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Perceived Social Support and Job Burnout in Bankers of Public and Private Sectors

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ABSTRACT

The study currently is about a correlation between perceived social support and job burnout between the two types of sectors which is public and private within banks. The quantitative correlational reading using the hypothetical job burnout rate which be higher for the bankers with lower perceived social support and there would be a difference in job burnout rates between the bankers that had various social supports level, depending on the bank sector. We tried to see the connection between them. The data were collected via the following strategies: n=143 bankers 44 being female and 99 male bankers taken from public and private banking sectors with age 23-61 (M=32.3, SD=7.52). For variables(-) measurement, supervisor support scale, Coworker support scale, and Copenhagen Burnout Inventory was used. SPSS Version 22 was statically performed to explain the needful set of statistical analysis. Researchers have found out that there was a strong positive and two-way influence (perceived social support and job burnout level among bankers were correlated with $r = 0.17$). First and foremost the results demonstrate that bankers experience a high degree of social support, however, this social support does not defragnate the high levels of work pressure and even occasional work burnout. There was not any difference in these two groups between public (M=65.15) and the private (63.61) sector, nor there were any gender differences in this study which was part of a second analysis. The spread of this kind of disease requires a portion of society to go beyond the usual and find the ways of prevention.

INTRODUCTION

The Pakistani banking sector has been transformed significantly and undergone numerous amendments over time due to many democratic events that took place since nationalization of banks in 1974. Pakistan's banking industry was exposed to e banking, computers started to be in full use, and many ATMs were setup to enhance their competitiveness in the multinational business world. These changes produced a profound effect on the labor patterns and worksite environment affecting the employees' economic, social, and psychological domains in the Pakistani banking industry. The changes in credit industry of Pakistan as described above, have resulted in unequalled occupational stress and stress related disorders like anxiety, depression, depersonalization, etc. among the employees of the banks leading to burnout. The banking industry has always had an important role to play especially after a complete turnaround of trends caused by a crisis in the economic market (Gul et al., 2010).

Since 1974 when the banks were nationalized after a number of democratization incidents the banking sector has gone through massive changes and many changes in the banking sector in Pakistan. E-banking was introduced in the market to corner the domestic banking sector and computers became widespread and many ATMs were installed to ensure a foothold in the international market. This changes have carried out direct as well as indirect results on the behaviors and life-style of workers in banking sector, economically, socially, and psychologically. Due to the above given reforms in the loan market of Pakistan, the bank system staff experiences high level of pressure on jobs and associated disorders (such as anxiety/depression/depersonalization) that leads to burnout. Today, the banking industry has come to an important milestone of a crisis (both organizational and

global economic) that had a significant impact on the crisis. (Gul et al., 2010).

Bankers face attributes like irregular work schedules, unrealistic targets, complete dependence on commission-based salaries, poor team support, lack of resources, etc., which drains them physically and emotionally and leads to burnout. Employees in the bank's sales department are more susceptible to burnout because they have to meet high customer demands and cope with additional workload. The emotional and psychological changes that employees suffer due to excessive work stress are called Burnout. Burnout occurs when employees are exposed to work-related stress over a long period of time. According to Maslach (1978), burnout is a behavior that affects employees and makes them feel professionally pressured and frustrated with their work environment. When an employee begins to burn out, he gradually moves from a pleasant state to an exit point (MBI). The MBI evaluates burnout by analyzing three factors: (a) Negative self-evaluation towards personal accomplishment, (b) emotional exhaustion, and (c) depersonalization. These feelings are triggered by an employee being exposed to a stressful work environment for very long periods of time. As for another tool, we should use CBI measurements, for example, employee burnout, work-related burnout, and client burnout. The psychological and physical state that may occur to a person referred to as personal burnout, and no matter if a person is working or not, it affects everyone. This way the diagnosing is made impossible to find the cause of fatigue for inactive people. The state of physical and mental exhaustion caused by work is known as job burnout. Customer-related burnout occurs when respondents experience physical and mental fatigue and exhaustion from working with customers rather than working with people. (Schaufeli, Leiter et al., 2009).

Thoits (1982) provided a definition of social support, characterizing it as that part of a person within the individual's social network upon which socio-emotional help, instrumental help, or both is dependent in the context of work and which serves as a critical factor contributing to the leads to job burnout. According to Grobelna (2021), emotional exhaustion is mostly related to jobs that require a high level of interpersonal interaction. On the other hand, to achieve a high level of work performance, organizations need the help of supervisors or managers to ensure organizational success (Vuong & et al., 2023). Supervisors are responsible for providing feedback, conducting performance reviews, providing advice, and presenting solutions to problems. Mansour et al. (2016) examined the theory that the likelihood of burnout increases when an employee is inadequately compensated and receives minimal support from their supervisor. Employees are faced with significant workloads, role conflicts, and limited autonomy, which pose major challenges to their independent leadership.

Nawaz and Ansari (2021) explained the concept of perceived organizational support, which refers to the extent to which managers and leaders within an organization show concern for and value the well-being of their employees. The provision of perceived organizational support had a profound impact on improving the competencies of employees in the banking sector, thereby enabling them to perform their job tasks more efficiently. Providing help or support to employees that leads to a reduction in excessive workload and influences work results has been classified as organizational support. The combination of long working hours, work overload, work and time pressure, role conflict, and employee uncertainty appears to be associated with a higher likelihood of burnout (Pappa et al., 2020; Seo et al., 2020). Despite the fact that employees experienced high levels of work stress, they performed their tasks as expected in the job descriptions and with high efficiency due to the perceived organizational support they received in their working lives. Perceived organizational support (POS) has been found to protect employees by reducing the effects of taxation through self-esteem (self-esteem) and the presence of deep concern for their safety.

The lack of support from one or more members of a cohesive collection has very serious consequences for workers. Mutual communication makes them feel much better as they share both their problems and their joys with each other. Such a form of social support can be very stressful for individuals if it is not available, as Jayasinghe and Mendis (2017) have shared. These studies show that social support, consisting of support from managers and colleagues, helps employees regulate job stress. Giorgi et al. (2017) also examined workplace stress and found it to be of great importance in the case of banks. It can be detrimental to both the mental and physical condition of workers and the performance of organizations. Mental health issues have increased sharply in the banking industry, with stress being the main cause. Such feelings do not occur once and manifest themselves again and again through repeated negative actions, culminating in workplace burnout. Furthermore, Malik (2011)

concluded that employees of private banks face high levels of job stress as compared to employees of public sector banks due to overload, authority, role conflict, and lack of support from seniors. These critical factors contribute the most to job stress. Bank employees were unable to get a break as they were discriminated against, favored, given tasks, or faced with conflicting tasks constantly.

Jamshed and coauthors (2011) highlighted the most common sources of stress for bankers are high workload, low pay, technical work problems, personal problems, family time, and work stress at home. The most widespread signs of burnout are spine problems, tiredness, headaches and insomnia. Elements such as organizational culture, work relationship, work environment, and the interface between work and family are said to connect with the three main types of burnout (physical, psychological, and organizational). The findings of this research uncovered the fact that changing working circumstances feel like too much to handle by bank employees and consequently this leads to stress which eventually leads to burnout.

The job burnout is inversely related to the social support, which is the main reason causing the burnout at work, based on the study mentioned in Sellar et al. (2018). Consequently, this article will explain the components which appear in the review and the dynamics in relationship between perceived social support and job burnout of public and private sector bankers.

Problem Statement

Through a comprehensive evaluation of previous studies that emphasized the significance of perceived social support as an antidote to burnout in the workplace and its influence on employee performance and effectiveness, this research arises in the banking sector. The banking sector is known for very busy schedules and stressful work processes due to long working hours that may lead to exhaustion. It is possible for a banker's productivity to drop, and thus, the value of social support stands out. Mental and emotional health of employees are largely dependent on support by managers and colleagues, which leading to workforce inefficiency and subsequently work burn out in the workplace. Very few researches have been undertaken to examine the link between social support and job burnout in Pakistan. It is important to note that a study by Nadeem Malik (2011) found that employees in private banks are very likely to experience job burnout, as compared to those in the public sector banks.

Rationale and Significance of the Study

Previous studies have fully focused on the concept of burnout in different fields of work but there has not been a single attempt to study this problem in the banking industry of Pakistan. The aim of this study is to expose the way for future researchers to come, especially in banking, and enlighten the culture of banking in Pakistan and its influence on the well being as well as the working ethics of employees related to their superiors and colleagues. Obviously, a bank worker will definitely be under more pressure when operating with the finances of people and therefore their job is stressful too. Thus, the purpose of this research is to uncover the social support that bankers perceive as contributing to their well-being and preserving an environment that is favorable for learning, self-development, and self-awareness. The study, therefore, will address the issue of diverse levels of burnout among Pakistani bankers through delving into contributing determinants as a suggestion for future research.

Research Questions

1. Does Job Burnout influence the relationship between Perceived Social Support among employees in the banking industry?
2. Do job burnout and perceived social support among the bankers vary across bankers? What about the bankers' types of bankers?

Hypotheses

1. Job burnout significantly associated with Perceived Social Support among employees in the banking sectors.
2. The Job Burnout and Perceived Social Support differs based on banking sector among bankers.

METHODOLOGY

The research design used in this research was a quantitative correlational survey design. The study sample consisted of bank employees from various public and private banks within Karachi. Investigated population comprised of 143 bank employees whose age was between 23 and 61 years old ($M=32.3$, $SD = 7.52$). The group consisted of 99 men and 44 women. Out of 97 private bank participants and 46 public bank participants, 143 completed the questionnaire. This study employed purposive and convenience sampling procedures. People outside banking industry, as well as people not in the stated age bracket or people diagnosed with mental illnesses and diseases were not included in the analysis.

Procedure

First, the consent of the authors of scales applied in research was obtained. Consent form was carried out after taking approval from the Institution of Professional Psychology, Bahria University Karachi Campus (IPP-BUKC). Access to data from public as well as private banks was granted on the basis of a well-designed study. After the participants were asked to sign the consent form, fill in the demographic information questionnaire and scales (SSS, CWS and CBI) were also included.

The study was directed to employees of public and private banks. Different Public as well as Private banks were visited in Karachi. After obtaining permission from the Branch Manager and explaining the purpose of survey, the bankers were given forms with clear instructions to fill. At the beginning the CBI was administrated and it measured the burnout of three domains (personal, work and client), in the end the SSS and the co-worker support scales were completed.(CWS). During the process of forming the questionnaires, the branch managers and bank officers were asked to provide oral feedback, and were appreciated for their permission and participation. Data were collected, input, and SPSS was used in the analysis.

Ethical Considerations

In accord with guidelines for the APA Code of Ethics, permission was granted from the authors to utilize their scales. When the project was initiated, the participants were given the signed informed consent forms with the objective of safeguarding their confidentiality and this guided us to maintain the privacy of bank names and other related details. At the study, all participants can withdraw from it anytime. This has no consequence on them. Before the study carried out, the participants were informed about the study goal and were expressed gratitude to them after the study. In this study, descriptive and inferential data were produced by using SPSS 22 software package widely known for its robust statistics. The test of t-statistics was used to determine the correlation level.

RESULTS

Table 1

Frequency, Percentages, Mean and Standard Deviation of Demographic Characteristics (n= 143).

Characteristics	<i>f</i> (%)	M(SD)
Bank Type		
Private	97(67.8)	
Public	46(32.2)	
Gender		
Female	44(30.8)	
Male	99(69.2)	
Age		32.3(7.52)
Education		16.8(1.58)
Marital Status		
Single	50(35.0)	
Engaged	10(7.0)	

Married	80(55.9)	
Separated	2(1.4)	
Socio-Economic Status		
Lower Class	2(1.4)	
Middle Class	122(85.3)	
Upper Class	14(9.8)	
Number of family members		4.78(2.05)
Number of earning members		2.06(1.11)
Number of family members dependent on you		1.84(1.66)
Total Years of Experience		8.76(6.69)
Years of experience in current bank		5.32(6.10)
Salary		
10,000 to 30,000	26(18.2)	
31,000 to 60,000	54(37.8)	
61,000 to 90,000	21(14.7)	
91,000 and above	39(27.3)	
Last Promotion		
0	16(11.2)	
06 Months	33(23.1)	
01 Year	31(21.7)	
02 Year	20(14.0)	
Above 02 Years	33(23.1)	
Family System		
Joint	84(58.7)	
Nuclear	43(30.1)	
Extended Family (Separate Kitchen)	10(7.0)	
Working Hour		8.78(2.61)
Extra Working Hours		
Never	22(15.4)	
Seldom	16(11.2)	
Sometimes	64(44.8)	
Frequently	23(16.1)	
Always	9(6.3)	
Work on Weekends		
Yes	31(21.7)	
No	83(58.0)	
Sometimes	21(14.7)	
Occasionally	1(0.7)	
Seldom	1(1.07)	
Any other Job		
Yes	7(4.9)	
No	131(91.6)	
Satisfaction with current job		
Not at all	9(6.3)	
Slightly	17(11.9)	
Moderately	61(42.7)	
Very	37(25.9)	

Extremely

14(9.8)

Descriptive Analysis

Table 2

Descriptive Statistics and Univariate Normality of Variables (n=143)

Variable	Items	Mean	SD	SK	K	Range	
						Potential	Actual
BO	19	64.10	13.05	-0.08	-0.58	29-95	19-95
PB	6	19.21	4.90	0.005	-0.53	8-30	6-30
WB	7	23.86	5.22	-0.07	-0.039	10-35	7-35
CB	6	21.18	4.86	-0.27	-0.24	8-30	6-30
PSS	7	23.14	4.67	-0.70	1.13	7-35	7-35
SUPSS	4	12.94	3.21	-0.55	0.54	4-20	4-20
CWSS	3	0.84	10.21	2.03	-0.97	1.70	3-15

Note: BO = Burnout, PB = Personal Burnout, WB = Work Burnout, CB = Client Burnout, PSS = Perceived Social Support, SUPSS = Supervisor Support, CWSS = Coworker Support, SD = Standard Deviation, SK = Skewness, K = Kurtosis

Correlational Analysis Between Social Support and Burnout

Table 3

Correlation between Job Burnout and Perceived Social Support (n=143)

Variable	Items	α
BO	19	0.90
PB	6	0.87
WB	7	0.73
CB	6	0.84
PSS	7	0.87
SUPSS	4	0.87
CWSS	3	0.84

Note: BO = Burnout; PB = Personal Burnout; WB = Work Burnout; CB=Client Burnout; PSS = Perceived Social Support; SUPSS = Supervisor Support; CWSS = Coworker Support; SD = Standard Deviation; SK = Skewness; K = Kurtosis. (**p<0.01) (*p<0.05)

Table 4 reveals a weak positive correlation ($r=0.17$) of statistical significance between perceived social support and job burnout. On the other hand, it proves that the customer burnout is not at all related to the social support but the personal burnout on other hand has an average, weak positive relationship ($r=0.22$) with the social support.

Table 4

Differences in Perceived Social Support and Job Burnout in Bankers of Public and Private Sector

Variable	Private (n=97)		Public (n=46)		t	Sig	95% CI	
	M	SD	M	SD			LL	UL
BO	63.61	13.65	65.15	11.78	-0.65	0.515	-6.22	3.13
PB	18.85	5.16	19.97	4.27	-1.28	0.203	-2.86	0.61
WB	23.52	5.46	24.58	4.65	-1.13	0.258	-2.90	0.78
CB	21.39	4.79	20.73	5.03	0.74	0.455	-1.07	2.39
PSS	22.98	5.11	23.50	3.54	-0.58	0.55	-2.22	1.20
SUPSS	12.84	3.48	13.16	2.54	-0.54	0.58	-1.50	0.85
CWSS	10.15	10.15	10.34	1.50	-0.58	0.59	-0.91	0.52

The study centers on the association between burnout as personal burnout (PB), work burnout (WB), and client burnout (CB) and provided social support (PSS) by supervisors (SUPSS) and coworkers (CWSS). Std deviation (SD) and CI were calculated, the LL representing the lower limit and the UL is for upper limit. The essence of the study was to examine the social support on different areas of burnout that will point to the directions of how to intervene. The research results show that higher levels of SUPSS and CWSS associated with lower degrees of anxiety, depression, and stress. This highlighted the importance of social support in part to buffer from burnout.

Table 5
Prevalence of Job Burnout and Perceived Social Support.

		f	%
BO	Low	1	0.7
	Medium	59	38.8
	High	91	59.9
PSS	Low	61	40.1
	High	90	59.2

Note: BO= Burnout, PSS= Perceived Social Support.

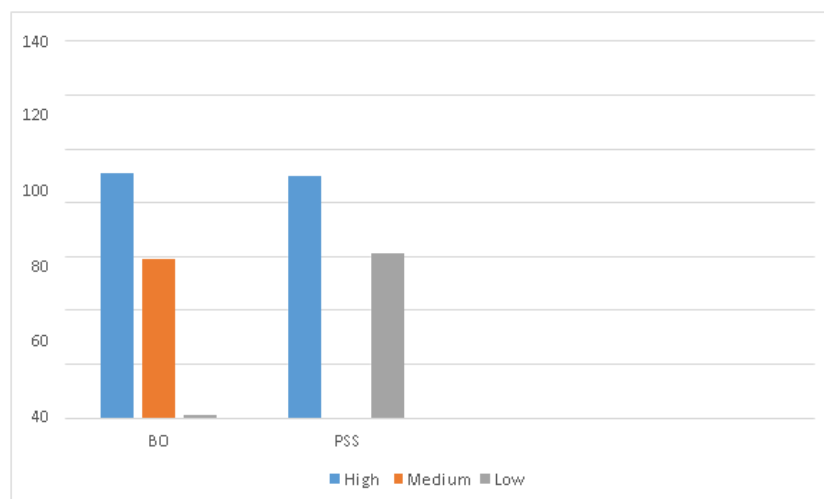


Figure 1: Bar graph of the prevalence of Job Burnout and Perceived Social Support

It can be seen from the table and figure that 59.9% of bankers had high levels of job burnout, while just 0.7% of bankers experienced low levels of work burnout. Additionally, it demonstrates that 59.2% of bankers had a good

perception of social support, whereas 40.1% said that they had a poor perception of social support.

Table 6

Gender Differences in Perceived Social Support and Job Burnout in Bankers

Variable	Female (n=44)		Male (n=99)		t	Sig	95% CI	
	M	SD	M	SD			LL	UL
BO	64.63	14.40	63.86	12.46	0.32	0.747	-3.94	5.48
PB	18.47	4.84	19.55	4.92	-1.21	0.227	-2.83	0.68
WB	23.97	5.96	23.81	4.88	0.16	0.867	-1.71	2.03
CB	22.18	5.43	20.73	4.54	1.64	0.101	-0.28	3.18
PSS	22.06	5.49	23.63	4.19	-1.83	0.068	-3.25	0.12
SUPSS	12.25	3.43	13.25	3.08	-1.69	0.092	-1.29	0.14
CWSS	9.81	2.32	10.39	1.8	-1.57	0.118	-3.25	0.12

Observe that BO is for Burnout, PB stands for Personal Burnout, WB stands for Work Burnout, CB stands for Client Burnout, PSS stands for Perceived Social Support, SUPSS stands for Supervisor Support, and CSS stands for Coworker Support. SD is an abbreviation for "standard deviation." C.I. stands for confidence interval, LL for lower limit, and UL for upper limit.

DISCUSSION

The primary purpose of our study was to investigate the connection between the level of perceived social support and the level of work burnout experienced by professional bankers. Burnout and perceived social support seem to have a substantial positive association ($r = 0.17$), although a modest one. Our findings imply that this link exists. This is in contrast to our first hypothesis, which suggested that there is a strong link between perceived social support and work burnout, in addition to changes in degrees of burn.

Both supervisory support and peer support were included in the scope of perceived social support, which included two aspects of organizational assistance. It was said by employees of banks that they were getting high levels of support from their supervisors, but they did not consider the support of their coworkers to be significant. The link between leader-member interactions and stress might be best represented as a curve, according to the findings of a research that was conducted by Harris and colleagues (2006). What they established is that subordinates who have a strong leader-member exchange relationship with their supervisor go through higher levels of stress than subordinates with low-to-moderate relationships. This is because people with strong leader-member relationships feel a need to go beyond their job duties and satisfy their supervisor's expectations.

Burnout syndrome became a diagnosis in the ICD-10 already in 2019. A psychologist, Alden Cass (2008), has stressed the fact that bankers bear the danger of mental health disorders as well as burnout originating from the volatile nature of their line of work. The stress research of Gul (2010) revealed that the bankers in Pakistan are stressed creating job burnout. Some of the causes of stress and burnout among bankers are poor mood at work, long working hours, many tasks, inadequate salary, no time for family, and factors that create stress in the banking environment.

Bankers work very closely with customers, therefore, the stress level of bankers is high given how important their work is to clients' financial assets. Our data were collected in rush banking hours when employees work longer hours and get inundated with work which consequently denies them time for relaxation. These variables form the basis for the physical and emotional stress of employees in the banking industry. Pelfrene and others (2002) proposed that stress is more determined by what one does (demand-related factors) rather than by who is available to help (social support factors). Nevertheless, García-Herrero, S. (2017) conducted a study that the connection with stress is found to be with psychological demands rather than decision-making autonomy or social support.

As per our outcomes, the primary kind of burnout in bankers is personal exhaustion (there is a significant positive relationship between them with $r=0.22$). A work environment that is overloaded and has limited

opportunity for personal development with no room for growth is one of the major factors leading to burnout (Maslach et al., 2001). Additional factors causing burnout include role conflict, role ambiguity, limited control, and lack of participation in decision-making. Organizational and individual factors constitute equally an important dimension of burnout (Maslach and Schaufeli, 2001). According to the previous studies, role ambiguity and conflict are the variables linked to burnout (Jackson, 1983) and that role ambiguity leads to uncertain job expectations as shown by Rizzo, House and Lirtzman (1970). Consultants' role ambiguity has been shown to be significantly related to job burnout (Kirk-Brown & Wallace, 2004).

As Leiter and Maslach (2004) noted, interpersonal conflicts within organizations, political disagreements, and differences in personal values can have a negative impact on individuals. Halbesleben and Bowler (2007) found that emotional exhaustion, a component of burnout (Maslach, 1978), is linked to job performance through performance. Job satisfaction is a key factor influencing employee burnout. Ogresta et al. (2008) found that job dissatisfaction is closely related to burnout syndrome. Their research suggests a strong link between emotional exhaustion and dissatisfaction with salary or rewards, suggesting that employees who perceive their compensation to be inadequate are more likely to suffer from job burnout.

Some demographic variables showed differences, although not statistically significant. For example, employees at public banks reported that they were slightly more likely to experience burnout ($M=65.15$) than employees at private banks ($M=63.61$). Belias and Koustelios (2014) hypothesized a significant relationship between job satisfaction and burnout, a finding supported by Khalid et al. (2010), who reported higher job satisfaction among private bank employees due to factors such as performance appraisal systems and human resources consulting, in contrast to the bureaucracy often associated with public banks. Public bank employees also cited workload as a reason for their dissatisfaction, while private bank employees generally received better pay.

Achievement-oriented behavior is a key motivator for success (Atkinson, 1957; Atkinson et al., 1960). Parker and Griffin (2011) highlighted the influence of individual knowledge and skills on the relationship between engagement and stress and suggested its relevance to the study of burnout. Akhtar and Shamshad (2003) observed the emergence of private banks in Pakistan and attributed their success to advanced technology that enables efficient quality of work and time management.

While our study found no significant differences in job burnout or perceived social support by gender, women reported slightly higher job burnout ($M=64.63$) compared to men ($M=63.86$ for job burnout) and less perceived social support ($M=22.06$); $M=23.63$ for perceived social support). While gender itself is not directly related to burnout in the workplace, inadequate support from supervisors and colleagues can contribute to job stress and burnout symptoms (Solomonidou and Katsounari, 2022).

The majority of our sample consisted of married people living in joint family systems and were predominantly middle class. Shirom (2005) suggested that burnout can have both work-related and family-related causes. Jayasinghe and Mendis (2017) identified family problems, including relationships, relocation, and arguments, as important sources of stress. They also found that extra-organizational factors such as class, economic status, and family dynamics contribute to stress. Therefore, the distribution of these demographic variables may have influenced our results.

Conclusion

The primary objective of this research is to investigate the variations in the levels of perceived social support and job burnout experienced by bank employees working in the public sector and those working in the private sector, as well as to investigate the link between these two factors. The findings indicate that there is a statistically significant but weakly positive link between the perception of social support and work burnout within either of the two sectors of the banking industry. On the other hand, there were no statistically significant differences discovered between the two industries in terms of perceived social support and burnout. Furthermore, the level of personal burnout was much higher than that of the others (both in terms of stress connected to work and to clients). After that, the following analysis showed that there were no significant gender differences in terms of burnout and the amount of social support that was perceived. Furthermore, there were no differences found

between bankers working in the public sector and those working in the private sector with regard to burnout in the workplace and perceived social support.

Limitations and Recommendations

Although this study contributes to the understanding of the banking sector in Pakistan, it encountered limitations. First, due to the restrictions of Karachi, the sample lacked diversity, suggesting the need for comparative studies across multiple cities to better understand job burnout and perceived social support. Additionally, there was an imbalance in gender representation during data collection, highlighting the importance of ensuring equitable participation in future research efforts. The study faced challenges in data collection, particularly during peak periods when staff were busy, which may have impacted the accuracy of responses. Additionally, the scales used in the study were limited in scope and may not have fully captured the variables examined. Therefore, future research should use more comprehensive scales to ensure accurate measurements. Furthermore, bankers' reluctance to disclose information on salary, family structure, and promotion history hampered the inclusion of these variables in the analysis, highlighting the need to consider them in future studies to improve understanding of job burnout and perceived social support.

Implications

The current research showed that personnel working in the public banking sector of Pakistan are more likely to experience job burnout and to have a negative perception of the social assistance they get. According to Liden and Graen (1980), it has been shown that workers who claim to have a higher level of perceived social support may also be more prone to suffer job burnout. This is due to the fact that they are often given extra duties that go beyond their typical tasks. This finding suggests that supervisors in the banking sector should consider how excessive workload may affect the well-being of their subordinates, regardless of the level of perceived social support.

Additionally, organizational psychologists can use this research to better understand and address the extent of workplace burnout among employees in the public and private banking sectors. You can develop strategies to help employees effectively manage work-related stress. Furthermore, the study highlights the importance of supporting colleagues to alleviate negative feelings in the workplace and emphasizes the importance of promoting healthy interpersonal relationships in the workplace (Beehr et al., 2000). Organizations may consider hosting workshops aimed at fostering close interactions between colleagues, thereby promoting a positive work environment and improving overall well-being. The study highlights the need to address the relatively common problem of burnout among female employees. Efforts should be made to help female workers achieve work-life balance. Likewise, male employees should be encouraged to express their emotions and feelings in the workplace without fear of being judged or oppressed. This study serves as a valuable resource for organizations seeking to promote employee well-being and create a supportive work environment for all employees.

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