the higher score indicates more exhaustion or disengagement, and the items scores were in the corresponding conceptual direction. The suggested cut-off scores to identify job burnout in scores \geq of 2.85 on exhaustion were considered high exhaustion, while scores \geq 2.6 on disengagement were considered high.

Measurement of employee's performance

To assess the employees' work performance, we used a pre-existing questionnaire instrument- The Individual Work Performance Questionnaire (IWPQ) (Koopmans, 2015) -to collect bank employees' data.

The Individual Work Performance Questionnaire (IWPQ) was developed based on three dimensions (Koopmans, 2015, p. 3):

- Task performance
- Contextual performance
- Counterproductive work behavior (CWB)

The IWPQ consists of 18 items distributed into three subscales: the task performance scale contains five items, the contextual performance scale contains eight items, and the Counterproductive work behavior scale contains five items (Appendix D). The three subscales have a 3-month recall period and five-point Likert-type scale for the task and contextual performance from 0 "seldom" to 4 "always." for CWB from 0 "never" to 4 "

often. “The means of the three subscales of the Individual Work Performance Questionnaire (IWPQ) can be computed by adding the scores of the items of each subscale and then dividing the total on the number of items in the subscale, higher scores indicating more beneficial task and contextual performance, or higher counterproductive work behavior (Dåderman et al., 2020; Koopmans, 2015).

The suggested interpretability for the three subscales of the Individual Work Performance Questionnaire for White-collar workers is showing in **Table 7**:

Table 7: Interpretation of the IWPQ scores for White-collar workers

Interpretation	Task performance (TC)	Contextual performance (CP)	Counterproductive work behavior (CWB)
Very Low	≤ 1.83	≤ 1.37	≤ 0.40
Low	1.84 - 2.16	1.38 - 1.87	0.41 - 0.79
Average	2.17 – 2.99	1.88 – 2.87	0.80 – 1.59
High	3.00 – 3.32	2.88 – 3.24	1.60 – 1.99
Very High	≥ 3.33	≥ 3.25	≥ 2.00

Source:(Koopmans, 2015, p. 15)

These measures were formulated based on participants' self-reports. The use of a self-report measure for performance may potentially create biased results. However, Churchill et al. (1985) have observed that the use of a self-report measure does not lead to inflated results. Evidence from several empirical research indicates that employee performance evaluations that use employee self-reports provide valid validity and fewer errors than objective procedures, mainly when the answers are gathered anonymously (Manochehri & Malekmohammadi, 2015; Parker & Kulik, 1995; Prentice et al., 2013; Prusik & Szulawski, 2019; Rezvani et al., 2018; Singh, 2000; G. Wu et al., 2019).

The study variables

- The independent variables: Job burnout two dimensions exhaustion and disengagement.

- The dependent variables: Task performance, Contextual performance, and counterproductive work behavior.

3.1.7 Pilot Study

Before data collection, a pilot study was administered to bank employees. According to Nicholas (2011), the purpose of a pilot study is to pre-test the questionnaire on a small number of the population to assess the quality of the measuring instrument and bypass any potential ambiguity. For this purpose, the questionnaires were piloted before data collection. Accordingly, a cover letter and the questionnaires, including the demographic information, the Oldenburg Burnout Inventory (OLBI) - English version, and the Individual Work Performance Questionnaire - English version, were provided to 14 employees working in various banks in Jordan. Each employee completed and submitted the three-part questionnaires. After the questionnaire was conducted, respondents provided oral input regarding the time needed to answer the questionnaire, if the cover letter's content and the questionnaire items are confusing or unclear.

Results of the Pilot Study

1. The time needed to complete the questionnaires: most pilot study participants have stated that filling out the questionnaire took them around 10 -13 minutes.

Modifications:

Based on the pilot study results, content adjustments of the questioners were made as follows:

1. Cover Letter: the following suggestions were modified in the questionnaire.

Change the “performance of employees in the banking sector in Jordan” to “the employees’ behavior at work in Jordan's banking sector.”

Changing “please be assured’ to ‘please be rest assured.”

2. Part one demographic information: the following suggestions were modified in the questionnaire.

Question #7: removing “*Monthly salary.*”

3. Part two Job burnout: the following suggestions were made regarding the questionnaire.

Question #12: “After my work, I usually feel *worn out* and *weary*” one participant felt a little confused about the word *worn out* and *weary*. However, she asserted that she still was able to understand the statement.

4. Part three job performance: the following suggestions were modified in the questionnaire.

No suggestions were made; all the questions were straightforward.

Accordingly, only the cover letter and the first questionnaire (demographic information) were modified. In contrast, the original questionnaires (the Oldenburg Burnout Inventory (OLBI)) and (the Individual Work Performance Questionnaire) remained unchanged.

3.1.8 Data Collection Process

The first step was finalizing the questionnaires in Microsoft word format; then, the questionnaire was uploaded onto Google form, where a link was generated to respondents. Questionnaires were distributed electronically due to paper distribution's difficulty due to coronaviruses' prevalence (COVID-19).

A link to an online questionnaire was administered to the planned study participants in various commercial banks working in Jordan (including Jordanian, foreign commercial banks, and Islamic ones). Participants in the investigation consisted of frontline bank employees working in various commercial banks operating in Jordan. Participants were defined as front office employees of the banks that interconnect instantly with customers in their operations. Consequently, the sample covers employees in the front office (e.g., customer services, sales, money exchange services (tellers), call center, and branch manager). Participants in the investigation were asked through bank agents or by e-mail, or directly by visiting various bank branches.

The survey consisted of the title, background segment on the characteristics of the investigation, the scope of the data gathered and confidential, contact details, demographics information, the OLBI, and the IWPQ. Bank employees dispatched their permission to engage in the investigation by completing the survey. The investigation was optional, and participants were not offered benefits. Data were gathered as a component of a continuous Ph.D. Dissertation at the University of Pecs. The data were collected throughout the emergency state in Jordan associated with (COVID-19) and took around three months from the start of May until the beginning of August 2020.

3.2 Data Analysis Procedures

Multiple data analysis techniques were used in this quantitative method study of job burnout and employee performance, with the support of the Statistical Package for the Social Sciences (IBM-spss) version 25.0 software package and AMOS 23.1. Statistical methods were applied to interpret quantitative data obtained from the Oldenburg Burnout Inventory (OLBI), the Individual Work Performance Questionnaire (IWPQ), and demographic information distributed to bank employees in Jordan. The data obtained from the questionnaires were first transformed to excel and coded, then transformed into the spss program.

Confirmatory Factor Analysis (CFA) was used to confirm the existence of the hypothesized factors of job burnout (exhaustion and disengagement) and the employees' job performance (task performance, contextual performance, and counterproductive work behavior). Additionally, a reliability analysis was conducted to establish the reliability of the study's constructs. Descriptive statistics of the results were carried out for the two job burnout dimensions, the employees' task, contextual performance, and counterproductive work behavior such as mean, median, mode, standard deviation, range, and skewness kurtosis of all study variables.

Group differences in job burnout scores and job performance scores. Student's t-test, ANOVA, and the Tukey (Kramer's) HSD post hoc test were used to assess the effect of demographic factors on job burnout and job performance. Tukey's (Kramer's) HSD post hoc does not assume an equal sample size. ANOVA Welch's test (F-test) and Games-Howell post hoc test were utilized when the assumption of homogeneity of variance was violated. More specifically, Student's t-test was utilized to determine if the differences between the mean of job burnout scores for two classes (gender) were statistically significant. ANOVA was utilized between the means of three or more groups (age, marital status, education, and length of service). Statistical significance was calculated at both the ($\alpha = 0.05$ and $\alpha = 0.01$ levels). SPSS was applied for the computation of the T-value, F-value, and probabilities (p) of the mean group's accidentally occurring differences. Suppose this probability was less than 5% ($p < 0.05$), the mean differences between groups were decided based on group differences rather than uncertainty. In different words, statistical significance was established at the 5% confidence level. In particular, arithmetical weight was determined at both $\alpha = 0.05$ and $\alpha = 0.001$ confidence levels. The ANOVA test helps us determine if the differences between

groups are significant, but unlike the student's t-test, it does not specify which group is causing the difference. Accordingly, performing post-hoc comparisons is a conventional practice to identify which group is responsible for the differences. Also, the Pearson correlation (r) was applied to examine the relationship between the studied constructs, the OLBI (exhaustion and disengagement), and employees' job performance (task performance, contextual performance, and counterproductive work behavior). A hierarchical multiple regression analysis -gender, age, marital status, and education entered as control variables- was utilized to determine the influences of independent variables on the dependent variable and support the relationship between them.

Parametric statistical techniques, such as ANOVA, Games-Howell test, HSD post hoc test, Pearson correlation (r), and hierarchical regression analysis, require that the distributions being compared meet normality and equal variance requirements. In general, data collected in this study indicated that each subscale score (dimension of job burnout and dimension of job performance) followed a normal distribution according to the analysis of histograms and Skewness and kurtosis values falling within the acceptable range of less than $|2|$ and $|7|$ respectively. Also, no possible multivariate outliers were distinguished based on the analysis of the Mahalanobis distances and Cook's distance. Levine's test for homogeneity of variance is commonly used to test the assumption of homogeneity of variance required for t-test and ANOVA. The model was also checked for multicollinearity between the independent variables based on the variance inflation factor (VIF) and tolerance. VIF-values greater than ten and tolerance-values smaller than 0.10 may indicate multicollinearity. The VIFs were below 10, and the tolerance values were 0.10, which confirms no concern regarding the multicollinearity in the regression model. **Table 8** presents the statistical tests used for each hypothesis.

Table 8: Summary of Statistical Tests Associated with Individual Hypotheses

Hypothesis	Test
<i>Hypothesis 1:</i> Bank employees in Jordan suffer from job burnout.	Descriptive statistics
<i>Hypothesis: 1-1:</i> There are statistically significant differences in job burnout levels attributed to the employees' gender.	Student's t-test.
<i>Hypothesis: 1-2:</i> There are statistically significant differences in job burnout levels attributed to the employees' age.	ANOVA (F-test). Tukey (Kramer's) HSD post hoc test
<i>Hypothesis: 1-3:</i> There are statistically significant differences in job burnout levels attributed to the employees' marital status.	ANOVA (F-test).

	Tukey (Kramer's) HSD post hoc test
<i>Hypothesis: 1-4:</i> There are statistically significant differences in job burnout levels attributed to the employees' educational qualifications.	ANOVA Welch's test (F-test). Games-Howell post hoc test.
<i>Hypothesis: 1-5:</i> There are statistically significant differences in job burnout levels attributed to the employees' length of service.	ANOVA (F-test). Tukey (Kramer's) HSD post hoc test
<i>Hypothesis 2:</i> There is a significant relationship between job burnout (Exhaustion and Disengagement) and employees' Task and Contextual job performance. (H2-1, H2-2)	The Pearson correlation (r). A hierarchical multiple regression analysis.
<i>Hypothesis 3:</i> There is a significant relationship between job burnout (Exhaustion and Disengagement) and employees' Task and Contextual job performance. (H3-1, H3-2)	The Pearson correlation (r). A hierarchical multiple regression analysis.
<i>Hypothesis 4:</i> There is a significant relationship between job burnout (Exhaustion and Disengagement) and employees' counterproductive work behavior (CWB). (H4-1, H4-2)	The Pearson correlation (r). A hierarchical multiple regression analysis.

Source: Own construct based on the data requirements.

3.3 Ethical Considerations

According to Babbie (2014), there are some ethical agreements shared between researchers regarding what is upright in conducting scientific surveys. These agreements are (Babbie, 2014, pp. 62–68):

- Voluntary Participation.
- No Harm to the Participants.
- Anonymity and Confidentiality.
- Deception.
- Analysis and Reporting.

To address these ethical agreements and improve the study's voluntary participation, we first used an online version of the questionnaires, as the questionnaires can be answered at any time and place. Besides, there were only (43) questions in the three questionnaires. The questionnaires' purposes and justifications were also explained in the introduction letter (see [Appendix A](#)). Furthermore, the absence of direct interaction between the researcher and the participants reduced the weight of the sensitive questions such as marital status or the CWB questions that the employee receives. Using an electronic version of the questionnaire also helped confirm the participants' anonymity and confidentiality, whereby each participant used an electronic link to access the questionnaires. Also, through the

cover page, it was confirmed that the data would be used only for scientific research and that the announced results are only the results of the groups. Finally, this investigation's aims, importance, and possible contribution have been stated in the cover letter.

3.4 Chapter Summary

Chapter three explained and established the methodology, the research plan, and the study instruments employed for this quantitative study. All aspects of the research process were classified, such as selecting the population and sample, data collection, and data analysis procedures for each hypothesis. To protect the participants in this study, the name of each bank and participant was kept anonymous. Furthermore, informed consent was provided by all participants.

4 CHAPTER FOUR: ANALYSES, RESULTS, AND FINDINGS

This chapter is subdivided into three main sections. The first section describes the reliability and the model fit of the measurements that have been used in the investigation (The Oldenburg Burnout Inventory (OLBI) and The Individual Work Performance Questionnaire (IWPQ)). The second segment comprises analyses of the data—descriptive statistics for the study participants and the measurements. Finally, the attendant part tests the study hypothesis.

4.1 Reliability and Validity of the Measurements

A reliable tool should be used to have a precise and analyzable data set. Subsequent to downloading the responses of 406 fully completed questionnaires, the data were transformed to excel and coded then the Statistical Package for Social Science (IBM-spss) version 25.0 was used. Negative items in the Oldenburg Burnout Inventory (OLBI) were switched, and each variable was coded before the analysis commenced.

Before answering the research, questions and testing the hypotheses, confirmatory factor analysis (CFA) was employed to establish how robust the variables defined their corresponding constructs and test the measurement model fit. Reliability analyses were conducted on the study constructs and items to ensure the psychometric qualities' adequacy—internal consistency analysis was performed using Cronbach's alpha for the scales and items. Reliability applies here if the survey, with its elements, particularly job burnout, task performance, contextual performance, and counterproductive work behavior, measures its applicability, compatibility, and durability. Confirmatory Factor Analysis (CFA) is commonly used for validity issues and deals, especially with measurement models. According to Brown (2006), the CFA is hypothesis-dependent in nature. Therefore, based on initial evidence and assumptions, the researcher must have prior knowledge of the number of elements in the data whose indicators are related to factors.

The validity and reliability testing of the job burnout- and employee job performance measures implemented in the dissertation is illustrated in the following.

4.1.1 Confirmatory Factor Analysis (CFA)

The measurement model comprised 34 items containing the two job burnout dimensions: exhaustion, disengagement, and the three constructs of task performance, contextual performance, and counterproductive work behavior (CWB).

A confirmatory factor analysis (CFA) was utilized to investigate the suitability of the proposed model. The CFA value of each variable was determined using AMOS 23.1. The CFA examinations were grounded on the maximum likelihood estimation (MLE). As goodness-of-fit indices, the chi-square (χ^2) statistic and the related degrees of freedom (df), Root Means Square Error of Approximation (RMSEA), Standardized Root Mean Square Residual (SRMR), Comparative Fit Index (CFI), and the Tucker Lewis Index (TLI) were used to evaluate the goodness-of-fit.

Following the suggestion of Hu and Bentler (1999) to use two absolute close-fit indices (e.g., RMSEA, SRMR) and two incremental close-fit indices (e.g., CFI, IFI) (Hu & Bentler, 1999), and the suggestion of Kline (2015) of the minimum set of fit statistics that should be reported whenever (χ^2 /df, RMSEA, SRMR, CFI).

- Indicator Chi-Square - χ^2 : the chi-square is one of the absolute indicators of the model congeniality assessment. According to Kline (2015), the chi-square statistics examine the exact-fit assumption that there is no distinction between the covariance foretold by the model. Thus, the chi-square test is an accepting and supportive test in which the null hypothesis determines the researcher's conclusion that the model is appropriate; however, this statistic is subjected to sample size and abnormalities in the data. Accordingly, various model fit indicators were used to check the model's overall compatibility with the data (χ^2 / df, RMSEA, SRMR, CFI, and IFI).
- χ^2 /df: is the results of dividing the Chi-Square and the degree of freedom of the model and used as an attempt to use Chi-Square to promote a more practical model evaluation (Brown, 2006).
- Indicator CFI: an incremental fit index ranges from 0 to 1.0, where 1.0 is the best result. The CFI confronts the variation from a close fit for the researcher's model against the independence (null) model (Kline, 2015).
- Indicator TLI (Tucker & Lewis, 1973): is an incremental fit index and also known as the non- normed fit index (NNFI), generated against the limitation of the Normed Fit Index concerning being influenced by sample size (Kline, 2015).
- Indicator RMSEA (root mean square error of approximation): is an absolute fit index scaled as a badness-of-fit statistic compared to a perfect (saturated) model where a value of zero symbolizes the most favorable outcome (Brown, 2006; Kline, 2015).

- Indicator SRMR (standardized root mean square residual): is the average disparity among the correlations examined in the input matrix and the correlations foretold by the model. A standardized version of the root means square residual (RMR) is a mean absolute covariance residual (Kline, 2015). The SRMR can take various values within 0.0 and 1.0, where 0.0 symbolizing an excellent fit (Brown, 2006).

The fit of the model was considered suitable for an (χ^2/df) value less than 3.00, RMSEA and SRMR values below 0.08 was regarded suitable (Browne & Cudeck, 1993), values of CFI, IFI, and TLI above 0.9 (with values $>.95$ being ideal; (Brown, 2006)).

The model fit the data was mediocre ($\chi^2= 1304.157$, $df =517$, $\chi^2/df = 2.523$, CFI = 0.890, TLI, = 0.880, IFI.890=, RMSEA = .061, SRMR = .0565), since CFI, TLI values were less 0.90 (poor fit), SRMR values were below 0.08 (good fit), and the RMSEA values were below 0.08 being indicative of good fit. One item presented a very low loading ($\lambda_{\text{item dis3}} = 0.359$) "*This is the only type of work that I can imagine myself doing*": and consequently, this item was removed. Several researchers also have difficult problems with the same element. It has similarly been removed from several research papers; for example, the same element has also been deleted from the OLBI design for Portuguese and Brazilian students (Campos et al., 2012) and the Malaysian translation of OLBI (Mahadi et al., 2018). Its removal was also inferred from the Italian translation (Estévez-Mujica & Quintane, 2018). Also, from the OLBI design for Brazilian and Portuguese workers (Sinval et al., 2019).

Table 9 compares the confirmatory factor analysis results (fitness indices) for the study model. After removing the item, the measurement model showed a good fit ($\chi^2= 1098.309$, $df =482$, $\chi^2/df = 2.27$, CFI = 0.912, TLI=.904, IFI = 0.913, RMSEA = 0.056, SRMR = 0.0566). The RMSEA met the prescribed criteria of 0.08 or less (Steiger, 1998) for a good fit. According to Brown (2006), further support for the fit of the RMSEA would be evidenced by a 90% confidence interval of the RMSEA, where the upper limit is lower than the cut-off values 0.08. In our model, the upper limit was below 0.08 (90% CI [.052-.061]) (Brown, 2006, p. 86). The SRMR value was also adequate with the recommended criteria of 0.08 or less (Browne & Cudeck, 1993). The CFI, TLI, and IFI all exceeded the minimum cut-off of 0.90 (Brown, 2006; McDonald & Ho, 2002). Consequently, the outcomes registered that the measurement model produced a good fit. Consequently, the outcomes showed that the measurement model produced a good fit for the aimed factor dimensions, indicating factorial validity and the convergent validity of the study's measurement (Bagozzi & Youjjae, 1988). All items presented loadings above or equal to

0.460 ($p < 0.001$). What is more, the Composite Reliability (CR) of the multiple variables was over 0.75 (range=0.774-0.914), and the average variance extracted (AVE) of the factors and variables were all between 0.302 -0.681—indicating an adequate convergent validity for the model. According to Fornell and Larcker, if the average variance extracted (AVE) is less than 0.5, and the composite reliability (CR) is all above 0.6, the construct's convergent validity is still satisfactory (Fornell & Larcker, 1981).

Table 9: Results of the Confirmatory Factor Analysis for Job Burnout and the Employees' Job Performance

Factors and Variables	ITEMS	Standardized Loading	AVE	CR
Disengagement			0.403	0.825
	DIS1	.636		
	DIS2	.649		
	DIS4	.658		
	DISR1	.702		
	DISR2	.552		
	DISR3	.609		
	DISR4	.629		
Exhaustion			0.302	0.774
	EX1	.547		
	EX2	.477		
	EX3	.515		
	EX4	.632		
	EXR1	.564		
	EXR2	.460		
	EXR3	.612		
Task performance			0.681	0.914
	TP1	.773		
	TP2	.821		
	TP3	.841		
	TP4	.853		
Contextual performance			0.553	0.908

CP1	.785						
CP2	.735						
CP3	.700						
CP4	.788						
CP5	.789						
CP6	.799						
CP7	.674						
CP8	.663						
Counterproductive work behavior		0.553	0.859				
CWB1	.744						
CWB2	.832						
CWB3	.810						
CWB4	.691						
CWB5	.619						
Goodness-of-fit measures							
	χ^2/df	CFI	IFI	TLI	RMSEA	SRMR	
	$\chi^2(df=483) = 1098.40(p=.00)$	2.27	.912	.913	.904	.056	.056

Note: χ^2 =chi-square; AVE=average variance extracted; CR= Composite Reliability; df=degrees of freedom; CFI=comparative fit index IFI= incremental fit index; RMSEA=root mean square error of approximation, SRMR = standardized root means square residual.

4.1.2 Reliability of the Oldenburg Burnout Inventory (OLBI)

The Oldenburg Burnout Inventory (OLBI) is a well-established and validated measure of job burnout with high validity and reliability (see chapter three). However, the reliability was tested again as it was the first time this instrument was applied in the Jordanian sample. The internal consistency estimates of the scale and the subscales were examined utilizing Cronbach alpha coefficients.

In the factor analysis step, we removed one item from the *disengagement scale due to the low loading; to be surer of the decision, we investigated the eight items' reliability. The reliability for the full disengagement scale was (0.818); however, based on the Item-Total Statistics, we found that removing the same item can increase the scale reliability of (0.826), supporting our decision. **Table 10** presents the Cronbach alpha coefficients of the Oldenburg Burnout Inventory, two dimensions exhaustion, and disengagement.

Table 10: Internal Consistency of the Oldenburg Burnout Inventory

Scales	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
Exhaustion	.780	.781	8
Disengagement	.824	.825	7
Total	.887	.887	15

Note. The total refers to the average score of all positively and negatively worded items of the two dimensions (exhaustion and disengagement) of the OLBI.

The Cronbach alpha values for the two dimensions of job burnout were for (Exhaustion 0.780, and Disengagement 0.824), and the total OLBI was (0.887). Based on the fundamentals of reliability (Cronbach alpha over 0.7 good, above 0.8, very good), the OLBI provides good reliability. The job burnout measurement's reliability was found to be above the acceptable level, exceeding the minimum (0.70) suggested by (Nunnally & Bernstein, 1994). The 15 items Cronbach alpha, Cronbach alpha, if item deleted, and the item-total statistics demonstrated in **Table 11** designated towards a stable measurement.

Table 11: Item-Total Statistics of the Oldenburg Burnout Inventory (OLBI)

Items	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Disengagement scale					
OLBI1D	15.5025	16.730	.590	.375	.797
OLBI2D	15.7414	16.661	.609	.449	.794
OLBI4D	15.6379	16.681	.564	.394	.802
OLBI5DR	15.5222	16.418	.623	.404	.791
OLBI6DR	15.2931	17.181	.507	.297	.811
OLBI7DR	15.2882	17.322	.559	.341	.802
OLBI8DR	15.4138	17.256	.523	.307	.808
Exhaustion scale					
OLBI1EX	19.3818	17.051	.477	.361	.758
OLBI2EX	18.8621	17.418	.434	.213	.765
OLBI3EX	19.3744	17.321	.480	.377	.757
OLBI4EX	19.0271	17.063	.528	.297	.749
OLBI5EXr	18.7438	17.722	.441	.276	.763
OLBI6EXr	18.4975	17.614	.474	.303	.758

OLBI7EXr	18.8842	16.725	.559	.347	.744
OLBI8EXr	18.7808	17.288	.474	.245	.758

Note. E, exhaustion items, D, disengagement items, R, reversed items.

4.1.3 Reliability of the Individual Work Performance Questionnaire (IWPQ)

The Individual Work Performance Questionnaire is also a well-established measure of job performance with high validity and reliability (see chapter three). The IWPQ consists of three dimensions Task performance (TP), Contextual performance (CP), and Counterproductive work behavior (CWB) (more details in chapter three). The internal consistency estimates of the scale and the subscales were examined utilizing Cronbach alpha coefficients. In **Table 12**, the Cronbach alpha coefficients of the three dimensions of the IWPQ are presented.

Table 12: Internal Consistency of the Individual Work Performance Questionnaire

Scales	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
Task performance	.914	.914	5
Contextual performance	.909	.909	8
CWB	.865	.866	5

The Cronbach alpha values for the IWPQ were (0.914) for Task performance, (0.909) for Contextual performance, and (0.865) for Counterproductive work behaviors. Based on the fundamentals of reliability (Cronbach alpha over 0.7 good, above 0.8, very good, .90 are considered excellent) (Kline, 2015), the IWPQ provides excellent reliability. The IWPQ (developed and examined by Koopmans, 2015) had a Cronbach alpha of (0.917) for task performance, (0.908) for contextual performance, and (0.861) for CWB. All the measurements of Cronbach's alpha were above (0.80) over and above the minimum level (0.70) recommended by Nunnally and Bernstein (1994). The items Cronbach alpha, Cronbach alpha, if Item deleted, and the item-total statistics demonstrated in **Table 13** designated towards a stable measurement.

Table 13: Item-Total Statistics of the Individual Work Performance Questionnaire (IWPQ)

Items	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected if Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Task performance (TP) scale					

TP1	8.5542	19.561	.740	.558	.903
TP2	8.6084	19.454	.775	.605	.895
TP3	8.5246	19.396	.788	.635	.893
TP4	8.5000	19.722	.800	.650	.891
TP5	8.6798	19.280	.799	.646	.890
Contextual performance (CP) scale					
CP1	13.7980	47.411	.728	.543	.895
CP2	13.6675	48.213	.687	.485	.898
CP3	13.5394	49.311	.686	.518	.899
CP4	13.8793	47.440	.738	.582	.894
CP5	13.7365	47.059	.743	.571	.893
CP6	13.8990	46.995	.767	.596	.891
CP7	14.0197	48.133	.642	.433	.903
CP8	13.5296	50.230	.656	.498	.901
Counterproductive work behavior (CWB) scale					
CWB1	8.1626	18.453	.689	.497	.838
CWB2	8.7291	16.544	.714	.586	.830
CWB3	8.5640	16.706	.718	.554	.829
CWB4	8.1724	17.516	.699	.512	.834
CWB5	8.3719	17.972	.623	.441	.853

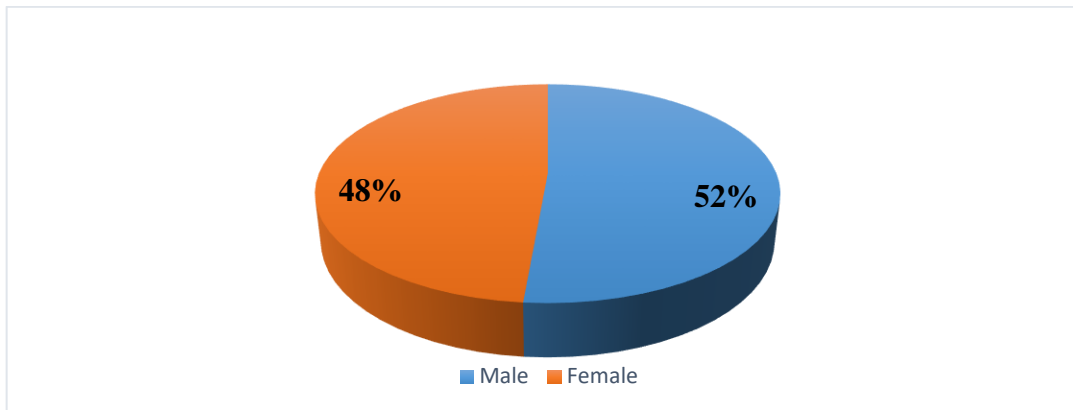
The Cronbach alpha and the item-total correlation of the IWPQ items confirmed a robust instrument.

4.2 Descriptive Statistics

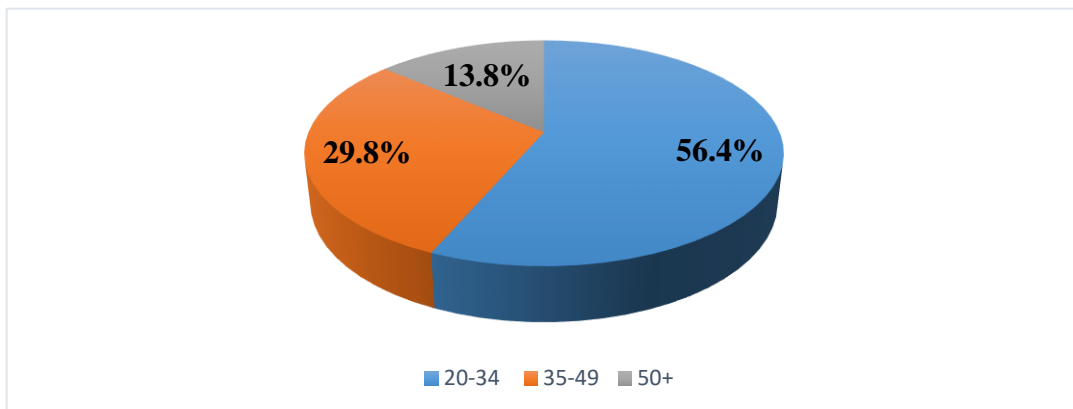
In this section, statistics concerning the banks and the employees in the study sample are represented.

4.2.1 Descriptive Statistics of the Bank Employees

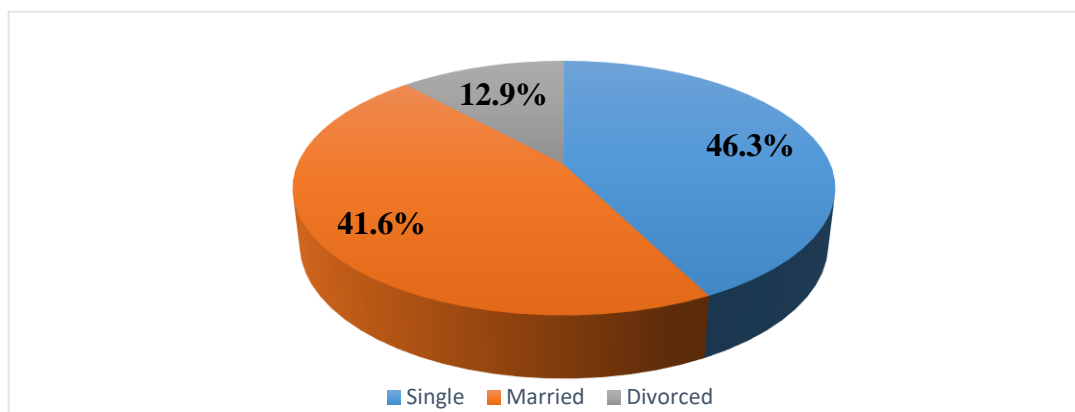
Participants in the investigation consisted of bank employees operating in various banks working in Jordan (N=406). In the investigation, 52% (211 employees) of the bank employees were male, and 48% (195 employees) were female (**Figure 4**).

Figure 4. Distribution of bank employees according to gender

Regarding the employees' age, the majority of respondents were in the young age group (20-34) 56.4%, while 29.8% of the participants were in the middle-aged group (35-49), and only 13.8% of the participants were in the aging group (50 and older) (**Figure 5**).

Figure 5. Distribution of bank employees according to age

In connection with the marital status, 188 (46.3%) of the bank employees were married, 169 (41.6%) were single, and only 49 (12.9%) were divorced (**Figure 6**).

Figure 6. Distribution of bank employees according to marital status

All of the participants in the investigation were adequately educated (**Figure 7**). Out of the 406 employees, 31 (7.6%) are holding a diploma degree, 239 (58.9%) with a bachelor's degree, and 102 (25.1%) of the participants holding a master's degree. Additionally, there were 34 (8.4%) employees with a Ph.D.

Figure 7. Distribution of bank employees according to educational qualification

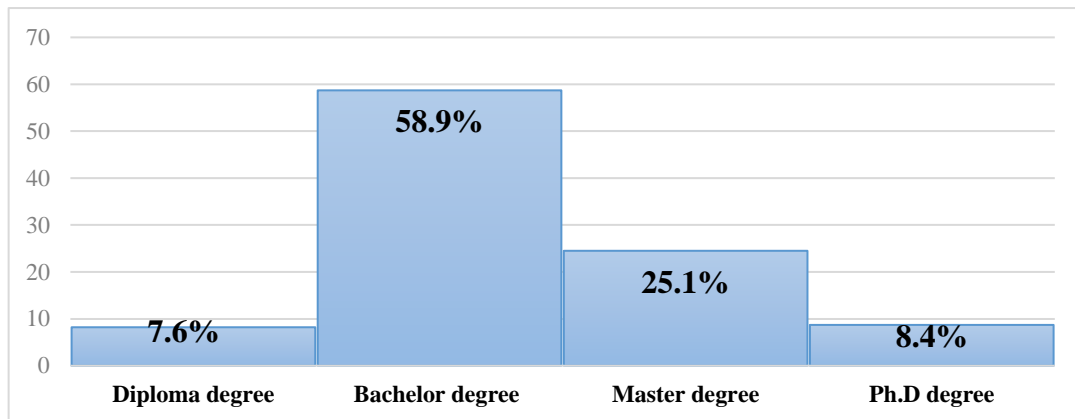
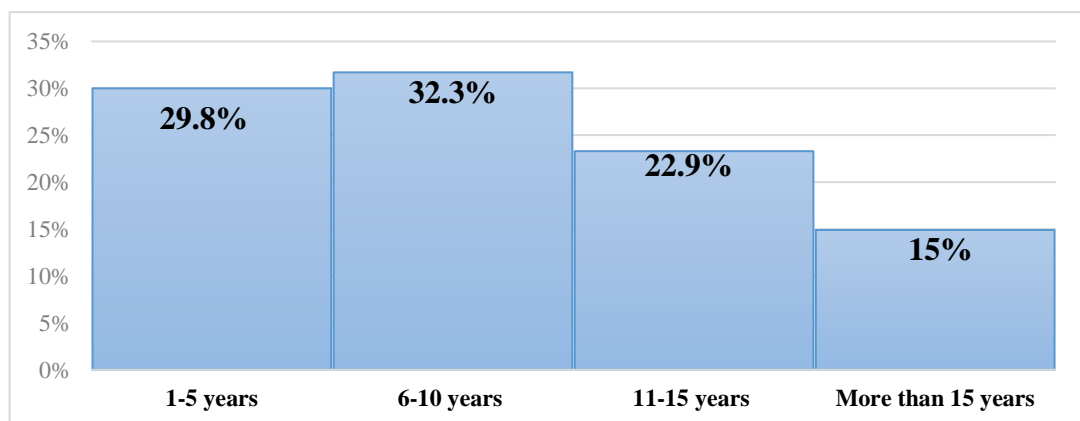


Figure 8 presents the total length of service in the banking sector in Jordan. Nearly 32% of the bank employees spent between 6-10 years working in the banking industry, and around 29% of the employees with 1-5 years of working experience in the banking industry. Only 15% of employees have more than 15 years of experience working in the banking industry. The current bank's minimum working experience was 1, with a maximum of 25 years ($M=6.3$, $SD=4.6$).

Figure 8. Distribution of bank employees according to experience



4.2.2 Employees' Performance in the Banking Sector

This section outlines the general statistics concerning bank employees' job performance. The employees' job performance was measured on a five-point Likert-type scale, where

five categories had been determined by the developer of the Individual Work Performance Questionnaire (IWPQ) (Koopmans, 2015).

1. Very low TP is ≤ 1.83 , Low (1.84 - 2.16), Average (2.17 – 2.99), High (3.00 – 3.32), and Very High ≥ 3.33 .
2. Very low CP is ≤ 1.37 , Low (1.38 - 1.87), Average (1.88 – 2.87), High (2.88 – 3.24), and Very High ≥ 3.25 .
3. Very low CWB is ≤ 0.40 , Low (0.41 - 0.79), Average (0.80 – 1.59), High (1.60 – 1.99), and Very High ≥ 2.00 .

Table 14 presents the descriptive statistics regarding the bank employees' performance, such as mean, median, mode, standard deviation, range and Skewness, and kurtosis. It demonstrated that the employees' task performance level was (2.14), which occurs in the low category. The contextual performance level was (1.96), which falls into the average category, and counterproductive work behavior (2.10) falls into the very high category. Accordingly, bank employees exhibit low levels of task performance, average levels of engagement in contextual performance, and high unproductive work behavior. The Individual Work Performance Questionnaire (IWPQ) three scale has Skewness and kurtosis value within ± 1.0 , which implies that the distribution curve is almost well-formed for the three dimensions of employee performance.

Table 14: The Summary of Descriptive Statistics of the Job Performance of Bank Employees, N=406

Variable	Mean	Median	SD	Minimum	Maximum	Skewness	Kurtosis
TP	2.14	2.20	1.09	0	4.0	-.142	-.949
CP	1.96	1.87	.98	0	4.0	.305	-.907
CWB	2.10	2.20	1.02	0	4.0	-.106	-.990

Note. TP= task performance, CP= contextual performance, CWB=counterproductive work behavior.

Table 15 displays descriptive statistics associated with the employees' performance levels according to gender. The male employees (N= 211) were correlated with the numerically highest mean level of task performance (2.142), contextual performance (1.97), and counterproductive work behavior (2.14). As we can see in **Table 15**, the male and female

distributions were sufficiently normal for conducting a t-test (i.e., skew $<|2|$ and Kurtosis $<|7|$) (Hae-young Kim, 2013).

Table 15: Descriptive Statistics for Job Performance Levels by Gender

Job performance	Gender	<i>n</i>	<i>M</i>	<i>SD</i>	Skewness	Kurtosis
TP	Male	211	2.14	1.04	-.225	-.794
	Female	195	2.14	1.14	-.074	-1.090
CP	Male	211	1.97	.982	.222	-.921
	Female	195	1.95	.988	.396	-.876
CWB	Male	211	2.14	.969	-.174	-.754
	Female	195	2.05	1.08	-.028	-1.181

Furthermore, the hypothesis of homogeneity of variance was examined and satisfied only for contextual performance through Levene's F test (**Table 16**). For task performance, [F (404) = 4.649, $p = .032$,] for contextual performance [F (404) = .066, $p = .797$], and for counterproductive work behavior [F (404) = 6.62, $p = .010$], which symbolized that the variation between men and women are not equal for task performance and counterproductive work behavior. As a result, the data satisfied the assumption of equal variance for only the contextual performance. In this case, the equal variances assumed the original t-value should be tested for contextual performance and the alternative t-value for the other two dimensions. Here the significance 2-tailed value for task performance = 0.960 > 0.05 for contextual performance = .819 > 0.05 and counterproductive work behavior = .381 > 0.05 showed no significant difference between men's and women's performance levels. Therefore, we concluded that gender does not substantially affect the employees' job performance (TP, CP, CWB).

Table 16: Independent Samples t-test for Job Performance by Gender

		Levene's Test for Equality of Variances		t-test for Equality of Means		
		<i>F</i>	<i>P</i>	<i>t</i>	<i>df</i>	<i>P</i>
TP	Equal variances assumed	4.649	.032	-.051	404	.960
	Equal variances not assumed			-.051	393.326	.960
CP	Equal variances assumed	.066	.797	.229	404	.819

	Equal variances not assumed			.229	401.078	.819
CWB	Equal variances assumed	6.622	.010	.880	404	.379
	Equal variances not assumed			.876	389.768	.381

* $P < 0.05$ (two-tailed).

With reference to the age variations, one-way ANOVA has been administered. The descriptive statistics affiliated with job performance levels over the three age combinations are summarized in **Table 17**. It can be seen that the aging employees' group (N= 56) was correlated with the numerically lowest mean level of task performance (M = 1.74, SD= 1.13), contextual performance (M = 1.63, SD= .943), and the highest mean level of counterproductive work behavior (M = 2.5, SD = 1.14). This could be due to older employees having more job expectations and responsibilities; additionally, boredom can contribute significantly over time. On the other hand, the young group was associated with the numerically highest mean level of task performance (M = 2.23, SD = 1.08). In contrast, we can note that the middle-aged employees' group was associated with the numerically highest mean level of contextual performance (M = 2.02, SD = .98) and the lowest mean level of counterproductive work behavior (M = .200, SD = .88). ANOVA was conducted to test if job performance levels vary according to the employees' age groups. The normality hypothesis was evaluated and decided to be satisfied as the three age groups distribution were associated with skew and Kurtosis less than |2| and |7| respectively.

Table 17: Descriptive Statistics for Job Performance Levels by Age

Job performance	Age	n	Mean	SD	Skewness	Kurtosis
TP	20-34 years	229	2.23	1.088	-.209	-.881
	35-49 years	121	2.16	1.047	-.202	-.857
	50 years and older	56	1.74	1.131	.296	-.984
CP	20-34 years	229	2.01	.9799	.104	-1.01
	35-49 years	121	2.02	.9887	.520	-.717
	50 years and older	56	1.63	.9431	.740	-.474
CWB	20-34 years	229	2.11	1.057	-.193	-.931
	35-49 years	121	2.00	.899	.096	-.897
	50 years and older	56	2.25	1.146	-.231	-1.362

Note. Age was coded 0= 20-34 years, 1=35-49 years, 2= 50 years and older.

The presumption of homogeneity was also checked and satisfied with the two dimensions of the job performance (TP, CP) using the Levene's F test. For TP [$F(2, 403) = .305, p = .737$], CP [$F(2, 403) = .166, p = .847$] and CWB [$F(2, 403) = .3950, p = .020$] (**Table 18**). The independent between the groups ANOVA did yield a statistically significant effect for two dimensions of job performance for TP [$F(2, 403) = 4.571, p = .011$] and CP [$F(2, 403) = 3.797, p = .023$]. In contrast, counterproductive work behavior scores were not significantly affected by age [$F(2, 403) = 1.179, p = .3309$] [$F(\text{Welch}) = 1.187, p = .308$]. This shows that bank employees participate in counterproductive work behaviors regardless of age. We have accordingly reasoned that age is an influential factor in only task performance and contextual performance.

Table 18: Analysis of Variance for Job Performance Dimensions across the Employees' Age

		<i>SS</i>	<i>df</i>	<i>MS</i>	<i>F</i>	<i>P</i>	<i>Levene Statistic</i>	<i>P</i>
TP	Between Groups	10.712	2	5.356	4.571	.011*	.305	.737
	Within Groups	472.212	403	1.172				
CP	Between Groups	7.257	2	3.629	3.797	.023*	.166	.847
	Within Groups	385.166	403	.956				
CWB	Between Groups	2.484	2	1.242	1.179	.309	3.950	.020
	Within Groups	424.536	403	1.053				

Note. SS= Sum of Squares, MS = Mean Square. * $P < 0.05$.

In relation to marital status disparities, an analysis of variance (ANOVA) has been performed. The descriptive statistics conglomerated with job performance levels throughout the three relational status groups are labeled in **Table 19**. The divorced employees' group ($N=49$) was associated with the numerically most moderate mean level of TP ($M = 1.45, SD = 1.09$), CP ($M=1.37, SD=.861$), and the most potent mean level of CWB ($M = 2.56, SD = 1.02$). This could be due to social pressures and emotional struggles at home. In contrast, we can note that the married group ($N=188$) was associated with the

numerically highest mean level of TP ($M = 2.25$, $SD = 1.00$) and the lowest mean level of CWB ($M = 1.99$, $SD = 1.02$).

Table 19: Descriptive Statistics for Job Performance Levels by Marital Status

Job performance	Marital status	<i>n</i>	Mean	<i>SD</i>	Skewness	Kurtosis
TP	Single	169	2.21	1.11	-.242	-.929
	Married	188	2.25	1.00	-.188	-.710
	Divorced	49	1.45	1.09	.675	-.643
CP	Single	169	2.06	.979	.089	-.996
	Married	188	2.02	.969	.375	-.766
	Divorced	49	1.37	.861	1.052	0.063
CWB	Single	169	2.08	.998	-.035	-.962
	Married	188	1.99	1.02	-.081	-1.016
	Divorced	49	2.56	1.02	-.581	-.550

Note. Age was coded 0= 20-34 years, 1=35-49 years, 2= 50 years and older.

The assumption of variance homogeneity was also confirmed and satisfied with the three job performance dimensions using the Levene's F test. For TP [$F(2, 403) = 1.297$, $p = .274$], CP [$F(2, 403) = 1.271$, $p = .282$] and CWB [$F(2, 403) = .172$, $p = .842$] (Table 20). The independent effect between the ANOVA groups was statistically significant for the TP [$F(2, 403) = 11.842$, $p = .000$], CP [$F(2, 403) = 10.664$, $p = .000$] and CWB [$F(2, 403) = 6.303$, $p = .002$]. We therefore reasoned that marital status was a significant variable as it influenced the employees TP, CP, and CWB.

Table 19: Analysis of Variance for Job Performance Dimensions across the Employees' Marital Status

		<i>SS</i>	<i>df</i>	<i>MS</i>	<i>F</i>	<i>P</i>	Levene Statistic	<i>P</i>
TP	Between Groups	26.806	2	13.403	11.842	.000*	1.297	.274
	Within Groups	456.118	403	1.132				
CP	Between Groups	19.724	2	9.862	10.664	.000*	1.271	.282
	Within Groups	372.699	403	.925				
CWB	Between Groups	12.953	2	6.476	6.303	.002*	0.172	.842
	Within Groups	414.067	403	1.027				

Note. *SS* = Sum of Squares, *MS* = Mean Square. * $P < 0.05$

In addition to marital status, bank employees' educational qualifications were reviewed to see if there were variations in job performance dimensions. An analysis of variance (ANOVA) has been performed for this purpose. The detailed statistics connected with job performance levels over the four educational qualifications groups are compiled in **Table 21**. It can be seen that the employees with a diploma (N=31) were associated with the numerically smallest mean level of TP (M = 1.77, SD= 1.21), CP (M = 1.49, SD= .846), and with the highest mean level of CWB (M = 2.58, SD= .936). This could be because employees with higher degrees of education may earn more than those with lower levels of education. In opposition, we can note that the employees with a bachelor's degree (N=239) were associated with the numerically highest mean level of TP (M = 2.32, SD= 1.01), CP (M = 2.12, SD= .980), and with the smallest mean level of CWB (M = 1.95, SD= 1.00). Nevertheless, the premise of homogeneity of variance was convinced with the dimensions of job performance based on Levene's F test for TP [F (3, 402) = 2.626, p = .050], CP [F (3, 402) = 3.635, p = .113] and CWB [F (3, 402) = 2.216, p = .086] (**Table 22**).

Table 20: Descriptive Statistics for Job Performance Levels by Educational Qualifications

Job performance	Educational qualifications	n	Mean	SD	Skewness	Kurtosis
TP	Diploma	31	1.77	1.216	.567	-.897
	Bachelor's degree	239	2.32	1.014	-.297	-.604
	Master's degree	102	1.92	1.111	.103	-1.064
	Ph.D. degree	34	1.89	1.22	-.062	-1.431
CP	Diploma	31	1.49	.846	.955	.891
	Bachelor's degree	239	2.12	.982	.159	-.885
	Master's degree	102	1.81	.917	.537	-.793
	Ph.D. degree	34	1.70	1.08	.368	-1.349
CWB	Diploma	31	2.58	.936	-.737	-.483
	Bachelor's degree	239	1.95	1.00	-.046	-.896
	Master's degree	102	2.24	.992	-.149	-.913
	PhD degree	34	2.21	1.190	-.062	-1.575

Note. Educational levels were coded 0= Diploma, 1= Bachelor, 2= Master, PhD=3

A statistically significant impact on the dimensions of job performance was established between the ANOVA group tests for TP [F (3, 402) = 5.530, p = .001], CP [F (3, 402) = 6.386, p=.000], and CWB [F (3, 403) = 4.766, p = .001]. The findings indicate that the

level of education significantly influences was an important factor in employee task performance, contextual performance, and counterproductive work behavior.

Table 21: Analysis of Variance for Job Performance Dimensions across the Employees' Educational Qualifications

		SS	df	MS	F	P	Levene Statistic	P
TP	Between Groups	19.139	3	6.380	5.530	.001*	2.626	.050
	Within Groups	463.785	402	1.154				
CP	Between Groups	17.851	3	5.950	6.386	.000*	2.002	.113
	Within Groups	374.573	402	.932				
CWB	Between Groups	14.667	3	4.889	4.766	.003*	2.216	.086
	Within Groups	412.353	402	1.026				

Note. SS= Sum of Squares, MS = Mean Square. * $P < 0.05$

In conjunction with the employees' qualifications, years of experience in the banking sector were also examined to see if there were variations in job performance dimensions. **Table 23** demonstrates the detailed statistics associated with job performance dimensions across the four groups of experience. The suggested ranges bequeath that the employees with (6-10) years of experience (N=131) were correlated with the numerically most powerful mean level of TP (M = 2.19, SD= 1.04). Concurrently, the employees with 1-5 years of experience (N=121) were compared with the numerically most moderate mean level of TP (M = 2.06, SD= 1.10). Regarding the CP levels, we can see that the employees with 15 and more work experience (N=61) demonstrated the highest mean level of CP (M = 2.07, SD= 1.12). The employees with 1-5 years of experience (N=121) were collectively linked with the numerically lowest mean level of CP (M = 1.91, SD= .973). Prominently, we can see that as the work experience enhanced, the scores of CP also increased. Concerning the CWB levels, we can note that the employees with 6-10 years of experience (N=131) were associated with the numerically highest mean level of CWB (M = 2.23, SD= .99). ANOVA was transferred to test if job performance dimensions vary according to the employees' years of experience. Before running the ANOVA, the supposition of normality was assessed and concluded to be satisfied with the four groups of work experience distribution correlated with skew and Kurtosis less than |2| and |7|, respectively. Additionally, the hypothesis of homogeneity of variance was also tested and satisfied with the dimensions

of job performance based on Levene's F test. For TP [$F(3, 402) = .722, p = .539$], CP [$F(3, 402) = 1.650, p = .177$] and CWB [$F(3, 402) = 2.048, p = .107$].

Table 22: Descriptive Statistics for Job Performance Level across the Employees' Years of Experience

Job performance	Experience	<i>n</i>	Mean	<i>SD</i>	Skewness	Kurtosis
TP	1-5 years	121	2.06	1.098	.005	-.873
	6-10 years	131	2.19	1.042	-.093	-.850
	11-15 years	93	2.16	1.108	-.218	-1.083
	More than 15 years	61	2.17	1.175	-.358	-.995
CP	1-5 years	121	1.91	.973	.166	-.100
	6-10 years	131	1.93	.949	.393	-.808
	11-15 years	93	2.00	.952	.397	-.847
	More than 15 years	61	2.07	1.129	.222	-1.114
CWB	1-5 years	121	2.10	1.054	-.139	-1.064
	6-10 years	131	2.23	.991	-.246	-.782
	11-15 years	93	1.95	.979	-.063	-.672
	More than 15 years	61	2.01	1.102	.171	-1.380

Note. Years of experience were coded 0= 1-5 years, 1=6-10 years, 2= 11-15 years, 3= more than 15.

The independent between the groups ANOVA generated a non-statistically significant conclusion for three dimensions of job performance for TP [$F(3, 402) = .319, p = .811$], CP [$F(3, 402) = .487, p = .692$] and CWB [$F(3, 402) = 1.522, p = .208$] (**Table 24**).

Table 23: Analysis of Variance for Job Performance Dimensions across the Employees' Years of Experience

		<i>SS</i>	<i>df</i>	<i>MS</i>	<i>F</i>	<i>P</i>	<i>Levene Statistic</i>	<i>P</i>
TP	Between Groups	1.148	3	.383	.319	.811	.722	.539
	Within Groups	481.77	402	1.198				
CP	Between Groups	1.420	3	.473	.487	.692	1.650	.177
	Within Groups	391.003	402	.973				
CWB	Between Groups	4.797	3	1.599	1.522	.208	2.048	.107
	Within Groups	422.223	402	1.050				

4.2.3 Job Burnout in the Banking Sector

This section outlines the general statistics concerning the bank employees' job burnout. The job burnout was measured on a four-point Likert-type scale, ranging from one to four (Strongly agree to disagree strongly). In the absence of validated clinical scores for the OLBI, we employed the data of Demerouti, Mostert, and Bakker (2010), who applied the MBI-GS and the OLBI to an English speaking society, to define which score for each OLBI dimension resembled the very high score of the MBI-GS for working populations (Demerouti et al., 2019). The cut-off scores to identify job burnout levels; scores ≥ 2.85 on exhaustion were considered high exhaustion, while scores ≥ 2.6 on disengagement were considered high (Demerouti et al., 2010). Using the suggested cut-off score, we can identify four burnout groups:

1. high exhaustion and high disengagement (high burnout group) n = 166
2. low exhaustion and low disengagement (low burnout group) n = 167
3. high exhaustion and low disengagement (exhausted group) n = 30
4. low exhaustion and high disengagement (disengaged group) n = 43

Employing the distinguished burnout groups, we can observe that around 41% of the bank's employees can be classified as experiencing severe burnout symptoms. **Table 25** provides the descriptive statistics concerning the bank employees' job burnout, such as mean, median, stander deviation, range and Skewness, and kurtosis.

Table 24: The Summary of Descriptive Statistics of Job Burnout of Bank Employees, N=406

Variable	Mean	Median	SD	Mini	Maxi	Skewness	Kurtosis
Exhaustion	2.70	2.62	.58	1	4.0	-.055	-.187
Disengagement	2.58	2.57	.67	1	4.0	.057	-.519
Job burnout	2.64	2.60	.59	1	4.0	.074	.242

It exhibited that the employees' exhaustion level was (2.70), the level of disengagement was (2.58), and the total level of job burnout was (2.64). The job burnout scale has Skewness and kurtosis value between ± 1.0 , which signifies that the distribution curve is nearly symmetrical for the two dimensions of job burnout. Therefore, we can infer that bank employees in Jordan suffer from job burnout (exhaustion, disengagement).

Accordingly, the study Hypothesis **H1**, "*Bank employees suffer from Job Burnout*," was established.

4.3 Job Burnout and Demographic Variables Hypotheses Testing

In this investigation, we hypothesized that there are statistically significant differences in job burnout levels based on the employees: gender, age, marital status, educational level, and the number of years working in the banking sector. These variables were examined because all of them were supposed to influence job burnout (see chapter two).

Concerning gender differences, an independent t-test was carried out. **Table 26** compares descriptive statistics associated with the employees' job burnout levels across gender. The male employees (N=211) were associated with exhaustion levels (M=2.68, SD=.585), disengagement levels (M=2.55, SD=.671), and total job burnout levels (M=2.61, SD=.585). By comparison, the female employees (N=195) were associated with numerically higher exhaustion levels (M=2.73, SD=.584), disengagement levels (M=2.61, SD=.679), and total job burnout levels (M=2.67, SD=.600). Previous research has also found that female employees experience higher degrees of job burnout than their male coworkers (Lackritz, 2004; Tarcan et al., 2017)

To test the hypothesis that there were significant differences in job burnout levels based on the gender of the employees, an independent sample t-test was performed. As we can see in **Table 26**, the male and female distributions were sufficiently normal for conducting a t-test (i.e., skew <|2| and Kurtosis <|7|).

Table 25: Descriptive Statistics for Job Burnout Levels by Gender

Job burnout	Gender	n	M	SD	Skewness	Kurtosis
Exhaustion	Male	211	2.68	.585	-.090	-.381
	Female	195	2.73	.584	-.017	-.796
Disengagement	Male	211	2.55	.671	.041	-.239
	Female	195	2.61	.679	.071	-.800

Note. N=406, M=mean, SD= standard deviation.

In addition, the assumption of homogeneity of variance was tested and satisfied via Levene's F test (**Table 27**). For exhaustion, [F (404) = 1.254, p = .263] and, for disengagement [F (404) = 1.879, p=.171], which indicated that the variance for men and women are the same. Consequently, the data satisfied the assumption of equal variance. In this case, the equal variances assumed the original t-value should be tested. Here the

significance 2-tailed value for exhaustion =.436 > 0.05 and for disengagement =.389 > 0.05 showed no significant difference between men's and women's burnout levels. Therefore, we concluded no significant gender differences in job burnout two dimensions (exhaustion and disengagement) and that both female and male employees experience job burnout about the same. Accordingly, hypothesis **H1-1**, "*There are statistically significant differences in job burnout levels attributed to the employees' gender,*" was rejected. This is inconsistent with the results of (Al-Kahtani & Allam, 2013; Belias et al., 2013; Santiago et al., 2020), which observed a significant difference in burnout levels experienced by men and women.

Table 26: Independent Samples t-test for Job Burnout by Gender

		Levene's Test for Equality of Variances		t-test for Equality of Means		
		<i>F</i>	<i>P</i>	<i>t</i>	<i>df</i>	<i>P</i>
Exhaustion	Equal variances assumed	1.254	.263	-.779	404	.436
	Equal variances not assumed			-.779	401.631	.436
Disengagement	Equal variances assumed	1.879	.171	-.862	404	.389
	Equal variances not assumed			-.862	400.606	.389

* $P < 0.05$ (two-tailed).

Regarding the age differences, a one-way ANOVA was conducted. The descriptive statistics associated with job burnout levels across the three age groups are reported in **Table 28**. The middle-aged employees' group (N= 121) was correlated with the numerically highest mean level of exhaustion (M = 2.73, SD= .561). The aging group was associated with the smallest mean level of exhaustion (M = 2.68, SD= .665). In contrast, we can note that the aging employees' group was associated with the numerically highest mean level of disengagement (M = 2.61, SD= .669). The middle-aged employees' group was associated with the numerically modest mean level of disengagement (M = 2.52, SD= .686). ANOVA was conducted to test the hypothesis that the level of job burnout varies between the employees' age groups. Before conducting the ANOVA, the hypothesis of

normality was assessed and concluded to be satisfied as to the three age groups distribution were correlated with skew and Kurtosis less than |2| and |7| respectively.

Table 27: Descriptive Statistics for Job Burnout Levels by Age

Job burnout	Age	n	Mean	SD	Skewness	Kurtosis
Exhaustion	20-34 years	229	2.69	.577	-.077	-.316
	35-49 years	121	2.73	.561	.104	.012
	50 years and older	56	2.68	.665	-.600	-.203
Disengagement	20-34 years	229	2.60	.671	.051	-.552
	35-49 years	121	2.52	.686	.125	-.436
	50 years and older	56	2.61	.669	-.052	-.385

Note. Age was coded 0= 20-34 years, 1=35-49 years, 2= 50 years and older.

Furthermore, the assumption of homogeneity of variance was also tested and satisfied with the two dimensions of job burnout based on Levene's F test. For exhaustion [F (2, 403) = 1.556, p= .212] and disengagement [F (2, 403) =.041, p= .959] (**Table 29**).

The independent between the groups ANOVA did not yield a statistically significant effect for both dimensions of job burnout for exhaustion [F (2, 403) = .276, p= .759] and disengagement [F (2, 403) =.600, p= .549]. Thus, we can conclude that there are no significant age differences in exhaustion and disengagement levels, and the employees were at an equal likelihood of experiencing job burnout. Consequently, the alternative hypothesis **H1-2:** " *There are statistically significant differences in job burnout levels attributed to the employees' age,*" was rejected. Contrary to the current study results (Lindblom et al., 2006; Llorent & Ruiz-Calzado, 2016; Rožman et al., 2019), who stated that age is an influential factor in job burnout.

Table 29: Analysis of Variance for Job Burnout Dimensions across the Employees' Age

		SS	df	MS	F	P	Levene Statistic	P
Exhaustion	Between Groups	.189	2	.095	.276	.759	1.556	.212
	Within Groups	138.311	403	.343				
Disengagement	Between Groups	.548	2	.274	.600	.549	.041	.959
	Within Groups	184.089	403	.457				

Note. SS= Sum of Squares, MS = Mean Square. *P < 0.05.

On the subject of the marital status differences, a one-way ANOVA was conducted. The descriptive statistics associated with job burnout levels across the three marital status groups are announced in **Table 30**. The single group (N=169) was associated with the numerically smallest mean level of exhaustion (M = 2.64, SD= .607) and disengagement (M=2.52, SD=.695). In contrast, we can note that the divorced group (N=49) was associated with the numerically highest mean level of exhaustion (M = 2.92, SD= .628) and disengagement (M=2.86, SD=.612). Therefore, ANOVA was conducted to test the hypothesis that job burnout varies according to the employees' marital status. Before conducting the ANOVA, the hypothesis of normality was assessed and concluded to be satisfied as to the three marital status groups distribution were correlated with Skew and Kurtosis less than |2| and |7| respectively. Additionally, the premise of homogeneity of variance was also examined and satisfied with the two dimensions of job burnout based on Levene's F test for exhaustion [F (2, 403) = 1.351, p= .260], and disengagement [F (2, 403) =.472, p =.624].

Table 28: Descriptive Statistics for Job Burnout Levels across the Employees Marital Status

Job burnout	Marital status	n	Mean	SD	Skewness	Kurtosis
Exhaustion	Single	169	2.64	.607	-.101	-.202
	Married	188	2.70	.539	-.104	.157
	Divorced	49	2.92	.628	-.567	-.183
Disengagement	Single	169	2.52	.695	.164	-.492
	Married	188	2.56	.657	.035	-.414
	Divorced	49	2.86	.612	-.086	-.868

Note. Age was coded 0= 20-34 years, 1=35-49 years, 2= 50 years and older.

The independent between the groups ANOVA yielded a statistically significant effect for both dimensions of job burnout for exhaustion [F (2, 403) = 4.483, p = .012] and disengagement [F (2, 403) =5.003, p = .007] (**Table 31**). Thus, the alternative hypothesis **H1-3:" There are statistically significant differences in job burnout levels attributed to the employees' marital status"** was supported. This is incompatible with (Wu et al., 2019; Mahmoudi et al., 2020), who stated that the marital status variable does not create a variation in job burnout.

Table 29: Analysis of Variance for Job Burnout Dimensions across the Employees Marital Status

	SS	df	MS	F	P

Exhaustion	Between Groups	3.015	2	1.507	4.483	.012*
	Within Groups	135.486	403	.336		
Disengagement	Between Groups	4.473	2	2.236	5.003	.007*
	Within Groups	180.164	403	.447		

Note. SS= Sum of Squares, MS = Mean Square. * $P < 0.05$.

To evaluate the nature of the differences between the three means further, the statically significant ANOVA was followed -up with Tukey's (Kramer's) HSD post-hoc test (see **Table 32**). Post hoc comparisons using the Tukey HSD test indicated that single employees' mean exhaustion scores significantly differed from divorced employees' mean scores [$p=.008$, $d=-.281$]. Mean exhaustion scores between married and divorced employees were significantly different [$p=.041$, $d=.226$]. Finally, the differences between single and married employees were not statistically significant [$p=.644$, $d=-.054$]. For disengagement, single employees' mean scores were significantly different from those of divorced employees [$p=.006$, $d=-.337$], and the mean disengagement scores between married and divorced employees were also significantly different [$p=.015$, $d=-.299$]. Mean disengagement scores between single and married employees did not differ significantly at $\alpha = 0.05$ level.

Table 30: Tukey HSD Comparison for Job Burnout two Dimensions across the Employees Marital Status

	Comparisons	ME	Std. Error	95% Confidence Interval	
				Lower Bound	Upper Bound
Exhaustion	Single vs. Married	-.054	.061	-.199	.089
	Single vs. Divorced	-.281*	.094	-.502	-.060
	Married vs. Divorced	-.226*	.093	-.445	-.007
Disengagement	Single vs. Married	-.038	.070	-.205	.128
	Single vs. Divorced	-.337*	.108	-.592	-.082
	Married vs. Divorced	-.299*	.107	-.551	-.0470

Note. ME= Mean Difference, * $P < 0.05$.

Besides marital status, bank employees' qualifications were considered to see whether there are variations in job burnout levels across the employees' educational qualifications. For this, **Welch's Test** for Unequal Variances was utilized. The **Welch's Test** is a parametric option for one-way ANOVA. Therefore, it is suggested to use in the examination when the assumptions for ANOVA are violated (the assumption of homogeneity of variance) (Mayers, 2013, p. 181).

Table 31: Descriptive Statistics for Job Burnout Levels across the Employees' Educational Qualifications

Job burnout	Educational qualifications	n	Mean	SD	Skewness	Kurtosis
Exhaustion	Diploma	31	2.86	.691	-.622	.453
	Bachelor's degree	239	2.63	.541	.130	-.144
	Master's degree	102	2.82	.565	-.261	.415
	Ph.D. degree	34	2.72	.753	-.163	-1.023
Disengagement	Diploma	31	2.64	.924	-.338	-1.063
	Bachelor's degree	239	2.51	.629	.171	-.384
	Master's degree	102	2.71	.631	-.047	-.211
	PhD degree	34	2.55	.803	.206	-1.159

Note. Educational levels were coded 0= Diploma, 1= Bachelor, 2= Master, PhD=3.

The independence between the groups' Welch's tests yielded a statistically significant effect on the only one dimensions of job burnout (exhaustion). Exhaustion [Welch's $F(3, 78.712) = 3.315, p = .024$]. Disengagement [Welch's $F(3, 78.507) = 2.496, p = .066$] (**Table 34**). We can thus infer that educational levels were an influential factor in job burnout. Consequently, the alternative hypothesis **H1-3:** "There are statistically significant differences in job burnout levels attributed to the employees' educational Qualification" was partially supported.

Table 32: Analysis of Variance for Job Burnout Dimensions across the Employees' Educational Qualifications

		Fa	df1	df2	p
Exhaustion	Welch	3.315	3	78.712	.024*
Disengagement	Welch	2.496	3	78.507	.066

a. Asymptotically F distributed. $P^* < 0.05$.

To evaluate the nature of the differences between the four means further, the statically significant Welch was followed -up with the Games-Howell post hoc procedure since the

homogeneity of variance assumption was not met (**Table 35**). Post hoc comparisons using the Games-Howell test indicated that the mean exhaustion score for employees with a bachelor's degree was significantly different from the employees with a Master's degree [$p=.025$, $d=-.187$], and the mean disengagement score for employees with a bachelor's degree was significantly different from the employees with a Master's degree [$p=.035$, $d=-.203$]. However, mean exhaustion and disengagement scores among all other combinations of the bank employee education levels did not vary significantly at $\alpha = 0.05$ level.

Table 33: Games-Howell Comparison of Job Burnout across the Employees' Educational Qualifications

	Comparisons	ME	Std. Error	95% Confidence Interval	
				Lower Bound	Upper Bound
Exhaustion	Diploma vs. bachelor's degree	.232	.129	-.115	.580
	Diploma vs. master's degree	-.044	.136	-.319	.408
	Diploma vs. Ph.D. degree	.146	.179	-.326	.619
	Bachelor vs. master's degree	-.187*	.066	-.359	-.016
	Bachelor vs. Ph.D. degree	-.086	.133	-.446	.273
	Master vs. Ph.D. degree	.101	.140	-.273	.477
Disengagement	Diploma vs. bachelor's degree	.128	.170	-.333	.590
	Diploma vs. master's degree	-.074	.177	-.550	.401
	Diploma vs. Ph.D. degree	.086	.215	-.483	.656
	Bachelor vs. master's degree	-.203*	.074	-.396	-.010
	Bachelor vs. Ph.D. degree	-.042	.143	-.427	.343
	Master vs. Ph.D. degree	.161	.151	-.241	.563

* $P < 0.05$.

In addition to the employees' qualifications, years of experience in the banking sector were examined to see if there were differences in job burnout levels. **Table 36** displays the descriptive statistics associated with job burnout levels across the four groups of experience. The proposed ranges bestow that the employees with (6-10) years of experience (N=131) were associated with the numerically highest mean level of exhaustion (M = 2.83, SD= .561). Simultaneously, the employees with 1-5 years of experience (N=121) were associated with the numerically lowest mean level of exhaustion (M = 2.62, SD= .619). Regarding the disengagement levels, we can see that the employees with 15 and more work experience (N=61) displayed the most modest mean level of disengagement (M = 2.46, SD= .669). Together, the employees with 6-10 years of experience (N=131) were linked with the numerically highest mean level of disengagement (M = 2.70, SD= .665). ANOVA was conducted to test the hypothesis that the level of job burnout varies according to the employees' years of experience. Before conducting the ANOVA, the hypothesis of normality was assessed and concluded to be satisfied with the four groups of work experience distribution correlated with skew and Kurtosis less than |2| and |7|, sequentially.

Table 34: Descriptive Statistics for Job Burnout Levels across the employees' years of experience

Job burnout	Experience	n	Mean	SD	Skewness	Kurtosis
Exhaustion	1-5 years	121	2.62	.619	-.073	-.126
	6-10 years	131	2.83	.561	.039	-.420
	11-15 years	93	2.68	.568	-.033	-.403
	More than 15 years	61	2.63	.553	-.209	.254
Disengagement	1-5 years	121	2.57	.696	-.029	-.346
	6-10 years	131	2.70	.665	-.039	-.512
	11-15 years	93	2.50	.646	.305	-.683
	More than 15 years	61	2.46	.669	.098	-.380

Note. Years of experience were coded 0= 1-5 years, 1=6-10 years, 2= 11-15 years, 3= more than 15.

Additionally, the assumption of homogeneity of variance was also tested and satisfied with the two dimensions of job burnout based on Levene's F test. For exhaustion [F (3, 402) = .287, p= .835] and disengagement [F (3, 402) = .123, p= .946]. The independent between the groups ANOVA generated a statistically significant conclusion only to the exhaustion dimensions of job burnout; for exhaustion [F (3, 402) = 3.242, p = .022] and disengagement [F (3, 412) = 2.498, p = .059] (**Table 37**). Thus, we can assume that length of service was

a significant variable as it influenced exhaustion. Therefore, the alternative hypothesis **H1-4:** "There are statistically significant differences in job burnout levels attributed to the employees' length of service." was partially supported.

Table 35: Analysis of Variance for Job Burnout Dimensions across the employees years of experience

		SS		df	MS	F	P
Exhaustion	Between Groups	3.272		3	1.091	3.242	.022*
	Within Groups	135.229		402	.336		
Disengagement	Between Groups	3.379		3	1.126	2.498	.059
	Within Groups	181.258		402	.451		

Note. SS= Sum of Squares, MS = Mean Square. * $P < 0.05$.

Post hoc comparisons utilizing the Tukey HSD test (see **Table 38**) indicated that the mean exhaustion score for the employees with (1-5) years of experience was significantly different from the mean score for the employees with (6-10) years of experience [$p=.024$, $d=-.208$]. However, mean exhaustion and disengagement scores between all other pairs did not differ significantly at $\alpha = 0.05$ level.

Table 36: Tukey HSD Comparison for Job Burnout two Dimensions across the Employees Years of Experience

	Comparisons	ME	Std. Error	95% Confidence Interval	
				Lower Bound	Upper Bound
Exhaustion	1-5 years vs. 6-10 years	-.208*	.073	-.39	-.03
	1-5 years vs. 11-15 years	-.062	.079	-.26	.14
	1-5 years vs. 15+	-.007	.091	-.24	.22
	6-10 years vs. 11-15 years	.145	.078	-.57	.34
	6-10 years vs. 15+	.200	.089	-.031	.43
	11-15 years vs. 15+	.055	.095	-.19	.30
Disengagement	1-5 years vs. 6-10 years	-.132	.086	-.35	.09
	1-5 years vs. 10-15 years	.069	.092	-.16	.30

	1-5 years vs. 15+	.106	.106	-.17	.38
	6-10 years vs. 11-15 years	.201	.088	-.02	.43
	6-10 years vs. 15+	.238	.103	-.03	.50
	11-15 years vs. 15+	.037	.108	-.24	.32

* $P < 0.05$.

4.4 Examining the Relationships between Job Burnout and Employees Performance Hypotheses Testing

Beforehand investigate the relationship and testing the second set of hypotheses utilizing multiple regression and correlation analyses, it was indispensable to examine the assumptions and restrictions, which symbolized that the suitable analysis techniques were used. Therefore, the following assumption was examined:

- **Sample size:** an adequate sample for running a regression analysis concerning the number of independent variables is required. In the current examination, we are using two independent variables, so, utilizing the direction from Tabachnick and Fidell (2013), we need at least $N \geq 50 + 8m$ (where m represents the number of IVs and n is the participants' number) for testing the multiple correlations and hierarchical regression. In our examination, we have two independent variables, exhaustion, and disengagement. Subsequently, $N = 50 + (8 \times 2) = 66$. Our sample is 406, so we can be confident that we have an adequate and comprehensive sample size.
- **Normality:** means that each variable score should be normally distributed. All the study variables were normally distributed according to the examination of histograms and Skewness and kurtosis values falling within the acceptable range less than $|2|$ and $|7|$, respectively.
- **Linearity and homoscedasticity:** linearity is the hypothesis that there is a straight-line association between the independent and dependent variables. The linearity was checked using the probability-probability plot (p-p plot) and the scatter plots. There is no deviation if points rest fairly straight from bottom left to right in the P-P plot. In the Scatterplot, the residuals should be horizontal, with 0 points mainly concentrated in the center. If there is a noteworthy departure of the center, it can be additionally established. If the outlier is between -3.3 and 3.3 , then no further checking is necessary (Mayers, 2013; Tabachnick & Fidell, 2018). The

standardized residual on the Scatterplot remained between -3.3 and 3.3, which indicated no outliers.

- **Outliers:** refer to a case or a combination of cases that lies abnormally above the other values. These unreasonable values can influence the relationship results and depreciate the relationship between the variables. All of the study variables were checked for univariate and multivariate outliers. No univariate outliers were found using a criterion $z = |3.3|$. Also, Cook distances were used to detect the presence of outliers or influential observations. Cook's Distains assesses the change in regression coefficients when a case is deleted; cases with influence scores larger than 1.00 are suspected of being outliers. All the value for Cook's distance was less than 1. No potential multivariate outliers were identified based on the Mahalanobis distances' analysis; all p-value corresponds to the Chi-square with 2 degrees freedom above .001 (Tabachnick & Fidell, 2018).
- **Multicollinearity:** is a problem with a correlation matrix that happens when the independent variables are too considerably related (above 90), while the relationship between the independent and dependent variables should be 0.30 or greater (Tabachnick & Fidell, 2018). Also, the value of tolerance and the variance inflation factor (VIF) should be examined. VIF-values greater than ten and tolerance-values smaller than .10 may indicate potential multicollinearity (Mayers, 2013). All VIFs values were below 10, and the tolerance values were higher than .10, confirming that there was no concern regarding the multicollinearity in the regression model (Kleinbaum et al., 1988).

The Bivariate correlations and coefficient matrix is represented in **Table 39**. The correlation between the two independent variables was less than 0.80. For exhaustion and disengagement, it was (0.770). Furthermore, the association between the dependent and independent variables was more significant than 0.30. In the instance of exhaustion, the task performance (r) coefficient was (-.511), the contextual performance was (-.444), and counterproductive work behavior was (.475). In the case of disengagement, the task performance (r) coefficient was (-.505), the contextual performance was (-.480), and counterproductive work behavior was (.487). The variance inflation factor values (VIF) were below 10, and the tolerance value was 0.10.

Table 39: Bivariate Correlations Between Job Burnout Dimensions and Employees' Job Performance Dimensions

Variable	<i>M</i>	1	2	3	4	5	6	7
1. Gender	-	-						
2. Age	-	-.27	-					
3. Exhaustion	2.70	.039	.012	(.780)				
4. Disengagement	2.5	.043	-.012	.770**	(.824)			
5. TP	2.14	.003	-.133*	-.511**	-.505**	(.914)		
6. CP	1.96	-.011	-.103*	-.444**	-.480**	.761**	(.909)	
7. CWB	2.10	-.044	.016	.475**	.487**	-.555**	-.526**	(.865)

Note. N=406, * = $p < .05$ (two-tailed), ** = $p < .01$ (two-tailed), CWB=counterproductive work behavior. Values in the diagonal of the correlation matrix corresponding to Cronbach's alpha.

Table 39 reported the Person correlation (r) coefficients of the two job burnout dimensions and the three dimensions of job performance. Task performance and contextual performance were significantly and negatively correlated with the two measurements of job burnout. Simultaneously, counterproductive work behavior was significantly and positively intercorrelated with the two burnout dimensions. According to the results, there is a significant positive relationship between the two dimensions of job burnout (exhaustion and disengagement). The two job burnout dimensions: exhaustion and disengagement, were significantly and positively correlated with the bank employees' counterproductive work behavior (CWB) and negatively with their task performance and contextual performance.

4.4.1 Testing Hypotheses: Correlation Analyses

After evaluating normality, the Pearson product-moment correlation coefficient (r) was used to explore the relationship between job burnout two dimensions (Exhaustion and Disengagement) and job performance three dimensions (Task performance, Contextual performance, and counterproductive work behavior). The powers of the relationship were classified based on (Mayers, 2013, p. 82) as the subsequent: [0.10 to 0.30] illustration only a very slight connection between variables, [0.30 to 0.50] establish a moderate relationship, and [0.5 to 1.0] convey a strong relationship. Accordingly, we can note that there are no weak correlations between the variables. Exhaustion displayed a strong negative correlation with task performance, a medium negative correlation with contextual performance, and a medium positive correlation with counterproductive work behavior. Disengagement presented a robust negative correlation with task performance, a medium

negative correlation with contextual performance, and a medium positive correlation amidst counterproductive work behavior (Table 40). The most potent correlation was between exhaustion, task performance ($r = -0.511$), and contextual performance ($-.505$). We can also see that task performance correlated more with exhaustion, and contextual performance was associated more strongly with disengagement. At the same time, CWB was more related to the disengagement dimension of job burnout.

Table 37: The Strength of the Correlation Between Job Burnout and Employees' Job Performance

	Task performance	Contextual performance	Counterproductive work behavior
Exhaustion	Strong (-.511)	Medium (-.444)	Medium (.475)
Disengagement	Strong (-.505)	Medium (-.480)	Medium (.487)

Hierarchical multiple regression was transferred to examine the effect of job burnout dimensions (exhaustion and disengagement) on the employees' job performance (task performance, contextual performance, and counterproductive work behavior). The hierarchical regression model was used, where the dependent variable was TP, CP, and CWB, while the explanatory variables included in the model were job burnout dimensions (exhaustion, disengagement). In this examination, gender, age, marital status, education, and tenure were included as control variables (step 1). The two job burnout dimensions were entered at Step 2 together rather than entered step by step.

Table 41 summarizes the regression analysis results of the job burnout two dimensions (exhaustion, disengagement) on task performance. The regression results displayed that the overall regression model significantly predicted the employees' task performance [$F(7,398) = 28.640$; $P = 0.000$], and the regression model explains over 33% of the variance of a dependent variable ($R^2 = 0.335$). The variance inflation factor values (VIF) were below 2.6, and the tolerance values were above 0.39. In step one, the sociodemographic variables: gender, age, marital status, education, and experience have been entered as controlled variables and jointly accounted for 7.3 % of TP's variance where the R^2 in the model was ($R^2 = 0.073$). In the first step only age ($\beta = -.215$, $p < .01$), marital status ($\beta = -.191$, $p < .01$) and work experience ($\beta = .305$, $p < .001$) emerged as a significant predictor of TP. After controlling the sociodemographic variables and introducing exhaustion and disengagement into the regression equation (step 2), the amount of variance explained increased significantly (R^2 change = .262, $p < .001$). The two burnout

dimensions explained 26.2 % of the variance in the employees' task performance. Results also reveal that the impact of exhaustion on the employee's task performance is, as expected, negative. The higher the exhaustion, the lower, on average, the employees' task performance; the impact is significant ($\beta = -.311$, $p < .001$). The disengagement dimension of job burnout also proved to have a significant and negative impact on employees' task performance ($\beta = -.244$, $p < .001$); employees who perceive a higher level of disengagement are more likely to exhibit lower task performance in the workplace. The standardized beta value for exhaustion is (-0.311) and disengagement (-0.244), which tells us that exhaustion has more impact on the employees' task performance.

Table 38: Results of Regression of Job Burnout on Task Performance

	Step 1			Step 2		
	<i>B</i>	<i>SE</i>	<i>t</i>	<i>B</i>	<i>SE</i>	<i>t</i>
Constant	2.245	.134	16.802***	4.714	.231	20.397 ***
Sociodemographic						
1. Gender	.042	.105	.394	.077	.090	.857
2. Age	-.325	.113	-2.872**	-.378	.096	-3.923***
3. Marital status	-.311	.096	-3.227**	-.115	.084	-1.374
4. Education	-.082	.083	-.991	-.011	.071	-.151
5. Work experience	.321	.073	4.381***	.242	.063	3.833***
Main effects						
6. Exhaustion				-.581	.120	-4.840***
7. Disengagement				-.395	.105	-3.755***
F	6.336 *** (5,400)			28.640 *** (7,398)		
F change	6.336 *** (5,400)			78.281 *** (2,398)		
R	.271***			.579***		
R ²	.073***			.335***		
ΔR^2	.073***			.262***		
Adj. R ²	.062***			.323***		

Note. N=416, * $p < 0.05$, ** $p < 0.01$, *** $p < 0.001$.

Table 42 presents a summary of the hierarchical regression analysis results of job burnout on contextual performance. The overall hierarchical regression was significant [$F(7,398) = 22.978$; $p = 0.000$], and that over 28% of the variance of a dependent variable is explained by the regression model (R square = 0.288). The variance inflation factor values (VIF) were below 2.5, and the tolerance values were above 0.39. In step one of the model, the control variables have accounted for 8.2% of the variance in contextual performance,

where the R square in the model was (R square = 0.082). In the first step only age ($\beta = -.179, p < .05$), marital status ($\beta = -.240, p < .001$) and work experience ($\beta = .328, p < .001$) emerged as a significant predictor of contextual performance. Subsequent controlling the sociodemographic variables and including exhaustion and disengagement into the regression equation (step 2), the amount of variance explained increased significantly (R squared change = .206, $p < .001$). The two burnout dimensions explained 20.6% of the variance in the employees' contextual performance. Results also reveal that the impact of exhaustion on the employee's contextual performance is, as expected, negative. The higher the exhaustion, the lower the employees' contextual performance; the impact is significant ($\beta = -.193, p < .01$). The disengagement dimension of job burnout also proved to have a significant and negative impact on employees' contextual performance ($\beta = -.299, p < .001$); employees perceive a higher level of disengagement likely to display lower contextual performance in the workplace. The standardized beta value for disengagement is (-0.299) and for exhaustion (-0.193,) which tells us that disengagement is a stronger predictor of employees' contextual performance.

Table 39: Results of Regression of Job Burnout on Contextual Performance

	Step 1			Step 2		
	B	SE	t	B	SE	t
Constant	2.047	.120	17.077***	3.958	.216	18.357 ***
Sociodemographic						
1. Gender	.016	.095	.167	.043	.084	.519
2. Age	-.244	.102	-2.406*	-.285	.090	-3.171**
3. Marital status	-.352	.086	-4.070***	-.190	.078	-2.438*
4. Education	-.063	.074	-.850	-.002	.066	-.032
5. Work experience	.312	.066	4.733***	.239	.059	4.060***
Main effects						
6. Exhaustion				-.326	.112	-2.908**
7. Disengagement				-.436	.098	-4.446***
F	7.144 (5,400) ***			22.978 (7,398) ***		
F change	7.144 (5,400) ***			57.514 (2,398) ***		
R	.286***			.536***		
R2	.082***			.288***		
ΔR^2	.082***			.206***		
Adj. R2	.071***			.275***		

Note. N=416, * $p < .05$, ** $p < .01$, *** $p < .001$.

Table 43 manifests a summary of job burnout's hierarchical regression analysis on counterproductive work behavior (CWB). The general hierarchical regression was meaningful [$F(7,398) = 21.205$; $p = 0.000$], and that over 27% of the variance of a dependent variable is defined by the regression model ($R^2 = 0.272$). The variance inflation factor values (VIF) were below 2.5, and the tolerance value was .39. In step one of the model, the control variables have accounted for 2.8% of the variance in counterproductive work behavior, where the R^2 in the model was ($R^2 = 0.028$); the model in the first step was also significant [$F \text{ change} = 2.345$, $p = 0.041$]. In the first step, only marital status ($\beta = .160$, $p < .01$) and work experience ($\beta = -.183$, $p < .05$) appeared as a significant predictor of counterproductive work behavior. Following controlling the sociodemographic variables and adding exhaustion and disengagement into the regression equation (step 2), the amount of variance explained improved significantly ($R^2 \text{ change} = .243$, $p < .001$). The two burnout dimensions explained 24.3% of the variance in the employees' counterproductive work behavior. Results also exhibit that exhaustion's influence on the employee's counterproductive work behavior is, as expected, positive. The more powerful the exhaustion, the higher, on average, the employees' counterproductive work behavior; the impact is significant ($\beta = .254$, $p < .001$). The disengagement dimension of job burnout also proved to have a significant and positive influence on employees' CWB ($\beta = .283$, $p < .001$); employees who recognize a higher level of disengagement are more expected to involve in higher deviant work behavior in the workplace. The standardized beta value for disengagement is (.283) and exhaustion (.254), which shows us that disengagement is somewhat a stronger predictor of the employees' counterproductive work behavior than exhaustion.

Table 40: Results of Regression of Job Burnout on the Employees' Counterproductive Work Behavior (CWB)

	Step 1			Step 2		
	<i>B</i>	<i>SE</i>	<i>t</i>	<i>B</i>	<i>SE</i>	<i>t</i>
Constant	2.097	.129	16.302***	-.107	.227	-.472
Sociodemographic						
1. Gender	-.115	.102	-1.136	-.147	.088	-1.667
2. Age	.050	.109	.455	.096	.095	1.016
3. Marital status	.245	.093	2.640**	.064	.082	.775
4. Education	.059	.080	.747	-.008	.069	-.110
5. Work experience	-.181	.071	-2.560*	-.103	.062	-1.663

Main effects						
6. Exhaustion				.445	.118	3.769***
7. Disengagement				.430	.104	4.157***
F	2.345 (5,400) *			21.205 (7,398) ***		
F change	2.345 (5,400) *			66.436 (4,398) ***		
R	.169*			.521 ***		
R2	.028*			.272***		
ΔR2	.028*			.243***		
Adj. R2	.016*			.259***		

Note. N=416, * $p < 0.05$, ** $p < 0.01$, *** $p < 0.001$.

4.4.2 Testing the Correctness of the Hypotheses

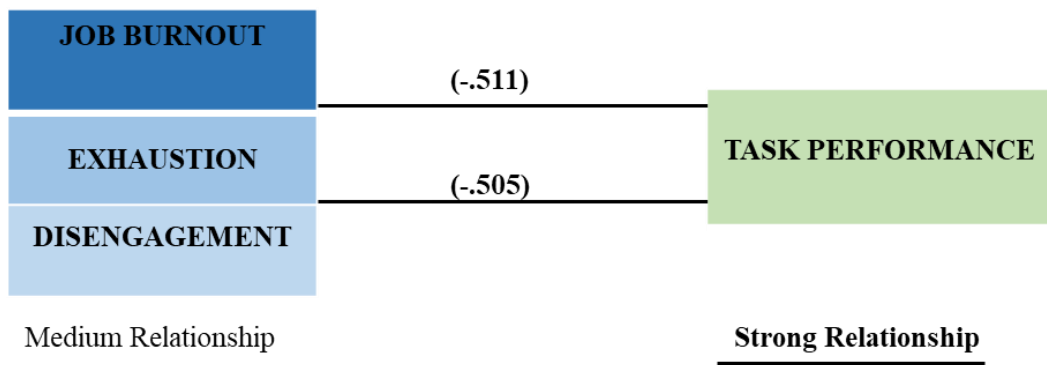
Hypothesis 2: There is a significant negative relationship between Job Burnout (Exhaustion and Disengagement) and employees' Task performance.

The (r) in the Person product-moment correlation coefficient examination showed a negative correlation between the independent and the independent variables. This result was further strengthened by multiple inquiries, where job burnout dimensions (exhaustion and disengagement) explained 26.2% of the employees' task performance variance. The beta value showed that exhaustion contributes the most to the employees' task performance. Accordingly, **Hypothesis 2** was established, and the subsequent proposition could be specified:

Job burnout had a significant negative relationship with the employees' task performance.

Overall, job burnout dimensions (exhaustion and disengagement) had a strong and negative correlation with the employees' task performance. The most robust significant negative relationship was between exhaustion and task performance (-.511). Disengagement had a strong negative correlation with task performance (-.505). This result was further strengthened by the multiple regression analysis results where the value of the standardized beta for exhaustion is (-0.311) and disengagement (-0.244). **Figure 9** exhibits the correlation values between job burnout and the employee's task performance. Accordingly, **Hypothesis 2-1** and **Hypothesis 2-2** were also supported.

Figure 9. Strengths of the relationship between job burnout and the employees' task performance at the dimensional level



Hypothesis 3: There is a significant negative relationship between Job Burnout (Exhaustion and Disengagement) and employees' Contextual performance.

The (r) in the Person product-moment correlation coefficient examination showed a negative correlation between the independent and the independent variables. Job burnout's exhaustion dimension had a significant negative medium relationship to the employees' contextual performance ($r=-.444$), and the disengagement dimension had a significant negative medium with the employees' contextual performance ($r=-.480$).

This result was further strengthened by the multiple hierarchical inquiries where job burnout dimensions (exhaustion and disengagement) explained 20.6% of the employees' contextual performance variance. The beta value showed that the disengagement dimension contributes the most to the employees' contextual performance. Accordingly, **Hypothesis 3** was established, and the subsequent proposition could be specified:

Job burnout had a significant negative relationship with the employees' contextual performance.

Overall, job burnout dimensions (exhaustion and disengagement) had a medium and negative correlation with the employees' contextual performance. The most robust significant negative relationship was between disengagement and contextual performance ($-.480$). Exhaustion had a medium negative correlation with task performance ($-.444$). This result was further reinforced by the multiple regression analysis results where the value of the standardized beta for exhaustion is (-0.193) and disengagement (-0.299). **Figure 10** exhibits the correlation values between job burnout and the employee's contextual performance. Accordingly, **Hypothesis 3-1 and Hypothesis 3-2** were also supported.

Figure 10. Strengths of the relationship between job burnout and the employees' contextual performance at the dimensional level



Hypothesis 4: There is a significant positive relationship between Job Burnout (Exhaustion and Disengagement) and employees' counterproductive work behavior (CWB).

The (r) in the Person product-moment correlation coefficient analysis revealed a positive correlation between the independent and the independent variables. Job burnout's exhaustion dimension had a significant positive medium relationship to the employees' counterproductive work behavior ($r=.475$); the disengagement dimension had a medium positive relationship with the employees' counterproductive work behavior ($r=.487$).

This conclusion was considerably augmented by the multiple hierarchical inquiries where job burnout dimensions (exhaustion and disengagement) explained 24.3% of the employees' counterproductive work behavior variance. The beta value showed that the disengagement dimension contributes the most to the employees' counterproductive work behavior. Accordingly, **Hypothesis 4** was authenticated, and the subsequent proposition could be specified:

Job burnout had a significant positive relationship with the employees' counterproductive work behavior.

Overall, job burnout dimensions (exhaustion and disengagement) are strongly correlated with counterproductive work behavior (CWB). Both dimensions had a strong and positive relationship with the employees' counterproductive work behavior. This conclusion was notably strengthened by the multiple regression analysis results where the value of the standardized beta for exhaustion is (0.254) and disengagement (0.283). **Figure 11** exhibits the correlation values between job burnout and the employee's CWB. **Therefore, Hypothesis 4-1 and Hypothesis 4-2** were also established.

Figure 11. Strengths of the relationship between job burnout and the employees' counterproductive work behavior at the dimensional level

JOB BURNOUT	(-.475)	COUNTERPRODUCTIVE WORK BEHAVIOR (CWB)
EXHAUSTION	(-.487)	
DISENGAGEMENT		

Table 44 presents a summary of the results of the hypothesis testing. Chapter 5, the dissertation's final chapter, will discuss the findings, conclusions, implications, and recommendations. The analysis of quantitative data and the results of international studies of job burnout in the banking industry will help clarify this Chapter.

Table 41: Summary of Hypotheses testing

Hypothesis	Assumed relationship	Decision
H1	Bank employees suffer from Job Burnout	Confirmed
H1-1	There are statistically significant differences in job burnout levels attributed to the employees' gender.	Rejected
H1-2	There are statistically significant differences in job burnout levels attributed to the employees' age.	Rejected
H1-3	There are statistically significant differences in job burnout levels attributed to the employees' marital status.	Confirmed
H1-4	There are statistically significant differences in job burnout levels attributed to the employees' educational qualifications.	Partially Confirmed
H1-5	There are statistically significant differences in job burnout levels attributed to the employees' length of service.	Partially Confirmed
H-2	There is a significant negative relationship between Job Burnout (Exhaustion and Disengagement) and employees' Task performance.	Confirmed
H2-1	There is a significant negative relationship between exhaustion and employees' Task performance.	Confirmed
H2-2	There is a significant negative relationship between disengagement and employees' Task performance.	Confirmed
H3	There is a significant negative relationship between Job Burnout (Exhaustion and Disengagement) and employees' Contextual performance.	Confirmed
H3-1	There is a significant negative relationship between exhaustion and employees' Contextual performance.	Confirmed
H3-2	There is a significant negative relationship between disengagement and employees' Contextual performance.	Confirmed
H4	There is a significant positive relationship between Job Burnout (Exhaustion and Disengagement) and employees' counterproductive work behavior (CWB).	Confirmed
H4-1	There is a significant positive relationship between exhaustion and employees' Counterproductive work behavior.	Confirmed
H4-2	There is a significant positive relationship between disengagement and employees' Counterproductive work behavior.	Confirmed

5 CHAPTER FIVE: RESULTS DISCUSSION, CONCLUSIONS, AND RECOMMENDATIONS

This dissertation investigates job burnout's nature and its relationship to employee performance among the Jordanian banking sector employees. Through the quantitative methods, the differences in job burnout and the employees' performance levels were examined according to sociodemographic variables (gender, age, marital status, education, and experience). Moreover, the relationship between job burnout and the employees' task performance, contextual performance, and counterproductive work behavior were explored. Finally, this chapter presents discussion, conclusions, implications, limitations, and recommendations for future research related to job burnout and employees' performance.

5.1 Discussion and Conclusions

This discussion was categorized into the following three sub-sections based on the hypotheses of the study and the quantitative results:

- Job burnout in the banking sector.
- Job burnout and demographic variables.
- The relationship between job burnout and employees' job performance.

The first two overarching topics correspond to the first research hypotheses (H1), the following five sub-hypotheses (H1-1 to H1-5), answer the first three research questions. Finally, the last topic corresponds to the last three main research hypotheses and the fourth research question.

- **Job burnout in the banking sector**

Hypothesis 1: Bank employees in Jordan suffer from Job Burnout.

The Oldenburg Burnout Inventory (OLBI) was applied to measure job burnout levels quantitatively between the bank employees. The study results indicate that bank employees are suffering from job burnout. Furthermore, this study revealed a high degree of the two burnout dimensions (exhaustion, disengagement) among the Jordanian banking sector employees -as the study showed that around 41% of the more than 400 bank employees studied, representing 1.9% of the total number of employees working in the Jordanian bank sector, showed a high risk of suffering from job burnout, high disengagement levels, and

exhaustion (high burnout group). While 41.1% of the bank employees were classified in the low burnout group (low exhaustion and low disengagement).

In comparison to other international studies in the banking sector, the prevalence of job burnout identified in this study was also recognized. In this regard, Amigo (2014) outlines that 55.78% of the bank employees displayed a high risk of experiencing job burnout in Spain, and this percentage was unusual compared to other professions. Amigo explained that job burnout seems more related to work-related stress and the dubious business approaches used in the banking sector. In a sample of 350 Turkish call center bank employees, Erol et al. (2014) indicated that 49.8% of the employees got high emotional exhaustion scores, and only 19.9% of the employees got high scores depersonalization subscale. Rehman et al. (2015) reported a high level of job burnout among a sample of Pakistani bank employees. Similarly, Khalid et al. (2020) reported that job burnout is a vital concern for the employees in the Pakistani banking sector. In a sample of 315 Hungarian credit institution employees, Varga et al. (2016) listed only a modest job burnout level over the whole sample and suggested that supervision could be considered a prevention strategy for employees' job burnout. In a sample of 1,445 Brazilian bank employees, Socorro et al. (2016) announced that the overall prevalence of burnout was 71.8%, and 31.1% of the bank employees displayed a high level of burnout symptoms, while 40.7% of the employees displayed a moderate level of burnout symptoms. Socorro et al. (2016) explained that exposure to unfavorable psychosocial conditions in the workplace (e.g., over-commitment, high strain, and high effort/low reward) showed a strong connection with the employees' high and moderate levels of job burnout.

These numbers are particularly striking and worrying as, according to Amigo (2014), working in the banking sector was viewed as highly attractive with a high profile from a social and financial perspective.

The pervasiveness of job burnout recognized in this study is considered high compared to other international studies conducted in different professions. In this regard, Palenzuela et al. (2020) described that 23.9% had high emotional exhaustion levels, and 28.4% had high depersonalization levels amongst healthcare providers in the Canary Islands. In a sample of nurses, Peterson, Bergstro et al. (2008) detected that 33.6% of nurses experienced burnout symptoms, and 35% could be categorized in the non-burnout group. Westwood et al. (2017) described 68.6% among psychological wellbeing practitioners and 50.0% among high-intensity therapists in England. In an inter-pilots study, Demerouti et al. (2016)

outline that 40.02% of the study sample could be categorized as showing high indicators of burnout compared to the criteria for working employees, while 20.31% could be categorized as suffering from high burnout compared to the criteria for employees undergoing burnout treatment (Demerouti et al., 2019). Al-Asadi et al. (2018) calculated that 24.5% had high job burnout levels among Iraq teachers (Al-Asadi et al., 2018). Lindblom et al. (2006) detected that 17.9% were in a high burnout group amongst a working population in Örebro County. De la Fuente Solana et al. (2013) conveyed that 32.2% of the police subjects displayed a high burnout level and 55.4% a low level in Spain (De la Fuente Solana et al., 2013).

These results can conclude that job burnout is a significant concern in the banking sector. Therefore, to summarize and to answer the first and the second research question:

1. *Do employees suffer from job burnout in the banking sector in Jordan?*
2. *To what extent are burnout dimensions (exhaustion and disengagement) present among bank employees in Jordan?*

Based on the investigation results, bank employees in Jordan suffer from job burnout, and around 41% of the study sample showed high levels of job burnout, high disengagement levels, and exhaustion.

- **Job burnout and demographic variables**

In this investigation, the following sociodemographic variables were examined and correlated to job burnout: age, marital status, educational level, and years working in the banking sector. All these variables were analyzed because all of them were presumed to influence job burnout. As reported in previous studies, the study results indicated that female employees were associated with numerically higher disengagement and exhaustion scores than their male co-workers. Amigo et al. (2014) described that female bank employees scored higher than men in emotional exhaustion. Varga et al. (2016) also found that female employees experience more substantial job burnout levels than their male co-workers in Hungary. However, the differences in job burnout levels between males and females were not significant, which indicate that bank employees experience job burnout regardless of gender, which is in line with Socorro et al. (2016), who outlined no gender differences in the prevalence of burnout among Brazilian bank employees, and the result of Zafar et al., (2014) among Pakistani bank employees. Unlike the outcomes of the present study, Belias et al. (2013) and Amigo et al. (2014) informed a significant difference in job

burnout according to gender, the results of Al-Kahtani and Allam (2013), who stated that female bank employees were less burnout in their job than their male coworkers in the Kingdom of Saudi Arabia. Khalid et al. (2020) found a gender difference in the mediating influence of psychological capital on stress at work and job burnout in Pakistan. In occupational groups outside the banking sector, Lackritz, (2004) disclosed that females exhibit higher mean scores of emotional exhaustion than their male coworkers in a sample of university faculty members; Tarcan et al., (2017) among emergency health professionals in Turkey; Mahmoudi et al., (2020) among Iranian nurses; H. Wu et al. (2013) reported no gender differences in the prevalence of job burnout among doctors in China (H. Wu et al., 2013).

This result is interesting because it is expected that one of the causes of job burnout is the differences between males and females (Zafar et al., 2014). Particularly in Jordanian society, where women are still responsible for the majority of domestic responsibilities at home in addition to their job requirements, which may direct to an increased sense of job burnout. One reason that can be given for this conclusion is that working conditions in the banking sector carry with it a high competition between the employees, overwork, and career advancement (Socorro et al., 2016), which influence employees haphazardly, regardless of the employees' gender.

Concerning age, the study results convey that exhaustion and disengagement levels do not differ significantly by age, which indicates that employees display equal chances of experiencing job burnout regardless of age. This is inconsistent with the results of (Amigo et al., 2014), who reported age differences in the prevalence of burnout, (Socorro et al., 2016), who described that age is a relevant social variable since bank employees aged 40 years or below suffer from very high burnout levels. In occupational groups outside the banking sector (Ahola et al., 2006; Lindblom et al., 2006; Rožman et al., 2019; Wang et al., 2021; Wirkus et al., 2021) described significant variation in burnout levels according to the employees' age. These investigations oppose the present study outcomes since this study did not find any significant differences in burnout levels according to age.

The present study highlights significant marital status differences in the two-dimension of job burnout; the job burnout scores in the modern investigation revealed that being divorced, employees had the highest job burnout levels, and single employees have the lowest job burnout levels. Divorced employees manifest more robust levels of exhaustion and disengagement than their single and married coworkers. Like the demographic

variables (gender, age), most studies that investigated the differences between job burnout and age have contradictory results about the direction and the strength of this relationship. For example, Maslach et al. (2001) state that single employees, uniquely men, experience higher burnout levels than married employees. De la Fuente Solana et al. (2013) outline that police officers with partners experience higher emotional exhaustion and depersonalization than those without partners. Consistent partially with the results of (Ahola et al., 2006), who reported that divorced or widowed men had higher burnout symptoms than men who were married or with partners, and with the results Llorent and Ruiz-Calzado (2016), who observed that only depersonalization levels differ significantly according to marital status. Tarcan et al. (2017) found that emotional exhaustion and depersonalization varied significantly according to their marital status; more specifically, single employees displayed higher emotional exhaustion and depersonalization than their married co-workers.

Contrary to the current study results, G. Wu et al. (2019) and Mahmoudi et al. (2020) announce that marital status does not affect job burnout. Doğan et al. (2015) reported no significant relationship between burnout level and marital status in a sample working in various professional domains; academicians, attorneys, physicians, and bank employees. Therefore, it is essential to convey more investigation in this area to decrease discrepancies.

According to the results, divorced employees exhibit the highest job burnout levels while single employees have the lowest job burnout levels. In a way, it is not unexpected that divorced employees have the highest levels of job burnout because this situation is reasonably more stressful than being single or married. Being divorced could mean that you have more individual challenges and emotional struggles at home. The detachment after a divorce is probably a distinctive sort of isolation a single employee might consider. The sociocultural context also plays a significant role, as seeing divorce in general and divorced women in particular, is socially unacceptable. The evidence that unmarried employees are linked to a less profound level of job burnout can be understood because married or divorced employees have additional responsibilities and obligations associated with their various roles or personal difficulties and emotional struggles at home, increasing their work stress awareness (Lin et al., 2020).

The effect of education and years of service on job burnout has been announced in the literature; however, there are different conclusions concerning the association between

burnout levels and the employee's education level. Maslach et al. (2001) stated that several studies found that employees with higher educational levels experience more job burnout as their job demands more responsibilities with higher expectations. One instance of this association is noticeable in the study of Tarcan et al. (2017), who stated a significant difference in job burnout levels concerning educational status among emergency health professionals. Belias et al. (2013) found that bank employees with a bachelor's degree encountered more depersonalization than employees with less educational attainment. Llorent and Ruiz-Calzado (2016) described that employees who have only completed primary education suffer higher burnout levels than those who have completed secondary and higher education among Spain's education professionals. H.Wu et al. (2013) announce that exhaustion was significantly higher among graduates than in prep colleges and graduate groups. On the contrary, Toker et al. (2012) conveyed a negative relationship between burnout and education. Looking at these earlier investigations, it is evident that education does appear to influence job burnout in most situations.

In line with this, the study found significant differences in only one dimension of job burnout (exhaustion) based on the employees' education level. With respect to exhaustion, the results show that bank employees who have completed a bachelor's degree experience fewer exhaustion levels than the other employees with diplomas, masters, and Ph.D. By comparison, employees with a Diploma degree were associated with significantly higher exhaustion levels than other education groups. This may be related to job expectations, which are conversely related to job burnout's exhaustion dimensions, or the relationship between educational attainment and salary increase. Consequently, prospective investigations on the relationship should consider the educational levels of the employees.

In connection with the years of experience in the banking sector, the study results parade a significant difference in service length and exhaustion dimension. At the same time, the disengagement scores did not significantly differ according to the length of service. Bank employees with 6-10 years of experience were associated with the highest mean level of exhaustion, while the employees with 1-5 years of experience and 15 years and more experience a lower level of exhaustion. Regarding the disengagement levels, employees with 15 years and more were associated with the lowest mean level, while the employees with 6-10 years of experience were associated with the highest mean levels of disengagement. The fact that employees with 1-5 years of experience displayed lower levels of exhaustion can be interpreted as being a result of the nature of job burnout as a

continuous process of exposure to work-related stress and excessive job demands. Another detail that could be appended to this is that employees with more experience (15 and more) may have been able to develop a mechanism to help them in dealing with work stress and job demands. The effect of the length of service on job burnout recognized in this study was also noticed in other international studies in the banking sector. In this regard, Khanna and Maini (2013) detailed a significant relationship between the employees' length of service and exhaustion in Ludhiana city. The author concluded that as work experience progress, the employee gets more competent and experienced in dealing with stressful circumstances and decreases exhaustion in such tricky conditions. In various occupations, Adebayo et al. (2008) found a positive relationship between service length in the current job and emotional exhaustion among police officers. Stanetić and Tešanović (2013) detailed a positive relationship between the employees' tenure and the level of stress and burnout: the longer the length of service, the more formidable the level of pressure, and the steeper the prospect of job burnout (Stanetić & Tešanović, 2013). Mahmoudi et al. (2020) announced a negative association between burnout and nursing experience in medical wards. Wang et al. (2021) reported that staff tenure in the ICU was associated with job burnout; employees with 6 to 10 years of experience showed higher job burnout levels than employees with 1-5 years and ten years or more of service. Wen et al. (2020) detailed that hotel employees' tenure was not significantly related to burnout.

To summarize and to answer the third research question, "*To what degree is there a difference in job burnout among bank employees in Jordan according to a set of demographic characteristics?*". The analysis found that job burnout was significantly associated with employees' social status, education, and experience, while gender and age were not significantly associated with job burnout.

- **The relationship between job burnout and employees' job performance**

Job burnout has been connected to an extensive array of critical organizational consequences, e.g. (Adebayo et al., 2008; Dartey-Baah et al., 2020; W. H. Kim et al., 2017; Westwood et al., 2017)). For this investigation, we examined the hypothetical relationships between the two dimensions of job burnout and the three results: task performance, contextual performance, and counterproductive work behavior. Thus, the research addresses a gap and contributes to the job burnout literature by thoroughly investigating its association with job performance. Overall, through the hierarchical regression and the correlational examinations, the findings confirmed support for the assumption that

exhaustion and disengagement had a significant negative, direct influence on the employees' task and contextual performance, and support for the notion that exhaustion and disengagement had a significant positive, close influence on the employees' counterproductive work behavior.

The correlational examinations exhibited a negative relationship between job burnout and the employees' task performance, contextual performance, and positively to employees' counterproductive work behavior. The hierarchical regression analysis results show that the two dimensions contribute significantly and negatively to the employees' task performance, contextual performance, and positively to employees' CWB. Job burnout dimensions alone are responsible for at least 26.2% of the employees' task performance variation, 20.6% of the employees' contextual performance variation, and 24.3% of the employees' variation counterproductive work behavior. Our results also show that job burnout's exhaustion dimension contributes the most to the employees' task performance, while disengagement is a stronger predictor for the employees' contextual performance. In opposition, job burnout's disengagement dimension contributes somewhat the most to the employees' counterproductive work behavior than exhaustion. This agrees with earlier examination proposing that exhaustion is more relevant for task performance, whereas disengagement is more relevant for contextual performance, e.g., (Bakker et al., 2004; Demerouti et al., 2014).

These results of the current study are supported in previous findings in the banking sector. For example, Demerouti et al. (2005) detailed that burned-out employees displayed the lowest in-role and extra-role performance. Babakus and Yavas (2012) establish a negative relationship between job burnout and employee job performance. Yavas et al. (2013) conveyed that the two job burnout dimensions negatively predict the employees' in-role and extra-role performance among frontline bank employees, and the study results show that exhaustion was the best predictor of the employees' performance. Rehman et al. (2015) also outline a negative impact of job burnout on the employees' performance, and job burnout alone was responsible for 33% variation in the employees' performance. Banks et al. (2012) reveal a positive association between job burnout and counterproductive work behavior among bank employees. Lubbadah (2021) also disclosed a significant positive relationship between job burnout two dimensions and the employees' CWB. Similar results were reported in a group of professions outside of the banking sector; for example, Bang and Reio Jr (2017) expose that emotional exhaustion and professional efficacy were

associated with more profound task performance, contextual performance, and prosocial behavior among working adults' individuals. Among healthcare professionals, Palenzuela et al. (2019) found significant relationships between contextual performance and burnout. G. Wu et al. (2019) found a negative and significant relationship between job burnout and job performance among construction project managers. Concerning employees, CWB, Ugwu et al. (2017) communicate a positive relationship between job burnout and CWB among nurses, Cohen and Diamant (2017) and Makhdoom et al. (2019) among teachers, and Liang and Hsieh, (2007) Lebrón et al., (2018); Shkoler and Tziner (2017) across various occupations (Cohen & Diamant, 2017; Shkoler & Tziner, 2017).

One explanation for these associations may be linked to the fact that bank employees in Jordan are undergoing stress due to prolonged working hours, extended contact with customers, high job demands and low job resources, and competition between the employees. In addition, the employee's wages and the yearly evaluation depend on the monthly target, a situation that can overburden and demolish them (especially for tellers, customer service employees, and division managers) (Lubbadeh, 2021). Consequently, stressful work conditions can increase, triggering exhaustion and disengagement, leading to reduced tasks, contextual performance, and could increase the employees' participants in deviant work behaviors. Additionally, the exhaustion generated by employees' excessive workload can make them feel cold about their customers and work. The relationships observed between each of the two dimensions of job burnout and the employees' task performance, contextual performance, and CWB imply that the more the bank employees encounter job burnout (exhaustion and disengagement), the more likely they would manifest lower task performance and contextual performance and may increase the employees' counterproductive work behaviors (CWB).

To summarize and answer the fourth research question, "*What is the relationship between job burnout dimensions (exhaustion and disengagement) and the employees' performance (task performance, contextual performance, and counterproductive work behavior)?*". The results reported a negative relationship between job burnout and the employees' task performance and contextual performance, while a positive relationship with the employees CWB.

- **Conclusion**

In conclusion, this research attempts to provide insights into job burnout's nature and its relationship to employee job performance. In this study, around 41% of the bank

employees showed a high risk of suffering from job burnout, and around 42% of them displayed low levels of job burnout. The study results found significant differences in the job burnout dimensions levels according to the employees' marital status, level of education, and tenure in the banking sector. Remarkably, these associations were independent of gender, and age was determined to have no significant influence on job burnout. These findings highlight that the two burnout dimensions: exhaustion and disengagement, were significant and negative predictors of the employees' task performance, contextual performance, and positively predicted counterproductive work behaviors. Exhaustion was the most potent predictor of task performance, while disengagement was the most influential predictor of contextual performance and CWB. These results call attention to the need for executing precautionary actions to alleviate job burnout syndrome in this banking sector. This investigation is one of the first to exhibit the power and direction of relationships between job burnout and employee performance in the Jordanian banking sector.

5.2 Contribution of the Study

The investigation is the first of its kind in the Jordanian context. The study also produces numerous novel contributions to various aspects, respectively, theoretical, practical, and methodological.

- **Theoretical and practical contribution**

Even though the dissertation was conveyed in a Business School to obtain a Ph.D. in Business Administration, the study carefully examined and implemented psychology theories and conclusions. There is a push for multi-dimensional investigations that combine the art and science of psychology with useful and practical business applications to generate new ways of thinking and improve the work environment. The dissertation endeavor to describe job burnout dimensions that hinder the employees' performance among front-line employees in the banking industry. The study was also first investigating the relationship between job burnout and the three dimensions of job performance; task performance, contextual performance, and counterproductive work behavior. Moreover, this dissertation manifests investigation augmentations in numerous significant trends. First, this examination advances previous investigations on the relationship between job burnout and the employees' task performance, contextual performance, and counterproductive work behavior. Second, notwithstanding the vast literature on job

burnout and job performance, these associations have not been explored much in the banking sector.

Consequently, examining these connections may enhance managerial knowledge and experience of the conditions of job burnout, job performance, and its negative impact on organizations and individuals, also promoting prevention and protection strategies. Third, in the study, job burnout and job performance were investigated in the Jordanian environment, which is rarely examined. Therefore, it is essential to investigate these relationships in complicated settings to understand whether these reactions function differently in other societies. Furthermore, the current study outcomes were compared to other international studies investigating job burnout in the banking sector and various professions.

- **Methodological contribution**

In the dissertation, well-established and validated self-reported tools were used to assess the employees' job burnout level, task performance, contextual performance, and counterproductive work behavior. Nevertheless, of the use of validated tools, the model validity and reliability were tested. The confirmatory factor analysis (CFA) has been used to test the model's validity and fitness to the data; the Cronbach alpha coefficients were used to examine the scales and subscales' reliability. Earlier research suggests that differences exist in job burnout levels based on different sociodemographic variables (e.g., gender, age, marital status, and education). Accordingly, incorporating these sociodemographic variables as a control variable in the current research would extend the study outcomes and conclusion. The dissertation applied a quantitative approach in order to investigate the relationship between job burnout and employee job performance. All assumptions for various parametric statistical techniques were verified and satisfied throughout the dissertation (e.g., homogeneity of variance, normality, linearity, and multicollinearity). Another methodological contribution is the various statistical techniques (CFA, Student's t-test, ANOVA (F-test), Tukey (Kramer's) HSD post hoc test, ANOVA Welch's test (F-test), Games-Howell post hoc test, the Pearson correlation (r), and hierarchical multiple regression analysis) that were used to test study hypotheses.

5.3 Implications and Recommendations

Acknowledging the dissertation results and conclusions, the subsequent recommendations direct the short-term and long-term development of the current situation. The implications

and recommendations are explicitly inscribed to the banks' management, the human resources department, and the employee.

➤ **Recommendations for the managers and the HR department**

Banks that want to improve their employees' performance and prevent their employees from engaging in counterproductive workplace behavior must ensure that employees' work demands do not drain their resources and consume them. Grounded on our results, we can grasp that task performance is more related to job burnout's exhaustion dimension; accordingly, introducing organizational practices directed at easing the employees' job demands or redesigning the job requirements (e.g., time pressure, work overload, and role conflict) could improve employee performance. Moreover, improving and developing employees' job resources (e.g., feedback, job security, supervisor support, and job autonomy) could also significantly improve the employees' contextual performance and reduce employee disengagement. Notably, some of these practices are inexpensive and relatively easy for the organization to implement. For instance, the supervisor can provide more support by making the employees' work demands more flexible and more realistic, explaining the job objectives, responsibilities, and expectations clearly and simply, implementing appropriate and up-to-date performance feedback, and enhancing employee self-sufficiency. By performing these simple applications, the employee will not feel bewildered, frustrated, and consumed; therefore, job performance can be improved, and job burnout can be reduced.

The HR department should also focus on the organizational climate, which reflects the employees' perception of the organization. Ensuring a supportive environment by recognizing and giving weight to the requirements of employees, assisting them in presenting their ideas and opinions about the work of the organization, encouraging healthy competition, and promising innovation between the employees can promote an organization's general atmosphere and enhance the employees' feeling of belonging to the organization. Also, creating a more powerful bond between employees and management could help advance an appropriate amount of employee commitment and lessen the propensity for negative behaviors (Turek, 2020).

With the availability of several validated tools that assess job burnout (for example, OLBI, BAT, BM, MBI) and employee job performance, periodical execution of such measurement would enable the management to contemplate job burnout and its negative impact on the organization rather than waiting for it to fall (Lackritz, 2004). For example,

a human resource department can administer one of the job burnout measures on the employees (e.g., during the annual evaluation period) to assess burnout levels in the organization in general and individually to see what role it plays on employee performance. The bank management and the human resources department could employ job burnout intervention strategies that could reduce or overcome job burnout and, by extension, improve the employees' performance and reduce their engagement in CWBs. Two types of strategies are defined in the literature; first, organizational-level intervention strategies (fitting the job to the employee) concentrated on changing the organization (Lubbadeh, 2020b), which directs the mismatch between the employees and the organization (e.g., values, community, fairness, reward, role ambiguity) and stressors at the workplace. For example, the organization can reduce mismatch by increasing the employees' autonomy over the resources needed to meet job demands. The lack of control will prevent the employee from addressing work problems that he/she distinguishes. Solving these problems will require more time due to not communicating the real issues, which progresses the workload. Also, improving the organization's reward system and its farinas can reduce the mismatch.

Second, individual-level intervention strategies (fitting employees with the job) are directed to improve the employees' ability to handle and cope with workplace stress. For example, strategies equipped towards developing the employees' psychological capital (PsyCap), psychological immunity, and emotional intelligence can accommodate the employees with the undeniable skills to cope with work pressure and intelligence to effectively regulate their sentiments and responses (Dartey-Baah et al., 2020). Training and educating the employees about what to do and what to learn. The HR department can develop strategies that can combine both types of intervention strategies, for example, program geared at improving the work process (reward, community, control, and value) and at improving the employees' hardiness-series of personality characteristics as a tool for dealing with stressful circumstances (Kobasa, 1979), or by merely promoting simple coping strategies such as spending time away from the job, working from home, using all vacations, healthy sleep, and diet. Some of these factors have been dispensed to minimize workplace stress and improve employees' health and productivity. For example, Largo-Wight et al. (2017) reported that taking a break from work could reduce stress significantly, especially during the outdoor break (Largo-wight et al., 2017).

HR departments in banks could also present and create functional training and coaching methods to improve and support employees' psychic and physical health. Besides creating more extended out-of-work activities (e.g., sporting attractions, reward ceremony, an annual gathering, birthday cards), these simple activities could be used in improving the employee's perceptions of belonging to the organization and reduce feelings of loneliness.

➤ **Recommendations for the employees**

What can you do as an employee to protect yourself or reduce job burnout?

One way to protect yourself from job burnout is by decreasing the mismatch between the work and yourself; Maslach et al. (2001) outline six mismatch areas (Workload, Perceived Control, Reward, Community, Fairness, and Value) that can lead to job burnout; more mismatches reflect more job burnout (Saunders, 2019):

Demand workload: when work demands exceed the available resources, you will not be able to perform the job tasks, and you will lose any opportunities for rest, recovery, and career development. To reduce this gap, plan your work, establish priorities for what needs to be done now and what can be postponed, and say no to unreasonable or impossible tasks. Also, most employees feel that they perform more tasks than their co-workers, review this with your line manager to better understanding the situation to see if you do more or this your perception is misleading you.

Lack of control: indicates how much autonomy you have over the work resources. The shortage of control will hinder you from progressing work difficulties that you identify and waste more time by not contacting the real issues, increasing the workload. If you perceive that you do not have control over the work, try to ascertain what aspects of the work you do not control, keeping in mind that control is a relative thing, and there is no absolute control (Maslach & Leiter, 1997, 2008). Then review these aspects with the manager or supervisor to set boundaries, pre-eminence, and additional sources.

Insufficient reward: reflect valuable feedback and recognition, whether financial, social, or both. The mismatch can be inadequate financial rewards, for example, when your payroll does not match your performance. It can be a lack of social rewards, for example, when your works are not recognized, overlooked by the managers, colleagues, or even by the customer. To reduce the gap, identify the type of reward that makes you feel valued (socially, financially) and how you can obtain this type of reward. If it is a financial reward, ask for a promotion or raise if it is social, ask for more recognition and feedback from your manager.

Break down of community: describes the quality of social union in interacting with co-workers, supervisors, and customers. This mismatch can occur when you are working in a toxic or individual work environment. According to Anjum et al. (2018), a toxic workplace can cause many contradictory consequences such as stress, job burnout, CWB, and reduce employees' performance (Anjum et al., 2018). To reduce this mismatch, start with yourself to improve the work community through simple things like a positive attitude to your co-workers, ask them about their day, recognize and admit their efforts and performance, and help them in their work if you can. Generally, it focuses on contextual work behavior; however, if you try all of this and nothing changed, try to focus on positive aspects of your work.

Absence of fairness: signifies justice, transparency, and uprightness in the workplace; the asymmetry happens when you believe that there is no justice at work or not receiving ethical and equal treatment. The lack of fairness can happen when the workload and reward are distributed unfairly or favoritism in the workplace. Fairness sometimes depends on your perceptions because some people are not aware of their differentiation; For example, your manager can give your colleague more time to perform a specific task, but this does not mean unfair treatment. However, when you feel that you do not receive equal treatment at work, the best option is to speak out, ask for more time and resources. In addition, always document any additional work you do through official communication channels, whether from your manager or co-worker, to save your participation.

Value conflict: a mismatch occurs when you value something highly, but your team, supervisor, or organization does not value the same things. For example, some situations may require dishonest practice, whereby you withhold some information from the customer for the exchange to take place, which may conflict with your values. Alternatively, there could be a mismatch between your career aspirations and the organization's values. Value dispute happens all the time as we are humans being with different values. Through the discussion with your manager, supervisor, or team about your values, what you agree to, and disagree with, then decide whether you are okay with the outcome. Plenty of new insights and understandings can emerge from this conversation.

Other recommendations to reduce or prevent job burnout can take the following forms:

1. Always speak up.
2. Stay away from negative interactions with colleagues, customers.

3. Set healthy boundaries: determine how much you want to give your business or personal relationships.
4. Take regular breaks during the workday to recharge your physical and emotional energy.
5. Focus on a healthy lifestyle (for example, exercise, prioritizing sleep, and diet).
6. Ask for support from your family, friends, or therapist to provide you with a different perspective.

These recommendations and implications can be employed to answer the last research question, "*What strategies and recommendations are available and employed to limit or reduce the incidence of burnout among bank employees?*".

5.4 Limitation of the Study

As well as the significant contributions and implications of the study to academia, practice, and the banking sector, several limitations should be acknowledged for future investigation. The study's limitations refer to its quality, problems, and the reality wherein the study is commenced. First, data have been collected principally by self-reporting instruments, which represent participants' own opinions of themselves and how they function. Moreover, data were obtained during the Coronavirus (COVID-19) outbreak and the State of emergency in Jordan, which could have affected the participants' rejoinders because they resumed their work during this period. Second, the investigation was transferred among frontline bank employees operated in a particular country. Accordingly, generalizations exceeding the particular circumstances of this examination must be observed. Finally, one limitation that can be attributed to a prerequisite for comparison is that the data are collected under similar conditions using similar tools; In our study, we used OLBI while other researchers relied on other tools, including OLBI, which could impair the comparison results.

The dissertation was a detailed examination. Although the central focus was the bank employees' job burnout and their relationship with the performance, it might highlight several elements in various ways than others. The data present other opportunities to carry out additional investigations in forthcoming papers.

5.5 Future Research Directions

The dissertation was a cross-sectional examination conducted out at a certain point in time using self-reported measures. Consequently, there are several research directions to consider:

- Future research can be repeated among bank employees in different countries to expand the database for further generalizations and contrast the present dissertation's outcomes. The inclusion of other employee outcomes (e.g., turnover) into the research model would also provide additional insight into job burnout's role on employees.
- It would also be fascinating to analyze and compare the employees operating in commercial and Islamic banks and compare employees based on the branch's size. These variables may influence managerial characteristics and, consequently, employee burnout and performance. A longitudinal perspective and/or research involving quasi-experimental research for the prospective examination could improve our understanding of the relationships between job burnout and employee job performance.
- An important avenue to explore in future research related to mediators and moderators' variables could be considered an additional extension of this work. For example, emotional intelligence, hope, engagement, leadership, organizational climate, and culture could be examined as moderators of the relationships between job burnout dimensions and the employees' task, contextual performance, and counterproductive work behavior.
- Future investigations could benefit from collecting data from alternative sources (e.g., supervisors, peer-rating, objective performance, or customers) and using diverse burnout inventory, such as MBI-GS, Burnout Assessment Tool (BAT), and the Burnout Measure (BM.).
- Future research should also examine and compare the study result after the end of the pandemic; as we mentioned above, data were collected during Coronavirus (COVID-19) outbreak and emergency in Jordan.

NEW AND NOVEL RESULTS

This study was conducted to investigate the phenomena of job burnout and its relation to the employee's task performance, contextual performance, and counterproductive work behavior and provide an international perspective of the phenomena in the banking sector.

The new element in this investigation is testing the relationships between job burnout and the three dimensions of job performance in an area not well-explored in empirical research and almost non-existing in the Jordanian context. Also, the study contrasts the results with other international studies in the banking sector and other professions to present an all-embracing overview of job burnout in the banking sector. In the below section, we summarize the significant findings of the research.

- Based on the study results, bank employees suffer from job burnout, and around 41% of the employees can be classified as experiencing severe burnout symptoms. Additionally, the study found that age and gender are not influential factors in employee job burnout. On the other hand, results show significant differences in the job burnout dimensions according to the employees' marital status, level of education, and tenure in the banking sector. Moreover, the study found that the prevalence of job burnout identified in this study was also recognized in other international studies in the banking sector. However, compared to the results of different professions, we found that the prevalence of job burnout identified in this study is considered high compared to other international studies conducted in various occupations.
- The study results also revealed that bank employees exhibit low levels of task performance, average levels of engagement in contextual performance, and high unproductive work behavior. Moreover, the results found that marital status and education are influential factors in the employee's task performance, contextual performance, and CWB.
- The study found a significant negative relationship between job burnout and task performance, and contextual performance also found a substantial positive relationship between job burnout and counterproductive work behavior. Exhaustion was more related to the employees' task performance, while disengagement was more relevant to the employees' contextual performance and CWB. When an employee is mentally and physically exhausted, he will not be able to perform the task. When he is separated from work, he will not be interested in performing any functions outside his functional scope or refraining from behaviors that could harm the organization.

SUMMARY

In this doctoral dissertation, we investigated the relationship between job burnout components (exhaustion, disengagement) and the employees' job performance components (task performance, contextual performance, and counterproductive work behavior) in the banking sector in Jordan and to provide an international perspective of the phenomena on the banking sector. This study also examined job burnout levels regarding the employees' gender, age, marital status, education, and length of service.

This dissertation is established in five chapters, including an introduction to the study, literature review, methodology and research design, analyses, results, findings, discussion, conclusions, and recommendations.

Chapter one explores the topic, the study problem, importance, objective, and questions. The study's objective is to address the phenomenon of job burnout and its relationship to the employees' performance in the banking sector. The chapter starts with an introduction to the topic and why we investigated the phenomenon and its relationship to the employees' performance in the banking sector. Second, the chapter outline the importance and the study objectives. After that, the chapter covers the study question and hypotheses that the study aims to answer.

Chapter two provides a comprehensive examination of the literature on job burnout and employees performance. It begins with an extended synopsis of the history of the job burnout concept, definition, dimension, and the most influential models of job burnout; (COR) and (JD-R). The following section focused on the causes of job burnout; three varieties of variables were found to be associated with job burnout: (1) workplace or organizational factors, (2) personality traits, and (3) demographics. Next, we examined the consequences of job burnout on the employees (physical and psychological) and the organization (e.g., absenteeism, impaired work performance, high job turnover, and negative attitudes toward work). Furthermore, we traversed the most widely used and prominent burnout measurements, the Maslach Burnout Inventory (MBI), the Burnout Measure (BM), The Shirom-Melamed Burnout Measure (SMBM), Oldenburg Burnout Inventory (OLBI), and the Burnout Assessment Tool (BAT). Next, we concentrated on the employees' performance definition, dimension, managing, measuring, and the Individual Work Performance Questionnaire. Finally, in the last section, we made an international overview concerning job burnout and its relationship to different work outcomes and some

demographic variables in the banking sector, followed by a summary of the study's outcomes.

Chapter three shows the research method and methodology used in the study. It starts with an introduction, research purpose and design, and the methodology. Next, the chapter introduces the full description of the study population and the sample design. Next, the chapter introduces the data sources and the instrumentation used to collect the data. After that, a pilot study was introduced to assess the quality of the measuring instrument and bypass any potential ambiguity before collecting the data. This chapter also covers the data collection process and the data analysis procedures used to test the hypotheses. Finally, the chapter closes with the ethical considerations and summarizes the statistical tests used for each hypothesis.

Chapter four presents the data analysis and results. Quantitative techniques were used to test the study hypothesis and to answer the study questions. The data were examined using Statistical Package for the Social Sciences (IBM-spss) version 25.0 and the analysis of a moment structures (AMOS) version 23.1. In the first section, the analysis examined the reliability, validity, and model fit of the measurements (OLBI, IW PQ) used in the study (Confirmatory Factor Analysis (CFA), Cronbach alpha coefficients). The second section comprises descriptive statistics regarding study participants and the measurements used in the study—finally, the third section attendant to test the study hypotheses; two sets of hypotheses were tested. The first set was regarding differences in job burnout levels based on the employees: gender, age, marital status, educational level, and years of working in the banking sector. Based on the analysis, we found that around 41% of the bank's employees can be classified as experiencing severe burnout symptoms. Also, we found significant differences in the job burnout dimensions according to the employees' marital status, level of education, and tenure in the banking sector. The second set of hypotheses was between job burnout components (exhaustion, disengagement) and the employees' job performance components (task performance, contextual performance, and counterproductive work behavior). We found a significant negative relationship between job burnout and task performance, contextual performance, and a significant positive relationship between the employees' job burnout and counterproductive work behavior. Also, we found that the exhaustion dimension was the most potent predictor of task performance, while disengagement was the most influential predictor of contextual performance. Chapter four ends with a summary of the results of the hypothesis testing.

Chapter five discussed the study results and compared it with other international studies in the banking sector and other professions. Also, this chapter presents conclusions, implications, limitations, and recommendations for future research related to job burnout and employees' performance. Based on the results from chapter four, we categorized the discussion into three sub-sections. In the first section, we discuss the extent of job burnout in the Jordanian banking sector, and we compared it with other international studies in the banking sector and other professions; this section corresponds to the first main research hypotheses (H1) and answers the two research questions. The second sub-section discusses the association between job burnout and the employees' demographic variables; this section corresponds to the first five sub hypotheses (H1-1 to H1-5) and the third research question. This section found that job burnout significantly varies according to employees' social status, education, experience, and no significant differences in job burnout levels according to the employees' age and gender. Finally, the third section discusses the relationship between job burnout (exhaustion and disengagement) and the employees' task performance, contextual performance, and CWB and compares it with studies in the banking sector and other professions. This section corresponds to the last three main research hypotheses and the fourth research question. Next, the chapter presents the conclusion, followed by the theoretical, practical, and methodological contributions and novelty.

After that, the chapter presents the study implications and recommendations; this section corresponds to the fifth and final research question. The implications and recommendations are directed to the banks' management and the human resources department to improve the work environment, reduce or prevent job burnout, improve their employees' performance, and prevent their employees from engaging in counterproductive workplace behavior. Recommendations to the employees to reduce or prevent job burnout and reduce the employees' mismatch with work. The chapter ends with the study's limitations and future research directions, and dissertation summary.

This examination is one of the first to manifest the power and direction of relationships between job burnout and the three dimensions of job performance; task performance, contextual performance, and counterproductive work behavior in the Jordanian banking sector, and compares the study results with other international studies reviewing job burnout in the banking sector and several professions

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Appendix (A): Consent form

The phenomenon of Job Burnout and its Relation to Employees' Performance

Consent form

Dear participants:

My name is Tareq Lubbadeh, and I am a Ph.D. candidate in business administration at the University of Pécs Hungary. The present research is part of the Ph.D. dissertation, which emphasizes evaluating the extent of job burnout and its relationship with the employees' behavior at work in Jordan's banking sector.

To make this study functional, please support me by taking some of your precious time to finish the online version of the questionnaire. Please be rest assured that your privacy, as well as the confidentiality of your answers, are guaranteed. Only the results of the group will be published.

This survey is entirely voluntary, and completing the survey should take about 10-15 minutes. Data will be stored in secure and encrypted electronic storage and will be available only to the principal investigator.

Your participation is essential to this study; please accept my deepest gratitude in advance for your time, participation, and help in this study. Feel free to contact me if you have any questions.

Yours sincerely,

Tareq Lubbadeh,

Contact number: 00962792911428

Email: rmouv7@pte.hu / Tareq.lubbadeh@yahoo.com.

By completing this survey, you are consenting to participate in this study.

Appendix (B): General Information

- What is your gender?

<input type="checkbox"/> Male	<input type="checkbox"/> Female
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- Please indicate which age group you belong to

<input type="checkbox"/> 20-34 years	<input type="checkbox"/> 35-49 years
<input type="checkbox"/> 50 years and older	

- Marital status:

<input type="checkbox"/> Single	<input type="checkbox"/> Married
<input type="checkbox"/> Divorced	

- Level of education:

<input type="checkbox"/> Diploma	<input type="checkbox"/> Bachelor's degree
<input type="checkbox"/> Master's degree	<input type="checkbox"/> Ph.D. degree

- Work experience in the banking sector:

<input type="checkbox"/> 1-5 years	<input type="checkbox"/> 6-10 years
<input type="checkbox"/> 11-15 years	<input type="checkbox"/> More than 15 years

- Work experience at your current bank _____ years.

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- The name of the bank where you work.

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Appendix (C): Job Burnout (OLBI)

Below there are 16 statements that refer to your feelings and attitudes during work. Please indicate to what extent you agree or disagree with each of the following statements by selecting the number that corresponds with the statement.

1= 'Strongly agree'

2= 'Agree.'

3= 'Disagree.'

4= 'Strongly disagree.'

Scale 1: Exhaustion (8 items)					
1.	I can tolerate the pressure of my work very well. (Exhaustion)	1	2	3	4
2.	After working, I have enough energy for my leisure activities. (Exhaustion)	1	2	3	4
3.	Usually, I can manage the amount of my work well. (Exhaustion)	1	2	3	4
4.	When I work, I usually feel energized. (Exhaustion)	1	2	3	4
5.	There are days when I feel tired before I arrive at work. (Exhaustion) R	1	2	3	4
6.	After work, I tend to need more time than in the past in order to relax and feel better. (Exhaustion) R	1	2	3	4
7.	During my work, I often feel emotionally drained. (Exhaustion) R	1	2	3	4
8.	After my work, I usually feel worn out and weary. (Exhaustion)R	1	2	3	4
Scale 2: Disengagement (8 items)					
9.	I always find new and interesting aspects in my work. (Disengagement)	1	2	3	4
10.	I find my work to be a positive challenge. (Disengagement)	1	2	3	4
11.	This is the only type of work that I can imagine myself doing. (Disengagement)	1	2	3	4
12.	I feel more and more engaged in my work. (Disengagement)	1	2	3	4
13.	It happens more and more often that I talk about my work in a negative way. (Disengagement) R	1	2	3	4
14.	Lately, I tend to think less at work and do my job almost mechanically. (Disengagement) R	1	2	3	4
15.	Over time, one can become disconnected from this type of work. (Disengagement) R	1	2	3	4
16.	Sometimes, I feel sickened by my work tasks. (Disengagement) R	1	2	3	4

Appendix (D): Employees' job performance (IWPQ)

The following 18 statements relate to how you carried out your work during the past three months. To get an accurate picture of your conduct at work, it is vital that you complete the questionnaire as carefully and honestly as possible. If you are uncertain about how to answer a particular question, please give the best possible answer. The questionnaire is entirely anonymous: your answers will not be seen by your supervisor(s) or colleagues.

0= 'Seldom'

1= 'Sometimes'

2= 'Regularly'

3= 'Often'

4= 'Always'

In the past three months...

Scale 1: Task performance (5 items)						
1.	I was able to plan my work so that I finished it on time.	0	1	2	3	4
2.	I kept in mind the work result I needed to achieve.	0	1	2	3	4
3.	I was able to set priorities.	0	1	2	3	4
4.	I was able to carry out my work efficiently.	0	1	2	3	4
5.	I managed my time well.	0	1	2	3	4
Scale 2: Contextual performance (8 items)						
6.	On my own initiative, I started new tasks when my old tasks were completed.	0	1	2	3	4
7.	I took on challenging tasks when they were available.	0	1	2	3	4
8.	I worked on keeping my job-related knowledge up-to-date.	0	1	2	3	4
9.	I worked on keeping my work skills up-to-date.	0	1	2	3	4
10.	I came up with creative solutions for new problems.	0	1	2	3	4
11.	I took on extra responsibilities.	0	1	2	3	4
12.	I continually sought new challenges in my work.	0	1	2	3	4
13.	I actively participated in meetings and/or consultations.	0	1	2	3	4

The following five phrases have a different answer range:

0= 'Never.'

1= 'Seldom.'

2= 'Sometimes.'

3= 'Quite often.'

4= 'Often.'

In the past three months...

Scale 3: Counterproductive work behavior (5 items)						
1.	I complained about minor work-related issues at work.	0	1	2	3	4

2.	I made problems at work bigger than they were.	0	1	2	3	4
3.	I focused on the negative aspects of situation at work instead of the positive aspects.	0	1	2	3	4
4.	I talked to colleagues about the negative aspects of my work.	0	1	2	3	4
5.	I talked to people outside the organization about the negative aspects of my work.	0	1	2	3	4

Appendix (E): The total number of employees in the Jordanian banking sector at the end of 2019

Type	Name of Bank	No. of Employees	% Of total employees in the banking sector
Commercial banks in Jordan	1 Arab Bank PLC	3236	15.27%
	2 The housing bank	2358	11.13%
	3 Bank of Jordan	1547	7.30%
	4 Cairo Amman Bank	1553	7.24%
	5 Jordan Kuwait bank	1239	5.85%
	6 Jordan Ahli Bank	1186	5.60%
	7 Bank El-Etihad	1142	5.39%
	8 Arab Jordan investment bank	755	3.56%
	9 Jordan commercial bank	729	3.44%
	10 Capital Bank of Jordan	583	2.75%
	11 Arab Banking Corporation	520	2.45%
	12 Invest bank	407	1.92%
	13 Societe general/Jordan	316	1.49%
The total number of employees in the Jordanian commercial banks		15553	73.39%
Islamic banks	14 Jordan Islamic Bank	2440	11.51%
	15 Islamic International Arab Bank	980	4.62%
	16 Safwa Islamic Bank	612	2.89%
	17 Al-Rajhi Bank*	309	1.46%
	The total number of employees in Jordanian Islamic banks		4341
Foreign commercial banks	18 BLOM Bank	400	1.89%
	19 Egyptian Arab Land Bank	384	1.81%
	20 Bank Audi	239	1.13%
	21 Standard Chartered	134	0.63%
	22 Citibank	57	0.27%
	23 National Bank of Kuwait	55	0.26%
	24 Rafidain Bank	29	0.14%
	The total number of employees in foreign commercial banks		1298
Total		21192	100%

Note * = Islamic foreign bank

Source: own elaboration based on the Association of Banks in Jordan (ABJ, 2019)

Appendix (F): Permission to Use the Oldenburg Burnout Inventory (OLBI)

1/21/2021

Mail - Lubbadah Tareq Bassam Ramez - Outlook

RE: Permission to Use the Oldenburg Burnout Inventory (OLBI)

Jones, A. <a.jones@tue.nl>

Wed 6/17/2020 12:59 PM

To: Lubbadah Tareq Bassam Ramez <RMOUV7@pte.hu>

■ 4 attachments (2 MB)

Burnout among pilots psychosocial factors related to happiness and performance at simulator training.pdf; OLBI German English Dutch new.doc; Demerouti, Mosterd & Bakker JOHP 2010.pdf; OLBI_MBIGS.PDF;

Dear Lubbadah,

On behalf of professor Demerouti I would like to thank you for your interest in her burnout instrument. The OLBI is free of charge for academic purposes.

In the attachment, you can find the OLBI in German and the unstandardized translation in English (checked by an American native speaker). As you will see in the meantime the scale has been improved in order to have equal number of positive and negative items.

If you decide to apply it eventually, please let us know whether the instrument has the same structure in your sample as in the German and the Dutch ones.

I have also attached some relevant publications as pdf files. We are looking forward to hearing your results. Good luck with your study!

Kind regards

Angela Jones

Secretary Human Performance Management Group
Department of Industrial Engineering and Innovation Sciences

In the office on Monday, Tuesday, Thursday, and Friday



☎ +31 (0)40-247 2493

@ hpm@tue.nl🌐 www.hpmtue.nl

✉ Technische Universiteit Eindhoven, IE&IS/HPM/ATL 7.404, P.O.Box 513, 5600 MB Eindhoven

From: Lubbadah Tareq Bassam Ramez <RMOUV7@pte.hu>**Sent:** Friday, 22 May 2020 18:34**To:** Demerouti, E. <E.Demerouti@tue.nl>**Subject:** Re: Permission to Use the Oldenburg Burnout Inventory(OLBI)Sent from [Outlook Mobile](#)

<https://outlook.office365.com/mail/sentitems/id/AAQkADQwOGY3NzlhLTU3OWUiNDE2Yy04M2I3LWE4YTQ1ZDEyOGM0MgAQAGoKIZQxAVIJp...> 1/2

Appendix (G): Permission to Use the Individual Work Performance Questionnaire (IWPQ)

1/21/2021

Mail - Lubbadah Tareq Bassam Ramez - Outlook

RE: Permission to Use Survey Instrument

Koopmans, L. (Linda) <linda.koopmans@tno.nl>

Mon 5/18/2020 4:43 PM

To: **Lubbadah Tareq Bassam Ramez** <RMOUV7@pte.hu>

1 attachments (560 KB)

IWPQ English manual - August 2015.pdf;

Dear Lubbadah Tareq,

Thank you for your e-mail. Yes you can use the Individual Work Performance Questionnaire (IWPQ) as a survey in your research. Please find the manual of the 18-item IWPQ attached. Good luck with your dissertation.

Kind regards,

Dr. Linda Koopmans

From: Lubbadah Tareq Bassam Ramez <RMOUV7@pte.hu>

Sent: zaterdag 16 mei 2020 03:16

To: Koopmans, L. (Linda) <linda.koopmans@tno.nl>

Subject: Permission to Use Survey Instrument

Dear Linda Koopmans

I am a doctoral student studying at the University of Pecs, Hungary, interested in using the individual work performance questionnaire (IWPQ), with at least 300 bank employees in Jordan. My dissertation is about the relationship between job burnout and employee performance in the banking sector.

I am wondering if you can permit me to use the questionnaire. I appreciate your time. Thank you,

Kind regards,

Lubbadah Tareq, Doctoral Student, University of pecs.

Pécsi Tudományegyetem
Magyarország első egyeteme – 1367

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Appendix (H): Example Survey Questionnaire

1/22/2021

The Phenomena of Job Burnout and its Relation to Employees' Performance

The Phenomena of Job Burnout and its Relation to Employees' Performance

Consent form

Dear participants:

My name is Tareq Lubbadeh, and I am a Ph.D. candidate in business administration at the University of Pécs Hungary. The present research is part of the Ph.D. dissertation, which emphasizes evaluating the extent of job burnout and its relationship with the employees' behavior at work in the banking sector in Jordan.

To make this study functional, please support me by taking some of your precious time to finish the online version of the questionnaire. Please be rest assured that your privacy, as well as the confidentiality of your answers, are guaranteed. Only the results of the group will be published.

This survey is entirely voluntary, and completing the survey should take about 10-15 minutes. Data will be stored in secure and encrypted electronic storage and will be available only to the principal investigator.

Your participation is essential to this study; please accept my deepest gratitude in advance for your time, participation, and help in this study. Feel free to contact me if you have any questions.

Yours sincerely,

Tareq Lubbadeh,

Contact number: 00962792911428

Email: rmouv7@pte.hu / Tareq.lubbadeh@yahoo.com.

By completing this survey, you are consenting to participate in this study.

* Required

Part I: Personal information

Please answer each statement below :

1. Gender: *

Mark only one oval.

Female

Male

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The Phenomena of Job Burnout and its Relation to Employees' Performance

2. Age: *

Mark only one oval.

- 20-34 years
- 35-49 years
- 50 years and older

3. Marital status: *

Mark only one oval.

- Single
- Married
- Divorced
- Widowed

4. Level of education: *

Mark only one oval.

- Diploma
- Bachelor degree
- Master degree
- PhD degree

5. Work experience in the banking sector: *

Mark only one oval.

- 1-5 years
- 6-10 years
- 11-15 years
- More than 15 years

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The Phenomena of Job Burnout and its Relation to Employees' Performance

6. Work experience at your current bank ____years. *

7. The name of the bank where you work:

**Part 2:
Job
Burnout**

Below there are 16 statements refer to your feelings and attitudes during work. Please indicate to what extent you agree or disagree with each of the following statements by selecting the number that corresponds with the statement.

1='Strongly agree'
2= 'Agree'
3= 'Disagree'
4= 'strongly disagree'

8. I always find new and interesting aspects in my work. *

Mark only one oval.

1 2 3 4

Strongly agree Strongly disagree

9. There are days when I feel tired before I arrive at work. *

Mark only one oval.

1 2 3 4

Strongly agree Strongly disagree

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The Phenomena of Job Burnout and its Relation to Employees' Performance

10. It happens more and more often that I talk about my work in a negative way. *

Mark only one oval.

	1	2	3	4	
Strongly agree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly disagree

11. After work, I tend to need more time than in the past in order to relax and feel better. *

Mark only one oval.

	1	2	3	4	
Strongly agree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly disagree

12. I can tolerate the pressure of my work very well. *

Mark only one oval.

	1	2	3	4	
Strongly agree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly disagree

13. Lately, I tend to think less at work and do my job almost mechanically. *

Mark only one oval.

	1	2	3	4	
Strongly agree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly disagree

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The Phenomena of Job Burnout and its Relation to Employees' Performance

14. I find my work to be a positive challenge. *

Mark only one oval.

	1	2	3	4	
Strongly agree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly disagree

15. During my work, I often feel emotionally drained. *

Mark only one oval.

	1	2	3	4	
Strongly agree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly disagree

16. Over time, one can become disconnected from this type of work. *

Mark only one oval.

	1	2	3	4	
Strongly agree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly disagree

17. After working, I have enough energy for my leisure activities. *

Mark only one oval.

	1	2	3	4	
Strongly agree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly disagree

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The Phenomena of Job Burnout and its Relation to Employees' Performance

18. Sometimes I feel sickened by my work tasks. *

Mark only one oval.

	1	2	3	4	
Strongly agree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly disagree

19. After my work, I usually feel worn out and weary. *

Mark only one oval.

	1	2	3	4	
Strongly agree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly disagree

20. This is the only type of work that I can imagine myself doing. *

Mark only one oval.

	1	2	3	4	
Strongly agree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly disagree

21. Usually, I can manage the amount of my work well. *

Mark only one oval.

	1	2	3	4	
Strongly agree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly disagree

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The Phenomena of Job Burnout and its Relation to Employees' Performance

22. I feel more and more engaged in my work. *

Mark only one oval.

1 2 3 4

Strongly agree Strongly disagree

23. When I work, I usually feel energized. *

Mark only one oval.

1 2 3 4

Strongly agree Strongly disagree

Part 3: Job
Performance

The following 18 statements relate to how you carried out your work during the past 3 months. To get an accurate picture of your conduct at work, it is vital that you complete the questionnaire as carefully and honestly as possible. If you are uncertain about how to answer a particular question, please give the best possible answer. The questionnaire is completely anonymous: your answers will not be seen by your supervisor(s) or colleagues.

0= 'Seldom'
1= 'Sometimes'
2= 'Regularly'
3= 'Often'
4= 'Always'

In the past 3 months...

24. I was able to plan my work so that I finished it on time. *

Mark only one oval.

0 1 2 3 4

Seldom Always

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The Phenomena of Job Burnout and its Relation to Employees' Performance

25. I kept in mind the work result I needed to achieve. *

Mark only one oval.

	0	1	2	3	4	
Seldom	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Always

26. I was able to set priorities. *

Mark only one oval.

	0	1	2	3	4	
Seldom	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Always

27. I was able to carry out my work efficiently. *

Mark only one oval.

	0	1	2	3	4	
Seldom	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Always

28. I managed my time well. *

Mark only one oval.

	0	1	2	3	4	
Seldom	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Always

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The Phenomena of Job Burnout and its Relation to Employees' Performance

29. On my own initiative, I started new tasks when my old tasks were completed. *

Mark only one oval.

	0	1	2	3	4	
Seldom	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Always

30. I took on challenging tasks when they were available. *

Mark only one oval.

	0	1	2	3	4	
Seldom	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Always

31. I worked on keeping my job-related knowledge up-to-date. *

Mark only one oval.

	0	1	2	3	4	
Seldom	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Always

32. I came up with creative solutions for new problems. *

Mark only one oval.

	0	1	2	3	4	
Seldom	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Always

1/22/2021

The Phenomena of Job Burnout and its Relation to Employees' Performance

33. I took on extra responsibilities. *

Mark only one oval.

	0	1	2	3	4	
Seldom	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Always

34. I continually sought new challenges in my work. *

Mark only one oval.

	0	1	2	3	4	
Seldom	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Always

35. I actively participated in meetings and/or consultations. *

Mark only one oval.

	0	1	2	3	4	
Seldom	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Always

36. I worked on keeping my work skills up-to-date. *

Mark only one oval.

	0	1	2	3	4	
Seldom	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Always

1/22/2021

The Phenomena of Job Burnout and its Relation to Employees' Performance

Job performance (Con).

The following five phrases have a different answer range:

0= 'Never'

1= 'Seldom'

2= 'Sometimes'

3= 'Quite often'

4= 'Often'

In the past 3 months...

37. I complained about minor work-related issues at work. *

Mark only one oval.

0	1	2	3	4	
Never	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Often

38. I made problems at work bigger than they were. *

Mark only one oval.

0	1	2	3	4	
Never	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Often

39. I focused on the negative aspects of a situation at work instead of the positive aspects. *

Mark only one oval.

0	1	2	3	4	
Never	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Often

1/22/2021

The Phenomena of Job Burnout and its Relation to Employees' Performance

40. I talked to colleagues about the negative aspects of my work. *

Mark only one oval.

	0	1	2	3	4	
Never	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Often

41. I talked to people outside of the organization about the negative aspects of my work. *

Mark only one oval.

	0	1	2	3	4	
Never	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Often

Performance ratings.

Please answer the following question as honestly as possible; all the questions in the questioners are anonymous, and your answer will be used only for the purposes of scientific research.

42. Can you share your last performance appraisal score, based on your bank appraisal category? For example, 1- unsatisfactory 2-Need improvement 3- Good 4- Very good 5-Outstanding.

This content is neither created nor endorsed by Google.



Appendix (H): Author publications

Journal publications

- Lubbadeh, T. (2019). Entrepreneurship development in Japan: An empirical analysis. *International Entrepreneurship Review*, 5(3), 19–33. <https://doi.org/10.15678/IER.2019.0503.02>
- Lubbadeh, T. (2020a). Emotional Intelligence and Leadership – The Dark and Bright Sides. *Modern Management Review*, XXV (27), 39–50. <https://doi.org/10.7862/rz.2020.mmr.5>
- Lubbadeh, T. (2020b). Job Burnout: A General Literature Review. *International Review of Management and Marketing*, 10(3), 7–15. <https://doi.org/10.32479/irmm.9398>
- Lubbadeh, T. (2021). Job Burnout and Counterproductive Work Behaviour of the Jordanian Bank Employees. *Organizacija*, 54(1), 49–62. <https://doi.org/10.2478/orga-2021-0004>