



Volume and Issues Obtainable at the Department of Tourism and Hospitality Management-
The Islamia University of Bahawalpur, Bahawalpur, Pakistan 63100.

Journal of Tourism, Hospitality, and Services Industries Research

ISSN: 2958-5570 ; ISSN (E): 2958-5589

Volume 2, No.2, Dec 2022

Journal homepage: <https://journals.iub.edu.pk/index.php/jthsir>

DOI: 10.52461/jths.v2i02.1691

The Impact of High Involvement Work Practices on Job Demands and Employees Burnout

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ARTICLE DETAILS

History

Revised format: Sep 2022

Available Online: Dec 2022

Keywords

*High Involvement Work;
Practices; Job Demands;
Burnout; Employees*

ABSTRACT

Current study investigates how HIWPs affect employee burnout and job demands in Pakistan's banking industry. Hence, we predicted that HIWPs would have a bad impact on staff burnout as well as requests. Employees of commercial banks listed on the Pakistan Stock Exchange who work in the banking sector provided the information. In five regions in the Punjab, self-administered questionnaires were provided to both Islamic and conventional banks. The study's findings were consistent with the model associations that were hypothesized, which indicated that high engagement work practices had a negative impact on all aspects of job demands. The outcome was the same for all employee burnout dimensions and high involvement work practices. In a stressed-out banking sector setting where turnover is high and maintaining qualified employees is a big concern, this study offers novel insights into the field of human resource literature. It also covers how managers may retain and develop their important workforce. The Asian setting was largely disregarded in earlier studies, necessitating additional empirical data from different cultural contexts. The paradigm utilized in this study had never been applied to Pakistan before. Hence, research on the connection between high involvement work practices, job demands, and burnout in Pakistan's banking sector was necessary



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Introduction

High involvement work practices or shortly abbreviated as HIWPs are a key invention of modern management and are considered to make significant effect on individual and organizational performance by enhancing employee's power, information, rewards, opportunity to participate at work- and job-related knowledge (Butts et al., 2009). This conception has initiated a stream of investigation at organizational level of analysis to identify the HIWPs-organizational outcomes relation. Scholars did succeed to find support for relationships between HIWPs and a number of organizational outcomes like firm competitiveness (Guthrie, 2001), higher labour efficiency (Datta et al., 2005), better organizational performance (Huselid, 1995), lower absenteeism among employees (Guthrie et al., 2009) and reduced voluntary turnover rate (Guthrie et al., 2009). However, only a few studies were able to uncover the role of these practices as an exposition to various challenges faced by banking sector organizations (Balagam & Fariduddin, 2008). This is specifically the case when we look at challenges like declining nature of employee well-being (Baptiste, 2008) and day by day increasing job demands (Kilroy et al., 2016). This can be due to the factors like extremely high workload and emotionally demanding interaction with the customers.

Since the early 1990s, banking sector which is a key component of services sector has gained notable attention for its role in the economic development (Rasheed, Jamad, Pitafi, & Iqbal, 2020; Yousaf, Humayon, Rasheed, Ahmed, & Danish, 2014). When the great financial crisis hit Asian continent in late 1990s, the need for such banking system was well understood which was stable and well established (Armenta, 2007). As a service sector industry, commitment and productivity of the staff significantly affect the overall bank performance. Losing skilled workforce ultimately results in the loss of highly valued customers because of the close ties between customers and employees (Rasheed, Okumus, Weng, Hameed, & Nawaz, 2020; Saleem, Rasheed, Malik, & Okumus, 2021; Zhang, Rasheed, & Luqman, 2019). Thus, the major point of focus for this sector is to retain all level employees by initiating effective HR systems, policies, procedures, and practices truly focused on employees (Mehta, 2016).

Banking sector is considered as the backbone for the growth of an economy. It is considered an essential ingredient of the financial sector around the world for better management of financial resources (Ahmad et al., 2010). Pakistani banking sector has been showing continuous improvement with increased participation from local and foreign stakeholders. Thus, banks are in a state of intense competition to attract more customers by providing better quality and services (Ahmad et al., 2010).

This study firstly investigates the relationship between HIWPs, and job demands. Unlike previous studies which focused more on using job demands as mediator between HIWPs and other employee outcomes, current study tries to examine the relationship of HIWPs and job demands being independent and dependent variable respectively. Second, this study aims to investigate the relationship of HIWPs with employees' burnout which is still uncovered to some extent (Van De Voorde et al., 2012). Current study uses emotional exhaustion and depersonalization dimensions of burnout. Our research design is based on the research design of previous studies in the same field (Anser et al., 2020; Chang et al., 2022; Gulzar, Ahmad, Hassan, & Rasheed, 2022; Hameed et al., 2019; Iqbal et al., 2021).

Literature Review

High Involvement Work Practices

Strategic HRM has emphasized the role of a “bunch” of human resource practices frequently labelled as high-performance work practices, high-commitment work practices or high-involvement work practices that influence individual and organizational performance. HPWP represents a broader term for performance boosting HR practices. A dominant body of research has proved the increased use of these practices linked with notable number of positive organizational outcomes. These outcomes include increased firm performance (Huselid, 1995), higher labour productivity (Datta, Guthrie & Wright, 2005; MacDuffie, 1995), lower turnover ratio (Shaw et al., 2005; Batt, 2002), lower absenteeism (Guthrie et al., 2009). Adherents of such HR practices view (a) firm’s employees as a potential mean of achieving noteworthy and sustainable competitive advantage (b) these HR practices as a roadmap of building and maintaining a firm’s social and human capital in order to realize this advantage (Guthrie, 2001; Pfeffer, 1998).

Apart from HIWPs (as labelled by Guthrie, 2001), a few other names are high performance work systems (Huselid, 1995), innovative human resource practices (MacDuffie, 1995), commitment oriented human resource practices (Lepak & Snell, 2002). These practices were termed as high performance work systems (HPWS) by Boxall and Macky (2009). In resonance with the study of Guthrie (2001) this study has made use of the term high involvement work practices (HIWPs) as they depict the nature and purpose of proposing a set of vertically and horizontally aligned HR practices.

HIWPs are mainly those HR practices that impart employees with necessary skills, information, latitude, and motivation (Guthrie et al., 2009). Apart from some sort of differences they generally comprise of precise staffing mechanism, remuneration rewarding individual and group level performance, vast communication and participation, noteworthy investment in training and development, systematic multisource feedback and employee empowerment through self-managed teams and adaptive job design (Huselid, 1995; Way, 2002; Guthrie, 2001). Majority of research shows that HIWPs do not directly affect the performance; instead, they create an environment that enhances the potential and perspective of employees (Collins & Clark, 2003).

It is evident in recent findings by these scholars to figure out the underlying relationship between HIWPs and various organisational outcomes (see Takeuchi et al., 2009; Whitener, 2001; Sun et al., 2007). High involvement work practices are mainly involved in increased participation of employees in organizational decision making (Wood et al. 2012) while high-commitment approach tend to provide job security assurance and equitable pay in order to achieve employee commitment (Walton, 1985). High-involvement approaches are also have been always involved in managing professionals (Boxall & Macky, 2009). In this study we focus particularly on high-involvement stream.

There are four key dimensions of HIWPs construct. They are power (P), information (I), rewards (R) and knowledge (K). Combined they are referred to as PIRK model (Vandenberg et al., 1999). Here “Power” means that employees have sufficient power of making decisions that are important to their work performance. Employee involvement is maximized when employees have the maximum possible level of autonomy to make business decisions. “Information” can be referred to as data which includes information about the quality and

quantity of products, revenues, costs, customers, and profitability. Thus, crucial task for managers trying to develop a high-involvement environment is creating an information system which provides employees with timely and relevant data. The “Reward” component means rewarding employees for their discretionary efforts in enhancing organizational performance. Finally, the “Knowledge” component of PIRK also referred to as employees’ skills and abilities, can be differentiated from information as it is the data used by employees in decision making and taking necessary actions. Training investments play a crucial role in high-involvement organization because employees need latest skills and abilities in making the right and timely decisions (Konrad, 2006).

The PIRK model is an efficient model to explain how high involvement work practices help improving employee outcomes. This core proposition of PIRK model is that high involvement work practices must enhance employee well-being by increasing the morale and job enrichment (Vandenberg et al., 1999).

HIWPs are supposed to improve both the organizational as well as employee’s performance by enhancing the employee’s power, information, reward, and knowledge (Butts et al., 2009). Following the optimistic perspective (Peccei, 2004), HR practices promoting high involvement of employees have positive effect on employee outcomes (Vandenberg et al., 1999) because they develop a feeling of being valued, confident and capable of work-related decision making (Wood & de Menezes, 2011). This idea of mutual gain must be viewed carefully as HIWPs may also have negative effect on employee outcomes as well (Jensen et al., 2011). In resonance with pessimistic perspective (Peccei, 2004), HIWPs aimed at enhancing organizational performance can do so at the expense of decreased energy level among employees because they generally lead to job strain, intensification of work environment and feeling of being exploited (Mohr et al., 2008; Green 2004).

As a result of such ambiguous nature of HIWPs, there is a need of additional research to further explore the potential negative and positive consequences of HIWPs on various types of employee related outcomes specifically on those mechanisms that help in understanding how HIWPs can affect job demands and employees’ burnout.

“This study proposes a model relating HIWPs to job demands and employee burnout. We adhere to an optimistic perspective towards HIWPs influence based on previous theoretical frameworks, literature. One major feature of these practices is that they tend to increase employee control and autonomy which in result helps alleviating the job demands and burnout (Castanheira & Chambel, 2010).

High Involvement Work Practices and Job Demands

Job demands are referred to as those work-related aspects that need continuous mental and physical effort and are normally linked with psychological and/or physiological cost like burnout (Bakker et al., 2004). Job demands are not necessarily negative; however, they may prove to be job stressors when require continuous high effort and as a result drain employees’ energy resource. In this way they may cause negative outcomes like emotional exhaustion (Schaufeli & Bakker, 2004).

Research shows that role ambiguity, role conflict and role overload are dimensions of job demands that are commonly experienced by employees (Dasgupta, 2012). The situation in which the demands of an employee’s work role exceed the available resources is commonly

referred as role overload (Brown et al., 2005). It is generally viewed as a challenge stressor at jobs having higher job demands (Cavanaugh et al., 2000). Role overload arises from the pressure of additional tasks and obligations within an organization. It results in stress and fatigue among employees (Conley & Woosley, 2000). Role overload problem is frequently faced by employees of commercial organisations like banks. The front employees of such organisations are the most affected by role overload because they are generally under continuous time pressure (Moin, Omar, Wei, Rasheed, & Hameed, 2021; Nisar, Rasheed, & Qiang, 2018; Sattar, Rasheed, Khan, Tariq, & Iqbal, 2017; Yousaf, Rasheed, Hameed, & Luqman, 2019).

As a result of this time pressure employees set up their preferences to perform their roles which they consider more important as compared to others. Role overload may become a “hindrance stressor” i.e., demands that restrict employees’ development and work accomplishment by exhausting employees’ resources (Schaufeli & Bakker, 2004).

“Role conflict is referred to the incompatibility of role associated expectations and demands (Rizzo et al., 1970). This usually happens when an employee is expected to meet incompatible expectations and demands. It involves competing demands, insufficient resources, and contradictory requirements. Role ambiguity is often viewed as lack of predictability and specificity of an employee’s role or job responsibility and duties (Kahn et al., 1964). Employees, when faced with role ambiguity, are not sure what their role consists of and how their role performance is measured. Both role ambiguity and role conflict are viewed as hindrance stressors which may constrain work accomplishment and individual development. Generally, employees have little or no control over these stress sources. In support of this notion, Kroon et al., (2009) found that human resource practices increase job demands like psychosocial work environment.

On the other hand, in a study of call centre employees, Castanheira and Chambel (2010) found that high involvement work practices are linked with lower job demands (i.e. quantitative demands and emotional dissonance). Sun and Pan (2008) assert that providing employees adequate resource to meet their job demands is responsibility of the organization. These contradicting results indicate the need that this relationship must be further explored. A study conducted by Wood et al., (2012) showed that employees get a great understanding of organizational objectives and their role in achieving them by effective information sharing. Together with training, information sharing enables employees to share organizational difficulties and find out proper solutions to them because they enhance employees’ capacity to deal with assigned tasks in a better way (Castanheira & Chambel, 2010).

To conclude, the opportunity of creativity provided by HIWPs help employees by enabling them to alleviate job demands being experienced (Cavanaugh et al., 2000). According to the principle of “resource investment”, resources (High Involvement Work Practices) compensate for certain losses (resources invested to meet job demands) thus indirectly helping employees get along with their job demands (Sun & Pan, 2008). These high involvement work practices represent an essential source because they help employees overcoming their job demands and focus their energies entirely on their core responsibilities.

Thus, we can hypothesize that:

Hypothesis 1: HIWPs are negatively associated with role overload.

Hypothesis 2: HIWPs are negatively associated with role conflict.

Hypothesis 3: HIWPs are negatively associated with role overload.

High Involvement Work Practices and Employees' Burnout

Burnout is described as a state of psychological exhaustion by Leister and Maslach (1988). They portrayed it as a syndrome of reduced personal achievement, depersonalization and emotional exhaustion which normally arise in employees working in emotionally demanding roles. Schaufeli and Bakker (2004) described burnout as a condition of mental weariness. Despite of being debated as a multidimensional construct, many authors have advocated a two-dimensional concept of burnout that includes depersonalisation and emotional exhaustion (Demerouti et al., 2001).

In this study we have adopted the two-dimensional definition. According to Maslach (1993), emotional exhaustion among employees occurs when they are emotionally fatigued, and their emotional resources are gradually being depleted. Depersonalization is referred to the phenomenon whereby individuals isolate themselves from job and start developing callous or careless behavior toward their job, their colleagues, and customers and particularly their performance (Halbesleben & Buckley, 2004). Several components contribute to burnout among which is the struggle to balance self-care and others-care (Skovholt, 2001). Still many burnout causing factors are associated with organization of work (Maslach et al., 2001) and to reduce burnout organizational intervention mechanism has gained a lot of relevance (Shirom, 2010).

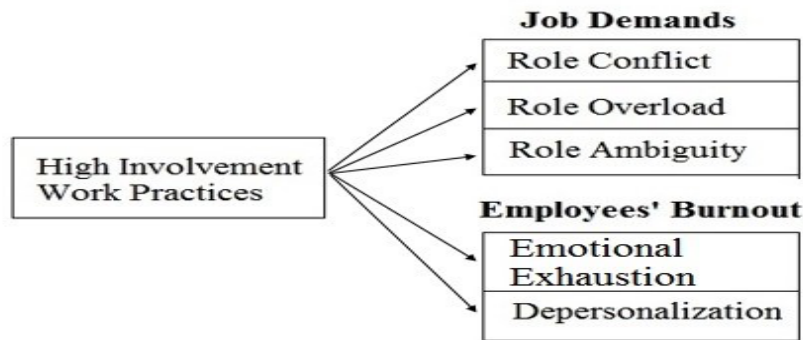
Halbesleben and Buckley (2004) proposed that appropriate HRM strategies can be used as means of reducing burnout among employees. Many studies have found negative association between HIWPs emotional exhaustion component of employees' burnout. Studies like that of Castanheira & Chambel (2010) also found that emotional exhaustion is negatively linked to HIWPs. By using COR theory Sun and Pan (2008) found that among Chinese manufacturing sector workers the perception of HIWPs is negatively linked to emotional exhaustion. It is noteworthy that studies did not include depersonalization part of burnout. Despite being depicting the stress dimension of burnout, emotional exhaustion lacks the ability to uncover the underlying aspects of relationship between workers and their job (Halbesleben & Buckley, 2004). This fact is of vital importance in banking sector context where the interaction between client and employee is of utmost importance for an effective service delivery.

Based on majority of findings on negative association between HIWPs and burnout, from employee point of view, we expect HIWPs to reduce burnout. Our assumption is in accordance with the findings of Sun and Pan (2008) who found that high involvement work practices are considered important for alleviating burnout as they help building supportive work environment and also provide employees with essential skills for coping up burnout. Thus we can hypothesize that:

Hypothesis 4: HIWPs are negatively associated with emotional exhaustion.

Hypothesis 5: HIWPs are negatively associated with depersonalization.

Hypothesized Framework:



Data, Variables, and Methodology

This is a cross sectional study which makes use of primary data. In Pakistan stock exchange total 28 commercial banks are listed including 20 local private banks, 4 public sector banks and 4 foreign banks. Data was collected from local private and public banking sector employees working in different commercial banks of Punjab province. This study utilized self-administered questionnaires. The survey instrument was developed using already available scales regarding key variables of this thesis. In total there were 32 questions in the instrument. Responses were obtained using five-point Likert scale assigning 5 for strongly agree, 4 for agree, 3 for neutral, 2 for disagree and 1 for strongly disagree. Total 510 questionnaires were distributed to the respondents out of which 364 were collected out of which 319 questionnaires were workable which shows a response rate of 63%.

HIWPs in this research included four key dimensions of Empowerment (P), Information Sharing (I), Rewards (R) and Knowledge and Skills acquired by employees through training and development (K). Combined they are commonly known as PIRK model. Vandenberg et al. (1999) developed a scale to measure PIRK model of high involvement work practices. This study has adopted this scale to measure same HIWPs dimensions.

The internal consistency reliability for all 16 items measuring HIWPs was .90 which is deemed as extremely reliable. The internal consistency reliability for the items was .73 which is quite acceptable. We used four items to measure role conflict developed by House et al., (1983). The internal consistency reliability for the scale was .76 which is deemed as reliable. To measure overload a quantitative scale introduced by Caplan et al., (1980) was used. The internal consistency reliability of .70 shows this scale is quite acceptable. The items used to measure burnout are adopted from the Maslach Burnout Inventory (MBI) developed by Maslach C. (1993). Four items each were used to measure emotional exhaustion and depersonalization. The internal consistency reliability for these items was .69 which is considered acceptable threshold according to Clark and Watson (1995).

Results and Analysis

Bivariate Analysis

Correlation matrix is necessary to check the collinearity and proper levels of correlations before checking reliability. It is the most common and handy tool showing the degree of relationship between two variables. Correlation coefficients show that whether two or more variables are varying together or not. It also checks whether there is a significant relationship between two

variables or not. Table shown below indicates the mean, standard deviation, reliability coefficient and correlation of variables in this model.

The table shows all the correlations between independent and dependent variables. First, when we look at the correlation value between HIWPs and role ambiguity, it is $-.638$ ($p < .01$) which clearly shows a moderately negative relationship between both variables. Pearson correlation value between HIWPs and role conflict is $-.736$ which shows a strongly negative correlation between them. HIWPs and role overload have Pearson correlation value of $-.604$ showing a moderately negative relationship between them.

When we look at relationship between HIWPs and emotional exhaustion, the value of Pearson correlation is $-.846$ implying a strongly negative relationship between both variables. Finally, the correlation coefficient for HIWPs and depersonalization is $-.760$ depicting a strongly negative relationship between the two. It is worthy to note that for all above relations $p < 0.01$ which shows clearly significant relations between the variables discussed above.

These results are in line with the guidelines of previous research on correlational analysis (Kanwal, Pitafi, Rasheed, Pitafi, & Iqbal, 2022; Khan, Liu, Khan, Liu, & Rasheed, 2020; Luqman, Masood, Shahzad, Imran Rasheed, & Weng, 2020; Rasheed, Malik, et al., 2020; Rasheed, Weng, Umrani, & Moin, 2021).

Table 1: Means, Standard Deviations, Reliability Coefficients and Correlations

	Mean	SD	1	2	3	4	5	6	7	8	9
1. Age	2.49	.76	-								
2. Education	3.55	.62	.009	-							
3. Income	2.54	.89	.377**	.149**	-						
4. HIWPs	3.32	.73	-.235**	.234**	-.041	(.90)					
5. Role Ambiguity	2.69	.77	.173**	-.231**	.057	-.638**	(.73)				
6. Role Conflict	2.58	.86	.225**	-.201**	.063	-.736**	.572**	(.76)			
7. Role Overload	2.73	.74	.165**	-.242**	.116*	-.604**	.798**	.503**	(.70)		
8. Emotional Exhaustion	2.71	.78	.238**	-.242**	.019	-.846**	.728**	.610**	.638**	(.69)	
9. Depersonalization	2.70	.77	.171**	-.199**	.057	-.760**	.642**	.577**	.712**	.832**	(.70)

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

Regression Analysis

Regression analysis is statistical technique used in investigation of relationship between variables. The results of regression analysis for HIWPs (independent variable) and all dependant variables are shown in table 4.

Hypothesis	Relation	R	R ²	B	S.E.	t	p value	Result
H1	HIWPs → Role Ambiguity	.638	.408	-.677	.046	-14.76	.000	Supported

H2	HIWPs → Role Conflict	.736	.542	-.866	.045	-19.35	.000	Supported
H3	HIWPs → Role Overload	.604	.365	-.615	.046	-13.50	.000	Supported
H4	HIWPs → Emotional Exhaustion	.846	.715	-.909	.032	-28.21	.000	Supported
H5	HIWPs → Depersonalization	.760	.577	-.800	.038	-20.81	.000	Supported

Table 2 results show the value of R square in first hypothesis is .40, suggesting that the predictor variable i.e. high involvement work practices explains 40% of the change caused in role ambiguity while the value of beta coefficient is $-.67$ and sig. is $.000$ which shows a significant negative association between the two variables. Thus, our first hypothesis predicting negative impact of HIWPs on role ambiguity is supported. For HIWPs and role conflict the value of R square is $.54$ which indicates that 54% of the change in role conflict can be explained by predictor variable HIWPs.

The value of beta coefficient is $-.86$ and sig. value is $.000$ which shows a significantly negative relationship between both variables. It means that our second hypothesis predicting negative impact of HIWPs on role conflict is supported. The value of R square is $.36$ in relationship between HIWPs and role overload. It shows that HIWPs is able to explain only 36% of the variation in role overload i.e., dependent variable. Here the beta value of $-.61$ and sig. value of $.000$ shows significantly negative impact of HIWPs on role overload among bank employees. This supports our third hypothesis suggesting negative impact of HIWPs on role overload. Now coming towards the dimensions of employee burnout we tested impact of HIWPs on both dimensions of employees' burnout.

The value of R square for HIWPs and emotional exhaustion is $.71$ indicating that 71% of the change in emotional exhaustion can be explained by independent variable HIWPs. The table gives beta value of $-.90$ and sig. value of $.000$ which shows significantly negative impact of HIWPs on emotional exhaustion among bank employees. So, this supports our fourth hypothesis suggesting negative impact of HIWPs on emotional exhaustion. Finally, the table shows an R square value of $.57$. This means that HIWPs can explain the 57% variation in depersonalization. The table of coefficients produced a value of $-.80$ for beta coefficient which show a strongly negative impact of HIWPs on depersonalization. The impact is significant as the value of sig. is $.000$ which is lesser than assumed p-value of $.01$. Thus, our last and fifth hypothesis is also supported which assumed negative impact of high involvement work practices on depersonalization.

Conclusion and Discussion:

Over the past few years, there is an immense competition between banks in Pakistan and thus retaining and grooming employees have become more important. The findings show a negative impact of HIWPs on both job demands and employees' burnout. So, managers need to adopt these HR practices and enhance autonomy and control of employees over their job by empowering them, sharing necessary information with them, rewarding them and finally flourishing them with necessary skills and knowledge to perform their tasks in a better way.

This will ultimately lead to lesser job demands faced by employees and reduce burnout among them.

This study aims to measure impact of HIWPs on role ambiguity, role conflict and role overload (dimensions of job demands) and emotional exhaustion and depersonalization (dimensions of employees' burnout). The results revealed that there is significantly negative impact of HIWPs on dimensions of both job demands and employees' burnout thus supporting all our five hypotheses. "This study adds to previous literature in many ways. Firstly, current study tried to investigate the impact of HIWPs on job demands. Job demands were measured by further breaking into three dimensions i.e., role ambiguity, role conflict and role overload. Kilroy et al, (2016) found that HIWPs are negatively associated with all of three dimensions of job demands. Our study is in consistence with the findings of Kilroy and his colleagues. This study also found HIWPs to reduce the role ambiguity, role conflict and role overload dimensions of job demands. Wood and Menezes (2011) found positive impact of high involvement management on role ambiguity thus decreasing the role clarity.

They argued that this was due to the uncertainty caused by proactivity exhibited towards high involvement work practices. However, there is no such evidence for this assumption in our study. Our finding that HIWPs help reduce job demands is significant because of the recent study of Leggat et al. (2011) which show that reasonable role clarity and workload enhances the performance of employees and organization overall. Secondly, this study uncovers the relationship of HIWPs with burnout.

This investigation further explores the idea whether employees' health related outcome is affected by human resource practices positively or negatively. We extend these findings in banking sector context in consistence with existing research among call centre workers which showed a negative impact of HIWPs on employee burnout. Present study supports existing postulates i.e., control and autonomy are major resources of services sector employees and are vital preventive measures used to reduce burnout among employees (Felton, 1998). Regardless of these findings, in broader human resource literature still there is no consensus for relationship between HIWPs and negative well-being outcomes like burnout.

According to a study of Wood et al. (2012) majority of researchers are of the view that properly designed HR strategies are favourable for organizations and their employees. This study confirms that high involvement practices alleviate job demands as well as burnout among banking employees. Thus, our study rejects the findings of Kroon et al, (2009) which supported the "exploitation hypothesis" contrary to this study. HIWPs were found negatively impacting the emotional exhaustion and depersonalization dimensions of employees' burnout. The emotional exhaustion was found to have much stronger relationship with HIWPs as compared to depersonalization.

Managerial Implications

The Conservation of Resource (COR) theory suggests that burnout can be reduced by reducing the demands and providing more resources to employees. This suggests that managers must manage job demands faced by employees and enhance the resources (Halbesleben & Buckley, 2004). These resources can be job related knowledge and skills, information sharing, autonomy or in the form of rewards. A suitable way of minimizing both job demands and burnout in banking sector is the implementation of high involvement work practices. In HIWPs particularly four practices including empowerment, information sharing, rewards and knowledge and skills are of vital importance.

So, in a stressed environment of banking sector where turnover is large and retaining skilled employees is a major challenge, managers must implement these four work practices to make job more precise, clear and less overloaded. These practices also help reduce burnout among employees as evident from the findings of this study so making employees more content and satisfied will help managers retain their workforce. This will ultimately contribute to the progress of organization overall. These implications are in line with the previous research in the relevant field (e.g., Masood, Feng, Rasheed, Ali, & Gong, 2021; Naeem, Weng, Hameed, & Rasheed, 2020; Pitafi, Rasheed, Kanwal, & Ren, 2020; Zhang, Wu, & Rasheed, 2020).

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