

The Predictors of Job Burnout on Job Boredom in a sample of workers in the banking industry of Puerto Rico¹¹

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Recibido: 12/09/2018
Evaluado: 26/03/2019
Aceptado: 15/05/2019

Abstract

This study analyzed the predictors of job burnout and the sociodemographic variables effect of job boredom in the banking industry of Puerto Rico. It sought to examine if a group of employees experiences the same after-effects of job burnout and the effects of the sociodemographic variables job boredom based on previous research of various countries in the banking sector, since there are no studies conducted in Puerto Rico. The sample was made up of 223 employees from a private bank in Puerto Rico, of which 70.9 % were women, 40.8% were 41 years old and older, and 66.8% holds a non-exempt job position. This study followed a quantitative casual-correlation cross-sectional design and had a probabilistic sample. A hierarchical multiple regression analysis was used to measure the independent predictors, and the results show that only three control measures were statistically significant with the variable sex recording a lower level beta value than the emotional exhaustion dimension, while the emotional exhaustion was statistically significantly higher than the depersonalization dimension. The logistic regression shows that both sexes experienced boredom and burnout.

Palabras clave

Burnout; boredom; hierarchical regression; predictors.

11 Para citar este artículo: Cruz-Santiago, J., Velez-Vega, A. & Velez-Alvarado, R. (2020). The Predictors of Job Burnout on Job Boredom in a sample of workers in the banking industry of Puerto Rico. *Informes Psicológicos*, 20(1), pp. 167-181 <http://dx.doi.org/10.18566/infpsic.v20n1a11>

Predictores del agotamiento laboral por aburrimiento laboral en una muestra de trabajadores de la industria bancaria de Puerto Rico

Abstract

Este estudio analizó los predictores del agotamiento laboral y el efecto de las variables sociodemográficas del aburrimiento laboral en la industria bancaria de Puerto Rico. Buscó examinar si un grupo de empleados experimenta los mismos efectos secundarios por agotamiento laboral y los efectos del aburrimiento laboral de las variables sociodemográficas con base en investigaciones previas de varios países del sector bancario, ya que no hay muchos estudios realizados en Puerto Rico. La muestra estuvo compuesta por 223 empleados de un banco privado en Puerto Rico, de los cuales el 70.9% eran mujeres, el 40.8% tenían 41 años y más, y el 66.8% tenía un puesto de trabajo no exento. Este estudio siguió un diseño transversal cuantitativo de correlación casual y tuvo una muestra probabilística. Se usó un análisis de regresión múltiple jerárquico para medir los predictores independientes y los resultados muestran que solo tres medidas de control fueron estadísticamente significativas. La variable sexo registró un valor beta de nivel más bajo que la dimensión de agotamiento emocional, mientras que el agotamiento emocional fue estadísticamente significativamente más alto que la dimensión de la despersonalización. La regresión logística muestra que ambos sexos experimentaron aburrimiento y agotamiento.

Keywords

Agotamiento; aburrimiento; regresión jerárquica; predictores.

Previsores de burnout profissional no tédio no emprego em uma amostra de trabalhadores do setor bancário de Porto Rico

Resumo

Este estudo examinou os previsores de burnout no trabalho e o efeito das variáveis sociodemográficas no tédio no trabalho no setor bancário de Porto Rico. O estudo tem o intuito de examinar se um grupo de empregados percebe os mesmos efeitos como consequência do burnout no trabalho e os efeitos das variáveis sociodemográficas no tédio no trabalho baseados em pesquisas prévias de outros países no setor bancário tendo em conta que no há um bom número destes feitos em Porto Rico. A amostra foi composta por 223 funcionários de um banco privado em Porto Rico, dos quais 70,9% eram mulheres, 40,8% tinham 41 anos ou mais e 66,8% ocupavam um cargo não isento. Este estudo seguiu um desenho transversal quantitativo de correlação casual e teve uma amostra probabilística. Uma análise de regressão múltipla hierárquica foi usada para medir os previsores independentes, e os resultados mostram que apenas três medidas de controle foram estatisticamente significativas, com a variável sexo registrando um valor beta de nível inferior ao da dimensão exaustão emocional, enquanto a exaustão emocional foi estatística e significativamente maior que a dimensão de despersonalização. A regressão logística mostra que ambos os sexos experimentaram tédio e esgotamento.

Palavras chave

Burnout; tédio; regressão hierárquica; previsores.

Introduction

Today's primary objective of many banks is to gain profits and revenues; however, employees who work in the banking industry may experience extreme stress, are overworked, and may feel dissatisfaction in their jobs. In some cases, employees may experience monotonous work routine, but at the same time, they must show their loyalty and commitment to the organization.

Zafar, Zahr, and Zia (2014) agree that many jobs in the banking industry are oriented to specific work goals and tasks which consumes a lot of the employee's mental energy and emotion-physical resources. In some circumstances, when employees face inconsistencies in their jobs, and there are unclear expectations about their duties and tasks, it usually leads to a workplace filled with ambiguity and confusion which is one of the leading factors of job burnout.

The fast-changing job market and multi-tasking jobs produce stressors for workers has been a concern causing mental, physical and emotional stress which can lead to job burnout. The management adds more pressure and expects deadlines from their employees, especially if there are low-performance standards and standard operating procedures in the workplace. Based on the literature review, suggest that job burnout causes counterproductive behaviors and job changing attitudes which are related to job dissatisfaction. Also, burnout has a strong predictor of turnover as well as employees may renounce their jobs and may not have adequate coping skills to

manage a stressful workplace setting (Zafar et al., 2014).

Reijseger et al. (2013) argue that when employees experience both boredom and burnout, it is believed that both may have similar effects and other factors such as deactivation and unpleasantness. However, it is observable that work boredom correlates with the effects of activation and deactivation during burnout along with other factors such as pleasure and displeasure. Khan and Siddiqui (2017) point out that the banking sector is one of the hardest and demanding working environments because bank employees experience pressure and are overworked and the nature of working at a bank can be strenuous. Based on these premises, this study pretends to question if employees in the banking sector in Puerto Rico experience the same after-effects of job burnout with the sociodemographic variables affect job boredom based on previous studies of various countries in the banking sector. Also, there are few studies of boredom on job burnout conducted in the banking sector of Puerto Rico.

Burnout

Maslach, Schaufeli, and Leiter (2001) argue that there is no consensus on burnout since there were different opinions by various authors when the phenomenon of burnout came out in the early 1980s to the 1990s. However, there is a universal consensus that there are three central themes or cores dimensions in burnout which eventually lead to a prevalent multi-dimensional theory of burnout.

The first dimension of the Maslach Burnout Inventory (MBI) is the emotional

exhaustion in which there is a decrease in the emotional resources and a sense of burden that employees usually experience stress due to the high demands of his or her job that may cause fatigue. The second depersonalization is when employees experience feelings of cynicism, sarcasm toward others, and a loss of interest at their job, and may not show any sympathy to other co-workers and the general public and customers. There are times employees may produce counterproductive work behavior in the workplace. The third is the personal accomplishment when employees demonstrate poor work performance, and they may view his or her work as insufficient or feel insufficient that may result in lowering the organization's work daily productivity (Maslach et al., 2001).

Erol, Gur, Ergun, and Yalcin (2014) say when employees experience a loss of interest in their jobs, employees will lose sense and purpose towards his or her job which usually comes along with other factors such as fatigue, depression, experience a pessimistic attitude and other characteristics can lead to burnout. According to Reijseger et al. (2013) state that burnout is the result of overstimulation at work.

Qiao, Xia, and Li (2016) state when employees are constantly facing symptoms of burnout, they may experience physical and mental exhaustion and develops chronic, acute, and excessive stressors in the working environment. Most of the time, the stressors will hurt employees, especially jobs that require constant contact with clients and to the general public.

Erol et al. (2014) conducted a study in a call center banking sector in Turkey of 201 participants. The results show that

95% experienced stress as well as reported health-related issues such as musculoskeletal pain, headache, nervousness, fatigue, and poor concentration. That the emotional exhaustion and depersonalization scores were average, and personal accomplishment scores were at a low range. One of the findings, participants between the ages of 20-29, and most of the female workers reported noise disturbance, and stress had an impact on depersonalization. While males 30 years old or more experienced poor concentration and stress affected personal accomplishment. The personal accomplishment scores of males are lower than female employees.

Zafar et al. (2014) studied a sample of 60 bank employees in Pakistan to determine what were the factors that caused job burnout. The results show that both genders reported burnout and that locus control was the leading cause of burnout in the workplace. Salami and Ajitoni (2016) carried out a study in a bank of Nigeria of 230 employees and examined the predictors of burnout and job characteristics, emotional intelligence, motivation, and pay grade as well as the relationship between emotional intelligence, motivation, pay, and job characteristics in the prediction of burnout. The results show that emotional intelligence, motivation, and pay grade each correlated with job characteristics which negatively predicted some burnout factors.

A Model of Burnout

Vos et al. (2016) mention that four significant models may explain burnout according to the three stages. The first phase mentions an inequity balance between resources and demands such as stress.

The second is the immediate, short-term emotional response due to the inequity balance of the resources and demand described by an emotional state of anxiety, tension, fatigue, and exhaustion. Third, changes occur in attitude and behavior heading to depersonalization. That burnout begins with emotional exhaustion that sets off depersonalization, subsequently, lower personal accomplishment.

The individual may experience a feeling of strain as a result of an uncertain work environment. The individuals experiencing exhaustion and stress they may distance themselves from others and show a cynical attitude toward others and their jobs. Once the individuals experience depersonalization, they may start to experience unproductivity on the job which their self-evaluation and accomplishments are probable to become negative (Vos et al., 2016).

However, Vos et al. (2016) point out that other models mention emotional exhaustion levels it is said to be the last phase of burnout. Another model that explains the process of burnout that leads to depersonalization is due to lower personal accomplishment and as a result, culminating in emotional exhaustion. That depersonalization is when there is a professional detachment and how employees handle other co-workers as well as employees cannot establish productive relationships with others and to carry out satisfactory their jobs.

As a result, their self-evaluation and sense of job accomplishment may turn into an adverse outcome and employees may lose their ability to accomplish their job demands which they may feel overextended. On the other hand, another model of burnout is the emotional exhaustion

that may be positively related to depersonalization, and that personal accomplishment develops independently from depersonalization. Then the elevated levels of emotional exhaustion have an immediate impact on emotions with personal accomplishment slightly than indirectly through depersonalization (Vos et al., 2016).

Boredom

Van Wyk, de Beer, Pienaar, and Schaufeli (2016) say that all employees are susceptible to workplace boredom and it can be observed in any area of an organization, and it is entirely a common phenomenon. Also, they say that there is not a well-grounded theory on work boredom, but there are a few concepts established on boredom. Many studies point out that it has identified a range of individual and work-related factors that can be associated with workplace boredom; moreover, boredom does have an impact on job satisfaction, commitment and decreased productivity (Cleary, Sayers, Lopez, & Hungerford, 2016; Mael, & Jex, 2015; Whiteoak, & Mohamed, 2016). However, Velasco (2017) argue that recent literature suggests that workplace boredom goes beyond monotony; other studies focus on the possibility that some employees are boredom-prone by nature.

Van Wyk et al. (2016) state that workplace boredom is a temporary state of mind where an employee may feel bored at times, but when there is consistent boredom in the workplace it can be problematic. However, boredom does not share the same affective states; for example, with work engagement because employees may feel unchallenged at work and

view their work meaningless. Further, they claim that when there are ubiquitous workplace and boredom in the organization, employees will perceive that their jobs are dissatisfying, as a result, there is low job commitment to the organization and are likely to abandon their jobs.

Reijseger et al. (2013) believe when employees experiences work boredom and are working in a state of low arousal and dissatisfaction which may produce an understimulating and uninspiring workplace environment that also has an emotional, cognitive, and behavioral reaction in them. Also, boredom has a relationship with frustration and physical restlessness. Employees will respond to a job that they do not enjoy performing, especially if they feel unchallenged at work and most of the time it hurts their emotional-motivational state.

Even though there is a relationship between monotonous and repetitive jobs with work boredom, but not all employees will be affected in the same way with tedious jobs. Also, they argue that there is an association between work boredom when job demands and job resources are deficient and may hurt the organizational outcomes. Reijseger et al. (2013) conducted a study of 6,315 employees and one of the findings that work boredom was negatively related to job satisfaction and organizational commitment, and positively with turnover intention.

Van Hoof and Van Hooft (2016) say that there is a relationship between workplace boredom with various characteristics in the place of work such as monotony, too little work, repetition, and skill underutilization, but most studies examined monotony of the employee's job. On the other hand, Bruursemaa, Kessler, and Spector

(2011) claim that there is a perception that job boredom has to do with blue-collar jobs that contain monotonous, repetitive tasks and are only found in assembly jobs and also jobs that require low skills. However, other studies say the contrary, job boredom can be found in white-collar jobs in upper management jobs.

On the contrary, Mann and Cadman (2014) point out that boredom does have its other functions that may serve to motivate and stimulate people to do other things; for example, an employee may start a new hobby or look for a new job or career. Boredom can even stimulate creativity and inspiration in people. Based on previous studies that boredom is generally an adverse outcome, but boredom does have its purpose; for instance, people may communicate with others about their interests, hobbies, personal and work values.

In 2017, Emolument Limited and Emolument.com from the United Kingdom conducted a national survey of 1,300 workers and asked the participants if they were experiencing job boredom at the workplace. One of the results shows that about 67% of employees in the Financial Services and Banking sector reported that they were bored versus 33% were not bored. Also, there was a high rate of job boredom an 83% in the United Arab Emirates and a 64% in the United Kingdom and a 74% in the United States of America of 74% and a 51% in but higher than Switzerland (Financial Planning Today, 2017).

Harju and Hakenen (2016) conducted an exploratory qualitative study in Finland and interviewed 72 white-collar employees in four organizations, and one of the

organizations was a bank. The study concluded that employees with professional white-collar jobs also experience work boredom. Also, the study concluded that there are three different types of boredom which was inertia that is a type of job boredom and when employees feel stagnated at their current jobs, and their work tasks do not foster their full capabilities and do not improve work performance. Some employees may feel that they missed out on career advancement and saw that they would not progress in the future inside the organization.

Furthermore, another factor was the person-job misfit which employees by necessity worked at a job that did not fulfill his or her expectations and skills and missed out on their true dream job. Also, another finding was the acceleration of work when employees feel that there is no time to stop and think about their future. Lastly, dysrhythmia at work is when employees seem bored, and it disrupts their concentration and tasks or that their jobs do not go as planned but rather their tasks are controlled by upper management and they cannot diversify their tasks and duties or perform other functions inside the organization. Schaufeli and Salanova (2014) believe that workplace burnout and boredom have to do with the employee's psychological well-being and that it can be either negative or positive. For example, when employees are exhausted, cynical or bored but also it has to do how employees feel, and their type of personality plays a role too, which may influence the workplace environment. Also, it depends on the interaction of person-related factors such as temperament and past work experiences, and other job-related factors such as job

characteristics and interpersonal co-worker relationships may have an impact on workplace boredom.

The Aim of this Study

This study examined the predictors of burnout and the sociodemographic variables effect job boredom in a sample of workers in a private bank in Puerto Rico. Also, many studies focus on how burnout influence employees and other factors such as job satisfaction, engagement, and boredom. However, in this current study, the primary focus examined boredom on burnout in a sample of bank employees in Puerto Rico based on previous research from various countries in the banking sector.

The Hypothesis of this Study

Hypothesis 1: Ha: Burnout (e.g., emotional exhaustion, depersonalization, and personal accomplishment) and the socio-demographic variables (sex, age and job position) predict job boredom.

Hypothesis 2: Ha: At least one comparisons of the sociodemographic variables (sex, age and job position) is statistically significant on boredom.

Hypothesis 3: Ha: At least one comparisons of the sociodemographic variables (sex and job position) is statistically significant on burnout.

Research Design

This study followed a quantitative causal-correlation and cross-sectional design with a probabilistic sample.

Sample

The sample is made up of 223 employees from a private banking industry in the southern region of Puerto Rico. The criteria for selection of the sample was that the participants must hold a non-exempt and exempt job position and actively working in a banking industry located in Puerto Rico, have a full-time job, and they must be legally 21 years old or older to participate. The following Table 1 presents the demographic characteristics of the sample.

Table 1
Demographic characteristics of participants (N = 223)

Characteristics	n	%
Sex		
Male	65	29
Female	158	71
Age		
21-25	11	5
26-35	49	22
36-45	72	32
46 or more	91	41
Type of job position		
Exempt (administrative)	74	33
Non-exempt (non-administrative)	149	67

Note. Tools of percentages are not for every characteristic because of rounding.

Procedure and Permissions

Permission and authorization were granted and provided by the Pontifical Catholic University of Puerto Rico and the Institutional Review Board (IRB) committee with protocol number CEG-45-2017. Next, authorization was granted by the bank through the Human Resources Department. Then all the participants were

informed about the purpose of the study, their rights to participate or withdraw anytime from the study as well as when the results of this study will be available. A consent form was given to all the participants in which they signed and voluntarily participated.

Instruments

The first instrument used was the 8-item workplace boredom Likert scale *Escala de Aburrimiento Laboral (EAL)* by Martínez-Lugo, Rodríguez-Montalbán (2016) validated for the Puerto Rican population. It possesses a Cronbach's alpha of .97 and has three subscales scored on a 6-point ranging from 0 = "totally disagree" to 6 = "totally agree." The first subscale is Disengagement which is the psychological distancing from tasks and or activities related to work caused by a lack of stimulation associated with the nature of their work. The second is the Disinterest which is the indifference to the tasks and or activities they perform at work. The third is the Perception of time which is the perception of prolongation of time in the workplace.

The second instrument is the 22-item Maslach Inventory Scale-Human Services Survey (MBI-HSS) by Maslach and Jackson 1996 version Likert type scale ranging from "Never" = 0 to "Everyday" = 6. Each dimension's Cronbach's alpha is as follows: Emotional Exhaustion is ($\alpha = .90$) and in the Depersonalization is ($\alpha = .76$) and for the Personal Accomplishment is ($\alpha = .76$). The MBI scale Cronbach's alpha ranges from .90 to (.71). The last is the sociodemographic questionnaire with the following datum: sex, age, civil status, years of experience and job position.

Administration of the Instruments

The participants were informed about the purpose, the confidentiality, and their rights to withdraw at any time from the study and when the final data will be available. Each participant received two different large envelopes which the first envelope has the consent form document and the second envelope contain the instruments. Once the participants signed the consent form, the document was separately sealed apart from the rest of the instruments to guarantee their privacy. When the participants finished answering the instruments, the researchers safely guarded the documents in a secured place.

Statistical Analysis

Hierarchical multiple regression was used to measure the predictors of the sample based on independent variables burnout and the sociodemographic variables such as sex, age, civil status years of experience, and job position may affect the dependent variable job boredom. A logistic regression was used to determine which sex reported boredom and burnout and what other predictors effect boredom and burnout. The data were calculated with the Statistical Package Social Sciences (SPSS) software version 24.

to predict job boredom. A preliminary analysis was conducted to ensure no violation of the assumption of normality, linearity, multicollinearity and homoscedasticity. The variables sex, age, and job position were entered in Step 1, explaining 65% of the variance in job boredom. After entry of the emotional exhaustion, depersonalization, and personal accomplishment at Step 2 the total variance explained by the model as a whole was 44.3%, $F(6, 216) = 8.7, p < .001$. The control measures explained an additional 12% of the variance in boredom, after controlling for sex, age, and job position and responding, R squared change = .12, F change $(3, 216) = 11.73, p < .001$. In the final model, only three control measures were statistically significant with the variable sex recording a lower level beta value ($\beta = .24, p < .001$) than the emotional exhaustion dimension ($\beta = .38, p < .001$) while the emotional exhaustion higher than the depersonalization dimension ($\beta = .16, p < .01$). The following Table 2 presents the results.

Table 2
Hierarchical Regression Analysis summary for Variables Predicting Boredom of Employees' Banking Workplace (N = 223)

Hierarchical step	Predictors variables	B	SE β	β	T	R ²	ΔR^2
1	Sex	3.33	2.99	.24	3.69**	.65	.65
	Age	-.73	.55	-.09	-1.33		
	Job Position	-.80	1.05	-.05	-.76		
2	Sex	3.95	1.02	.24	3.88**	.19	.13
	Age	-.42	.52	-.05	-.81		
	Job Position	-.55	1.00	-.00	-.05		
	Emotional Exhaustion	.30	.05	.38	5.78**		
	Depersonalization	.23	.09	.16	2.43*		
	Personal Accomplishment	-.61	.46	-.08	-1.32		

Note: significantly * $p < .05$; ** $p < .001$

Results

First, hierarchical multiple regression was performed to assess the sixth control measures (e.g., sex, age, job position, emotional exhaustion, depersonalization, and personal accomplishment)

Then a direct logistic regression was performed to assess the impact of numbers of factors on the likelihood that the respondents would indicate job boredom. The model contained three independent variables (sex, age and job position). The full model containing the predictors was statistically significant, χ^2 (3, N = 223) = 12.89, $p < .001$, indicating that the model was able to distinguish between the respondents who did and not indicated boredom. The model as a whole explained between 5.6% (Cox and Snell R square) and 16.4% (Nagelkerke R squared) of the variance in boredom and correctly classified 94.6% of the cases. The following table 3, only two independent variables made a statistically significant contribution to the model (sex and job position). The strongest predictor of reporting boredom recording odds of 6.26 indicating that both sexes experienced boredom were over six times more likely to report boredom controlling all the factors in the model. The odds ratio .26 job position and 26 times are likely to report other controlling factors of boredom.

Lastly, a direct logistic regression was performed to assess the impact of numbers of factors on the likelihood that the respondents would indicate burnout. The model contained two independent variables (sex and job position). The full model containing the predictors was statistically significant, χ^2 (2, N = 223) = 10.63, $p < .001$, indicating that the model was able to distinguish between the respondents who did and not indicated burnout. The model explained between 4.7% (Cox and Snell R square) and 13.6% (Nagelkerke R squared) of the variance in burnout and correctly classified 94.6% of the cases. The following table 4, only one independent variable made a statistically significant contribution to the model (sex). The strongest predictor of reporting burnout recording odds of 5.23 indicating that both sexes experienced burnout were over five times more likely to report burnout than those who did not indicate burnout controlling all the factors in the model.

Table 3
Logistic Regression Predicting the Likelihood of Reporting Boredom

Variable	B	SE	OR	95 % CI	Wald statistic	p
Sex	1.83	.66	6.26	(1.72, 22.78)	7.73	.00
Age	-.54	.36	.58	(0.29, 1.18)	2.28	.13
Job position	-1.36	.67	.26	(0.07, 0.95)	4.12	.04

Note. CI = confidence interval for odds ratio (OR).

Table 4
Logistic Regression Predicting the Likelihood of Reporting Burnout

Variable	B	SE	OR	95 % CI	Wald statistic	p
Sex	1.66	.68	5.23	(1.50, 18.22)	6.76	.00
Job position	-1.05	.62	.35	(0.10, 1.17)	2.91	.08

Note. CI = confidence interval for odds ratio (OR).

D

iscussion

According to Salami and Ajitoni's (2016) study that the variable gender did not show a significant result on emotional exhaustion and depersonalization. On the other hand, in Zafar et al.'s (2014) study that gender had a relationship with burnout. However, in Erol et al.'s (2014) study that emotional exhaustion and depersonalization scores were average, and personal accomplishment scores were at a low range, and most of the female workers reported an effect on depersonalization. Instead, males experienced personal accomplishment and lower than female employees.

In this current study, the variable sex showed an effect on burnout, especially on emotional exhaustion and depersonalization and both sexes reported burnout as well as boredom. According to Maslach et al. (2001) argue that several international studies show different levels of burnout from European workers that scored lower average levels of exhaustion and cynicism versus from North American studies but believe there are different cultural values. However, in this current study, the Cronbach's alpha for the dimension of Emotional Exhaustion was .82, and the Depersonalization was .84, and the Personal Accomplishment was (.61). The entire MBI scale was (.61).

On the other hand, Haishu et al. (2016) agree that the Chinese banking sector, bank employees' job roles are associated with the financial services and customer relationships with their clients because they experience substantial work

pressure and are likely to experience occupational stress which may cause a high risk of burnout. Also, the Chinese domestic economy and the banking industry suffered an impact by different competitive markets and a financial crisis, and the proliferation of the Internet finance has resulted in significant transformations to the Chinese banking industry where bank employees face heavy workloads and less job security that may elevate a high prevalence of burnout.

Salami and Ajitoni (2016) point out that the Nigerian banking sector underwent a financial crisis, had poor management and endured capital profit loss, tackled with overdue annual accounts and neglected services to small businesses. However, the Central Bank of Nigeria implemented new reforms; however, there was a high unemployment rate, occupational stress, job insecurity among employees with burnout. Also, Salami and Ajitoni (2016) argue that based on the literature review, the Anglo Saxon North American studies on organizational behavior cannot be applied to the Nigerian work culture based on job characteristics, values, attitude, behavior models and burnout. Since Nigeria has a collectivism and power distance culture versus North American has an individualistic culture and different work values. In Pakistan, Zafar et al. (2014) believe that the banking industry of Pakistan confronts intense competition within the market and the selection and retention of employees is a significant concern.

The researchers inferred that in this current study, due to the financial crisis many banks and bank employees suffered and the aftermath of Hurricane Maria struck Puerto Rico in 2017 may have influenced the effects of burnout in the

employees and the banking sector. Also, the researchers question if there are similar work culture and the nature of the jobs in the banking industry may indicate that the financial sector, employees are likely predisposed to burnout compared to the Chinese, Nigerian, Turkish and the Pakistani financial market.

In the results of boredom on burnout might show that there is a relationship between the variables and the results of the Cronbach's alpha of the boredom scale *Escala de Aburrimiento Laboral (EAL)* by Martínez-Lugo, Rodríguez-Montalbán of this study was (.92). According to Reijseger et al. (2013) when employees experience either boredom and burnout, these two factors will be present in the workplace. Also, employees that have a passive job are prone to experience boredom, are less satisfied with their work and have a low job commitment. On the contrary, the result of the job position showed there was a significant inverse effect on boredom and that most of the bank employees hold a non-exempt job. It may indicate that exempt jobs such as managers and supervisors are likely to be less bored while the non-exempt employees such as bank tellers feel bored or in other words, the higher job duties and responsibilities are the less bored they are.

According to Bruursemaa, Kessler, and Spector (2011) mention that job boredom can be found in all levels in an organization even in the upper management. In this current study, it shows there was an average score that both sexes reported boredom at their workplace as well as there is a likelihood that they were bored at their current job position. Also, this study concurs with Harju and Hakenen's

(2016) study that employees with professional white-collars jobs experience job boredom. The researchers of this current study inferred that the white-collar jobs bank employees in Puerto Rico might experience job boredom similar as in Harju and Hakenen's study.

According to the study by Emolument Limited & Emolument.com, the researchers in this current study believes that job boredom is prevalent in many professional jobs and more importantly in the financial sector because these type of jobs are located in an industrialized society. There are very few studies of job boredom has an effect on burnout in the banking industry, but there are plenty of studies on burnout. The researchers inferred that boredom might have other hidden factors compared to burnout; for example, an employee may lack a support system in the work environment and poor communication and healthy work relationships, and other favorable dynamics relationships among employees may incite boredom.

The researchers ask if other hidden factors were not studied that might have influenced the results of this study. Based on the previous studies, that the cultural background and socioeconomic status of a particular country might play a significant role in the banking industry on burnout and boredom. Also, if the bank employees felt committed to their jobs since previous research shows that when employees are committed to their jobs because there are other factors such pay and rewards, motivation, a sense of job security tend to influence job satisfaction and deadlines and goals.

Conclusion

In previous research, many studies focused on the impact and effect of individual differences on vigilance and fatigue and the causes of burnout; however, many types of research emphasize on emotional exhaustion and depersonalization, and boredom. On the one hand, boredom also has an association with gender which may point out that it is a substantial factor of the perception of boredom. However, males tend to show a higher index of boredom than females (Cummings, Gao, & Thornburg, 2016). On the other hand, according to Qiao et al. (2016) state that bank employees' psychological well-being and their social productivity is very crucial in the economic policies and financial services which play an essential role in the banking industry. The banking industry should implement and design productive training techniques to foster the well-being and mental health of their employees such as detecting stress, lowering stressors in the workplace environment.

Also, provide employees with effective programs to aid them in reducing any negative psychological emotions and counterproductive behaviors such as stress and boredom as well as employ other methods that include training, coaching, and mentoring services. Furthermore, jobs may be restructured to improve employee's stimulation, and encouragement along with the human resources department to participate and implement changes when they detect boredom and burnout into an incentive working environment. Even more, when an employee expresses boredom, it can be express with other physical characteristics such as in

facial and hand gestures and poor posture. Bagozzi, Gopinath, & Nyer, (1999) argue when employees experiment boredom, customers may notice it and read employees' bored emotional state and it may have an adverse effect when customers evaluate about the service appraisals (Velasco, 2017). Lastly, this study may contribute new literature review on the nature of job boredom and burnout in the banking industry in Puerto Rico since there are a few studies on this topic researched. Also, there was a significant finding of this study that the socioeconomic, cultural background may play a vital role in the financial sector which one of the effects on workplace burnout and boredom.

Limitations and Recommendations

The first limitation of this study was the sample size which is limited to generalize the results and the sample focused only one bank in the South region of Puerto Rico. One of the recommendations is to use a large sample size and extend this study to other banks, especially national banks and regions in Puerto Rico to grasp a better picture of the effects of boredom and burnout on bank employees.

Also, use robust statistics such as structural equation modeling and better cross-sectional design; for example, a longitudinal study to produce reliable empirical results that may provide better casual inferences results. Furthermore, conduct cross-cultural studies of banks in Puerto Rico with other Latin countries to determine what other cultural factors may affect work boredom. Lastly, to conduct new

studies to determine if other factors may have an impact on employees in the banking industry such as pay and salary, career opportunities, promotion, a rewards system that may predict boredom.

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