

# **RELATIONSHIP BETWEEN EMOTIONAL EXHAUSTION, AND JOB PERFORMANCE, AMONG MEDICAL SALE OFFICERS**



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A Research Thesis submitted to the  
DEPARTMENT OF PSYCHOLOGY  
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**RTIJI' I TE OF APPROY L**

It is certified that the research thesis titled '**Relationship Between Emotional Exhaustion And Job Performance Among Medical Male Officers'** submitted by Arcba Abhasi Reg. No. B P201047, under the supervision of M. Irum Nourcan, Capital University of Science and Technology, Islamabad, is fully adequate, in scope and in equality, a research work is for the degree of B. Psychology.

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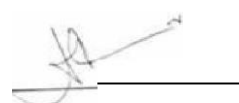
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## **DECLARATION**

It is declared that this is an original piece of my own work, except where otherwise acknowledged in text and references. This work has not been submitted in education and shall not be submitted by me in future for obtaining any degree from this or any other University or Institution.

**Areeba Abbasi**

**BSP201047**

**January, 2024**

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## ABSTRACT

The aim of present study was to explore the relationship between emotional exhaustion and job performance among medical sales officers the sample of the study were comprised of 300 Male taken from Rawalpindi and Islamabad organizations. The instruments used in present study include individual work performance (IWP) and burnout assessment tool (BAT). It has 23-item scale that was used to measure emotional exhaustion and Individual work performance (IWP) has 18-item scale used to measure work performance. Quantitative approach has been used to explore the relationship between emotional exhaustion and job performance among medical sale officers. The results of this study support the hypotheses of non significant relationship between emotional exhaustion and job performance. Descriptive analyses were performed, a Spearman Bivariate correlation was used for the non-normal distribution of data in order to observe the relationship between emotional exhaustion and job performance and a Mann-Whitney U-test analysis was used to compare the differences between the two groups (Joint and nuclear). It can be concluded from the results and discussion that emotional exhaustion effect individual job performance. Implication and limitation of the present study were also discussed.

**Key word:** emotional exhaustion, work performance



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## Chapter 1

### INTRODUCTION

Emotional exhaustion refers to the degree to which employees experience feelings of being emotionally overwhelmed and depleted as a result of their work (Wilk & Moynihan, 2005). Being emotionally tired, depleted, and overwhelmed because of high work expectations is known as emotional exhaustion. When stress accumulates from negative or challenging events in life that just keep coming, people feeling emotionally worn out and exhausted. This can lead to emotional exhaustion (Halbesleben & Bowler, 2007).

A widespread just serious deficiency of energy that is accompanied by the impression that one's resources are depleted is what is meant when someone is emotionally exhausted. Distress and worry are frequent companions to mental exhaustion (Cordes & Dougherty, 2000). Motowidlo (2003) provided a definition of job performance as the combined expected value to the organization of discrete behavioural episodes that an individual engages in over a specific duration of time. This definition emphasizes two important points highlighted by scholars. Firstly, performance is a composite measure derived from various discrete behaviours exhibited over time. Secondly, the aspect to which performance refers is the expected value of behavior to the organization. In pay-for-performance studies, two commonly examined performance criteria are the average performance and performance variance. Reb and Cropanzano (2007) argue that average performance aims to balance the contributions of employees within an organization. It helps minimize variations from the mean that might be affected by external factors beyond an employee's control.

Emotional exhaustion is a stressful condition that is experienced at work, and when depersonalization or low personal achievement results from emotional exhaustion, workers will prefer to seek support, affirmation, and direct help outside of the workplace or avoiding

a conflict that could result in a decline in job performance, (Zhou, & Gao, 2020). Emotional exhaustion (EE), the first dimension of burnout, is characterized by the depletion of emotional resources and an increased sense of fatigue among individuals. Those experiencing emotional exhaustion find it challenging to fulfill their responsibilities effectively and constructively engage with their peers, compared to their previous performance (Allam, 2017). Burnout is a widespread problem on a global scale, impacting billions of individuals in the workplace and resulting in significant financial losses due to decreased productivity, subpar performance, various forms of disengagement, and compromised physical and mental wellbeing. Although the causes of burnout are well-documented (Maslach, Schaufeli & Leiter, 2001), People who experience emotional exhaustion are driven to look into what caused their resource loss and to figure out how to prevent additional resource depletion (Halbesleben & Bowler, 2007).

Maintaining a positive attitude towards work and the surrounding environment is essential for individuals to perform effectively in any given situation. Therefore, a contented workforce plays a crucial role in enhancing organizational performance, even in challenging circumstances, by exerting their utmost efforts to achieve success (Azzam & Harsono, 2021). In the modern era, stress, burnout, and job satisfaction have emerged as significant concerns within the workplace (Allam, 2017). One of the most common health issues currently is work stress (Paoli & Merllie, 2000). Burnout is frequently used to describe a response to ongoing job stress, particularly emotional tiredness, which is thought to be the root cause of burnout (Cordes & Dougherty, 1993).

Nearly 3 billion workers worldwide have experienced extreme job stress in recent years, which is negatively affecting their everyday work performances (Melanie, 2005). Job performance pertains to the extent to which an individual effectively and efficiently carries out the tasks and responsibilities assigned to their position. It is often measured by

evaluating the quality and quantity of work completed, as well as the individual's ability to meet deadlines, achieve goals, and work collaboratively with colleagues. (Thompson & Andrews, 2019).

The majority of the time, this demonstrates that a person's motivation and ability to perform their job are what determine their job performance (Ozcelik & Barsade, 2018). The performance of employees within an organization plays a crucial role in determining the overall performance and success of the organization. A high level of employee performance contributes to improved organizational performance and effectiveness, leading to increased success. Conversely, if employee performance is subpar, it can negatively impact the organization's overall performance and effectiveness. (Baron, 1998). Staff members are required to dedicate a substantial amount of time to effectively manage a wide range of passenger requests and issues. Additionally, they are responsible for handling situations arising from the challenging attitudes and behaviors of aggressive and disruptive passengers (Yang & Chang, 2012).

Emotional exhaustion, is a common experience among employees and is associated with a range of negative outcomes, including reduced job satisfaction, burnout, and turnover (Leiter & Maslach, 2009). According to Shamsuddin & Rahman (2014) workers' efficiency, quickness, and ability has evolved into the assessment of addressing issues with job performance. The measurement of job performance is based on the ability to work well with others in comparison to peers, the capacity to finish tasks on time in comparison to peers, the quality of performance, and the accomplishment of work goals (Kalkavam & Katrinli, 2014).

In a 2007 research, Halbesleben and Bowler explicitly study at the mediating function of inspiration in the link among emotional weariness and work performance. They discovered that emotional tiredness was detrimental to work performance and that lower

motivation levels served as a partial mediator of this association. The study emphasizes how emotional weariness affects a person's motivation and, in turn, their capacity to complete activities successfully.

Employee performance in the context of a service job includes both the provision of concrete services and intangible elements like interpersonal behaviour and emotional expression (Bitner et al., 1990; Bowen & Schneider, 1988). Despite not being exclusive to medical sales representatives, it emphasizes the detrimental effects of emotional weariness on work performance. According to Mohamad & Jais (2016) an employee's ability to forge strong professional bonds, collaborate well with others, and develop social capital may be used to gauge how successfully they accomplish their job. Emotional exhaustion has a notable influence on the performance and productivity of employees, and it also adversely affects their overall health (Mimura & Griffiths, 2003). Rana and Munir (2011) investigating the relationship between workplace stressors such as role ambiguity, workload pressure, work home interface, performance pressure, interpersonal interactions, role conflicts, and job performance, utilized motivation as a mediator.

According to a study by Blank and Scheuch (2009) emotional exhaustion is a prevalent issue among employees. However, they suggest that enhancing working conditions and improving the quality of benefits offered by companies can help alleviate this problem. Incivility among employees is proven to be a significant predictor of work-related stress (Sakurai & Jex 2012), poor job performance and mental health, and higher intention to leave the company (Lim et al., 2008).

Employee rude behavior typically has significant adverse effects when it occurs among employees (Felblinger, 2008). Understanding and controlling such rude behaviours towards coworkers is therefore essential to creating and sustaining an encouraging work atmosphere and promoting the well-being of workers.

According to Yavas and Shemwell, (1998) Providing high-quality services to consumers is a primary objective for many service organizations in the competitive economy of today. Frontline workers are especially important to the provision of high-quality services because of their cross-boundary duties. In addition to other workers in an organization, frontline employees are also capable of bringing dissatisfied consumers back to a condition of fulfilment following an experience loss (Yavas, Karatepe, Babakus, & Avci, 2004). Frontline workers frequently have low pay, frequently have unpredictable timetables, and frequently have excessive responsibilities (Babin & Boles, 1998). Additionally, they frequently face conflicting expectations from superiors, clients, and coworkers, and they frequently lack the necessary information to efficiently carry out activities linked to their jobs (Singh, 2000).

Another aspect of role stress is known as "work overload," which is described as the amount to which one's ability and motivation to complete the tasks at hand outpace one's capacity to perform them (Singh, Goolsby, & Rhoads 2002). In various other work environments, there is a clear and robust positive association between work overload and emotional exhaustion, overwhelm may take many different forms in a sales environment, such as having an overwhelming number of accounts to call on or paperwork to do. However, the results with emotional tiredness have been less controversial than those with role conflict (Lee & Ashforth 1996).

In a study conducted by Amos & Ristow in (2004) it was found that effectively managing job performance is crucial for organizations to achieve their goals and objectives. Organizations exist with the purpose of attaining success, and performance becomes a focal point when achieving plans through human output. This phenomenon has sparked considerable interest in exploring organizational factors that influence attitudes and behaviours', including but not limited to organizational commitment, job satisfaction, and



job performance, due to the potential benefits they offer to both individuals and organizations. According to Samad (2011) individuals who are dedicated and contented, and who identify with the objectives and values of the organization, tend to be highly productive. They are also less likely to exhibit poor performance.

According to Scheuch et al., (2009) emotional exhaustion is a constant presence among workers. Though, it can be alleviated by enhancing working conditions and improving the quality of profits offered by companies. Work pressure within an organization has a significant influence on employee performance and carries substantial practical and economic implications (Seibt & Spitzer,2009).

Bataineh (2017) emphasizes that employee performance is determined by the efficiency and effectiveness with which employees carry out their daily tasks in order to meet the expectations of stakeholders. Job-related stress can have a significant impact on both family functioning and individual performance. The stress experienced in the workplace can create a discrepancy between the demands placed on families and their ability to meet those demands, leading to potential challenges in providing material security (McCubbin & Figley, 1983).

Emotional exhaustion has become a growing concern for employees, and it has also gained attention from employers due to the increased risk of legal repercussions associated with employee harm resulting from stress (Ahmed & Ramzan,2013).

## **Literature review**

Emotional exhaustion is said to be lack of emotional and cognitive resources that act through internal processes (Lawson & Lee, 2018). According to Haleem (2016) emotional exhaustion begins with emotional tiredness, which is a symptom that it is developing those employees who experience burnout at work often lose their motivation to make positive contributions. The demands placed on them in their jobs exceed their ability to manage both

their work and personal lives (Bakker et al., 2014). Emotional exhaustion, a crucial element of burnout, is characterized by the experience of feeling emotionally drained and overwhelmed as a result of chronic job stress and high emotional requirements. The effect of emotional exhaustion on job performance has been a subject of interest in the field of occupational psychology. From the worker's perspective, emotional exhaustion is linked to a range of physical health issues, including colds, digestive problems, headaches, and sleep disorders (Belcastro & Hays, 2004).

Research has connected emotional exhaustion to a wide range of illnesses, including physical issues, hopelessness, troubles in the family, and a general breakdown in community sentiments (Maslach & Leiter, 1997). The influence of emotional exhaustion extends to interpersonal interactions and teamwork. Employees experiencing emotional exhaustion may find it challenging to regulate their emotions, resulting in strained relationships with colleagues and reduced cooperation. This can hinder effective communication, collaboration, and teamwork, ultimately impacting overall performance (Grandey, 2003).

The ability to make decisions can be significantly impacted by emotionally tiredness since it affects cognitive function. Emotionally exhausted people have trouble focusing, making wise decisions, and solving difficult issues, which results in mistakes, inefficiencies, and poor decision-making (Leiter & Maslach, 2005).

Work pressure from a variety of sources, and its impact varies among individuals. It is evident that a worker's overall health and well-being are interconnected with both the physical and social aspects of their job (Dollar & Metzger, 1999). Overall job performance and productivity may suffer as a result. Studies that have evaluated the impact of emotional exhaustion on performance have generally revealed a negative association between the two, despite some inconsistencies (Bentzen, Lemyre, & Kenta, 2017). Conclusively, an employee experiencing burnout will face challenges in performing their job effectively, leading to

subpar performance and potential job uncertainty (Sverke, Hellgren, & Naswall, 2002). This, in turn, affects job performance (Imran, Majeed, & Ayub, 2015).

Consequently, numerous research studies have focused on identifying the causes of emotional exhaustion and exploring potential remedies. Various factors contribute to emotional exhaustion among employees, including dissatisfaction with pay, job overload, excessive job demands, role conflict, and ambiguity (Jawahar, Stone, & Kisamore, 2007). Additionally, work incomes such as public support, supervisor support, and coworker support have been identified as potential mitigating factors (Bakker, Demerouti, & Euwema, 2005). Proposed solutions involve utilizing organizational resources such as hiring additional staff, reducing workloads, and enhancing organizational support (Prentice, 2018).

Recent research from Harvard Business Review (Garten, 2017) suggests that the organization, not the employee, is to blame for worker exhaustion. Excessive cooperation, a lack of time management discipline, and overloading the most skilled are regarded as the three main causes of stress. Only management, according to the author, can deal with these offenders. However, organizational resources, to a certain extent, are limited. In the long run, organizational cures do not promote corporate development and sustainability (Prentice & Loureiro 2018). It is true that emotional exhaustion can have negative effects, including reduced job performance (Lu & Gursory, 2016). Burnout, according to Leiter and Maslach (2003), is a protracted reaction to job stresses and maintains steady over time, however it is unknown how long it lasts.

According to Choudary et al. (2017), job performance refers to the overall value an organization anticipates from an individual's repeated Behavioral actions over time. Additionally, job performance can be described as the quantity and quality of output expected from employees in specific roles. Often, this highlights that job performance is

influenced by both motivation and the ability to fulfill job requirements (Ozcelik & Barsade, 2018; Frieder et al., 2018; Johari & Yahya, 2016).

According to a study Roidl, Siebert, & Höger, (2013) Personal qualities do indeed affect performance, highly effective workers frequently see difficult circumstances positively and may even embrace the chance to prove their mettle, put themselves to the test, acquire new talents, and learn new things (Schat & Frone, 2011).

Emotional exhaustion has been found to have negative consequences on job performance. When individuals experience emotional exhaustion, it becomes challenging for them to sustain high levels of engagement, focus, and productivity in their work (Demerouti et al., 2001). This can result in reduced job satisfaction, increased absenteeism, and higher turnover rates (Bakker et al., 2005). Conversely, employees who experience lower levels of emotional exhaustion tend to demonstrate improved job performance, greater job satisfaction, and higher levels of organizational commitment (Halbesleben et al., 2014). Previous research has primarily focused on identifying job stressors and recommending the use of organizational resources to reduce employee burnout (Bakker et al., 2005; Schaufeli & Bakker, 2004). People experiencing exhaustion can impact workplace relationships by creating personal conflicts and disrupting the smooth flow of work (Maslach, 2006).

Employee job performance is essential in organizational research (Amiruddin, 2019; Elsaadella, 2020). Therefore, the human resource department plays a vital role in ensuring job satisfaction to get the best performance from employees. This, in turn, provides a competitive edge for the company to stay competitive or even outperform rivals (Riaz et al., 2019). However, as the company grows, employees may face more complex tasks that can overwhelm them and lead to work-family conflicts, as they struggle to balance their responsibilities between work and family time (Conte et al., 2019).

According to Chiang, Farh, and Cheng (2014) work performance refers to an individual's capacity to carry out tasks that are formally acknowledged as being a part of their occupations and the execution of obligations that are specified in formal job requirements. According to Shield et al. (2015) employee job performance plays a vital role in driving an organization's effectiveness through the execution of its technological processes. This performance has a direct impact on the success of both individuals and the organization as a whole (Anitha, 2014; Kahya, 2009; Shields, 2015).

A study highlighted that workplace distress can be attributed to specific environmental factors and is often a response to them. Currently, job stress is becoming increasingly evident and has a detrimental impact on employee morale. Various societal factors, such as technological advancements and competitive lifestyles, contribute to the causes of occupational stress. (Maki et al., 2008). Factors like heavy workloads, insufficient compensation, lack of incentives, and decreased enthusiasm can all contribute to work-related stress. The effects of stress on health concerns in their study titled "Work stress and new onset migraine in a female employee population." Emotional exhaustion is a concern for individuals as well as organizations because of the negative consequences it has on both physical and mental health (Frame & Petre., 2014).

Previous study has demonstrated that job exhaustion may negatively affect workers in a quantity of ways, such as by lowering job performance and job satisfaction as well as by increasing tardiness and the rate at which people quit their positions (Maslach et al., 2001). According to Halbesleben (2018) emotional exhaustion is linked to various detrimental effects on an employee's physical and mental well-being (Maslach & Leiter, 2016).

The exhaustion component of burnout is closely associated with traditional stress factors and is thus more predictive of stress-related physical and mental consequences.

Physical health issues such as headaches, fatigue, type II diabetes, and cardiovascular problems are some examples (Leiter et al., 2013). Moreover, work exhaustion has been identified as a potential cause of mortality, which is considered one of its most severe outcomes. When people feel emotionally overextended and weary, they may believe they lack the resources to complete the duties that are expected of them (Maslach & Jackson, 1981; Mulki et al., 2006).

According to the majority of academic studies, there is more of a association between emotional exhaustion and professional engagement than a positive one (Hakanen et al., 2018). Conscientiousness, a personality trait that may mask a harmful association between work involvement and emotional exhaustion, was not taken into account in this study. A study conducted by Zhou et al. (2014) focused on hotel employees and examined the mediating effect of job fatigue on the relationship between role conflict and job performance. The findings indicated a positive association between role conflict and exhaustion, both of which negatively impacted employee performance (Zhou et al., 2014).

In recent years, there has been a growing focus on ethical leadership within the business-to-business, sales domain, both in academic research and managerial practice. Previous studies have indicated that demonstrating ethical sales leadership has multiple positive impacts on salespeople (Ingram et al., 2017). Given how frequently salesmen encounter rejections and setbacks, the sales profession is remarkable (Dixon & Schertzer, 2005). The difficulties that salespeople face create a training ground for emotional weariness (Jaramillo et al., 2011) as well as unethical sales tactics (Li & Murphy, 2012). The sales profession is characterized by enduring a significant level of pressure, difficulties, and setbacks (Dixon & Schertzer, 2005). These various demands and obstacles create a situation where emotional exhaustion becomes a near-inevitable challenge for salespeople, particularly within the context of their profession (Jaramillo et al., 2011).

The concept of workplace incivility primarily originates from research on counterproductive workplace behaviours, which encompass a broad spectrum of intentional actions that undermine the organization and its members' well-being (Fox & Spector, 2002). These behaviours include maltreatment, aggression, harassment, irritation, nonconformity, and antisocial actions (Jackson et al., 2002). Compared to harassment or psychosocial undermining, workplace rudeness is a fewer serious and more common kind (Sliter et al., 2012). The organizational context in which teachers work also affects their job performance. Supportive leadership, effective management practices, and a positive school climate have been found to enhance teacher performance (Hallinger, 2011). Relationship among teachers, professional development opportunities, and access to necessary resources and materials contribute to improved job performance (Ingersoll & Strong, 2011). Workload and emotional exhaustion have an impact on teacher job performance. High workloads, including large class sizes and excessive administrative tasks, have been associated with reduced job performance among teachers. Increased stress, such as dealing with student behaviour issues or lack of support, can negatively affect teacher performance (Aloe et al., 2014). Experiencing emotional exhaustion has been associated with various negative impacts on both the physical and mental well-being of employees (Ozturk, 2018).

Maslach and Leiter (2016) suggest that the exhaustion aspect of burnout is particularly influential in predicting health and mental issues related to stress. This is because exhaustion is closely connected to the traditional understanding of stress (Maslach & Leiter, 2016).

The harmful effects of job burnout have led to a demand for intervention programs. These programs aim not only to enhance the well-being of employees but also to prevent negative outcomes for organizations, such as high turnover, employee departure, and poor performance (Awa et al., 2010).

It includes less severe interpersonal abuse that conveys disdain and disregard for other people's feelings. Inappropriate behaviours at work includes behaviours such as gossiping about coworkers, excluding or ignoring coworkers, and speaking to coworkers rudely and condescendingly (Lim & Cortina 2005). In a study focused on Pakistan, Khan and Zafar (2013) investigated the reasons and outcomes of job burnout in both public and private organizations in a developing country. The findings showed that feelings of exhaustion and cynicism were linked to younger age in a negative way.

An exhausted employee is likely to experience challenges in performing effectively at work, which is understandable considering that poor performance can lead to reduced financial and nonfinancial benefits and job instability (Sverke, Hellgren, & Naswall, 2002).

Consequently, this can have an impact on job performance (Ouyang, Sang, & Pang, 2015). Feeling burned out often comes from not being happy with job and the salary (Lu & Gursoy, 2016). Therefore, the connection between emotional exhaustion and performance seems to be more cyclical than a simple linear connection. Researchers have shown particular concern about the negative effects of burnout on performance within this cycle. For many years, researchers have been focused on the hypothesis that happy employees are more productive, while unhappy employees tend to perform poorly (Fisher, 2003).

Additionally, studies have indicated a relationship between employee frustration and burnout, where burnt out individuals experience emotional exhaustion, cynicism, depersonalization, and a lack of accomplishment (Maslach & Jackson, 1981). These manifestations of burnout have negative effects on both the physical and mental health of individuals (O'Connor, Neff, & Pitman, 2018). Furthermore, organizational performance can suffer due to employees' declining health and poor act resulting from burnout (Piko, 2006).



In a study conducted by Bhatnagar Deepthi (1987), the effects of training initiatives on attitudes towards female managers in Indian banks were examined. The research findings revealed significant differences in the opinions of man and woman respondents regarding women in management positions. Specifically, female respondents held more favourable sentiments towards women in managerial roles across a majority of the assessed traits.

According to Anitha (2013), the performance of both individuals and organizations is heavily influenced by various factors such as organizational activities, strategies, practices, data management practices, and employees meeting. These elements play a crucial role in promoting high levels of employee performance.

According to Rose (2003), employees often experience significant stress related to time constraints and working long hours, which can diminish their motivation to perform at a higher level. Work Pressure is a prevalent issue in all organizations, regardless of their size. The complexity of work environments and organizations has contributed to the existence of stress. Workplace pressure has a noteworthy impact on employees' job performance, prompting organizations in the UK to address this issue (R. Anderson, 2003).

In a study conducted by Ivancevich and Donnelly in 1975, they investigated the relationship between anxiety stress, employee satisfaction, and performance. Their findings suggested that lower levels of anxiety stress are associated with improved employee performance across different managerial levels within an organization.

Research conducted by Ivancevich & Donnelly (1975) examined the relationship between anxiety-related stress, job satisfaction, and employee performance. Their findings indicated that lower levels of anxiety-related stress were associated with improved performance among employees, particularly in different managerial levels within an organization. Similarly, Beehr, Stacy, and Murray (2000) conducted a study exploring the impact of job-related stressors on employee performance and psychological well-being

within an organizational setting. They discovered that occupational stressors not only impact employee performance but also have psychological effects on employees within an organization. Their research revealed a connection between occupational stressors and both employee performance and psychological outcomes. The study emphasized that occupational stressors can have detrimental effects on employees' performance and psychological state.

Employees who are highly motivated and experience lower levels of pressure can have a significant positive impact on the productivity of organizations. Conversely, negative emotions and low motivation are linked to adverse effects on individual health and increased costs for the organization. (Brief & Weiss., 2002). The rapidly changing global environment has created increased pressure on the staff to achieve maximum output and remain competitive. In order to excel in their roles, workers are often required to perform multiple tasks to stay up-to-date with evolving technologies (Quick, 1997). The consequences of this pressure have been identified as one of the significant factors contributing to job stress (Cahn et al., 2000).

A study conducted in the UK revealed that a majority of workers expressed dissatisfaction with the prevailing culture that demands extended working hours and coping with heavy workloads, while simultaneously meeting production targets and deadlines (Townley, 2000). While job demands are identified as the primary indicators of exhaustion, job resources emerge as the key predictors of work engagement (Halbesleben 2010, Schaufeli & Bakker 2004). Job resources encompass aspects of the job that facilitate the achievement of work goals, ease job demands, or foster personal growth. Examples of job resources include social support from colleagues, supervisory guidance, and performance feedback (Schaufeli & Bakker 2004).

A decrease in job performance, job commitment, physical health, mental health, and an increase in job task error are examples of the consequences of work overload. Emerging research suggest that mindfulness plays an important role in the work domain (Good et al., 2016; Reb & Atkins, 2015).

Dane and Brummel (2014) found in a sample of service workers in the American restaurant industry that mindfulness was negatively related to employee goals to leave the organization and this relationship was significant after controlling for employee engagement. While they argued that mindful employees' ability to cope better with workplace stressors was a key reason, they did not empirically examine any mediating mechanisms.

Emotional exhaustion, which is the main element of job burnout, is characterized by a depletion of emotional energy to the extent that individuals struggle to meet the demands of their job (Maslach, Schaufeli, & Leiter, 2001). In empirical studies, emotional exhaustion has been consistently identified as a significant predictor of various important outcomes, including turnover intentions.

Emotional exhaustion is often considered as resulting from a depletion of personal resources when confronted with demanding situations, particularly those characterized by role overload, role ambiguity, and a lack of autonomy, among other factors (Maslach et al., 2001). This state of emotional exhaustion can adversely impact an employee's job performance, consequently affecting the overall productivity of the organization. In a comprehensive two field study, Russell Cropanzano (2012) demonstrated that exhausted employees exhibit lower organizational commitment, diminished job performance, reduced engagement in organizational citizenship behaviours (OCB) directed toward the organization (OCBO) and their supervisors (OCBS), as well as higher intentions to leave the organization.

Study by Hülsheger et al. (2013) contended, and demonstrated, that mindfulness has a negative correlation with emotional exhaustion. The connection between mindfulness and lower emotional exhaustion is attributed to its role in promoting more adaptive emotional responses to potentially stressful work situations, such as high workload or role ambiguity (Weinstein, Brown & Ryan, 2009). Mindful individuals tend to observe stressful events and conditions in a more open and non-judgmental manner, employing processes of de-centering and de-automatization (Brown, Ryan, & Creswell, 2007). This results in mindfulness being linked to reduced reactivity to emotional and stressful stimuli (Arch & Craske, 2010). Moreover, beyond its association with lower turnover intentions, research indicates that employees with higher levels of mindfulness also exhibit enhanced task performance (Dane & Brummel, 2014; Reb et al., 2015).

A recent meta-analysis by Christian et al. (2011) confirmed that job resources are the most important predictors of employee work engagement. The job resources found to predict work engagement were task variety, task significance, autonomy, feedback, social support from colleagues, a high-quality relationship with the supervisor, and transformational leadership, these differences in appraising and reacting to potentially stressful events help individuals avoid emotional exhaustion (Hülsheger et al., 2013).

Beal, Weiss, Barros, and MacDermid (2005) contend that affective processes, including rumination, arousal, or emotional exhaustion, divert attentional resources away from the current task, thereby exerting a negative impact on performance. In addition to decreased attentional resources, employees who undergo emotional exhaustion also encounter lower energy levels, impeding their capacity to perform their work effectively.

A recent study suggests that India, despite a large pool of young and educated workers, is about to have the highest attrition rate globally and that India is “in the eye of an employee turnover storm” (Hay Group, 2013). On a very general level job performance can

be defined as “all the behaviours employees engage in while at work” (Jex, 2002). However, this is a rather vague description. A fair amount of the employees “behaviour displayed at work is not necessarily related to job-specific aspects. More commonly, job performance refers to how well someone performs at his or her work. The majority of the studies have shifted their focus on defining job performance in terms of outcomes and behaviour, since these are easier and more objective to define and to observe than personal traits (Hersén, 2004). The presence of a high workload is maybe the most consistent predictor of emotional exhaustion (Lee & Ashforth, 1996). The performance of emotional labour is often a leading factor contributing to job-related stress. It believed that staff who were employed in jobs with sustained customer contact and few opportunities to vary the nature of their displayed feelings risked high levels of stress (Hochschild, 1983).

Seibt, Spitzer, Blank, and Scheuch (2009) asserted that job stress is a pervasive issue among employees, but it can be mitigated by enhancing working conditions and the quality of benefits provided by companies. Meneze (2005) argued that the rising levels of work pressure pose a challenge for employers, with higher stress levels correlating with reduced productivity, increased absenteeism, and a cascade of other employee issues such as alcoholism, drug abuse, hypertension, and a range of cardiovascular problems.

According to Rose (2003) employees tend to experience high pressure levels related to time, often extended working hours, which diminishes their motivation to perform at their best. Emotional exhaustion exists in every organization either big or small the work places and organizations have become so much complex due to which it exists, work place stress has significant effects over the employee’s job performance, and the organizations in Uk are trying to cope with this scenario, (R. Anderson, 2003).

Job performance encompasses patterns of behaviour directly contributing to the production of goods or services, as well as activities that offer indirect support for the

organization's core technical processes. Engaging in job performance includes instances where employees assist others in completing tasks, collaborate with their supervisors, or propose improvements to organizational processes (Van Scotter et al., 2000).

In a study involving nurses, both surface acting and deep acting emerged as noteworthy predictors of emotional exhaustion, irrespective of emotional job demands (Näring & van Droffelaar, 2007). Combined, these factors explained a substantial 30% of the variance in emotional exhaustion. Similarly, in research focused on home care employees, emotional job demands were found to predict an additional 6% of the variance in emotional exhaustion beyond the impact of quantitative demands, control, and support (Taris and Schreurs, 2009).

A study by Vaezi and Fallah (2011) early career healthcare professionals who work in extremely demanding and challenging environments in healthcare organizations are significantly more likely to experience emotional exhaustion (Rudman & Gustavsson, 2011). when it comes to work stress these professionals frequently experience burnout as a result of harsh organizational policies, abusive supervision, victimization, and an unfavourable work environment. According to Rudman and Gustavsson (2011) 20% of healthcare professionals in their early career experience burnout from their jobs in hospitals. Working Employees often face victimization, including mistreatment, negative comments, gossip, abuse, and other forms of peer pressure in a demanding hospital environment. This victimization is often caused by role conflict, which arises from early career individuals' resistance to change, poor performance of in-role behaviour, and task interdependence (Cho et al., 2020). Because victimization has a stronger effect on emotional exhaustion, those who are at risk of becoming victims are more likely to experience severe problems related to job burnout (Choi et al., 2020).

A study by Murodilla et al., (2020) a worker victimization has been shown to have a detrimental impact on staff innovative behaviour, mental health, productivity, and access to effective treatment, all of which increase the risk of job burnout (Rudman et al., 2020). In their study, Kaur et al. (2013) outlines the possible drawbacks of victimization and contend that it plays a significant role in contributing to job burnout among medical professionals. Personal effects of job burnout include weakened immune systems, a lack of accomplishments, stress from the workplace, and weak work performance, all of which can impair an employee's capacity to carry out daily duties and obligations (Swider & Zimmerman, 2010). Individual burnout has a detrimental effect on staff members and the performance of the organization as a whole (Rouleau et al.,2012).

Job demand resources theory (Bakker & De Vries, 2020) states that when job demands are high, such as in healthcare organizations, early career healthcare professionals are expected to be innovative and creative for organizational performance and sustainability. However, because they experience a high level of victimization from senior healthcare professionals or colleagues, they are unable to allocate their resources, which ultimately results in emotional exhaustion.

A study by Murodilla et al., (2020) a worker victimization has been shown to have a detrimental impact on staff innovative behavior, mental health, productivity, and access to effective treatment, all of which increase the risk of emotional exhaustion (Rudman et al., 2020). A study by Kaur et al. (2013) outlines the possible drawbacks of victimization and contend that it plays a significant role in contributing to job burnout among medical professionals. Personal effects of job exhaustion include weakened immune systems, a lack of accomplishments, stress from the workplace, and weak work performance, all of which can impair an employee's capacity to carry out daily duties and obligations (Swider & Zimmerman, 2010). Individual burnout has a detrimental effect on crew members and the

performance of the organization as a whole (Rouleau et al., 2012). A creative personality trait, as defined by Li et al. (2019) is characterized by creativity in the workplace, which includes creative idea generation and implementation (Qian et al., 2010).

According to Anvari et al. (2011), early career healthcare professionals are more likely to experience job burnout because they frequently deal with demanding organizational cultures, disgruntled employees, indirect victimization (Murodilla et al., 2020) and a variety of emergencies. These issues can have a negative impact on the physical and mental health of early career healthcare professionals and even contribute to job burnout (Isfahani et al., 2015). Previous research shows that peers react negatively emotionally to early-career healthcare professionals who perform poorly or exhibit uninspired work behavior (Berg et al., 1994). However, in a culture that lacks support, early career healthcare workers are more likely to experience the common problem of workplace stress (Choi et al., 2020; Kanai-Pak et al., 2008; Laschinger et al., 2009).

According to Otley (1999) states that an organization's success is contingent on the productivity of its workforce as well as external elements like the organization's culture, environment, leadership style, and working conditions. Organizational performance is a result of the individual outcome's total value. It appears that an organization's overall success can be broken down into the smallest unit: job performance. As a result, an organization's target, goal, mission, and vision as outlined in the strategic planning process should be actively determined by job performance. The aimed to improve employee behaviour at work, such as taking on more responsibility, motivating staff to alter their workflow, and actively participating in the achievement of organizational goals (Lawler & Ledford, 1992).



## **Theoretical framework**

### ***Job demand resource model***

The Job Demands-Resources model was introduced by Eva Demerouti & Arnold Bakker (2006). The job-demand resources model proposes that increased levels of emotional exhaustion are a result of workplace pressures and a lack of assets (Bakker & Demerouti, 2007). The fundamental premise of the model known as JD-R is that work requirements and job opportunities may be divided into two broad groups, depending on the type of employment (Bakker and Demerouti, 2007).

According to the JD-R (Job Demands-Resources) Model, elevated job demands combined with limited job resources often lead to increased stress levels and emotional exhaustion. In situations where job demands are high but resources are lacking, individuals are more prone to experiencing heightened stress levels. According to the JD-R (Job Demands-Resources) Model, job demands encompass various aspects of a job, including physical, psychological, social, or organizational elements, that necessitate continuous physical or mental exertion and may result in stress. Emotional exhaustion is one of the negative outcomes that can result from high job demands. It is a state of feeling emotionally drained, overwhelmed, and fatigued that can result from prolonged exposure to job stressors. Emotional exhaustion can have a significant impact on employee wellbeing, as well as their job performance.

Research has shown that high job demands can lead to emotional exhaustion, which in turn can lead to reduced job performance. When employees are emotionally exhausted, they may have difficulty concentrating, making decisions, and performing their job duties effectively. This can lead to reduced productivity, increased errors, and decreased job satisfaction. In summary, the job demand model can help us understand how job demands can lead to emotional exhaustion, which in turn can impact job performance. By identifying

and managing job demands appropriately, employers can help to promote employee well-being and maintain high levels of job performance. The Job Demands Resources (JDR) model suggests that when there is an increase in job demands and a decrease in job resources, it is more likely for employees to experience higher levels of emotional exhaustion.

## **Rationale**

It is essential to understand the difficulties faced by medical sales officers. This research was conducted to explore the relationship of emotional exhaustion and job performance among medical sale officers. Workload significantly impacts employees' productivity and efficiency. The emotional strain caused by excessive workload has become prevalent in contemporary times. Workload can arise due to various factors, such as time pressure, insufficient support, inadequate resources, unproductive colleagues, and role conflicts (Akmal & Naseem, 2011). Menezes (2005) stated that rising workplace stress poses a burden on companies, resulting in reduced productivity. Medical sales officers are often required to manage complex relationships with healthcare providers, manage tight deadlines and targets, and work in highly competitive environments. the role of medical sales officers often involves high levels of stress, pressure, and demanding work environments. This continuous exposure to stressful situations can lead to emotional exhaustion, as individuals may feel overwhelmed, drained, and emotionally depleted.

As a result, their ability to perform effectively in their job responsibilities may be compromised. emotional exhaustion can impact interpersonal interactions, which are crucial for medical sales officers. Building relationships with healthcare professionals and clients is an essential part of their role. However, when individuals experience emotional exhaustion, they may find it difficult to engage in effective communication, build rapport, and establish trust. This can hinder their ability to influence customers, negotiate deals, and

meet sales objectives, ultimately affecting their job performance. Medical sales personnel may have diminished motivation and work satisfaction due to emotional weariness. People may struggle to find significance and fulfilment in their job when they are emotionally spent, which might lower their drive to work as hard as they can.

In addition, emotional weariness can reduce job satisfaction because people may begin to see their jobs as more difficult, unfulfilling, or overpowering. This may directly affect how well they perform at work since reduced job satisfaction and motivation may lead to less effort and engagement. The connection between emotional exhaustion and job performance among medical sales officers is driven by the high-stress nature of their profession, the impact on interpersonal interactions, decreased motivation and job satisfaction, and potential effects on physical and mental well-being.

Employers should take steps to decrease the risk of emotional exhaustion by providing support and resources to help employees manage stress and maintain their mental and emotional wellbeing. This research will help explore the relationship of emotional exhaustion faced by medical sales officers affecting their job performance.

## **Objective**

1. To examine the relationship between emotional exhaustion and job performance among a medical sales officer.
2. To explore the role of demographics variable (family system) in emotional exhaustion and job performance among medical sale officers.

## **Hypotheses**

1. There will be significant relationship between emotional exhaustion and job performance among medical sales officers.
2. There will be a significant difference in family system among both group (joint and nuclear).

## Chapter 2

### METHOD

#### Research design

A co-relational research design quantitative approach has been used in this study to explore the relationship between emotional exhaustion and job performance among medical sale officers.co relation can be either positive or negative.it is mostly used to find the relation between the variables selected in a study.

#### Population and sample

In the present Study sample of 300 adults of age range 20-45 years including only male were taken. The participant only selected from twin cities in Rawalpindi and Islamabad.

#### Sample technique

The sample technique of this research was convenient sampling.

#### Inclusion criteria

1. Age limit 20-45 currently registered in company/organization.
2. Participants who are able to understand the scales in English were recruited.
3. Only working males were included in this research.

#### Exclusion criteria

1. Females were excluded from the study.
2. People with any physical disability which hinders their ability to participate in this study were excluded.

## **Instrument**

### ***Demographic Sheet***

The demographic sheet for this study was made considering the variables such as age, education level, family status, occupation, socioeconomic status.

### ***Burnout assessment tool***

The Burnout Assessment Tool (BAT) is a burnout measure developed by Schaufeli et al., in 2020 and to replace the Maslach Burnout Inventory (MBI). The BAT measures four burnout dimensions: (a) Exhaustion, (b) Mental Distance, (c) Cognitive Impairment, and (d) Emotional Impairment. It is measure through a 5 Likert item. The primary purpose of the Burnout Assessment Tool is to provide a quantitative measure of the extent to which an individual is experiencing burnout. The Burnout Assessment Tool (BAT) is a psychological instrument designed to measure and assess levels of burnout among individuals, particularly in the context of work-related stress.

### ***The Individual Work Performance Questionnaire***

The Individual Work Performance Questionnaire was developed by Koopmans in 2015. The Individual Work Performance Questionnaire is an 18-item scale designed to assess the three primary dimensions of job performance, namely task performance, contextual performance, and counterproductive work behaviour. It has 5-likert scale.

## **Procedure**

Participants were selected from Rawalpindi/Islamabad. Organizational approval was taken for data collection. Informed consent was signed by the participants who, was knowledgeable about the objectives and purpose of the study beforehand and was given the right to withdraw from the study at any time. The questionnaires used in the study included measures of emotional exhaustion and job performance. Participants were instructed to read

and respond to each item based on their own perceptions and experiences. By collecting responses from participants, the study aimed to assess the level of emotional exhaustion and job performance among the participants. They were also informed of their confidentiality rights. Once all agreed upon, they shared their actual information and filled out the scales of emotional exhaustion scale and job performance. The procedure of the research, along with its purpose, was explained beforehand. Once rightfully understood, participants filled out the questionnaires. Data was analysed statistically through SPSS.

### **Ethical consideration**

APA guidelines were followed to conduct this research. A letter was issued by the capital university of science and technology for the permission. Participants were requested to sign a inform consent for participation and they will have the right to with draw. Participants identities were kept anonymous, and their confidentiality was assured. Participants were briefed about the purpose of the study, and they received their rightful benefits. Any personal information received was kept hidden, unless it was deemed necessary to be shared solely for research purposes.

### **Statistical analysis**

Data analysis was done by using SPSS. The correlational analysis was used to explore the relationship between variables. Descriptive analyses were performed, a Spearman Bivariate correlation was used for the non-normal distribution of data in order to observe the relationship between emotional exhaustion and job performance and a Mann-Whitney U-test analysis was used to compare the differences between the two groups.

### Chapter 3

## RESULT

This present study aimed to find out the relationship between the emotional exhaustion and job performance among medical sale officers and sample of the participant include 300 adults of age range 20 to 45years. The data of medical sale officers has been collected from the Islamabad and Rawalpindi. The participant were recruited through convenient sample technique, and was analysed through descriptive includes, mean, median, mode, and frequency statistics for demographic variables and also calculate the reliability and Spearman correlation of both variables (emotional exhaustion and job performance) and in order to check the differences between the two groups of joint and nuclear family system, and also Mann-Whitney analysis was used. The demographic characteristics of sample are as follow:

**Table -1**

Demographic characteristics of sample (N=300)			
Variables	Categories	<i>F</i>	%
Qualification	Fcs/BA	104	34.7
	Bachelors	158	52.7
	Masters	36	12.0
	M.Phil.	2	0.7
Socio-economic	Poor-class	21	7.0
	Middle-class	243	81.0
	Elite-class	34	11.3
Family system	Joint	171	57.0
	Nuclear	125	41.7

*Note: f= Frequency, %=percentage*

This table shows demographic characteristics of a of medical sale officers with a total size of 300 individuals. The demographics includes qualification. Socio-economic status and family system. The Majority of participant have FSC and bachelor degree. A small percentage have MS/M.Phils. degree most of the sample fall under the middle class (81.0%) and very less participant came from poor socio-economic class. Majority of the participant were from joint family (57.0%) and (41.0%) were from nuclear family system.

## Table-2

*Cronbach's alpha reliabilities of the Burnout Assessment Tool (BAT) and Individual Work Performance (IWP) Scale (N=300)*

Scale	no. of items	M	SD	$\alpha$	Range	
					Actual	potential
BAT	23	63.21	14.71	.86	28-113	23-115
IWP	18	58.27	11.38	.79	19-90	18-90

*Note: M = mean, SD = standard deviation,  $\alpha$  = alpha reliability, burnout assessment tool (BAT) Individual work performance (IWP).*

Table-2 shows alpha reliability, mean standard deviation, range in the study variable. The alpha reliability of BAT is .86 which shows that tool is considered reliable ( $\alpha=0.86$ ), The reliability of the IWP scale is good ( $\alpha=0.79$ ). The mean score of BAT is 63.21 and IWP is 58.27. The actual range of scores (28-113) and potential range (23-115) highlight the diversity in employees' experiences, with the potential for further divergence. The actual range of scores (19-90) and potential range (18-90) highlight the potential for improvement in individual work performance.



**Table-3**

*Mean, Median, Mode, Standard deviation, skewness, Kurtosis, and Kolmogorov-Smirnov test statistics of the burnout assessment scale (BAT) and Individual work performance (IWP)(N=300)*

Scales	M	Median	Mode	SD	Skewness	Kurtosis	K-S	P
BAT	60.21	63.00	62.0	114.71	.70	-.02	.053	.038
IWP	58.27	58.00	54.0	11.38	-.13	.60	.048	.099

*Note: M = mean, SD = standard deviation, burnout assessment tool (BAT) Individual work performance (IWP).*

The Table-3 presents various descriptive statistics, including mean (M), median, mode, standard deviation (SD), skewness, kurtosis, and Kolmogorov-Smirnov (K-S) test statistics for the Burnout Assessment Scale (BAT) and Individual Work Performance (IWP) Scale, based on a sample size of 300. This Table shows the K-S value for both scales showing non-normal distribution as it is significant in both groups while considering the values of skewness and kurtosis. BAT (S=0.70) Positive skewness indicates that the distribution has a tail on the right, meaning there may be a few cases with very high burnout scores. (K=0.02). The kurtosis is close to zero, suggesting that the distribution has tails similar to a normal distribution. IWP (S=-0.13) Negative skewness indicates that the distribution has a tail on the left, suggesting that there may be a few cases with very low individual work performance scores.

Negative skewness (S=-0.13) suggests a tail on the left, indicating a few cases with very low individual work performance scores. Positive kurtosis (K=0.60) suggests heavier tails and a sharper peak than a normal distribution. The K-S value for IWP is 0.048 with a p-value of 0.099. The p-value being greater than 0.05 suggests that the distribution of IWP scores does not significantly differ from a normal distribution

**Table-4***Co-relation between emotional exhaustion and job performance (N=300)*

<b>Variables</b>	<b>N</b>	<b>1</b>	<b>2</b>
<b>BAT</b>	300	--	.050
<b>IWP</b>	300	--	--

*Note: BAT=burnout assessment tool, IWP=individual work performance*

Table 4 results showed a significant positive relation of emotional exhaustion and job performance. This result shows that the value of p (Significant) is greater than .05 which shows the relationship between emotional exhaustion and job performance is nonsignificant.  $r = 0.050$  The positive correlation coefficient suggests a weak positive relationship between emotional exhaustion and job performance.

**Table-5***Mann-Whitney values for scales in both groups (N=300)*

Variables	Joint-family		Nuclear-family		U	P
	N	M	N	M		
Job-Burnout	171	145.34	125	152.83	10146.50	.457
Work-performance	171	145.33	125	152.84	10145.50	.456

*Note: M= Mean, SD= Standard Deviation, U= Mann-Whitney, p= Significance value*

Table 5 indicated significant differences in emotional exhaustion score among both groups ( $U = 10146.50$ ), ( $p = .457$ ). It also indicated significant differences in job performance scores among both groups ( $U = 10145.50$ ,  $p = .456$ ). The p-values, which are higher than the standard significance level of 0.05, indicate that these differences are not statistically significant.

## Chapter 4

### DISCUSSION

This present study was conducted to explore the relationship between emotional exhaustion and job performance among medical sales officers. The relationship was statistically analysed using Spearman correlation as the data was not normally distributed. Furthermore, differences among groups (Joint and Nuclear) were also analysed by using Mann Whitney U-test for numerous comparisons in demographics among both groups.

This chapter of the study discusses the reliabilities of scale and demographic characteristics of medical sales officers. The study also highlighted that the among two groups Joint or Nuclear emotional exhaustion significantly impacted employees' job performances and their performance. To conduct the present study a sample of 300 adult males was taken age ranging from age 20 to 45 years from Pakistan's two major cities (Islamabad and Rawalpindi). The sample was appropriate by random sampling technique. The sample under study was administered with the Individual Work Performance Questionnaire is an 18-item scale and The Burnout Assessment Tool (BAT) 23- items all of which have good reliability to gather the required data. After collecting the data, the results were analysed by using descriptive and inferential statistics through SPSS-21 software.

As stated in first hypothesis there will be a significant relationship between emotional exhaustion and job performance among medical sales officers. Results also revealed that these all variables have a positive correlation with each other. Table 4 showed a "non-significant positive relation" between emotional exhaustion a job performance i.e. greater than .05. Emotional exhaustion is positively correlated with job performance. Research conducted on salespersons in Australia, Lo, Cravens, Grant, and Moncrief (2001) discovered a detrimental effect of burnout on performance. The significance of the burnout concept is emphasized by its associations with various organizational outcomes, including

absenteeism, turnover, job dissatisfaction, and a decline in the quality of job performance (Maslach & Jackson, 1981). Emotional exhaustion exists in every organization either big or small the work places and organizations have become so much complex due to which it exists, work place anxiety has significant effects over the employee's job performance, and the organizations in Uk are trying to cope with this scenario (R. Anderson, 2003).

According to second hypothesis there will be a significant difference in family system among both group (joint and nuclear). This was tested by using Mann Whitney test which indicated significant differences in emotional exhaustion score among both groups ( $U= 10146.5$ ), ( $p=.457$ ). It also indicated non-significant differences in job performance scores among both groups ( $U=10145.50$ ,  $p=.456$ ).

According to the Pakistani culture it can be seen that the family system has a great influence on an individual work/job performance. Pakistani culture is often characterized by collectivism, where family ties and relationships hold significant importance. Joint family structures, prevalent in Pakistani society, may contribute to a strong support system but could also bring about increased responsibilities and potential stressors. Cultural norms and expectations related to familial duties, respect for elders, and social roles could influence both emotional exhaustion and job performance.

According to Schaufeli and lieter (2001) Burnout is a widespread problem impacting millions of workers globally, leading to substantial economic losses due to reduced productivity, low performance, withdrawal from work, and declining physical and mental health. Although we have a good understanding of what causes burnout. Naturally, a burnout employee would be unable to perform well at work as poor performance results in less financial and non-financial rewards and job insecurity (Sverke, Hellgren, & Naswall, 2002), which affects job performance (Imran, Majeed, & Ayub, 2015; Ouyang, Sang, & Pang, 2015). Dissatisfaction with work and pay then leads to burnout (Lu & Gursoy, 2016).

According to research by Dane and Brummel (2014) found in a sample of service workers in the American restaurant industry that mindfulness was negatively related to employee intentions to leave the organization and this relationship was significant after controlling for employee engagement. Wright and Bonett (1997) conducted a three-year long study on human services personnel and identified a negative and significant relationship between emotional exhaustion and job performance. Emotional exhaustion are variables that impact the job outcomes of frontline employees (Wang et al., 2019; Bande, 2018; Riaz et al., 2019). When there is no tolerance, employees would feel alone at work, being fearful, having longer working hours, too much work and others that would effect their emotional exhaustion. Based on the study of Riaz et al. (2019) in Islamic Banks in Pakistan, intrinsic motivation is one of the main points that a great frontline employee needs to have. A study in the garment industry in Indonesia also revealed that working conditions and work family conflict trigger high emotional exhaustion among 3649 factory workers (Wahyuni & Dian, 2019).

## **Conclusion**

Present study was conducted to explore the relationship between emotional exhaustion and job performance among medical sales officers. To conduct the present study a sample of 300 adult males was taken age ranging from age 20 to 45 years from Pakistan's two major cities (Islamabad and Rawalpindi). Emotional exhaustion is a condition of emotional fatigue experienced by employees at their jobs, in terms of emotional exhaustion and job performance, a higher BAT score implies a higher level of burnout or emotional exhaustion, which may be negatively associated with job performance. Employee may also feel that their emotional resources are becoming drained and that they lack of energy. The study also highlighted that the among two groups Joint or Nuclear family system, emotional exhaustion significantly impacted employees' job performances and their performance. As

individuals experience burnout, they may find it challenging to maintain the necessary focus, energy, and enthusiasm required for effective sales activities.

### **Limitation**

There are several limitations in the current study. First limitation is that it is correlational study and quantitative design due to limited resources future direction it is suggested to do focus on understanding for medical sale officer and the other variable of the study. The second limitation of this study is due to its targeted sample through the research study has enough sample size but data was only collected from two cities of Pakistan that are Rawalpindi and Islamabad, the sample of the study. The time to conduct this study was short and it also affected the goal of the study. Due to the self-reporting measure, biasness did occur during the process of reporting researchers can use this information to access and address emotional exhaustion issues in the work place, considering its potential impact on job performance. Furthermore, this study can be conducted on female medical officers. Intervention program and surveys can also be conducted for future study.

### **Implications**

The present study has its implication for providing support to existing literature of medical sale officers. This research also play role in extending the literature of medical sales officers in Pakistani culture. The study can shed light on the factors contributing to emotional exhaustion among medical sales officers. Understanding these factors is crucial for organizations to address issues that may negatively impact employee well-being and performance. Organizations can make informed decisions about interventions and policies to alleviate emotional exhaustion and enhance job performance. After the identification of the problems coming to surface by this study it will be helpful to raise awareness that helps the youth to cope with their problems more efficiently. These variables have not been explored specifically altogether. Results from this study may provide a new theoretical

outlook and these relationships can be explored further. The current study can also be applied to extend the study on emotional exhaustion and job performance including several other variables such as job burnout and employee wellbeing.

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## Appendix

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August 7, 2023

**TO WHOM IT MAY CONCERN**


Capital University of Science and Technology (CUST) is a federally chartered university. The university is authorized by the Federal Government to award degrees at Bachelor's, Master's and Doctorate level for a wide variety of programs.

**Ms. Areeba Abbasi**, registration number **BSP201047** is a bona fide student in BS Psychology program at this University from Spring 2020 till date. In partial fulfillment of the degree, she is conducting research on "Relationship between emotional exhaustion and job satisfaction among medical sale officers". In this continuation, the student is required to collect data from your institute.

Considering the forgoing, kindly allow the student to collect the requisite data from your institute. Your cooperation in this regard will be highly appreciated.

Please feel free to contact undersigned, if you have any query in this regard.

Best Wishes,



**Dr. Sabahat Haqqani**  
Head, Department of Psychology  
Ph No. 111-555-666 Ext: 178  
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## Informed Consent

I am a student of BS psychology in capital university of science and technology. I am currently doing research on relationship between emotional exhaustion and job performance among medical sales officers Which is requirement of my degree. I invite you to take part in this study. If you are volunteer to participate in this research. Please fill the questionnaire. Your identity will be kept confidential. Your name will not be used in research. When the study is completed, findings will be presented in summary form and the list will be destroyed. Your participation in this study is voluntary. You have right to say no, but it would be a great contribution and help to this research if you participate and give your honest responses. Please contact if you have question about the study. **(Email: areebaabbasi128@gmail.com)**

**Signature**

-----

**Demographic Information Sheet**

- Age: \_\_\_\_\_
- Gender: \_\_\_\_\_
- Educational Qualification: \_\_\_\_\_
- Family System: \_\_\_\_\_
- Social Economic Class: \_\_\_\_\_

## APPENDIX-A

### Scale-1

Read each statement carefully and choose which one of five possible responses.

There are no right and wrong answers.

Never 1	Rarely 2	sometime 3	Often 4	Always 5
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Items	1	2	3	4	5
1-At work, I feel mentally exhausted					
2. Everything I do at work requires a great deal of effort					
3. After a day at work, I find it hard to recover my energy					
4. At work, I feel physically exhausted					
5. When I get up in the morning, I lack the energy to start a new day at work					
6. I want to be active at work, but somehow, I am unable to Manage					
7. When I exert myself at work, I quickly get tired					
8. At the end of my working day, I feel mentally exhausted					
9. I struggle to find any enthusiasm for my work					
10. At work, I do not think much about what I am doing and I function on autopilot.					
11. I feel a strong aversion towards my job					
12. I feel indifferent about my job					
13. I'm cynical about what my work means to otherS.					
14. At work, I have trouble staying focused					
15. At work I struggle to think clearly					
16. I'm forgetful and distracted at work					
17. When I'm working, I have trouble concentrating					
18. I make mistakes in my work because I have my mind on other things					
19. At work, I feel unable to control my emotions					



20. I do not recognize myself in the way I react emotionally at work					
21. During my work I become irritable when things don't go my way					
22. I get upset or sad at work without knowing why					
23. At work I may overreact unintentionally					

## APPENDIX -B

### SCALE-2

Read each statement carefully and choose which one of five possible responses. There are no right and wrong answers.

Rarely 1	Sometimes 2	Quite often 3	Often 4	Always 5
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<b>ITEMS</b>				
1.I was able to plan my work so that I finished it on time.				
2. I kept in mind the work result I needed to achieve.				
3.I was able to set priorities				
4.I was able to carry out my work efficiently.				
5. I managed my time well				
6. On my own initiative, I started new tasks when my old tasks were completed.				
7. I took on challenging tasks when they were available				
8. I worked on keeping my job-related knowledge up-to-date				
9. I worked on keeping my work skills up to-date.				
10. I came up with creative solutions for new problems				
11. I took on extra responsibilities.				
12. I continually sought new challenges in my work.				
13. I actively participated in meetings and/or consultations.				
14. I complained about minor work-related issues at work.				

15. I made problems at work bigger than they were.				
16. I focused on the negative aspects of situation at work instead of the positive aspects.				
17. I talked to colleagues about the negative aspects of my work.				
18. I talked to people outside the organization about the negative aspect of work				

## Permission from author

Fwd: Procuring individual work performance scale Inbox x



**Zulmi Ramdani** <zulmiramdani@uinsgd.ac.id>  
to me ▾

Sun, Aug 13, 2023, 8:35 AM



Yes, of course you can.

You can use it for your purposes.

Actually, my article contains the development of individual work performance scale in Indonesia context so that I adapted into local version.

I attached the original version of scale from Linda Koopmans.

Thanks

--

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One attachment • Scanned by Gmail ⓘ



**Hans De Witte** <hans.dewitte@kuleuven.be>  
to me ▾

Wed, Aug 2, 2023, 9:37 PM



Dear Areeba Abbasi,

Permission granted – you can find all information on our website (scale, manual, articles,...). Success with your study!

Best,

Prof. Dr. Hans De Witte  
Gewoon Hoogleraar Arbeidspsychologie - Full Professor Work Psychology  
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