



Impact of Job Demands on Job Performance with Mediating Role of Job Burnout and Moderating role of Hope: A study of the Banking Sector

ISSN (Online): 3007-1038
 Pages: 237-254
 DOI: 10.55737/rl.2025.44148
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Tauqir Mohsin Mehmood¹ Muhammad Awais Khalid² Iftikhar Ahmad³ Raisham Hayee⁴ Umair Bin Mustafa⁵

Abstract: This study seeks to assess the outcome of job demands on employees' job performance, specifically the mediating role of job burnout and the moderating role of hope in the banking industry of Pakistan. This study draws on the Job Demand-Resource (JD-R) model which posits that high job demands may lead to burnout, which in turn negatively impacts performance. Using a quantitative research approach, the study gathered information from a sample of employees of different banks in Pakistan. The analysis revealed that employees' job demands positively correlate with job burnout which shows that employees with high job demands are at a greater risk of burnout. Moreover, results indicate that job burnout negatively affects employees' job performance and thereby hampers their ability to perform tasks of their role. The study also establishes the mediating influence of job burnout on the association of job demands and job performance, thereby deducing that burnout is a partial explanation for the linkage between high demands and low performance. The results also indicate that hope influences the interaction between job burnout and job performance, which suggests that more hopeful employees are able to sustain their performance better than less hopeful employees when burnout is present. Increasing hope has the potential to improve job performance in the context of burnout and job demands. This study further develops the literature on the relationships between job demands, burnout, hope, and performance in high-demand job situations.

Key Words: Job Demands, Job Performance, Job Burnout, Hope

Introduction

Understanding how an employees' job affects performance in a modern workplace has become very important. Each job has varying levels of demands, including the physical, emotional, and psychological, demands accrued by a job can greatly determine whether employees will achieve effective performance or not (Thangal et al., 2022). Certain jobs that require a lot of demands can lead to a lot of stress, and therefore employees face greater levels of stress, meaning that performance will depend on the demands of the job (Wu et al., 2019).

Job burnout has been regarded a significant factor in this scenario. Burnout can be understood as a phenomenon that consists of a triad of emotional exhaustion, depersonalization of concern for others, and a sense of reduced accomplishment or inefficacy in the working environment (Lubbadeh, 2020). Higher levels of job expectations further accelerate the propensity for workers' burnout, which consequently leads to a decline in performance (Załoski & Makara-Studzinska, 2022). The influence of job burnout on the connection between job demands and job performance

¹ M.Phil. Scholar, Department of Business Administration, National College of Business Administration & Economics, Lahore, Sub-Campus Multan, Punjab, Pakistan. Email: jamtauqeermohsin@gmail.com

² Assistant Director ORIC, National College of Business Administration & Economics, Lahore, Sub-Campus Multan, Punjab, Pakistan. Email: awaishkhalid@ncbae.edu.pk

³ Lecturer, Department of Business Administration, National College of Business Administration & Economics, Lahore, Sub-Campus Multan, Punjab, Pakistan. Email: Iftikhar.mul@ncbae.edu.pk

⁴ Lecturer, Department of Business Administration, (NFC), Institute of Engineering and Technology, Multan, Punjab, Pakistan. Email: raisham.hayee@nfciet.edu.pk

⁵ M.Phil. Scholar, Department of Business Administration, National College of Business Administration & Economics, Lahore, Sub-Campus Multan, Punjab, Pakistan. Email: umairbinmustafa@gmail.com

Citation: Mehmood, T. M., Khalid, M. A., Ahmad, I., Hayee, R., & Mustafa, U. B. (2025). Impact of Job Demands on Job Performance with Mediating Role of Job Burnout and Moderating role of Hope: A study of the Banking Sector. *Regional Lens*, 4(4), 237-254. <https://doi.org/10.55737/rl.2025.43148>

Corresponding Author: Iftikhar Ahmad (✉ Iftikhar.mul@ncbae.edu.pk)

has been investigated and corroborated in multiple fields such as Construction, Academia, Public Health (Fadare et al., 2022; Jamal et al., 2024a; Weiss et al., 2024; Wu et al., 2019) which concluded that the effect of job demands on performance is largely mediated by the workplace burnout. However, aside from job burnout, the connection between hope and job performance is very important.

Hope is the psychological construct that includes a person's ability to develop means to reach goals and remain motivationally focused (Tillman et al., 2018). As a moderating variable, hope impacts the magnitude and path of the association between job burnout and job performance. Employees who have higher hope levels are better in lessening the adverse effects of burnout and thus are able to perform in challenging situations (Passmore et al., 2020).

This paper intends to explore the effects of job demand, job burnout, and job performance in relation to how hope serves as a moderating variable on the effect of burnout on performance. The relation between the variables aims to paint the picture of how the performers are affected by the expectancy of the job, the role of burnout as a mediator, and hope as a possible buffer, as studied by (Pharris et al., 2022a). It is anticipated that the results of this study will provide practical insights into organizational initiatives to enhance employee wellbeing and performance in demanding jobs.

Specific workloads, timeline pressures, emotional burden, and cognitive challenges have been found to be major factors impacting stress and burnout (Debets et al., 2022). The widely accepted theory, JD-R model, states, while high work demand may result in stress and dissatisfaction in one's work, exposure to resources may lessen these effects (Bunjak et al., 2021). Multiple researches have shown that high work demands are positively correlated to stress and dissatisfaction, while also predicting lower work performance (Lambert et al., 2022). For instance, (Bartram et al., 2023) propose that employees experiencing high burnout and work demand are more prone to have work performance issues. Moreover (Saei et al., 2024) concluded their research stating that job demand is actually intensified stress with no resources, thus resulting in a higher disengagement and productivity gap. Also, (Debets et al., 2022) focused on the factor's emotional cognitive complexity and hard labor as significant predictors of stress and performance. Finally, high emotional demand in service jobs is found to significantly predict burnout and job performance (Barello et al., 2021).

The findings of existing research indicate the crucial need for organizations to poise job demands as a means to maintain employee comfort and improve performance. The purpose of this study is to fill this void by evaluating the impact of job demands on the performance of an employee while keeping specific consideration to the mediating role of job burnout and the restraining role of hope. Combining these variables, this study aims to reply the query of how and to what level job demands hamper performance through burnout and how hope may mitigate the impact of these variables.

Literature Review

Job Demands and Job Burnout

Recent literature has identified a strong relationship between high expectations on the job and burnout. For example, (Liang et al., 2022) demonstrated that individuals with heavy workloads and tight deadlines are subject to emotional collapse, a central constituent of burnout. They show that the expectation of meeting demanding performance requirements leads to feelings of emotional exhaustion and stress, thereby increasing the burnout rate in the workforce. In the same way, (Chen, 2024a) showed that the combination of time demands and job-related excessive demands is one of the primary determinants of increased burnout, emphasizing the damage that excessive demands can create in the working people.

In addition to the above, emotional demands are one of the primary reasons for burnout. (Ye et al., 2023) explored the affiliation between burnout and emotional work, particularly in the service sector. The researchers described that employees that are constantly required to do emotional labor, such as, suppression of feelings to meet the demands of the clients, are more emotionally exhausted and burned out. This conclusion highlights the need to recognize that emotional demands are a critical aspect of the work situation that could result in burnout, a point also made by (Bunjak et al., 2021). Apart from emotional and workload demands, burnout has also been attributed to cognitive demands.

High cognitive demands such as complex problem-solving and decision-making tasks are correlated to higher burnout (Wang, 2023). Employees who have to do such cognitively demanding tasks, and do them without the proper support, report higher stress and burnout (Skaalvik, 2023). This highlights the need to properly manage the cognitive load to mitigate burnout.

A study by Widanti and Sunaryo, (2022) suggests that job properties like social care and job independence minimize the detrimental effects of high job demands. For example, Firdaus et al., (2023) suggests that community support from work colleagues and seniors is important in dipping the effects of job pressure on burnout. Bryan et al. (2023) showed that, despite the higher demands related to job, employees with strong support social networks experienced less emotional exhaustion. In the same manner, Fadare et al., (2022) showed that job autonomy, which enables employees to exercise control over their work, helps to reduce the burnout associated with high expectations of the job.

The interrelation of professional demands, assessments, and satisfaction of psychological needs is complicated. At the same time, burden assessments may strengthen the detrimental effect of occupational demands on burnout, while good psychological needs satisfaction may weaken this relationship (Clements & Kinman, 2022). This suggests the need to combine individual perspective, as well as system level of the workplace, in investigating burnout. (Ni et al., 2024) explain how personnel see their job demands and how their psychological needs, if satisfied, determines their relationship with burnout. This relationship needs to be understood to formulate and implement effective interventions to reduce burnout. The analysis of the literature helps generating the following hypothesis.

H₁: There exists a strong connection between Job demands and Job Burnout

Job Burnout and Job Performance

Burnout occurs as a consequence of prolonged interpersonal stressors at the workplace. Job burnout is a state that is explained by emotional fatigue, depersonalization and feelings of reduced individual achievement (Chen, 2024; Cheng et al., 2023). Studies have shown that it is a condition that drain one's mental and emotional resources, and it is also a condition that one's individual work performance would experience deterioration, there would be increased levels of workplace absenteeism and there would be a decrease in one's overall productivity.

Traditionally, studies have viewed and defined job performance being majorly influenced by burnout. An illustration of it can be seen in (Lemonaki et al., 2021a), as they discuss that job burnout may lead to some form of job performance outcomes as a result of a burnout cycle where performance is negatively impacted through burnout.

While studies such as those of Lei et al. (2024) would rather have the opposite argument; that is, job performance as the potential catalyst of burnout. It also posits the fact that better job performance of academics would correlate to burnout levels that are lower, as performance acts as a buffer to burnout. The last few years have delivered a strong multitude of studies that have studied and documented the condition of job burnout and how it relates to lower overall performance in work. The studies by Zhao et al. (2022) examined the condition of burnout and how it influences other components of work-related performance such as the role and contextual performance within the job.

Khan and Faiza (2019) concluded that a worker's level of burnout governs how well they are able to perform a set of tasks. Emotional fatigue and burnout result in deep cognitive deterioration. Li et al. (2023) state that a worker's ability to perform a set of activities is further influenced by how well they are able to focus. Burnout reduces an individual's ability to focus and ultimately makes it difficult for them to perform tasks in a timely and efficient manner. Alzoubi et al. (2024) point out that burnout also is responsible for a worker's capability to execute a job to diminish, and ultimately increases job burnout.

(Ajayi & Udeh, 2024) is another systemic research review that investigated the connection between burnout and contextual performance, including activities such as citizenship behavior and interpersonal relations. Their review found burnout to detrimentally influence the willingness of employees to participate in peer interactions. Those employees that suffer from high degrees of burnout are also the same employees that are least likely to show positive acts of citizenship within the organization, and thus are the employees that are least likely to promote a positive working



environment that is needed to support collaboration and the interdependence of a team (Tanios et al., 2021). This finding helped to further cast the workplace dynamics and level of team effectiveness in the broader light of burnout.

The impression of burnout on adaptive performance, which is an employee's ability to respond and cope with change, has also been studied in conjunction with task and contextual performance. (Bartram et al., 2023) stated that burnout strongly correlates with work performance by weakening the employees' ability to respond, cope with change, and subsequently alter their performance in a positive manner, and thus burnout directly influences adaptive performance. Those facing burnout show reduced flexibility and responsiveness regarding their attention and ability to adjust to new challenges or situations at work (Bhowmick & Mulla, 2021).

The complexities of burnout's effects on work performance are numerous and intertwined. (Siddique et al., 2023) stated that it impacts most primarily through emotional exhaustion's effect on one's ability to think and act. (Jaiswal et al., 2024) studied that emotional exhaustion, a primary factor of burnout, causes a nexus of high cognitive load and lower energy which ultimately leads to reduced performance. Their evidence establishes that burnout causes a depletion of one's cognitive resources and stamina and that this depletion limits a person's ability to perform their work tasks.

In addition, availability of workplace resources and support systems impacts the relations amid burnout and job performance (Firdaus et al., 2023). More recent studies highlight the importance of availability of workplace resources on alleviating the negative consequences of burnout on performance. For example, (Ross et al., 2022) concluded that workers having higher social sustenance, feedback, and situational autonomy can maintain their levels of performance more readily than those lacking these supports, even when burnout is present. According to (Bakker et al., 2023), job resources minimize the negative effects of burnout by providing needed support. Following hypotheses were generated based on this literature review.

H₂: There is strong connection between Job Burnout and Job Performance.

H₃: Job Burnout positively mediates the association between Job Demands and Job Performance

Job Burnout, Job Performance, and Hope

Hope is a psychological resource that impacts the relationship between burnout and job performance (Ozyilmaz, 2020). The definition of hope includes the ability to have goal-oriented energy and to have the determination or to find a way to achieve one's goals (Passmore et al., 2020). The protective role of hope is especially important in reducing the influence of emotive fatigue on job performance (Ugwu et al., 2017). Research by Weiss et al., (2024) on the connection between hope and burnout demonstrated that hope is shielding in a way that it increases employees' resilience and coping strategies. The sense of hope provides workers with a useful belief of goal orientation and purpose, which assists in sustaining deleterious consequences of burnout, and enables workers with higher levels of hope to continue and keep a certain standard of job performance.

Hope serves as a significant facet of influence over adaptive performance, which consists of employees' capacity to efficiently cope with and adjust to alterations as well as new obstacles. Alif et al., (2023) investigated how hope serves as a moderator of the relation between burnout and adaptive performance. The research designated that hope mitigates the destructive consequences of burnout of the employees' adaptability. Employees who possess higher degrees of hope demonstrate more adaptability, as well as enhanced efficient problem solving and flexibility, which is vital in order to circumvent and control difficulties in order to uphold performance (Yavas et al., 2013).

Hope is a contributing factor that influences the relation among job demands, burnout and job performance.

(Passmore et al., 2020) examined the manner in which hope is configured with job demands and burnout to influence job performance. The researchers' study concluded that hope serves as a moderator of the association between elevated job demands and burnout, thereby affecting performance outcomes. Burnout is less of a workplace issue for employees exhibiting higher hope levels because of the higher hope employees experience less burnout and perform better on the job even when there are high job demands (Khan & Faiza, 2019). These highlights hope as an important psychological variable that can be utilized to counter the effects of job demands and burnout on performance.

Improvements in job performance and burnout reduction as a result of organizational changes create an atmosphere of hope (Tillman et al., 2018). Hope such as goal-setting workshops and resilience training on employee burnout and performance was analyzed by (McCarthy, 2021). In hopes improving job performance, (Roland, 2022) showed the positive effects of hope on burnout. Organizations can be instrumental in reducing the negative effects of burnout and improving performance by equipping employees with tools and strategies to commit to goal attainment.

Burnout is a psychological phenomenon associated with a chronic exposure to workplace stressors (Rughoobur-Seetah, 2024). Burnout has the potential negatively impact the performance of workers, for it causes a disconnect between what they can do and what they are being asked to do (Ajayi & Udeh, 2024). The study points out the burnout mediates the effect of emotional collapse and work overload on performance.

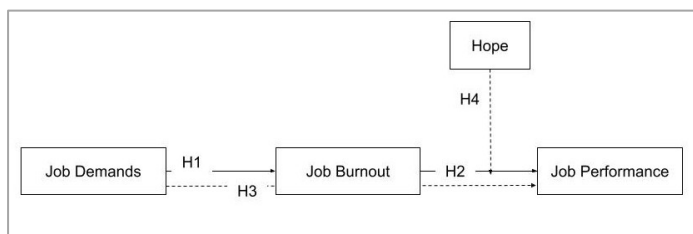
Emotional exhaustion takes the form of having one's emotions numb, feeling a lack of motivation, and being drained of their emotional, energy. This can happen when someone has too much work to do, and too much stress (Khan & Saeed, 2024). The research has identified both emotional exhaustion and work overload as being among the number of drivers of burnout among those who work (Li et al., 2023). Employees who are in a chronic state of emotional exhaustion will have a greatly diminished capacity to perform work and as a result, overall work performance will be reduced (Debets et al., 2022). This has necessitated the research in the study to focus on stress management in an effort to improve the performance of workers on their jobs. Hence the following hypothesis is generated based on the literature review.

H4: Hope acts a moderator between Job burnout and Job Performance.

Research Framework

Figure 1

Research Framework



Theoretical Framework

The JD-R model from (Bakker & Demerouti, 2007; Demerouti et al., 2003), is one of the most popular models in the arena of organizational psychology that helps analyze the complex dynamics of job demands and job properties as they relate to employee outcomes, namely, performance and well-being. The model states that job demands are facets of a job that require a constant amount of physical or psychological effort and are required for the attainment of certain costs like stress and burnout (Thangal et al., 2022). On the other pointer, job resources are features of a job that help one achieve work targets, reduce the level of working expectations, and facilitate greater employee empowerment and growth. The JD-R model specifically looks into the phenomenon of work demands as an independent variable. The model states that there are certain aspects of work demands (work overload, time pressure, etc.) that could cause a negative strain, stress, and create burnout and as a result, which hinders a person's performance on the job.

Methodology

Research Design

This research customs a quantitative research design in its methodology. There are numerous compelling justifications for selecting a quantitative design (Sukamolson, 2007). This approach enables the analysis of the relationships between the measured variables, Job Demands, Job Performance, Job Burnout, and, Hope, in a manner that is both precise and impartial. This method is the most effective and precise method for determining the direction and magnitude of these relationships. Consequently, it provides a clear quantitative foundation for establishing causal relations between Job

Demands, Job Performance, Job Burnout, and, Hope. Secondly, it enables the measurement of a large and specific trial of respondents, thus increasing the generalizability of the results to a broader population. Consequently, its application is of the utmost importance in the context of gaining insight into actions of employees, as the presence of patterns and trends that can be observed suggests that they may also apply to a broader population (Apuke, 2017). Consequently, it affords the investigation the opportunity to draw highly precise and precise conclusions that are both academically rigorous and practical in nature, with respect to Job Demands, Job Performance, Job Burnout, and, Hope.

Population, Sampling Technique, and Size

The present research employed purposive sampling of bank employees working at different job positions (Campbell et al., 2020). Addressing the issues of job demands, burnout, job performance, and hope require frontline personnel, as they shoulder the greatest workloads along with the corresponding emotional demands. Moreover, they are the ones who are in contact with the clients. This sampling methodology verifies that the selected candidates have the ability and experience necessary to provide insightful commentary on the studied issues (Guarte & Barrios, 2006). The strategy maximizes the focus and specificity of the studied population which, in turn, improves the strength and quality of the conclusions drawn from the sample (Nyimbili & Nyimbili, 2024). This tailored strategy also assists in reaching a higher degree of precision in understanding how job demands influence burnout and performance in the context of front-line banking roles, hence supporting the overall research aims efficiently. (Hair et al., 2018a) indicated 100-200 that is an appropriate sample for PLS-SEM, for more complex models, more responses are better. A total of 302 complete responses were obtained, all of which were used. After the suitable preliminary analyses were conducted, correlation analysis, reliability, and validity of the constructs, as well as subsequent hypotheses, were performed as per (Hair et al., 2019a) protocols.

Research Instrument and Scale Measures

Table I

Research Instrument/Measures

Construct	Number of items	Adapted From
Job Demands	9	(Widanti & Sunaryo, 2022)
Job Burnout	8	(Demerouti et al., 2001)
Job Performance	9	(Williams & Anderson, 1991)
Hope	6	(Snyder et al., 1996)

Demographics of the Respondents

The characteristics of the respondents in our survey were diverse, given that one person has a unique Characteristics. With this background, we put respondents into three categories, which are gender of people, education, and work tenure. The highest percentage of individuals fall in the males' category which is 170 in number.

Graph I

Count of Gender

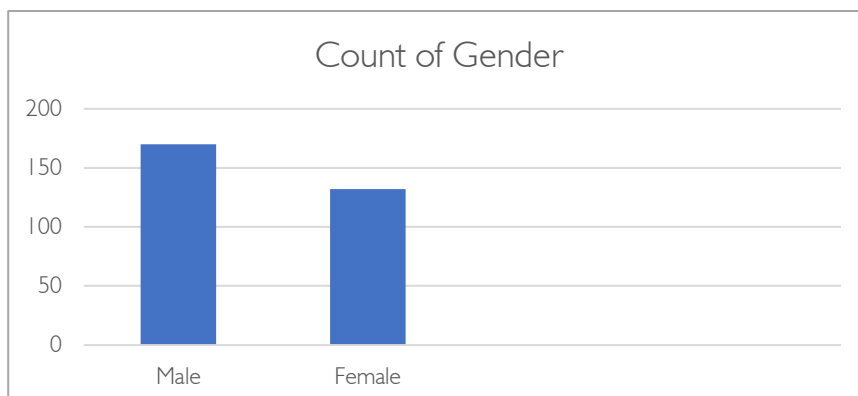


Figure 2
Work Experience

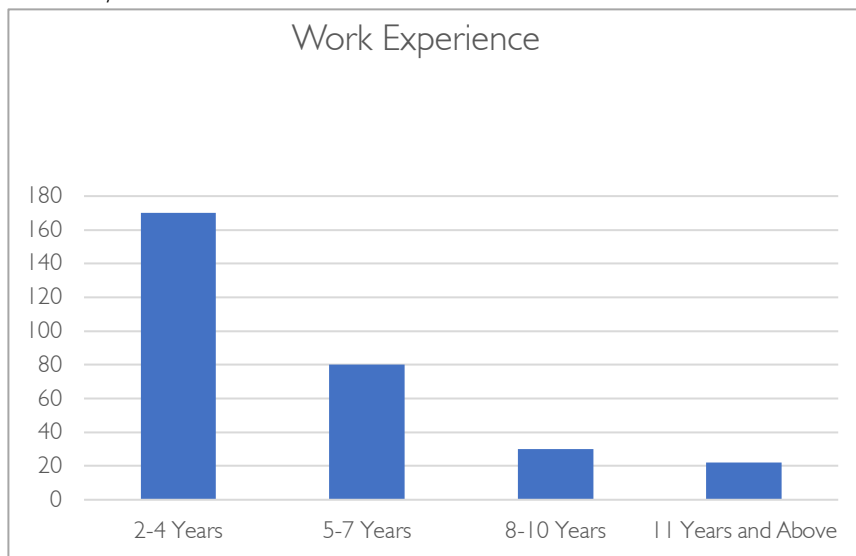
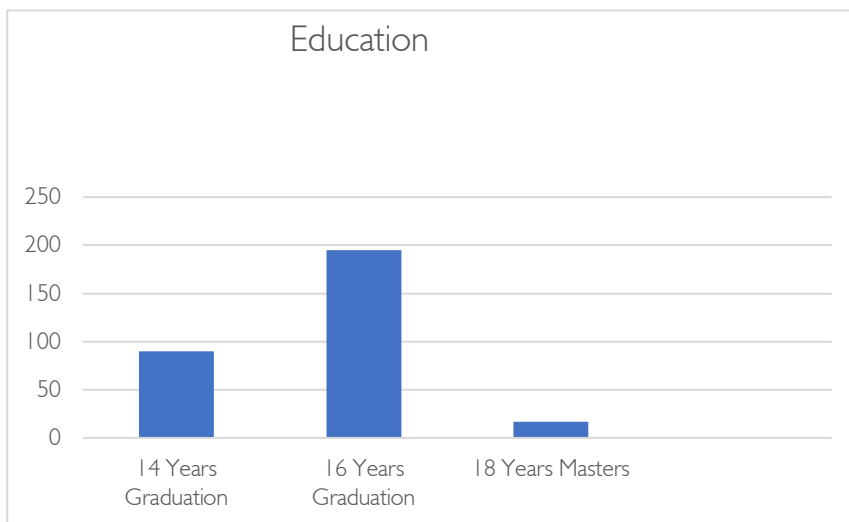


Figure 3
Education



Analyses

Descriptive Analysis

The variables presented in Table 4.1 indicate that the constructs mentioned can be assumed to have a normal distribution.

Table 2
Descriptive Statistics

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)
JD -> JB	0.870	0.871	0.016
JB -> JP	0.446	0.444	0.079
JD -> JB -> JP	0.388	0.387	0.070
H x JB -> JP	-0.083	-0.083	0.017

Acronyms: JD, Job Demands; JP, Job Performance; JB, Job Burnout; H, Hope

Construct Reliability and Validity

AVE, a critical measure in construct validation, evaluates the degree to which a concept captures variance in comparison to measurement error. AVE values greater than 0.5 imply robust convergent validity, indicating that the construct effectively captures the underlying theoretical notion. The study's AVE value surpasses 0.5, sustaining the AVE requirement as defined by (Tran, 2022).

Based on the outcomes of (Alarcón et al., 2015) assessment, it can be acceptable to assume that the variance of true scores is equal to the variation of the total scale score. The data in the table below shows the value above the threshold of 0.70, and all values are accepted within the allowable range. According to (Darvishmotevali & Altinay, 2022), the observed median confidence interval of more than 0.75 indicates a large range of confidence. Additionally, judging from the table, all the presented figures are acceptable. The application of the bootstrapping technique facilitates the estimation of the population.

(Alarcón et al., 2015) posits that convergent validity is gauged as the correlation measurement that a new measurement possesses with other variables as well as other measurements employed in determining the same concept. Convergent validity is one of the aspects of construct validation and involves the estimation of consensus among different measurements of the same phenomenon. Construct measurement is carried out using Average Variance Extracted (AVE) and Composite Reliability in determining whether the indicators accurately represent the construct. To validate the measures of the constructs as having significant convergent validity that increase the credibility and dependability of the results of the study (Hajjar, 2018), research uses AVE and Composite Reliability measures.

Internal consistency or reliability of a scale/test is evaluated using a statistical measure called Cronbach's Alpha. A threshold of ($\alpha > 0.70$) is deemed an acceptable level of positive internal consistency which increases the reliability of the construct in question (Bujang et al., 2018).

Table 3

Constructs Reliability & Validity

Constructs	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Hope	0.867	0.878	0.900	0.602
Job Burnout	0.915	0.918	0.930	0.626
Job Demands	0.897	0.906	0.916	0.551
Job Performance	0.951	0.953	0.959	0.721

Discriminant Validity

Fornell-Larker Criterion

On the whole, the square root values of the AVE measure (e.g., the diagonal values) are greater than the correlations of the components (the off-diagonal values) which indicates strong discriminant validity (Henseler et al., 2015). The components of the matrix which are aligned horizontally along the diagonal are the square roots of the AVE (common) values which are extracted from each construct. AVE when abbreviated, describes the measure of the extent to which a set of indicators are able to capture the variance of a construct, while also considering measurement error. Values of AVE which are higher, or closer to 1, indicate a significant proportion of the variance is explained by the indicators measuring the construct, thus a stronger convergent validity exists (Fornell & Larcker, 1981). The diagonal components (the AVE for each construct) are greater than the off-diagonal components which evidences the strength of the correlations of the other constructs from the same row or column.

Table 4

Fornell-Larker Criterion

	J	JB	JD	JP
H	0.776			
JB	0.849	0.791		
JD	0.868	0.870	0.742	
JP	0.831	0.825	0.826	0.849

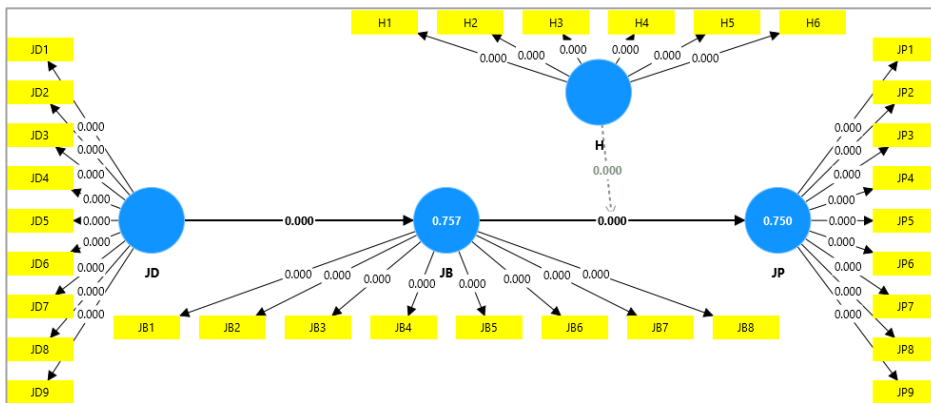
Acronyms: JD, Job Demands; JP, Job Performance; JB, Job Burnout; H, Hope

Structural Model

The structural model incorporates the predicted connections between many underlying components, evaluating the magnitude and importance of the pathways that link, Job Demands, Job Performance, Job Burnout, and Hope. This model serves as a fundamental basis for evaluating hypotheses within the context of structural equation Modelling (SEM), a methodology widely examined in recent scholarly works by authors such as (Ringle et al., 2023) and (Sarstedt et al., 2022).

Figure 2

Structural Model

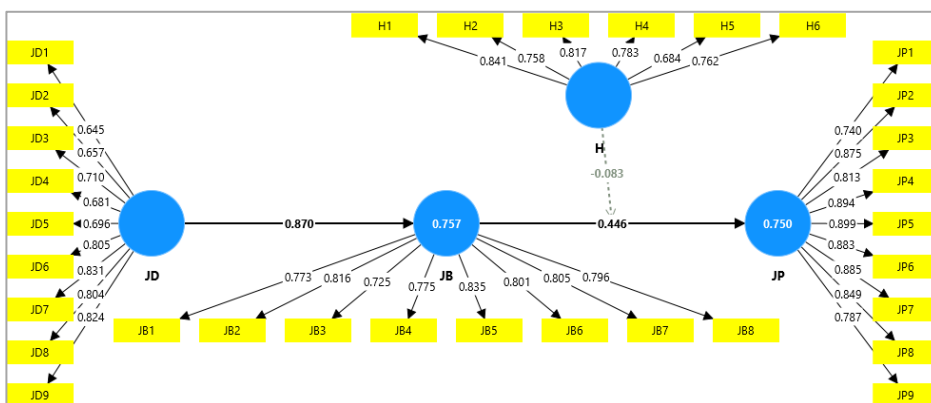


Measurement Model

This model provides a systematic representation of the supposed primary structure (Hair et al., 2019) and illustrates how Job Demands, Job Burnout, and Job Hope affect Job Performance.

Figure 3

Measurement Model



Factor Loadings

The load factor describes the association of two variables. If the factor load is greater than a certain threshold, then more factors should be added to the analysis. According to (Hair et al., 2018), a load factor of 0.5 and above is

considered acceptable. The loading factors were all above the critical threshold, and none of the items were eliminated prior to proceeding to the next level of analysis.

Table 5

Factor Loadings

	H	JB	JD	JP
H1	0.841			
H2	0.758			
H3	0.817			
H4	0.783			
H5	0.684			
H6	0.762			
JB1		0.773		
JB2		0.816		
JB3		0.725		
JB4		0.775		
JB5		0.835		
JB6		0.801		
JB7		0.805		
JB8		0.796		
JD1			0.645	
JD2			0.657	
JD3			0.710	
JD4			0.681	
JD5			0.696	
JD6			0.805	
JD7			0.831	
JD8			0.804	
JD9			0.824	
JP1				0.740
JP2				0.875
JP3				0.813
JP4				0.894
JP5				0.899
JP6				0.883
JP7				0.885
JP8				0.849
JP9				0.787

Path Coefficients Beta

A path coefficient quantifies the magnitude and direction of the connotation between variables. Values closer to 1 or -1 suggest a more influential relationship. Path coefficients are evaluated for statistical significance by methods such as bootstrapping, which creates samples to verify the reliability of the coefficient (Hair et al., 2019).

Table 6

Path Coefficients

	Path coefficients
JD -> JB -> JP	0.388
JB -> JP	0.446
JD -> JB	0.870
H x JB -> JP	-0.083

Acronyms: JD, Job Demands; JP, Job Performance; JB, Job Burnout; H, Hope

Co-efficient of Determination (R^2)

R^2 is the percentage of the total disparity in a dependent variable which is explained by those independent variables. As stated by (Falk & Miller, 1992), an R^2 value greater than or equal to 0.10 is needed for any internal structure to have some support. As illustrated in the Table, all of the outcomes in our analysis surpass the threshold as suggested by Falk and Miller, showing the independent variables in the model explain more than 50% of the dependent variables (Falk & Miller, 1992).

Table 7

Co-efficient of Determination (R^2)

	R-square	R-square adjusted
JB	0.757	0.756
JP	0.750	0.748

Co-efficient of Effect Size (f^2)

The effect size coefficient (f^2) is important in regression modelling as it estimates the degree of association that exists between a predictor and the outcome variable. This estimates the contribution of each predictor in the model and is an important topic of discussion in recent studies (Hair et al., 2011; Ringle et al., 2023). Pertaining to job performance, f^2 values are important in determining the extent to which each of the components account for the variation in job performance.

Table 8

Co-efficient of Effect Size (f^2)

	f-square
H -> JP	0.196
JB -> JP	0.220
JD -> JB	3.108
H x JB -> JP	0.036

Hypothesis Testing

According to hypothetic testing as explained in the Job Performance model, certain relationships among Job Demands, Job Performance, Job Burnout, and Hope can be explained. Pertaining to modern day research, values such as mean, standard deviation, T statistic, P values, and confidence intervals serve as the bases to understand the relationships and their significance. Authors such as (Hair et al., 2011) serve as excellent references for this information. (Hair et al., 2018). Furthermore, it is obvious from the results shown in this table that all four evaluations of direct and moderation relationships incorporating diverse groupings of dependent and independent factors generate statistically noteworthy outcomes.

Table 9

Hypothesis Testing

Hypotheses	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values	Result
JD -> JB	0.870	0.871	0.016	53.429	0.000	Accepted
JB -> JP	0.446	0.444	0.079	5.636	0.000	Accepted
JD -> JB -> JP	0.388	0.387	0.070	5.567	0.000	Accepted
H x JB -> JP	-0.083	-0.083	0.017	4.793	0.000	Accepted

Conclusion

The goal of the present study was to investigate how job demands influence job performance, in terms of examining if burnout mediates this relation and hopes to moderate this mediation within a banking sector sample from Pakistan. The results of the research served to provide empirical evidence for all four hypotheses, hence shedding light on how job demands, job burnout, and hope can interact jointly in predicting Job Performance. Hypothesis 1 JD \rightarrow JB: T statistics ($|O/STDEV|$): 53.429 and P value: 0.000 Job demands will positively affect job burnout. Our hypothesis was confirmed, as the findings showed that high job demands were significantly linked to employees' work burnout in both structural and personal variables of the Bank. Work overload, time pressure, and role conflicts were found to be important antecedents of emotional exhaustion, a central aspect of burnout. This is consistent with prior research by Jamal et al. (2024b) highlighting the negative well-being consequences of high job demands. Hypothesis 2 JB \rightarrow JP: T statistics ($|O/STDEV|$): 5.636 and P value: 0.000 Job burnout will significantly decrease the level of job performance. This hypothesis was confirmed through results, employees suffering from high burnout reported lower job performance. Burnout is defined as a decrease in motivation, productivity, and cognitive performance that affects the ability of an employee to function at their best (Chen, 2024). This is in congruence with prior research (Lemonaki et al., 2021b) reinforcing the broad effects of burnout on performance outcomes. Hypothesis 3 JD \rightarrow JB \rightarrow JP: T statistics ($|O/STDEV|$): 5.567 and P value: 0.000 Job burnout is the mediator between job demands and Job Performance. The analysis revealed also that job burnout mediates this relationship in part, which demonstrates how high levels of demands indirectly affect performance via the mechanism of job burnout, in line with the findings (Ross et al., 2022). The job demands exert a direct impact on performance although this relationship is very much mediated through burnout. This highlights the critical role of burnout as a mediator by which job demands are associated with decreased work engagement, underscoring the necessity to establish organizational interventions that can reduce burnout levels to reinforce employee productivity. Hypothesis 4 H x JB \rightarrow JP: T statistics ($|O/STDEV|$): 4.793 and P value: 0.000. The moderating role of hope on job burnout and job performance. The results presented that hope plays a significant role in moderating this association such as job burnout is negatively associated with employee performance while having more feelings of hope, the higher level to retain their better performances. For instance, hope, defined as the positive expectations in goal-directed efforts among employees, nurtures psychological resilience, such that individuals experience lower levels of burnout when faced with debilitating stressors (Surachartkumtonkun et al., 2023). The moderating role of hope in this meta-analysis suggests that hope may be a psychological resource for organizations to harness against the detrimental effects of burnout on performance (Pharris et al., 2022).

Recommendations

To avoid job-related burnout, managers need to devote their time to the effective management of job-related tasks. This includes decreasing the workload, setting reasonable deadlines to ensure that deadlines are not extended unrealistic, and managing the work so that each employee's stress is balanced. This is one of the ways that managers can identify employees that are most likely to be overworked and assist them by reallocation of tasks and management support. Employees are likely to burnout and work-related stress impair their efficiency. Peer support systems, burnout and work stress management counseling services, multi-faceted employee assistance programs (EAPs) are effective supportive systems at work that are used to reduce burnout. Specialized programs aimed at teaching employees how to manage stress and burnout work efficiently so that employees do not suffer from the consequences of burnout and poor job performance. Frequent short breaks, time off from work, and encouragement to take vacations is an effective burnout and stress management strategy. Time spent off work allows employees to recharge and return to work motivated and performing work at their optimal performance.

Managers should create cultures where employees perceive taking time off as a healthy balance in their lives rather than a guilt issue. Given the finding that hope acts a moderator between job burnout and performance, organizations should hope for workplaces that are optimistic. This is possible by delineating hope for workplaces and hope for the future. This is possible by explaining specific, realistic objectives, crossing them off with timely feedback, and celebrating

the incremental achievements on the larger goals. A growth mindset that every struggle and challenge is an opportunity to learn and grow can profoundly influence hope and optimism.

Remote work, flexible scheduling, telecommuting, and compressed weeks are types of flexible work arrangements that employees can use to help manage job demands. Managers must provide employees to some level of schedule predictability, which can help ease conflict between work and personal activities and reduce stress on both sides. Following these ideas, banks and financial organizations will cope with job demands and ease employee burnout while also inspiring the hope of someday thriving. The measures discussed here will not only enhance job performance but will also help improve the morale and satisfaction of the employees which in turn will contribute to the effectiveness of the personnel and the organization as a whole.

Future Research Directions

There are certain limitations in this current research that could be addressed in future research. There are other moderating variables, like emotional intelligence or organizational support, that impact or might impact the moderating relationships between the job demands and the burnout effects and performance relationships, and future researchers might be able to add these variables in their studies. Also, there might be some issues related to generalizing findings regarding the relationships underlying the employee performance in some other service sectors. It is than suggested that these relationships could be studied other organizational sectors. Cultural differences can also be addressed in future researches, as there exist stark differences in organizational support activities offered by organizations belonging to other cultures. Finally, this research supports the importance of handling job demands and burnout, and of fostering hope, in order to enhance the performance of staffs in the banking segment. Proactive organizations that execute these strategies are also likely to yield enhanced health and performance outcomes for employees.

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