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## JOB SATISFACTION AND JOB BURNOUT AMONG GREEK BANK EMPLOYEES

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### ABSTRACT

The present investigation aims to study the feelings of job satisfaction and job burnout experienced by bank employees in Greece in correlation. The method which was preferred in the frame of the study was the quantitative research method. The tool which was used for the measurement of job satisfaction was the Employee Satisfaction Inventory, ESI, created by Koustelios, 1991. It included 24 questions, which measure six dimensions of job satisfaction: 1. Working conditions (5 questions), 2. Earnings (4 questions), 3. Promotions (3 questions), 4. Nature of work (4 questions), 5. Immediate superior (4 questions) and 6. The institution as a whole (4 questions) (total Chronbach's  $\alpha = 0.75$ ). The responses were given in a five-level Likert scale: 1 = I strongly disagree, 5 = I strongly agree. The tool which was used for the measurement of job burnout was the Maslach Burnout Inventory, MBI, created by Maslach and Jackson, 1986. The inventory included 22 questions measuring the three variables of job burnout: 1. Emotional Exhaustion (9 questions), 2. Depersonalization (5 questions), 3. Lack of personal accomplishment (8 questions) (total Chronbach's  $\alpha = 0.70$ ). The answers were given in a seven-level Likert scale: 0 = Never, 1 = A few times per year or less, 2 = Once per month or less, 3 = A few times per month, 4 = Once a week, 5 = A few times per week, 6 = Every day. High level of burnout occurs when we have high values on the scales of emotional exhaustion and depersonalization and low values in the range of personal accomplishment. Low job burnout occurs when we have low values on the scales of emotional exhaustion and depersonalization and high values in the range of personal accomplishment. The sample of the present study consisted of 230 employees of Greek banks and credit institutions. The results of the study showed that the feelings of job satisfaction and job burnout experienced by Greek bank employees occur in quite high levels. Furthermore, there is quite a strong negative correlation between the two variables. However, further investigation should be carried out in the Greek population, so that the phenomena of job satisfaction and job burnout are well studied and promoted.

**KEYWORDS:** Job Satisfaction, Job Burnout, Demographic Features, Bank Employees, Greece.

## **INTRODUCTION**

In the past few years, contemporary western societies have experienced a huge financial crisis, which has resulted to crucial social, economic and cultural changes. The crisis has affected many aspects of the worldwide economy, which are obvious in business and organizations. Therefore, many business executives and managers have turned to human resources management and organizational culture strategies, in order to promote relations among employees, job performance, effectiveness and competition.

### **Organizational Culture**

The term “Organizational Culture” has been popular in the fields of business and psychology for more than four decades, as it includes a wide range of assumptions, norms and values which are common among co-workers in a specific workplace and is used to promote productivity and problem solving (Schein, 1986; Ravasi & Schoultz, 2006). An organization’s specific culture is considered to be reflecting both the internal working environment and completion and the external adjustment and success (Schein, 1991). Recognizing, measuring and explaining an institution’s organizational culture is nowadays a common tactic of managers, so that they are able to identify their employees’ attitudes and values, study the relations between employees and superiors, implement effective leading strategies and improve their general well being (Belias, Koustelios et al., 2013a).

Organizational culture has been found to be correlated with other occupational phenomena and classified into many categories. Hofstede (1991), for instance, has distinguished three types of culture affecting an organization’s function: 1) National culture, which refers to the values provided to a certain population in the frame of family, 2) Occupational culture, which includes beliefs and types of behavior taught within the school and occupational setting, and 3) Organizational culture, which varies among organizations and institutions and, unlike the other two, is more mutable and adaptive. Furthermore, many types of organizational culture have been suggested for organizational cultures, the most well known being the ones of Cameron and Quinn (2006). According to them, there are four types of Organizational Culture: 1) the Hierarchical one, which refers to a well coordinated culture, where formal rules and policies maintain a smooth running organization, 2) The Market one, which is used for a competitive culture, where the glue that holds the organization together is winning, 3) the Clan one, which is a more “friendly” culture, resembles the extension of family and is characterized by loyalty to the firm, while leaders are perceived as mentors, and 4) the Adhocracy one, which refers to a culture based on risk taking and innovation, characterized by a dynamic and creative workplace.

When it comes to the banking field, several studies have revealed that the employees’ perception and preferences of their institution’s organizational culture are affected by a series of demographic factors, like gender, age, educational level and years of experience (Grant, 1998; Chen, Fosh & Foster, 2008; Gjiuraj, 2013). Previous studies in the population of bank employees in Greece have shown that the prevailing organizational culture in Greek banks is rather hierarchical, although employees reported that they would prefer the clan, family-like type (Belias & Koustelios, 2013a). Additionally, it was revealed that the preference of clan culture was higher among female bank employees, while men seemed to prefer the market type, in which they were used to working (Belias & Koustelios, 2013b). Finally, the participants’ educational level was found to be less important, considering both the employees’ perception of current organizational culture and their preferences.

As it was mentioned before, the interest of business managers and executives has been turned to organizational culture and Human Resource Management and Attribution, so that companies, organizations and institutions become more competitive and productive. Previous studies have revealed that employees tend to make specific positive or negative attributions and explanations

about their superiors' motivation of using such human resource strategies (Nishii & Wright, 2008). Positive attributions of employees have been correlated with higher levels of job commitment, job satisfaction and general well-being.

### **Job Satisfaction**

The term "Job Satisfaction" was suggested by Locke (1976) to describe employees' appreciation and pleasant emotions of their working environment, relations with colleagues, performance and achievements. According to Herzberg (1987), job satisfaction and dissatisfaction are likely to be attributed to several factors that he called "hygiene factors" that include physical working conditions, job security, supervision, salary, institution policy and administration, interpersonal relations and benefits. Moreover, he distinguished some "motivation factors" as well, which refer to the work itself, personal achievement, responsibility, recognition and advancement. Job satisfaction has been widely measured and studied in the frame of many scientific fields and it has been correlated with several factors: demographic, individual, occupational etc.

In the banking sector, job satisfaction has been investigated parallel with relations among employees, relations between employees and superiors, organizational hierarchy, salaries, institution type (public or private) and promotion opportunities (Singh & Kaur, 2009; Sowmya & Panchanatham, 2011).

### **Job Burnout**

In cases when a specific occupation or working environment is highly demanding and employees have to work under a lot of pressure, they are likely to experience the feeling of occupational stress. Occupational stress is a psychological state that is perceived by individuals when they face various requirements, constraints and opportunities arising from their work which can have a significant but uncertain impact on their professional route (Sager, 1991). In many cases, occupational stress is expressed by emotional exhaustion, frustration, intention to quit and turnover (Shaw, Duffy, Ali Abdulla & Singh, 2000).

Job burnout has been defined as a specific type of occupational stress, experienced by employees in their everyday interactions with colleagues and customers, which can be attributed both to individual and organizational factors. Maslach (2003) defined job burnout as a means of reducing employees' physical and psychological energy and leading them to exhaustion. In particular, Maslach and Jackson (1981) distinguished three aspects of job burnout: 1. Emotional Exhaustion, which refers to the employee's feeling of mental fatigue that makes him/ her lack the energy to invest and dedicate to his/ her work, 2. Depersonalization, which includes the person's negative behavior towards colleagues and customers, creation of impersonal relationships and withdrawal, and 3. Reduced sense of personal accomplishment, which is the reduction of the employee's efficiency, productivity and self-efficacy, and is likely to result to his/ her resignation.

The experience of job burnout makes employees feel less efficient and communicative, to develop negative occupational relations and show disregard for other people. Moreover, they make negative evaluations for themselves, become less productive and have a tendency to quit their job, while their personal and family life is also likely to be negatively affected (Koustelios & Kousteliou, 2001). Furthermore, occupational stress and burnout have been connected with physical symptoms, like immune system sensitivity, headaches and general fatigue, psychological disorders, such as depression, and addictions (Chowwen, 2013).

### **Aim of the study**

The aim of the present study was to investigate the experience of job satisfaction and job burnout among bank employees in the region of Greece. Furthermore, possible correlations among the variables of the two phenomena are investigated.

It was hypothesized that participants of the present study will report high levels of job satisfaction and job burnout as well. Additionally, it was hypothesized that statistically significant correlation will be found between job satisfaction and job burnout experienced by the participants of the present study.

## **METHODS**

### **Participants**

Employees working in Greek banks and credit institutions from several branches across the country participated in the present study.

### **Instruments**

For the measurement of job satisfaction in the present study, the Employee Satisfaction Inventory - ESI (Koustelios, 1991; Koustelios & Bagiatis, 1997) was used. The inventory was created using Greek employees as a sample. It included 24 questions, which measure six dimensions of job satisfaction: 1) Working conditions (5 questions), 2) Salary (4 questions), 3) Promotions (3 questions), 4) Job itself (4 questions), 5) Immediate superior (4 questions) and 6) The organization as a whole (4 questions). The responses were given in a five-level Likert scale: 1 = I strongly disagree, 5 = I strongly agree. The structure, manufacturing validity, reliability and internal consistency of the inventory have been supported by previous studies of human resources occupations, like public employees (Koustelios & Bagiatis, 1997) and teachers in Primary and Secondary Education (Koustelios, 2001; Koustelios & Kousteliou, 1998).

For the measurement of job burnout, the Maslach Burnout Inventory, MBI, created by Maslach and Jackson, 1986, was used. The inventory included 22 questions measuring the three variables of job burnout: 1. Emotional Exhaustion (9 questions), 2. Depersonalization (5 questions), 3. Lack of personal accomplishment (8 questions). The answers were given in a seven-level Likert scale: 0 = Never, 1 = A few times per year or less, 2 = Once per month or less, 3 = A few times per month, 4 = Once a week, 5 = A few times per week, 6 = Every day. High level of burnout occurs when we have high values on the scales of emotional exhaustion and depersonalization and low values in the range of personal accomplishment. Low job burnout occurs when we have low values on the scales of emotional exhaustion and depersonalization and high values in the range of personal accomplishment.

### **Procedure**

The questionnaires were administrated either by ordinary or by electronic mail and collected within a month after the first pilot study. The pilot study ensured the researchers that the tool was simple, understandable and suitable for the measurement of the variables mentioned above.

### **Sample**

The sample of the present study consisted of 230 employees of Greek banks and credit institutions. 127 of them were male (55.2%) and 103 were female (44.8%). The participants' age varied from 25 to 54 years old, with an average of 38.91. More specifically, most participants (101) were between 31-40 years old (43.9%), 83 were between 41-45 years old (36.08%), 31 were 25-30 (13.47%) and 15 of them were over 51 years old (6.52%). Taking into account the participants' marital status, it was found that the majority of them (147) were married (63.9%), 77 were single

(33.5%), 5 were divorced (2.2%) and one had been widowed (0.4%). Referring to the participants' educational level, it was found that the majority of them (145) had received a bachelor's degree (63%) and the rest 85 had not (37%). Additionally, 36 had a master's degree (15.7%), while the majority (194) had not (84.3%). Regarding the position held by the participants the institution they were currently working, the results showed that 92 were officers or clerks (40%), 86 were managers (37.4%) and 52 were heads of the branch (22.6%). Regarding the employees' years of experience, it was found that they varied from 1 to 25 years, with an average of 13.45. In particular, the majority of them (72) had between 11-15 years of experience (31.30%), 56 had 16-20 years (24.34%), 39 had 6-10 (16.95%), 35 had 20-25 years (15.21%) and 28 participants had 1-5 years of experience (12,17%).

## **RESULTS**

### **Job Satisfaction**

Testing the reliability of the present study, using Cronbach's  $\alpha$ , it was found that the values of all variables of ESI were higher than 0.7, so the participants' answers were considered to be reliable. In addition, it was found that the reliability of the entire questionnaire was also high (Table 1).

**Table 1: Cronbach's Alpha Reliability Test for ESI**

<b>Variables</b>	<b>Cronbach's Alpha</b>
<b>Working conditions</b>	0.74
<b>Salary</b>	0.73
<b>Promotions</b>	0.72
<b>Job itself</b>	0.74
<b>Immediate superior</b>	0.73
<b>The organization as a whole</b>	0.79
<b>Total/ Questionnaire</b>	0.75

The validity of each variable and the questionnaire as a whole provides guarantee that the variables represent the actual experiences and attitudes of the participants. In particular, for the variable "Working conditions" it was found that on average the participants agreed that their working environment was pleasant. For the variable "Salary", on average the employees believed that their salary was adequate to cover their needs. For the variable "Promotions", the participants on average reported that there are opportunities for promotion in their institution. For the variable "Job itself", the employees on average reported their work to be satisfying. For the variable "Immediate superior", the participants on average reported that their superior was rude or annoying. Finally, for the variable "The organization as a whole", it was found that the participants believed that there were distinctions among employees in their institution. The mean of the participants' answers in each variable of job satisfaction is presented in Table 2. In addition, the One-sample T-test showed that the mean of three variables (Promotions, Job itself and The organization as a whole) was statistically different than the medium scale (Table 2).

**Table 2: Mean of the participants' answers in the variables of Job Satisfaction**

Variables	Mean	Standard Deviation	t	df	p
Working conditions	3.05	1.21	1.57	1149	0.115
Salary	3.05	1.05	1.65	919	.099
Promotions	3.20	0.93	5.75	689	.000
Job itself	3.23	0.99	7.23	919	.000
Immediate superior	2.96	1.13	-8.12	919	.417
The organization as a whole	3.56	0.83	20.52	919	.000

### Job burnout

Testing the reliability of the MBI, using Cronbach's  $\alpha$ , it was found that the values of all variables were higher than 0.7, so the participants' answers were considered to be reliable. In addition, it was found that the reliability of the entire questionnaire was also high (Table 3).

**Table 3: Cronbach's Alpha Reliability Test for MBI**

Variables	Cronbach's Alpha
Emotional exhaustion	0.74
Depersonalization	0.77
Personal Accomplishment	0.81
Total/ Questionnaire	0.70

The validity of each variable and the questionnaire as a whole provides guarantee that the variables represent the actual experiences and attitudes of the participants. In particular, for the variable "Emotional exhaustion" it was found that participants felt tired, anxious and disappointed one or sometimes in a month. For the variable "Depersonalization", participants reported that they have become tougher and less caring because of their job, while for the variable "Personal accomplishment" it was found that employees felt energetic and cooperative at least once a week (Table 4). Additionally, the One-sample T-test revealed that the mean of all variables (Emotional exhaustion, Depersonalization and Personal accomplishment) was statistically different than the medium scale (Table 4).

**Table 4: Mean of the participants' answers in the variables of Job Burnout**

Variables	Mean	Standard Deviation	t	df	P
Emotional exhaustion	2.884	1.507	-3.48	2069	.001
Depersonalization	2.512	1.610	-10.27	1149	.000
Personal Accomplishment	4.295	1.404	39.55	1839	.000

Searching for correlations among all the variables of job satisfaction and job burnout, the Pearson correlation coefficient was used. The results revealed several moderate correlations among the variables (Table 5).

**Table 5: Correlations among variables**

Variables		Working conditions	Earnings	Promotions	Nature of work	Immediate superior	The institution as a whole	Emotional exhaustion	Depersonalization	Personal accomplishment
Working conditions	r	1								
	p.									
Salary	r	.221**	1							
	p.	.000								
Promotions	r	.183*	.047	1						
	p.	.000	.216							
Job itself	r	.202**	.051	-.112**	1					
	p.	.000	.121	.003						
Immediate superior	r	.186**	-.120**	.064	.457**	1				
	p.	.000	.000	.092	.000					
The organization as a whole	r	.117**	-.023	.156**	-.037	.054	1			
	p.	.000	.481	.000	.268	.103				
Emotional exhaustion	r	.113**	.050	.100**	.180**	.122**	-.096**	1		
	p.	.000	.133	.009	.000	.000	.004			
Depersonalization	r	-.021	.034	.254**	-.077*	-.012	-.059	.226**	1	
	p.	.477	.307	.000	.019	.711	.075	.000		
Personal accomplishment	r	.060*	.215**	-.093*	-.003	-.047	.026	-.022	-.049	1
	p.	.041	.000	.015	.916	.155	.436	.353	.097	

\*\* .Correlation is significant at the 0.01 level

\* . Correlation is significant at the 0.05 level

Moderate positive correlation was found between the variables of working conditions and earnings ( $r = 0.221$ ,  $p < 0.01$ ), working conditions and nature of work ( $r = 0.202$ ,  $p < 0.01$ ), working conditions and immediate superior ( $r = 0.186$ ,  $p < 0.01$ ), working conditions and promotions ( $r = 0.183$ ,  $p < 0.01$ ) and working conditions and the institution as a whole ( $r = 0.117$ ,  $p < 0.01$ ). Another moderate positive correlation was found between the variables of promotions and the institution as a whole ( $r = 0.156$ ,  $p < 0.01$ ). Therefore, one could say that employees who perceived their working

conditions to be pleasant and satisfying also believed that their earnings were adequate to cover their needs, their work was remarkable, their superior was supportive, they had enough promotion opportunities and the institution took care of its employees. The moderate correlation between depersonalization and emotional exhaustion ( $r = 0.006$ ,  $p < 0.01$ ) showed that participants who felt more anxious also felt less caring about other people. Moreover, emotional exhaustion was correlated with several variables: nature of work ( $r = 0.180$ ,  $p < 0.01$ ), immediate superior ( $r = 0.122$ ,  $p < 0.01$ ), working conditions ( $r = 0.113$ ,  $p < 0.01$ ) and promotions ( $r = 0.100$ ,  $p < 0.01$ ).

Moderate negative correlation was found between the variables of earnings and immediate superior ( $r = -0.120$ ,  $p < 0.01$ ), indicating that employees who were satisfied with their salary reported that their superior was not supportive or understanding. Other negative correlations were found between the variables of emotional exhaustion and the institution as a whole ( $r = 0.096$ ,  $p < 0.01$ ) and between depersonalization and nature of work ( $r = 0.077$ ,  $p < 0.05$ ), indicating that employees who were more satisfied with their working environment and duties reported lower levels of job burnout.

Furthermore, multivariate analysis (M-Anova) was used to examine the possible effects of the variables of job satisfaction (Independent Variables: Working Conditions, Salary, Promotions, Job itself, Immediate superior, The organization as a whole) on the variables of job burnout (Dependent Variables: emotional Exhaustion, Depersonalization, Personal Accomplishment) at the same time. First of all, the results showed that there was a significant effect of the Independent Variables on all the Dependent Variables considered as a group. Therefore, it can be said that each variable of job satisfaction seemed to have a significant effect on the general feeling of job burnout experienced by the bank employees who participated in the study. The F-values and p-values for the four different multivariate tests are presented in Table 13.

**Table 13.** Multivariate tests for the effect of Job Satisfaction on the variables of Job burnout

Variables	Pillai's Trace		Mean	Standard Deviation
	F	p.		
Working conditions	6.356	.000	3.28	1.22
Earnings	7.796	.000	3.00	1.01
Promotions	17.034	.000	3.20	0.93
Nature of work	12.332	.000	3.37	0.88
Immediate superior	12.176	.000	3.15	1.09
The institution as a whole	11.254	.000	3.48	0.85

Furthermore, univariate testing -via six separate Anova analyses- was used to examine the possible effects of the variables of job satisfaction (Independent Variables) on each of the variables of job burnout (Dependent Variables). Almost all the p-values given by the analysis were equal to 0.000, indicating that the variables of job satisfaction had a statistically significant effect on almost all the aspects of job burnout. One exception was the p-value showing the effect of Earnings on Emotional exhaustion ( $p = 0.001$ ), which was nevertheless statistically significant. The other exception was the p-value showing the effect of Promotions on Personal accomplishment ( $p = 0.084 > 0.050$ ), which was the only non significant value, according to the analysis. Therefore, it can be supported that the variables of job satisfaction affect both the feeling of job burnout experienced by Greek bank employees as a whole and almost each aspect of it (Table 19).



**Table 19.** Multivariate analysis of all variables of Job satisfaction on all variables of Job burnout

Variables	Emotional exhaustion		Depersonalization		Personal accomplishment	
	F	p.	F	p.	F	p.
Working conditions	6.048	.000	5.760	.000	7.263	.000
Earnings	4.633	.001	10.187	.000	11.435	.000
Promotions	9.060	.000	46.500	.000	2.067	.084
Nature of work	21.426	.000	6.399	.000	10.341	.000
Immediate superior	14.404	.000	5.377	.000	14.438	.000
The institution as a whole	4.007	.003	18.135	.000	13.631	.000

What is more, multiple regression analysis was used to examine whether the variables of job burnout were likely to be predicted by the levels of job satisfaction. In the first analysis, the variables of job satisfaction were used as independent and the variable of emotional exhaustion was used as dependant. The results showed that emotional exhaustion was likely to be predicted positively by the variables of working conditions and earnings ( $b = 0.161$ ,  $t = 3.875$ ,  $p = 0.000 < 0.05$  and  $b = 0.094$ ,  $t = 1.974$ ,  $p = 0.049 < 0.05$  respectively). The model explained 5.2% of emotional exhaustion variability ( $R^2 = 0.052$ ), so the model was:

$$\text{Emotional exhaustion} = 2.542 + 0.161 \text{ working conditions} + 0.094 \text{ earnings (Table 10).}$$

**Table 10: Multiple regression analysis of the variables of Job Satisfaction on the variable of Emotional Exhaustion**

Model results				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
<b>1</b>	<b>0.227</b>	<b>0.052</b>	<b>0.043</b>	<b>1.218</b>

	B	t	Sig.
Working conditions	0.161	3.875	0.000
<b>Earnings</b>	<b>0.094</b>	<b>1.974</b>	<b>0.049</b>

In the second analysis, the variables of job satisfaction were used as independent and the variable of depersonalization was used as dependant. According to the results, depersonalization was likely to be predicted positively by the variable of promotions ( $b = 0.438$ ,  $t = 7.016$ ,  $p = 0.000 < 0.05$ ) and negatively predicted by the variables of nature of work ( $b = -0.153$ ,  $t = -2.126$ ,  $p = 0.034 < 0.05$ ) and immediate superior ( $b = -0.240$ ,  $t = -4.119$ ,  $p = 0.000 < 0.05$ ). The model explained 11.8% of depersonalization variability ( $R^2 = 0.118$ ), so the model was:

$$\text{Depersonalization} = 2.865 + 0.438 \text{ promotions} - 0.153 \text{ nature of work} - 0.240 \text{ immediate superior (Table 11).}$$

**Table 11: Multiple regression analysis of the variables of Job Satisfaction on the variable of Depersonalization**

<b>Model results</b>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
<b>1</b>	<b>0.343</b>	<b>0.118</b>	<b>0.110</b>	<b>1.465</b>
<b>Model results</b>				
	<b>B</b>	<b>t</b>	<b>Sig.</b>	
Promotions	0.438	7.016	0.000	
Nature of work	-0.153	-2.126	0.034	
<b>Immediate superior</b>	<b>-0.240</b>	<b>-4.119</b>	<b>0.000</b>	

In the final analysis, the variables of job satisfaction were used as independent and the variable of personal accomplishment was used as dependent. The results revealed that the variables of earnings and immediate superior were likely to predict personal accomplishment positively ( $b = 0.217$ ,  $t = 3.984$ ,  $p = 0.000 < 0.05$  and  $b = 0.140$ ,  $t = 2.522$ ,  $p = 0.012 < 0.05$  respectively), while the variables of promotions and nature of work were likely to predict personal accomplishment negatively ( $b = -0.208$ ,  $t = -3.509$ ,  $p = 0.000 < 0.05$  and  $b = -0.219$ ,  $t = -3.200$ ,  $p = 0.001 < 0.05$  respectively). The model explained 5.3% of personal accomplishment variability ( $R^2 = 0.053$ ), so the model was:

$$\text{Personal accomplishment} = 4.382 + 0.217 \text{ earnings} + 0.140 \text{ immediate superior} - 0.208 \text{ promotions} - 0.219 \text{ nature of work} \quad (\text{Table 12}).$$

**Table 12: Multiple regression analysis of the variables of Job Satisfaction on the variable of Personal accomplishment**

<b>Model results</b>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
<b>1</b>	<b>0.231</b>	<b>0.053</b>	<b>0.45</b>	<b>1.394</b>
<b>Model results</b>				
	<b>B</b>	<b>t</b>	<b>Sig.</b>	
Earnings	0.217	3.984	0.000	
Immediate superior	0.140	2.522	0.012	
Promotions	-0.208	-3.509	0.000	
<b>Nature of work</b>	<b>-0.219</b>	<b>-3.200</b>	<b>0.001</b>	

## **DISCUSSION**

The results of the present study confirmed the current literature review, according to which the feeling of job satisfaction among Greek bank employees is estimated in quite high levels, while it is affected by the levels of burnout as well. However, the feeling of job burnout among participants was found to be quite low, taking into account that they reported high scores of personal accomplishment. Therefore, it can be said that the two null hypotheses of the study were not confirmed, as the participants of the present study reported high levels of job satisfaction and statistically significant correlation was found between job satisfaction and job burnout experienced by the participants of the present study. The third null hypothesis was confirmed, as participants of the present study reported low levels of job burnout.

In particular, job satisfaction appeared to be higher among employees in terms of the institution as a whole, nature of work and promotions. Therefore, it can be supported that many bank employees perceived the institutions they worked in as a place of care and close human relations, resembling the “clan” type of organizational culture. This finding confirm previous studies, according to which this type of organizational culture is most preferred among Greek bank employees (Belias & Koustelios, 2013a), especially among females (Belias & Koustelios, 2013b). Additionally, employees seemed to be content with their work and consider it to be remarkable and promising, confirming the findings of a previous similar study (Belias, Koustelios et al., 2013a).

Regarding the feeling of job burnout among Greek bank employees, the present study revealed that the participants were likely to experience emotional exhaustion and depersonalization once or sometimes a month, meaning that they feel physically and mentally tired quite often, while they sometimes treat their colleagues or customers as impersonal objects. However, the third variable of job burnout, personal accomplishment was found to be quite higher among participants than the other two. More specifically, participants reported that they were very likely to understand other people’s emotions, help them deal with their problems and make them feel comfortable, while they felt that their job was constructive and creative several times a week. Those results confirm previous findings both from the Greek population and from other countries as well (Belias, Koustelios et al., 2013b; Sowmya & Panchanatham, 2011).

Furthermore, the variable of emotional exhaustion was found to be affected by several aspects of job satisfaction, indicating that the employee’s negative feelings about their work and duties, their negative attitude toward their superiors and their negative perceptions of their working environment and opportunities provided were likely to make them feel stressed and disappointed. The opposite phenomenon occurred when employees perceived their working environment as friendly and their work as valuable and important.

Moreover, the multivariate analysis revealed that each variable of job satisfaction had a significant effect on the variables of job burnout studied as a whole. In addition, all variables of job satisfaction had a significant effect of almost all the variables of job burnout studied separately. These findings indicated that the general feeling of job burnout experienced by Greek bank employees is likely to be affected by every aspect of job satisfaction, suggesting possible fields of prevention and intervention. For example, creating a pleasant working environment, where superiors are receptive to new ideas and proposals and interesting projects are assigned to employees, is likely to raise employee’s feeling of personal accomplishment, creativity and performance. On the contrary, a job with low earnings and promotion opportunities and a competitive working environment, with feeble relations among colleagues is more likely to make employees feel emotionally exhausted, withdrawn and hostile.

Finally, the analysis of the results showed that emotional exhaustion was likely to be predicted by the factors of working conditions and earnings, as poor ventilation and lighting were

possible to lead employees to physical exhaustion, while low salary was a predicting factor of mental exhaustion, anxiety and pessimism. Moreover, depersonalization seemed to be likely to be predicted by promotions and nature of work, indicating that employees who believed that their promotion opportunities were limited and their work was monotonous were also likely to feel less caring about other people and less helpful with their problems. Finally, the feeling of personal accomplishment among bank employees seemed to be predicted by high income, good relations between employees and their superiors, high promotion expectations and positive perceptions about the nature of work.

## **CONCLUSION**

The present study revealed several aspects of job satisfaction and job burnout among Greek bank employees, which, in combination with previous results, can lead to interesting findings. For instance, it was found that the job burnout syndrome is likely to be prevented by taking into consideration and improving the aspects of job satisfaction experienced by employees in the banking sector. However, it should be noted that the results of the present study represent a rather small sample of Greek bank employees, so they should be carefully interpreted. Job satisfaction and job burnout are multidimensional and complex phenomena, which are likely to be affected by demographic, individual and organizational factors. For this reason, they should be thoroughly studied at a local, national and international level, in order to be fully understood and addressed.

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