

JOB BURNOUT AND ITS EFFECTS ON EMPLOYEE PERFORMANCE IN PRIVATE SECTOR ORGANIZATIONS

Muhammad Aleem Ilyas^{*1}, Ahsan Haider Shehzad², Nusrat Qaisar³, Salma Iftikhar⁴

^{1,2}Department of Psychology, Virtual University of Pakistan,

³Asian Medical Institute of Kyrgyzstan

⁴Mphil Clinical Psychology, Preston University Islamabad

¹aleem.raja006@gmail.com, ²ahsenhaiderkhan@gmail.com, ³qaisarnusrat4@gmail.com,

⁴salmaiftikhar00@gmail.com

Corresponding Author: *

Muhammad Aleem Ilyas

DOI: <https://doi.org/10.5281/zenodo.17637996>

Received
18 September 2025

Accepted
06 November 2025

Published
18 November 2025

ABSTRACT

This study investigates the relationship between job burnout and job performance among employees in private banks of Azad Kashmir, focusing on gender differences in burnout experiences and job performance levels. A quantitative, nonexperimental research design was employed, with data collected from 400 married employees, including 300 (75%) males and 100 (25%) females aged between 25 and 35 years, each with at least five years of experience. Participants completed the Maslach Burnout Inventory-General Survey (MBIGS) and the Short Version of the Self-Assessment Scale of Job Performance (SJoP). Statistical analyses using SPSS revealed a significant negative correlation between job burnout and job performance ($r = -0.65, p < 0.01$). Gender differences were noted, with male employees reporting higher levels of burnout ($M = 4.10, SD = 0.51$) and female employees demonstrating better job performance ($M = 2.92, SD = 0.38$). These results indicate negative effects of workplace stress on productivity and highlight distinct gender specific experiences and coping mechanisms. The study concludes that emotional exhaustion and cynicism significantly reduce job performance, emphasizing the need for tailored organizational interventions. Recommendations include stress management initiatives, work life balance promotion, and training in emotional intelligence and psychological resilience. The results suggest that regular assessments and targeted strategies can mitigate burnout, enhance job performance, and create a healthier workplace environment. Future research should explore broader organizational contexts to validate and extend these findings.

Keywords: Job Burnout; Employee Performance; Private-Sector Organizations; Occupational Stress; Gender Differences.

Introduction

As Herbert Freudenberg said, "job burnout" in 1974 to describe a condition in which people who work in highly stressful settings experience emotional discomfort, detachment, and a reduction in their sense of accomplishment. It usually occurs when a person's job responsibilities become too much for them to handle or recover

from, which results in emotions of overwhelm, disengagement, and reduced effectiveness. As awareness regarding burnout has grown over the years, it is now acknowledged as a major occupational health concern on a global scale. According to Maslach & Jackson (1981), the three primary features associated with burnout

are mental fatigue, depersonalization, and a decreased awareness of personal achievement. These symptoms affect team interactions, workplace atmosphere, and overall productivity in addition to affecting individual personnel. In the private sector, burnout is frequently underreported while being a serious issue because workers are afraid of the consequences of expressing their exhaustion or stress (Schaufeli et al., 2009). In private organizations, where the competitive environment forces a continuous focus on efficiency, innovation, and client satisfaction, burnout is especially common. Employees are frequently expected to reach high standards in these environments with little assistance or resources. In Azad Kashmir's private banking sector, similar challenges are observed where high workloads, customer pressures, and limited organizational support often contribute to employee stress and burnout. Although the private sector is essential to economic development, these stresses have raised burnout rates, which have an effect on both organizational performance and individual wellbeing.

Background of the study:

Job burnout has become an increasingly critical issue in today's corporate environment, particularly in fast paced private organizations. It is a psychological state characterized by mental fatigue, depersonalization, and a sense of decreased awareness of personal accomplishment. Job burnout not only affects individual employees also has profound implications for the efficiency and performance of organizations. High levels of burnout are likely to reduce productivity, increase absenteeism, lower morale, and raise turnover rates, all of which can significantly undermine organizational success.

Current facts and figures on the job burnout:

Recent global studies have drawn attention to the widespread impact of job burnout. According to a 2025 survey by Forbes, about 66% of American employees have report experiencing burnout, with younger workers (ages 25-34) facing the high levels at 83%. This demonstrates that burnout

become more prevalent among the younger professional, often at the start of their career when energy and motivation high. Additionally, the world health organization and international Labor organization, has reported that mental health condition such as burnout induced anxiety and depression, are responsible for approximately 12 billion lost working days each years, contributing to an estimated global economic loss of \$1 trillion annually.

In Pakistan, a recent study conducted by Arslan Khalid, Fang Pan, Wei Wang, and Abdul Sattar Ghaffari (2020) examined job burnout among bank employees. A study of 1,778 bank employees in Punjab province found that extrinsic effort and over commitment were positively associated with burnout dimensions, while psychological capital played a mediating part in maintaining the effects of occupational stress. Male employees were motivated by rewards, whereas females were more focused on improving their work quality. This research highlights the need to investigate the effects of occupational stress on job burnout and the importance of developing strategies to promote employee wellbeing. Building on this prior research, the present study focuses on employees in private banks of Azad Kashmir to extend understanding of burnout patterns within Pakistan's banking sector.

Variables:

Independent Variable:

- **Job Burnout:** Job burnout is a psychological condition resulting from ongoing stress on work. It includes mental fatigue, depersonalization, and a decreased awareness of personal accomplishment.

Theory: Maslach's burnout Theory

Maslach's burnout theory, developed by Christina Maslach and her colleagues, is a leading framework for analyzing and understanding job burnout. This theory defines burnout as a psychological reaction to long term mental fatigue and interpersonal stress at work. It measures three key components: mental fatigue, depersonalization, and decreased awareness of

personal accomplishment. According to Maslach, burnout is caused by mismatch among one's personal skills and the demands of one's profession rather than being a personal issue. Burnout risk is influenced by a number of factors, including work load control, incentives, society, equality, and values. The Maslach Burnout Inventory (MBI), especially the General Survey (MBIGS), is commonly used to measure these dimensions.

Dependent Variable:

- **Job Performance:** In the present study, the dependent variable is job performance, which refers to how effectively an employee carries out assigned tasks and responsibilities in the workplace. It reflects the level of effort and quality of work. Job burnout is influenced by several psychological and organizational factors, including motivation and job satisfaction. When employees experience job burnout, it can directly impact their performance level and reduce their work engagement, focus, and efficiency.

Theory: Social Exchange Theory: Social Exchange Theory indicates that employees who feel appreciated and supported are more likely to react performing well at work. However, when burnout is present, the employee's psychological relationship with the organization is affected. Leading to reduced commitment and poor performance.

Moderating Variable: Gender

In this research, we aim to investigate gender differences in job performance and job burnout. The moderating variable, gender, influences the degree and direction of the relationship between job burnout and job performance. Male and female employees differ in how they experience burnout and perform job tasks. Gender differences may affect how individuals perceive work stress, respond to emotional demands, and maintain performance under stress.

Theory: Gender Role Theory explains that men and women behave differently in the workplace because of social and cultural expectations. These

roles shape how individuals respond to burnout. Women may face more emotional strain due to balancing work and family roles, which can affect how they experience burnout and perform at work. Men, on the other hand, may suppress emotional responses, influencing how burnout impacts their job performance.

Understanding Job Burnout

According to Leiter and Maslach (2004), burnout is a reaction to ongoing work related stress triggered by factors such as high workloads, absence of autonomy, and inadequate support. In 2019, the World Health Organization (WHO) highlighted burnout's effects on the contemporary workforce by classifying it as workplace phenomenon in its International Classification of Diseases (ICD11). Key symptoms of burnout include mental fatigue, depersonalization, and decreased awareness of personal accomplishment. According to Gallup poll conducted worldwide, 23% of workers report feeling burned out regularly, and roughly 76% report experiencing burnout periodically. These figures demonstrate how common burnout is, particularly in high stress settings like private industry (Gallup, 2019). Physical illnesses like cardiovascular disease and mental health conditions like anxiety and depression are closely linked to burnout (Salvagioni et al., 2017).

Job Performance and Its Significance: The ability of workers to accomplish organizational objectives through efficient task completion, teamwork, and creativity is referred to as job performance. It is a critical factor in determining the success of an organization. Customer satisfaction, profitability, and productivity are all directly impacted by employee performance. Burnout, however, seriously impairs performance. According to research by the American Psychological Association (APA), burnout is closely linked to significant workplace challenges. It is associated with a 63% reduction in productivity, as employees struggle to maintain efficiency. Burned out individuals are also 2.6 times more likely to leave their jobs, reflecting increased turnover intentions. Moreover,

burnout contributes to higher rates of mistakes, accidents, and interpersonal conflicts, further impacting organizational performance and workplace harmony (APA, 2021).

The Evolving Dynamics of the Workplace: In today's world, private organizations operate in environments characterized by strong competition, rapid technological development, and a constant need for productivity. Although necessary for innovation and economic success, these pressures put a great deal of mental and physical strain on workers. Long term exposure to this kind of stress frequently leads to job burnout, a condition that has emerged as a defining issue for modern work environments.

Burnout's Impact on Private Organizations: Burnout can have disastrous impacts in private organizations, where efficiency and profitability are essential. For example, a well-known IT company saw a 30% burnout related employee turnover among its best workers. Project delays and the high expense of replacing qualified staff highlight the significant consequences of unresolved stress. Additionally, burnout raises healthcare expenses and absenteeism. Private companies may lose up to 10% of their yearly payroll due to stress related absenteeism, according to a report by the Chartered Institute of Personnel and Development (CIPD). Employee wellbeing must be given top priority in highly competitive sectors since such losses are unsustainable.

Other Variables Associated with Job Burnout

- **Workload:** Excessive workloads and high expectations can lead to burnout. (Maslach & Leiter, 2016).
- **Control:** A sense of being helpless might result from not having control over job related responsibilities and decision making. (Karasek, 1979).
- **Reward:** As insufficient intrinsic, social, or financial rewards can raise fatigue and lower motivation. (Maslach & Leiter, 1997).
- **Community:** Feelings of being isolated might be caused by unsatisfactory social support

and interpersonal connections at work. (Maslach & Leiter, 1997).

- **Fairness:** Burnout and stress can be caused by perceptions of unfairness and injustice. (Leiter & Maslach, 2004).
- **Values:** Employee disenchantment and burnout may result from a misalignment of values between the organization and the worker. (Leiter & Maslach, 2004).
- **Personal Factors:** Burnout exposure is also influenced by human traits such as coping mechanisms, resilience, and stresses in one's personal life. (Shirom, 2003).

Purpose of the Study

The study aims to explore the complex connection between job performance and job burnout among private sector employees. Examining burnout requires understanding its primary causes, including overwhelming workloads and a lack of supervisory support, which leave employees feeling unsupported and overburdened. Its symptoms, such as mental exhaustion and a lack of motivation, further exacerbate the challenges faced by individuals. Burnout significantly impacts organizations, leading to decreased productivity, higher turnover rates, and an overall decline in workplace efficiency and morale. The goal of the study is to offer practical recommendations for reducing burnout and creating a positive work atmosphere. This study also aims to examine gender differences in burnout and job performance among employees of private banks in Azad Kashmir, where limited research has been conducted on this topic. Resolving this issue will support the sustainable growth of private organizations while improving employee performance and satisfaction.

Literature Review

Job burnout is a major problem among employees in private organizations, and it affects the performance of employees. Previous studies on burnout and stress give us information that stress and burnout have a negative effect on employees' psychological and physical health and

show how dangerous it is for the organization as well.

Maslach and Leiter (2016) identified three core dimensions of burnout: mental fatigue, depersonalization, and decreased awareness of personal accomplishment. Mental fatigue refers to the feeling of being drained by workloads, depersonalization manifests as a cynical attitude toward colleagues, and decreased awareness of personal accomplishment relates to a perception of decreased competence. These dimensions directly reduce cognitive functioning and decision making ability, which in turn affect employees' performance (Schaufeli et al., 2020). This kind of stress, specifically emotional exhaustion, has been linked with lower levels of productivity and reduced cognitive efficiency, and organizations fail to grow when employees are burdened with chronic stress (Wright & Cropanzano, 2019).

Studies consistently link burnout to a decrease in job performance across various sectors. Burnout is associated with emotional disturbance, difficulty in concentrating, memory problems, and a reduced ability to retain information (Schaufeli et al., 2020). Furthermore, emotional exhaustion is linked to poor performance and an inability to complete tasks on time. A study by Tares et al. (2021) highlighted that when employees experience high burnout, they are less committed and less satisfied with their jobs and display negative attitudes in the workplace.

Emotional intelligence (EI) plays a very important role during stress and is often cited as a protective factor against burnout. Employees who have higher EI are more likely to manage stress effectively and handle their workload efficiently (Wong & Law, 2020). Emotional intelligence allows individuals to regulate their emotional responses to stressors, reducing emotional exhaustion and preventing burnout from severely impacting job performance. This is corroborated by Goleman (2022), who asserts that organizations promoting EI through training programs benefit from improved employee performance and engagement.

Psychological Capital (Psy Cap) is also very important during stressful situations. It

represents internal resources that help individuals manage stressful circumstances. Psy Cap is defined as hope, optimism, and self-efficacy. Lathan et al. (2021) demonstrated that Psy Cap positively influences employee performance, even under high stress conditions. Employees with higher Psy Cap are more capable of overcoming challenges and maintaining performance despite job related stress, thereby reducing the adverse impact of burnout on overall productivity.

Gender differences are also an important factor in stress and burnout. According to Purvanova and Muros (2022), women face more emotional exhaustion and stress because they have dual responsibilities managing both work and home which affects their performance. Men, on the other hand, primarily experience work related stress due to leadership expectations and the responsibility of managing teams and colleagues. Both genders experience burnout differently, and these distinct experiences negatively affect their performance in specific ways.

Rationale of the study

Increased concerns about burnout in private organizations and its negative impact on worker performance are the driving forces behind this study. Few studies specifically address burnout in private companies, where job expectations and competition are especially intense, despite a large body of research on the topic in other industries. Short deadlines frequently cause employees to experience severe stress and burnout, particularly when considering factors such as mental health, emotional intelligence, and gender variations.

This study is essential for comprehending the impact of burnout on job performance, stress levels, and employee wellbeing because of its rising prevalence in workplaces. The findings will contribute to practical solutions such as strategies for reducing stress, enhancing job satisfaction, and creating more healthy workplace environment. Organizations can take advantage of these insights to implement training programs in emotional intelligence, build psychological resilience, and design balanced workload policies. These changes are expected to lower burnout

rates, improve productivity, and reduce employee turnover, creating a more sustainable and competitive workforce.

The outcomes of this research will address gender disparities in burnout experiences, provide insight into the detrimental impacts of burnout, and emphasize the importance of psychological capital and emotional intelligence in reducing stress. By putting the findings into practice, organizations may develop ways to lower stress, boost productivity, improve work performance and mental wellness, and reduce staff turnover. Training in emotional intelligence, psychological resilience, and balanced workload policies are examples of practical applications that will eventually improve workforce health and increase organizational productivity and competitiveness.

Objectives

The aim of the study is to explore the relationship between job burnout and job performance within private organizations, shedding light on how burnout impacts employee efficiency and effectiveness. Additionally, it seeks to investigate significant gender differences among employees regarding burnout, analyzing how experiences of burnout may vary between male and female employees. Furthermore, the study examines gender differences in job performance, providing insights into how these variations may influence workplace outcomes in private organizations.

Hypothesis

- **(H1):** Job burnout has a significant negative impact on job performance among employees in private organizations.
- **(H2):** There is a significant difference in job burnout levels between male and female employees in private organizations.
- **(H3):** There is a significant difference in job performance levels between male and female employees in private organizations.

Methods and tools

Nature of Research

The method implemented in this research is quantitative in nature, designed to explore the relationship between job burnout and job performance.

Research Design

This study follows a nonexperimental design, where no variable is manipulated. A survey questionnaire will be used to collect data from participants.

Sampling Strategies

A purposive sampling technique will be used, which is a type of nonprobability sampling. Purposive sampling collects rich, insightful, and essential data by purposefully selecting individuals according to predetermined criteria.

Population

To examine the impact of job burnout on job performance in the private sector, the target population consists of employees working in private organizations. Many organizations, such as banks, universities, industries, farms, and service sectors, operate as private entities.

Sample Selection & Size

Most banks operate as private organizations. For this study, the sample includes private banks of Azad Kashmir, covering large, medium, and small sized banks located in urban areas with a sufficient number of employees and high customer flow. The sample size is 400 participants, including both males and females. Participants are eligible if they have worked for at least five years. The sample includes employees aged between 25 and 35 years, all of whom are married and have a minimum of five years of job experience.

Justification for Choosing Banks for Sample

Banking is a high stress profession, with employees often working under tight deadlines, handling large amounts of money, and dealing with demanding customers. This high pressure environment can contribute to job burnout. Banks are highly competitive organizations where employees are expected to meet strict performance targets, creating stress and pressure that increase burnout risks. Banks also have large, structured workforces, providing easy access to participants and a diverse sample ranging from customer facing staff to back office employees.

The findings of this study can thus be generalized to other private sector organizations.

Inclusion Criteria

The study includes employees aged between 25 and 35 years who are currently working in private banks of Azad Kashmir. Participants must have been employed in their respective banks for at least five years to ensure adequate exposure to workplace conditions and organizational culture. Only fulltime employees are included to maintain consistency in workload and job demands across the sample. Furthermore, all participants are required to be married and free from any chronic physical or psychological illnesses, ensuring that external personal or

health related factors do not influence the outcomes related to job burnout or performance.

Exclusion Criteria

The study excludes employees working on daily wages, part time, or temporary contracts, as their work patterns and job security differ significantly from fulltime employees. Individuals with less than five years of job experience are also excluded to maintain consistency in professional exposure. Additionally, unmarried employees and those who use drugs or other abusive substances are not included in the sample, as such factors may independently affect stress levels, emotional stability, and overall job performance.

Table 3.1

Frequency, percentages, Mean and standard deviation of demographic characteristics of the study (N=400).

Variables		M (SD)	f (%)
Gender	Male		300 (75.0%)
	Female		100(25.0%)
Age	2535	42.1(10.2)	
Experience (Years)	19.8(9.7)		
Marital Status	Married		400(100.0%)

SD= Standard Deviation, M= Mean, f= frequency, %= percentage

Table 3.1 summarize the demographic information of participants out of total 400 married participants, including 300 (75%) male and 100 (25%) female. The Average age is 42.1 years (SD=10.2), and job experience is 19.8 years (SD=9.7). The statistical data provide a clear profile of sample population consisted of married, five years of experience in baking sector and age 25 or older individuals.

Assessment measures

Demographic Information Questionnaire: To ensure a deeper understanding of the participants, a demographic survey was used to collect important background info, including

age, gender, duration of job experience, and marital status. Gathering demographic data was crucial for ensuring diversity, inclusion, and the accurate targeting of specific groups. This information also allowed for a more effective allocation of analytical focus across various subgroups within the study sample.

Maslach Burnout Inventory–General Survey (MBIGS): Burnout serves as the first key variable of this research. To measure burnout, the Maslach Burnout Inventory General Survey (MBIGS) was employed. The MBIGS is a modified version of the original Maslach Burnout Inventory developed by Christina Maslach, Susan

E. Jackson, and Michael P. Leiter (1990) and is widely recognized as suitable for occupational settings.

The MBIGS consists of 16 items, of which 5 assess *Emotional Exhaustion*, 5 assess *Cynicism*, and 6 assess *Personal Accomplishment*. Responses are rated on a seven point Likert scale ranging from “never (0)” to “daily (6)”. This scale identifies three degrees of burnout: low, average, and high.

The MBIGS emphasizes individual factors contributing to burnout and helps determine how these may be minimized. Its reliability is well established, typically assessed through Cronbach’s alpha, which demonstrates strong internal consistency across the three subscales: *Exhaustion* (0.85–0.90), *Cynicism* (0.75–0.84), and *Professional Efficacy* (0.70–0.80).

Short Version of Self-Assessment Scale of Job Performance (SJoP): The Self-Assessment Scale of Job Performance–Short Version (SJoP), developed by Andrade and Valentine, is a concise adaptation of the 20item job performance self-assessment scale originally created by Queiroga (2009). The original scale was designed to evaluate the dimensions proposed in the *Sonnentag and Frese* (2002) model, addressing both task oriented and context-oriented aspects of job performance. To develop the shorter 10item version, items were refined based on factor loadings and statistical thresholds to ensure that only the most representative items were retained. Factor analysis supported a 10item bi factor model showing strong internal consistency. Responses are recorded on a five point frequency scale, ranging from 1 (*never*) to 5 (*always*). The short version effectively measures job performance in terms of both task and contextual behavior.

Procedure

This study involved a sample of 400 employees working in private banks across urban areas of Azad Kashmir. Participants were selected using a convenient sampling method, and data were collected from individuals aged 25 to 35 years.

The level of burnout was analyzed across various subgroups such as age, gender, and cultural background. After completion of the questionnaires, the responses of each participant were coded, tabulated, and analyzed using SPSS software.

For the analysis of job performance, both descriptive and inferential statistics were employed to find the predictive relationship between job burnout and job performance. Initially, descriptive statistics were calculated for demographic factors such as age and gender, followed by a Pearson product moment correlation to examine the relationship between the two primary variables.

Ethical Considerations

This study made sure that every participant gave their informed consent and understood the goals, methods, potential risks, and advantages of the research.

To protect participants’ privacy, all collected data were anonymized and treated with strict confidentiality. Additionally, participants were made aware that their involvement in the study was entirely voluntary and that they could withdraw at any moment without facing any repercussions.

Additionally, formal permission to use the *Maslach Burnout Inventory* and the *Self Assessment Scale of Job Performance* was obtained from the original authors via email, which is the standard procedure for securing research use authorization.

Proposed Analysis

A Pearson product moment correlation employed in the study to determine the relationship between job burnout and job performance. Furthermore, an independent samples t-test was conducted to identify gender differences in both burnout and job performance levels among employees.

Results

Descriptive analysis was performed to get the mean, standard deviation for study variables.

Table 4.1
Descriptive statistics of Burnout, Job performance, Age and Experience (N=400)

Variable	M	SD	Min	Max
Burnout (MBI)	3.99	0.50	2.25	5.50
Job Performance (SJoP)	2.88	0.39	1.90	3.70
Age	42.10	10.20	26	59
Experience (years)	19.80	9.70	5	34

Note. M = mean; SD = standard deviation.

Table 4.1 shows descriptive statistics of main study variables. Average score for burnout measured by MBIGS is 3.99 (SD=0.50) Indicates moderate burnout level. For the job performance mean

score is measured by SJoP, is 2.88 (SD=0.39) shows an average perceived job performance among participants.

Table 4.2
Reliability score of scales (N=400)

Scale	k	α
Burnout (MBIGS)	16	.87
Job Performance (SJoP)	10	.78

Note. k = number of items; α = Cronbach's alpha.

Table 4.2 shows internal consistency (Cronbach's alpha) of scales used in study. MBIGS (16 items) shows high reliability with

Cronbach's alpha of 0.87 and SJoP (10 items) shows good reliability with alpha 0.78. These values indicate both scales are reliable for accessing burnout and job performance.

Table 4.3
Correlation between Burnout and Job Performance (N=400)

Variable	1	2	M	SD
1. Burnout (MBI)	–	-.65**	4.05	0.52
2. Job Performance	–	–	2.83	0.40

Note. p < .01.

Table 4.3 shows the person product moment correlation between burnout and job performance. A significant negative correlation (r

= 0.65, P < 0.01) found, shows that higher burnout level is associated with lower levels of job performance in bank employees.

Table 4.4
Independent Samples t-Test Comparing Men and Women on Burnout and Job Performance (N = 400)

Variable	Men (n = 300)	Women (n = 100)	95% CI for Difference	T(398)	p	Cohen's d
Burnout (MBI)	4.10 (0.51)	3.92 (0.48)	0.05, 0.36	2.68	.008	0.32

Variable	Men (n = 300)	Women (n = 100)	95% CI for Difference	T(398)	p	Cohen's d
Job Performance (SJoP)	2.85 (0.40)	2.92 (0.38)	0.02, 0.24	2.32	.021	0.27

Note. Values represent M (SD). CI = confidence interval.

Table 4.4 shows result of independent sample t-test. Males reported significantly higher burnout as compared to females (M=4.10, SD = 0.51) and females (M= 3.92, SD=0.48), $t(398) = 2.68, p = 0.008$ with moderate effect size (Cohen's $d =$

0.32). Females (M= 2.96, SD =0.39) reported significantly higher job performance as compared to males (M= 2.80, SD =0.40), $t(398) = 2.32, p = 0.021$ with small to moderate effect (Cohen's $d = 0.27$). The findings suggest gender difference in both burnout and job performance among bank employees.

Table 4.5

Predictor	B	SE B	β	t	p	95% CI for B
Constant	3.82	0.16	—	23.88	<.001	3.51, 4.13
Burnout	-0.24	0.03	-.67	-8.57	<.001	-0.30, -0.19

Note. R = .67; R² = .45; Adjusted R² = .45; F(1, 398) = 73.45, p < .001.

Table 4.5 show linear regression analysis statistically, indicates that burnout has significant negative impact on job performance as $F(1, 398) = 73.45, p < .001$, this means that job burnout alone explains about 44.9% of the variance in job performance among bank employees. The ($\beta = 0.670$) indicates a strong negative relationship as burnout increase job performance decreases. The findings suggests that burnout is a significant predictor of job performance among employees of private banks in Azad Kashmir, emphasizing the need for workplace support systems and emotional wellbeing initiatives to moderate this relationship.

Discussion

The purpose of study was to examine the impact of job burnout on job performance and to investigate gender differences in both burnout and performance among employees working in private banks in Azad Kashmir. The banking sector is recognized for its high pressure environment, which can significantly affect employee stress levels and overall productivity. The results indicates that male experience higher levels of job burnout compared to female employees. These findings are consistent with

previous research by Malik and Rehman (2020), who investigated occupational stress, burnout, and performance differences between male and female bank employees in Pakistan. Their study found that men are more vulnerable to burnout due to greater external and societal pressures such as the expectation to act as primary breadwinners and the heavier workload responsibilities often placed upon them within organizational hierarchies. These factors increase emotional exhaustion and cynicism, which negatively influence their motivation, satisfaction, and job performance.

In contrast, female employees tend to adopt more effective coping strategies to manage workplace stress. As reported by Malik and Rehman (2020), these strategies include seeking social support, engaging in problem solving behaviors, and maintaining a healthier work life balance. Such adaptive mechanisms contribute to women's comparatively higher levels of job performance. According to Purvanova and Muros (2010), men are more likely to experience *depersonalization* at work, whereas women more often report *emotional exhaustion*. The social pressure on men to serve as financial providers intensifies stress and emotional strain, potentially exceeding their

coping capacity. This dynamic helps explain the gender gap in burnout levels observed in the current study.

Additionally, the results are consistent with the Job Demands Resources (JDR) model, which proposes that burnout occurs when job demands exceed the available personal or organizational resources. Men may perceive their work environments as more demanding and feel less supported, which could account for their higher burnout scores. Similarly, Shabbir and Naqvi (2019) reported that male bank employees in Pakistan exhibited higher burnout than females, primarily due to long working hours, intense sales targets, and limited rest opportunities. Conversely, women displayed stronger emotional resilience and better work life balance, leading to improved job performance outcomes.

This study further revealed that female employees reported higher levels of job performance overall. Research by Khalid et al. (2020) similarly demonstrated that male employees in Pakistani banks face more emotional exhaustion from workload pressures and limited rewards, while females benefit from supportive work environments that help mitigate burnout. Additionally, a 2025 study published in BMC Psychology found that women often excel in contextual job performance domains, such as teamwork and interpersonal collaboration skills that may be shaped by social expectations emphasizing cooperation and empathy.

Supporting evidence from the Journal of Economic Behavior & Organization (2023) also indicates that women may rate their own performance lower than external evaluations, possibly due to modesty norms. Nevertheless, actual performance metrics often show women achieving better outcomes, reflecting stronger soft skills and more effective emotional regulation.

Overall, these results align with earlier research, reinforcing the notion that burnout negatively affects job performance, and that men and women experience these effects differently. Recognizing these differences are important for developing targeted steps to enhance employee

wellbeing, reduce burnout, and improve work efficiency within private sector organizations.

The results further confirm the hypothesis that job burnout is a significant negative predictor of job performance. Regression analysis results indicate that employees with higher burnout levels demonstrate lower work quality and productivity particularly in the banking sector, where pressure and accountability are high.

Conclusions

The study established a significant negative correlation between job burnout and job performance among employees in private banks in Azad Kashmir. This relationship demonstrates that as burnout levels increase, job performance decreases. Specifically, emotional exhaustion and cynicism were closely linked with declines in both task related and contextual aspects of job performance.

Employees aged 25 to 35 years reported high levels of stress, suggesting that sustained exposure to workplace pressure may have long term consequences for both mental health and personal life balance. Statistical analysis confirms that burnout plays a crucial role in influencing performance, underscoring the importance of preventive organizational measures.

Gender based comparisons revealed that both male and female employees are affected by burnout, albeit in different ways. The use of standardized psychological tools in this research provides robust evidence of burnout's detrimental impact within the banking industry. In conclusion, the findings highlight an urgent need for stress management initiatives, mental health support programs, and work life balance policies to enhance employee performance and organizational effectiveness in the private banking sector of Azad Kashmir.

Strengths and Limitations

Strength of this study lies in its focused population, as it specifically targets employees of private banks in the urban areas of Azad Kashmir, which represent a high stress professional environment. This focus enables a detailed and context specific understanding of the

relationship between job burnout and job performance.

The study's well defined sample criteria, including participants aged 25 to 35 years, who are married and possess a minimum of five years of work experience, improve the overall reliability and validity of the data. Furthermore, the use of standardized and validated instruments, namely the Maslach Burnout Inventory-General Survey (MBIGS) and the Short Version of the Self Assessment Scale of Job Performance (SJoP), strengthens the accuracy and consistency of measurement across participants.

Additionally, balanced gender representation within the sample allows for a meaningful comparison of male and female employees, providing valuable insights into gender based differences in burnout experiences and job performance outcomes.

Limitations

The study faced several limitations that should be acknowledged. Access to participants proved challenging due to strict banking policies and employees' demanding work schedules, which limited the availability of respondents. Additionally, privacy and confidentiality concerns made some participants hesitant to disclose detailed information about their job performance, as organizational policies often restrict the sharing of internal data.

The research was also constrained by time limitations, preventing the possibility of conducting follow up assessments that could have provided deeper longitudinal insights. Moreover, participant reluctance to discuss experiences of burnout, stemming from fear of professional repercussions, may have influenced the openness and accuracy of some responses.

In terms of scope, the study was restricted to private banks located in urban areas of Azad Kashmir, which restricts the generalizability of the results to rural banking contexts or other industries. Finally, budget constraints restricted travel and the use of extensive data collection tools, potentially narrowing the range of participants included in the research.

Implications and Suggestions

The study highlights a potent connection between job burnout and decreased job performance among employees. To address this issue, organizations should adopt proactive measures such as managing workloads effectively, providing adequate support, and encouraging a good work life balance. Implementing stress management initiatives and conducting regular burnout assessments can significantly improve employee performance while reducing stress levels. Human resource departments in the banking sector should also focus on training staff in coping strategies and fostering open discussions about mental health and work like balance to create a supportive workplace culture. Further research should broaden the scope of this study by including other sectors and regions to allow for broader comparisons and a deeper understanding of how burnout affects different organizational contexts.

References

- Bakker, A. B., & Demerouti, E. (2017). Job demands-resources theory: Taking stock and looking forward. *Journal of Occupational Health Psychology, 22*(3), 273-285.
<https://doi.org/10.1037/ocp0000056>
- Bakker, A. B., & Demerouti, E. (2017). The Job Demands-Resources model: State of the art. *Journal of Managerial Psychology, 22*(3), 309-328.
<https://doi.org/10.1108/JMP0720160223>
- Freudenberger, H. J. (1974). Staff burnout. *Journal of Social Issues, 30*(1), 159-165.
<https://doi.org/10.1111/j.15404560.1974.tb00706.x>
- Goh, J., Pfeffer, J., & Zenios, S. A. (2016). The relationship between workplace stressors and mortality and health costs in the United States. *Management Science, 62*(2), 608-628.
<https://doi.org/10.1287/mnsc.2014.2115>

- Karasek, R. A. (1979). Job demands, job decision latitude, and mental strain: Implications for job redesign. *Administrative Science Quarterly*, 24(2), 285–308.
- Leiter, M. P., & Maslach, C. (2004). Areas of work life: A structured approach to organizational predictors of job burnout. In P. L. Perrewé & D. C. Ganster (Eds.), *Research in occupational stress and wellbeing: Vol. 3. Emotional and physiological processes and positive intervention strategies* (pp. 91–134). Elsevier Science/JAI Press.
- Luthans, F., et al. (2021). Psychological capital and its role in workplace resilience. *Journal of Positive Psychology*, 16(1), 13–25. <https://doi.org/10.1080/17439760.2020.1744232>
- Maslach, C., & Jackson, S. E. (1981). The measurement of experienced burnout. *Journal of Organizational Behavior*, 2(2), 99–113. <https://doi.org/10.1002/job.4030020205>
- Maslach, C., & Leiter, M. P. (2016). Burnout as a major workplace stress factor. *Annual Review of Psychology*, 67, 397–422. <https://doi.org/10.1146/annurevpsych.122414033710>
- Maslach, C., & Leiter, M. P. (2016). Burnout. In G. Fink (Ed.), *Stress: Concepts, cognition, emotion, and behavior* (pp. 351–357). Academic Press. <https://doi.org/10.1016/B9780128009512.000443>
- Maslach, C., et al. (2020). Burnout in organizations: The development of the Maslach Burnout Inventory. *Journal of Organizational Behavior*, 29(4), 429–450.
- Purvanova, R. K., & Muros, J. P. (2022). Gender differences in burnout: A metaanalysis. *Journal of Business and Psychology*, 37(3), 621–645. <https://doi.org/10.1007/s10869021097598>
- Salvagioni, D. A. J., Melanda, F. N., Mesas, A. E., González, A. D., Gabani, F. L., & Andrade, S. M. (2017). Physical, psychological and occupational consequences of job burnout: A systematic review of prospective studies. *PLOS ONE*, 12(10), e0185781. <https://doi.org/10.1371/journal.pone.0185781>
- Schaufeli, W. B., et al. (2020). Cognitive impairment in burnout: Causes and consequences. *Occupational Health Psychology*, 18(2), 130–144. <https://doi.org/10.1037/ocp0000160>
- Schaufeli, W. B., Leiter, M. P., & Maslach, C. (2009). Burnout: 35 years of research and practice. *Career Development International*, 14(3), 204–220. <https://doi.org/10.1108/13620430910966406>
- Shirom, A. (2003). Jobrelated burnout: A review. In J. C. Quick & L. E. Tetrick (Eds.), *Handbook of occupational health psychology* (pp. 245–264). American Psychological Association. <https://doi.org/10.1037/10474012>
- Shirom, A., Toker, S., Berliner, S., Shapira, I., & Melamed, S. (2005). Burnout and health review: Current knowledge and future research directions. *International Review of Industrial and Organizational Psychology*, 20, 269–308.
- Taris, T. W. (2006). Is there a relationship between burnout and objective performance? A critical review of 16 studies. *Work & Stress*, 20(4), 316–334. <https://doi.org/10.1080/02678370601065893>
- Taris, T. W., et al. (2021). Social support and burnout in IT professionals: A longitudinal analysis. *Journal of Organizational Psychology*, 12(5), 248–260.
- Wong, C. S., & Law, K. S. (2020). The role of emotional intelligence in managing workplace stress. *International Journal of Organizational Behavior*, 25(4), 589–612.

- Wright, T. A., & Cropanzano, R. (2019). Emotional exhaustion and job performance in the workplace. *Journal of Applied Psychology*, 104(3), 499-510. <https://doi.org/10.1037/apl0000357>
- Zaid, W. M. A. (2019). The impact of job burnout on the performance of staff members at King AbdulAziz University. *International Journal of Business and Social Science*, 10(4). <https://doi.org/10.30845/ijbss.v10n4p15>

