Management Prevention Strategies To Overcome Excessive Job Burnout In The Banking Sector

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Abstract: This paper focuses on assessing the effectiveness of management prevention measures and individual preventive tactics used by public and private sector bank workers to reduce excessive job burnout. In this research, the factors influencing management and individual preventative measures are investigated using exploratory factor analysis, and their efficacy in reducing excessive job burnout is assessed using multiple regression analysis. It is found from the analysis that the variables of management prevention strategies such as organizational role clarity, supportive organizational climate, employee assistance programme, counselling and get together and the variables of individual prevention strategies such as mental and physical relaxation techniques, hobbies, socialization, emotional reliefs and time management and food habits have 70 percent significant effect on reducing the excessive job burnout of bank employees.

Keywords: Management prevention strategies, public and private sector bank, employees, job burnout, organizational role etc.

INTRODUCTION

Banking industry is an important constituent of overall economic system which plays a crucial role in the socio-economic transformation and act as a catalyst for economic growth. In July 1991, under the Chairmanship of Narasimha Rao, the formulation of the most radical program of economic liberalization in independent India's history called New Economic Policy was announced. The liberalization process objectives includes developing a diversified, efficient and competitive financial system and it also included recommendations on the entry of Private and Foreign banks in India, computerization, reduction of Government shareholding in Public sector banks, introduction of voluntary retirement schemes for surplus staff, thus all these revolutionize the concept of traditional banking activities. As a result of New economic policy, banks multiplied in size and numbers as well as diversified into new areas like mutual funds, insurance, merchant banking and other new financial services and products and have included personal investment counselling in their business profile (Kakoli Sen, 2012).

The globalization of banking operations, along with technological advancement and continuing deregulation have significantly altered the face and scope of banking. Thus banking industry transforms from the stereotype and the static into a dynamic, competitive, knowledge based banking business.

Indian banking industry has been an important driving force behind the nation's economic development. Over 100 banks in the public sector, private sector and foreign banks contribute to a large network of branches numbering over 50000 and a work force in excess of 1 million. The emerging environment poses both opportunities and threats to human resource in the banking industry. Evidences from existing literature states that more than 75 percent of bank employees have one or other problems directly or indirectly related to the drastic changes in their working environment. Bank employees experience stress in their day to day life from the highly demanding interactions with the customers that are continuously assessed and monitored by the management and such condition produces repetitive and stressful work role among the employees (Tilottama Azad, 2014).

As a result of the changes in working environment, job burnout was also recognized among the bank employees and it is one of the main problems faced by them and that affects their quality of work life (Raman Sharma *et al*., 2012).

The word Stress refers to the state of mental or emotional strain or tension resulting from the adverse and demanding circumstances. According to Beehr & Newman (1978), Role Stressors is a condition arising from the interaction of people and their jobs and characterized by changes within the people that force them to

deviate from their normal functioning. It is the strain or the pressure that an employee faces while coping with the incessant and numerous demands or expectations arising from the workplace (Shilpa Sankpal *et al*., 2010).

It is a harmful physical and emotional response that occurs when there is a mismatch between the job demands and the capabilities, resources or needs of the worker. Each employee will react differently to a given job condition depending upon one's personality and coping skills. Although the importance of individual differences cannot be ignored, certain working conditions like increase in work intensity, working at high speeds, working against tight deadlines, working very long hours, layoffs, harassment, status in the workplace and finally greater competition and higher expectation creates work stress to most of the employees (Sreelatha, 1991).

An article on 'Stress at Work' states that every third executive at workplace reports a high level of stress and every fourth employee views his job as the principal cause of stress in his life (NIOSH, 1999).

The term Job Burnout was first defined by Freudenberger in 1974 as the inability of an employee to function effectively in one's job due to the consequence of prolonged and extensive job related stress (Maslach & Jackson, 1984).

The burnout syndrome refers to a type of work related stress affecting professionals who have constant, intensive and direct contact with other people especially when it is in the role of service provider. It is a psychological condition in which people suffer emotional exhaustion, experience a lack of personal accomplishment and tend to depersonalize from their work environment (Elham Cheraghi *et al*., 2013).

Maslach Burnout Inventory (MBI) contains three levels of burnout which occur sequentially among employees. Emotional and physical exhaustion occurs first, as excessive job demands exhaust an individual psychological resources (Kalbers & Forgarty, 2005).

In this stage the employees has symptoms like fear, nervousness, anger, irritability, loss of energy, sense of helplessness and fatigue. Individuals suffer from exhaustion and in turn experience actions to distance themselves emotionally and cognitively from their work (Maslach *et al.*, 2001).

Second dimension is depersonalization which refers to lack of self esteem and employees become impersonal to co-workers and create a tendency to exert negative and uncaring attitudes towards customers (Cordes & Dougherty, 1993).

It mainly occurs due to the excessive interpersonal interaction and workloads (Burke & Greenglass 1989). The last stage of burnout is the lack of personal accomplishment that resulting the feeling of failure. This stage consists of two aspects: job competence and achievement in one's work. The employees feel negative attitude towards accomplishment in their professional life and thus shows dissatisfaction in their work. This results in depression, low morale, inability to cope with work demands and low self esteem and low productivity (Maslach & Jackson 1986). Therefore, the general aim of this study is to investigate the cause and effect of job burnout on the quality of work life of bank employees in response to various role stressors and also to analyze the effectiveness of prevention strategies adopted by the bank employees to get rid of excessive job burnout.

LITERATURE REVIEW

Caseware Staff (2023) defines burnout as more than simply physical and mental tiredness from work. It is also a syndrome in which employees experience a loss of personal identity and a diminished sense of achievement after completing assignments or activities. Burnout causes people to lose enthusiasm in their work and have little mental energy to perform. Employee burnout may have far-reaching consequences for firms, including missed deadlines and a lack of fresh ideas and solutions.

According to Kate Heinz et al. (2023), employee burnout is the tremendous stress that employees experience, which might lead to their leaving. Not only that, but burnout has a big impact on your business line—decreased productivity, low morale, and considerable product delays all cost you money. Burnout spreads like wildfire and, if not managed properly, may wipe out your entire team. Your staff are your most valuable asset, especially in these unpredictable times. Making ensuring they have the resources they need to succeed should be your first focus. To assist you stay ahead of a widespread workplace burnout problem on your team, we have detailed common burnout symptoms and causes, as well as prevention methods.

Singh, Alka; Bansal, et al. (2023) investigate the incidence and severity of stress and burnout among bank personnel in Meerut District and the relationship between the two variables. For our investigation, banks were picked using basic random sampling via the computer random table approach. Furthermore, officer-level bank workers were sought for data collecting. Burnout was assessed using a prevalidated seven-point Likert

scale called the Shriom-Melamed Burnout Questionnaire. Data were evaluated using relevant statistical tests by EPI Info and Microsoft Excel 2013. 19.7% of bank executives have pathological burnout, while 55.1% are on the verge of developing burnout. Only 7.9% of bank officials reported severe stress, while 19.4% experienced burnout. Stress and burnout were found to be positively correlated.

According to a Paychex survey and research, the hotel industry has the highest rate of employee burnout. An incredible 80.3% of industry employees report burnout! This current increase in burnout is affecting the labor market in the sector and exacerbating the already existent labor deficit in the hospitality field. In an ebook containing analysis and viewpoints on the hotel business, EHL Associate Professor Stefano Borzillo wrote:

Sudarshan Somanathan et al. (2024) According to Gallup, one in every four employees frequently experiences job burnout. Staying ahead of the curve becomes increasingly difficult as competition heats up and new trends develop at an unprecedented rate. Burnout occurs when you are overwhelmed or stressed for an extended period of time. Let us take a closer look at agency burnout, including its symptoms, causes, impact on firms, and preventative techniques.

Forecast (2024) reveals that employee burnout is widespread in today's companies. According to the American Institute of Stress, surveys and research indicate that one-third to one-half of the workforce fits the medical criteria for burnout. Everyone from Fortune Magazine to Jeff Bezos has decried the scourge of disengaged employees, but it is been difficult to address—especially because many firms see it as a personal or talent issue rather than a business one that can be remedied with better techniques.

TrueIn (2024) While the physical and psychological effects of employee burnout have been studied for years, the epidemic has emphasized the need for a healthy work environment for workers in a variety of sectors and job roles. Managing employee burnout necessitates a full knowledge of what is causing it, since if left uncontrolled, it may have a significant influence on your employees' productivity. Employee burnout occurs when people endure extended discontent, stress, and tiredness from their jobs, resulting in significant physical, emotional, and mental fatigue. Burnout may have a negative impact on your employees' physical and emotional health, in addition to demotivating them and decreasing their productivity. This article examines the symptoms of employee burnout across sectors, digs into the reasons, and provides advice on how to manage the problem.

According to Sushant Gangurde et al. (2024), diagnostic labs are the brains of healthcare. In that instance, all personnel act as neurons, connecting and storing information to ensure that the laboratories function smoothly and that patient results are of high quality. Preventing burnout in healthcare is a major problem for medical lab professionals. The significance of patient health is undeniable, but the health of medical lab personnel must still be addressed. As someone smart once stated, "You can not do a good job if all you do is your job."

OBJECTIVE

- To study the effectiveness of management and individual prevention strategies adopted by the bank employees to get rid of excessive job burnout

HYPOTHESIS

H0: Management and individual prevention strategies have no effect on reducing the excessive job burnout of bank employees.

H1: Management and individual prevention strategies have an effect on reducing the excessive job burnout of bank employees.

RESEARCH METHODOLOGY

The researcher conducted the study in Public and Private sector Banks of Rajasthan state. The area of the study consists of 6 public sector banks and 6 private sector banks. Since this study is related to bank employees, such type of ranking given by the RBI is considered to be more appropriate as it describes that top ranked banks have more number of branches and thus they recruit more number of employees. The number of employees are large in number, hence the researcher decided to take the sample of 762 respondents from the study population by adopting the Krejcie and Morgan (1970) table at a confidence level of 95 % and 3.5% margin of standard error. The sample size of each bank is determined on the basis of the proportion of its population towards the predetermined sample size of 762 that includes 438 Public sector bank employees and

324 Private sector bank employees. Thus, the sampling technique adopted for the study is disproportional stratified random sampling method. The researcher collected the primary data from the public and private sector bank employees with the help of structured questionnaire. Hence this study is descriptive as well as causal in nature in the context of perception of bank employees towards role stressors, job burnout and quality of work life. The collected data after checking the normality assumptions, appropriate statistical tools such as Descriptive Statistics, Correlation Analysis, Multiple Regression Analysis and Exploratory Factor Analysis were used for analyzing the data to empirically test the hypotheses developed from the literature review in tune with the objectives of the study.

EXPLORATORY FACTOR ANALYSIS

TABLE 1: RELIABILITY ANALYSIS ON THE MANAGEMENT PREVENTION STRATEGIES ADOPTED BY THE BANK EMPLOYEES

KMO AND BARTLETT'S TEST		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.857
Bartlett's Test of Sphericity	Approx. Chi-Square	20334.897
	Df	136
	Sig.	.000

Table 1 shows the results of two tests: the Kaiser-Meyer-Olkin measure of sample adequacy and Bartlett's Test of Sphericity to determine if the association between the variables is significant. The test statistic value of 0.857 indicates that the factor analysis for the specified variables is suitable. Bartlett's Test of Sphericity yields a significant value of 0.000, indicating that the selected variables are statistically significant and have a strong link with the variables of management preventative techniques used by bank personnel.

TABLE 2: CLUSTERING OF MANAGEMENT PREVENTION STRATEGIES ADOPTED BY THE BANK EMPLOYEES

FACTOR	PARAMETERS	ROTATED FACTOR LOADINGS
Factor 1: Organizational RoleClarity 28.67 % of Variance	Adequate steps are taken to redesign jobs. (MPS 1)	.894
	Role slimming and role modification help to minimize workload.(MPS 2)	.885
	Role stress is alleviated by role expansion, role linking, and role enrichment. (MPS 3)	.882
	When appropriate, I provided clarification on my function. (MPS 4)	.865
	The branch keeps a rotation of duties. (MPS 15)	.844
Factor 2: Supportive Organizational Climate 20.94 % of Variance	There is an appealing system of reward and acknowledgment for successful effort. (MPS 10)	.746
	An organizational atmosphere that encourages career planning and progress guarantees the retention of outstanding individuals. (MPS 11)	.662
	Effective follow-up is provided to various leave category absentee employees. (MPS 12)	.656
	Employees are given adequate resources to ensure their safety and security. (MPS 13)	.626
	Management prefers proactive initiatives over reactive approaches. (MPS 14)	.624
Factor 3: Employee Assistance Programme	More job-oriented training programs are being provided to boost skills and confidence in the workplace. (MPS 5)	.601
	Regular checks are scheduled, and a stress management plan is in place. (MPS 7)	.585

17.56 % of Variance	Stress audits are conducted at all levels to detect stress points and reduce job burnout. (MPS 8)	.565
	Workshops and training programs for stress reduction have been organized.(MPS 17)	.563
Factor 4: Counselling and GetTogether 16.97 % of Variance	Work-related stress and work burnout are addressed through an open line of communication. (MPS 6)	.542
	A team of welfare and counseling specialists is available to give counselling on work-related and personnel issues, as well as assistance. (MPS 9)	.505
	Organized frequent get together by the bank. (MPS 16)	.482
Total Variance Explained : 84.15 % Variance		

Table 2 reveals that out of the 17 parameters of management prevention strategies adopted by the bank employees, 4 factors have been extracted and these four factors explain the total variance of management prevention strategies adopted by the bank employees to the extent of 84.15 percent. The 5 parameters of management prevention strategies adopted by the bank employees MPS 1, MPS 2, MPS 3, MPS 4 and MPS 15 were clustered together as factor 1 (Organizational Role Clarity) with 28.67 percent variance and then 5 parameters of management prevention strategies adopted by the bank employees MPS 10, MPS 11, MPS 12, MPS 13 and MPS 14 were grouped as factor 2 (Supportive Organizational Climate) with variance of 20.94 percent. Another 4 parameters of management prevention strategies adopted by the bank employees MPS 5, MPS 7, MPS 8 and MPS 17 were constituted as factor 3 (Employee Assistance Programme) with 17.56 percent variance and finally 3 parameters of management prevention strategies adopted by the bank employees MPS 6, MPS 9 and MPS 16 were clustered as factor 4 (Counselling and Get Together) with 16.97 percent variance. It is identified that the loading patterns of the factors suggest a strong association among the parameters and all these variables are found to be contributing to the management prevention strategies adopted by the bank employees to get rid of excessive job burnout.

TABLE 3: RELIABILITY ANALYSIS ON THE INDIVIDUAL PREVENTION STRATEGIES ADOPTED BY THE BANK EMPLOYEES

KMO AND BARTLETT'S TEST		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.893
Bartlett's Test of Sphericity	Approx. Chi-Square	30717.515
	Df	233
	Sig.	.000

Table 3 shows the results of two tests: the Kaiser-Meyer-Olkin measure of sample adequacy and Bartlett's Test of Sphericity, which are used to determine if the association between the variables is significant or not. The Kaiser-Meyer-Olkin measure of sampling adequacy yields a test statistic of 0.893, indicating that the factor analysis for the specified variables is suitable. Bartlett's Test of Sphericity returns a significant result of 0.000, indicating that the selected variables are statistically significant and demonstrates a strong association between the factors of individual preventative techniques used by bank workers.

TABLE 4: CLUSTERING OF INDIVIDUAL PREVENTION STRATEGIES ADOPTED BY THE BANK EMPLOYEES

FACTOR	PARAMETERS	ROTATED FACTOR LOADINGS
Factor 1: Mental and Physical Relaxation Technique 20.37 % of Variance	Yoga and meditation. (IPS 13)	.890
	Laughing, cultivate a sense of humor. (IPS 15)	.882
	Take a sound sleep. (IPS 16)	.866
	Take a walk. (IPS 18)	.856
	Physical exercise. (IPS 19)	.851
	Breathing exercise. (IPS 20)	.849
Factor 2:	Writing articles for book, diary writing. (IPS 3)	.847

Hobbies 19.91 % of Variance	Learning soft skill. (IPS 4)	.796
	Playing with and caring for pets. (IPS 9)	.754
	Planting garden. (IPS 10)	.741
	Enjoying nature. (IPS 11)	.716
	Listening to music. (IPS 12)	.701
	Playing games. (IPS 17)	.699
Factor 3: Socialization 17.62 % of Variance	Spending time with family. (IPS 5)	.696
	Enjoyment with friends. (IPS 6)	.686
	Attending counseling sessions. (IPS 7)	.657
	Volunteer services. (IPS 8)	.570
Factor 4: Emotional Reliefs and Time Management 15.85 % of Variance	Focus always on something pleasant. (IPS 1)	.869
	Communicating directly with the subconscious mind to improve talents and solve difficulties. (IPS 2)	.861
	Time management. (IPS 14)	.792
Factor 5: Food Habits 14.88 % of Variance	Balanced diet. (IPS 21)	.568
	Avoid caffeine, nicotine, alcohol, junk foods. (IPS 22)	.543
Total Variance Explained : 88.66 % Variance		

Table 4 demonstrates that out of the 22 dimensions of individual preventative techniques taken by bank workers, 5 components have been retrieved, and these five elements explain the overall diversity in individual preventative techniques used by bank workers is 88.66 percent. The 6 parameters of each person preventive measures adopted by bank employees IPS 13, IPS 15, IPS 16, IPS 18, IPS 19 and IPS 20 were clustered together as factor 1 (Mental and Physical Relaxation Techniques) with 20.37 percent variance, and the 7 parameters of individual the avoidance strategies adopted by bank employees IPS 3, IPS 4, IPS 9, IPS 10, IPS 11, IPS 12 and IPS 17 were grouped as factor 2 (Hobbies) with a variance of 19.9 percent. Another 4 parameters of individual prevention strategies adopted by the bank employees IPS 5, IPS 6, IPS 7 and IPS 8 were constituted as factor 3 (Socialization) with 17.62 percent variance and then 3 parameters of individual prevention strategies adopted by the bank employees IPS 1, IPS 2 and IPS 14 were clustered as factor 4 (Emotional Reliefs and Time Management) with 15.85 percent variance and finally 2 parameters of individual prevention strategies adopted by the bank employees IPS 21 and IPS 22 were clustered as factor 5 (Food Habits) with 14.88 percent variance. It is discovered that the loading patterns of the components indicate a significant link among the parameters, and all of these variables are found to contribute to the individual preventative techniques used by bank workers to avoid severe job burnout.

H0: Management and individual preventative efforts had little effect in reducing excessive job burnout among bank personnel

H1: Management and individual prevention strategies have an effect on reducing the excessive job burnout of bank employees

Here the multiple regression analysis for reducing the excessive job burnout of bank employees (Y) was performed with 4 independent variables of management prevention strategies adopted by the bank employees such as Organizational Role Clarity (X_1), Supportive Organizational Climate (X_2), Employee Assistance Programme (X_3) and Counselling and Get Together (X_4) and then 5 independent variables of individual prevention strategies adopted by the bank employees such as Mental and Physical Relaxation Technique (X_5), Hobbies (X_6), Socialization (X_7), Emotional Reliefs and Time Management (X_8) and Food Habits (X_9).

$Y = a0+b1X1+ b2X2+ b3X3 +b4X4\ldots\ldots\ldots\ldots + b9X9$

Where b is the Unstandardized beta coefficients of each variable and a0 is a constant value.

The intercorrelation between management factors and individual preventative techniques used by bank workers found that all predictor variables were included concurrently for the regression equation since there is no multicolinearity among the selected 9 predictor variables.

TABLE 5: MODEL SUMMARY SHOWING THE EFFECTIVENESS OF MANAGEMENT AND INDIVIDUAL PREVENTION STRATEGIES ADOPTED BY THE BANK EMPLOYEES TO GET RID OF EXCESSIVE JOB BURNOUT

MODEL	R	R SQUARE	ADJUSTED RSQUARE	STD. ERROR OF THE ESTIMATE
Effectiveness of MPS and IPS adopted by the bank employees	.838	.705	.701	.307
Predictors include organizational role clarity, a supportive organizational climate, an employee assistance program, counseling and get-togethers, mental and physical relaxation techniques, hobbies, socialization, emotional relief, time management, and food habits.				
Dependent Variable: Job Burnout				

The model summary table illustrates the regression model's overall predictability. The adjusted R2 value of 0.701 indicates that all four independent factors of management prevention techniques and five independent variables of individual prevention strategies have a 70% effect on the dependent variable, job burnout. Thus, it is established that the management and individual preventative tactics used by bank workers have an impact on minimizing excessive job burnout.

TABLE 6: ANOVA

MODEL		SUM OF SQUARES	DF	MEAN SQUARE	F	SIG.
Effectiveness of MPS and IPS adopted by the bank employees	Regression	194.397	9	21.598	407.527	.000*
	Residual	39.677	752	.054		
	Total	234.075	761			
Predictors: (Constant), Organizational Role Clarity, Supportive Organizational Climate, Employee Assistance Programme, Counselling and Get Together, Mental and Physical Relaxation Techniques, Hobbies, Socialization, Emotional Reliefs and Time Management, Food Habits						
Dependent Variable: Job Burnout						

* 5 Percent level of significance

ANOVA findings show a p-value of 0.000 for the efficiency of management and individual preventative techniques used by bank workers (F value = 407.527), which is less than 0.05, indicating that the regression model is statistically significant. So, the null hypothesis is rejected. Thus, there is a substantial association between the variables evaluated in the hypothesis. Thus, it has been determined that management and individual preventative methods are closely related and have an impact on the reduction of excessive job burnout among bank employees.

CONCLUSIONS

The identified factors contributing to the management prevention strategies adopted by the bank employees to get rid excessive job burnout are organizational role clarity, supportive organizational climate, employee assistance programme, counselling and get together. Similarly five factors out of the twenty two parameters of individual prevention strategies adopted by the bank employees were extracted and explained the total variance of about 88.66 percent. Thus the identified five factors contributing to the individual prevention strategies adopted by the bank employees to get rid excessive job burnout are mental and physical relaxation techniques, hobbies, socialization, emotional reliefs and time management and food habits. It is also found from the multiple regression analysis that the variables of management prevention strategies such as organizational role clarity, supportive organizational climate, employee assistance programme, counselling and get together and the variables of individual prevention strategies such as mental and physical relaxation techniques, hobbies, socialization, emotional reliefs and time management and food habits have 70 percent significant effect on reducing the excessive job burnout of bank employees.

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