

Exploring Workplace Mental Health: Burnout, Self-Efficacy, and Organizational Commitment Among Female Executives in the Financial Sector

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Abstract: This study investigates the critical interplay between mental health challenges and job performance among women in executive roles within financial sector in 2024. Focusing on burnout, professional self-efficacy, and life satisfaction, the research explores how these factors influence job performance, with organizational commitment as a mediation variable. Female executives face distinctive challenges, including gender-related barriers and the pressure of managing multiple roles, which can hinder their productivity and career progression. Employing a quantitative, non-experimental cross-sectional design, data were collected from a representative sample of peruvian female executives using validated instruments: the Burnout Unique Item (IUB), Professional Self-Efficacy Questionnaire (IWPQ), and Utrecht Work Engagement Scale (UWES-9). Partial Least Squares Structural Equation Modeling (PLS-SEM) was utilized to analyse the mediating effects of organizational commitment on psychological factors and job performance. The findings emphasize the importance of organizational policies fostering supportive environments that address mental health concerns, improve well-being, and enhance job performance. This study offers valuable insights for stakeholders in the financial sector, where demands for productivity and leadership performance are particularly high. The results contribute to the broader understanding of workplace dynamics, providing practical recommendations for creating equitable and supportive workspaces.

Keywords: Burnout, Professional Self-Efficacy, Organizational Commitment, Female Executives, Financial Sector

1. Introduction

In line with the World Mental Health Report by the World Health Organization (WHO 2022), the global health crisis has increased worldwide levels of anxiety and depression by 25%. This has resulted in the loss of 12 billion workdays annually and nearly one trillion dollars in productivity costs (WHO 2024). This situation underscores the urgency of addressing workplace mental health, particularly burnout (BO), which affects the physical and emotional well-being of employees and their organizational performance (Gandi et al, 2011). In Peru, 78% of workers experienced BO in 2023, a 12-percentage-point increase from 2022 (Vinatea & Toyama 2023). Women, disproportionately affected by gender inequalities and multiple responsibilities, show higher BO levels, negatively impacting job performance (JP) (Bhagat 1983). Despite increased leadership participation, only 34.24% of executive positions in Latin America and the Caribbean were held by women (International Labour Organization 2019), yet their contributions significantly enhance organizational performance (ILO 2019). Organizational commitment (OC), linked to life satisfaction (LS), is key to improving efficiency, professional self-efficacy (PSE), and JP, serving as a protective factor against BO (Bernales-Turpo et al, 2022; Stephanou & Giorgali 2020). Consequently, this study aims to analyse the impact of BO, PSE, and LS on JP, mediated by OC, among women in leadership roles within Peru's financial sector in 2024. Burnout, resulting from chronic workplace stress, is characterised by emotional fatigue, cynicism, and reduced efficacy, impacting well-being and JP (Salvagioni et al, 2022; Gandi et al, 2011). Self-efficacy, defined as belief in one's ability to complete tasks, predicts skills and confidence in the workplace (Khalil & Siddiqui 2019). Diener's Subjective Well-Being Model includes LS, positive emotions, and low negative emotions, influencing organizational outcomes (Diener 2000). OC, comprising vigour, dedication, and absorption, fosters a sense of belonging and focus (Schaufeli & Bakker 2004). JP, reflecting workplace skills and talents, is shaped by job complexities and personal factors (Hackman & Oldham 1976; Sackett & Lievens 2008). The workplace influences OC and JP based on the balance between demands and resources (Yikilmaz et al, 2024). The Job Demands-Resources (JD-R) theory links high demands and limited resources to BO, while the Conservation of Resources (COR) theory associates resource loss with reduced JP (Bakker et al, 2021). Self-efficacy and optimism mitigate BO and promote positive behaviours (Bakker & Demerouti 2017).

2. Methodology

This research employs a quantitative applied approach to objectively measure variables (Hernández et al, 2006). Using an explanatory, non-experimental, cross-sectional design, data will be collected at a single point in time (Saunders et al, 2007). Surveys will target female executives in Peru's financial sector in 2024, who face gender-

related barriers that hinder their professional development and regional economic potential (Gender and Non-Discrimination Department 2024; WomenCeo 2024). The population comprises 4,842,489 women working in this sector, classified as an economic enabler (INEI 2024; Bureau of Labour Statistics 2024). A sample of 150 observations, suitable for PLS-SEM (Hair et al, 2017), will be selected using non-probabilistic snowball sampling (Biernacki & Waldorf 1981). The Burnout Unique Item (IUB), validated in Peru by Merino-Soto et al (2018), evaluates physical and mental exhaustion across five categories, with validity linked to the Maslach Burnout Inventory - General Survey (MBI-GS) (Maslach et al, 1986; Fernández et al, 2015). PSE will be measured using the 10-item Professional Self-Efficacy Questionnaire (AU-10), demonstrating high reliability ($\alpha = .84$) (Calderón-De la Cruz et al, 2018). LS will be assessed with the Satisfaction With Life Scale (SWLS), validated for reliability ($\omega = .90$) (Pavot & Diener 2008). JP will be measured with the Individual Work Performance Questionnaire (IWPQ) ($\alpha > 0.70$) (Gambino & Salessi 2016), and the Utrecht Work Engagement Scale (UWES-9) will measure vigour, dedication, and absorption, validated for the Peruvian population (Jiménez et al, 2015). Data collection will utilise digital surveys, ensuring quality, confidentiality, and adherence to ethical standards. The mediation model includes BO, PSE, and LS as predictors, OC as the mediator, and JP as the dependent variable. PLS-SEM with SmartPLS version 4 will analyse latent variable relationships in small samples (Hair et al, 2017). This method, suitable for complex models, integrates factor analysis and linear regression, using indicators and descriptive statistics such as mean, standard deviation, skewness, and kurtosis (Chin 1998; Kline 2015). Internal consistency will be assessed with Cronbach's Alpha and composite reliability (≥ 0.7), while convergent validity will use Average Variance Extracted (AVE ≥ 0.5). Discriminant validity will follow the Fornell-Larcker criteria and Heterotrait-Monotrait (HTMT) ratio (≤ 0.85) (Fornell & Larcker 1981; Hair et al, 2017). Model fit will be evaluated using the Comparative Fit Index (CFI), Tucker-Lewis Index (TLI), and Root Mean Squared Error of Approximation (RMSEA) (Rex 2015; Xia & Yang 2019).

3. Results

Stress and BO negatively affect psychological and physical well-being, reducing OC and JP (Gandi et al, 2011; Mijakoski et al, 2015). BO impacts employees' identification with organizational values (Maslach & Leiter 2016) and is associated with job dissatisfaction and unhealthy behaviours (Rawat et al, 2021; Shubayr et al, 2022). This is especially evident among female executives, who face greater workplace and family demands (Gil-Monte 2020). Therefore, the following hypothesis is proposed: H1: BO has a significant negative effect on OC. PSE, understood as the perception of workplace competence, is positively related to OC (Bandura 1997; Schunk & DiBenedetto 2020). High levels of PSE enhance performance and dedication, making it easier to face challenges and achieve organizational standards (Bernales-Turpo et al, 2022; Wallin et al, 2021). Therefore, the following hypothesis is proposed: H2: PSE has a significant positive effect on OC. LS enhances OC by strengthening overall well-being and emotional connection to the work environment (Diener et al, 2017). Employees with high levels of LS increase organizational satisfaction and profitability (Bernales-Turpo et al, 2022). However, organizational factors may influence this relationship (Hobfoll & Freedy 2013). Therefore, the following hypothesis is proposed: H3: LS has a significant positive effect on OC. OC is a key predictor of JP, as committed employees demonstrate higher levels of dedication and perseverance (Bakker et al, 2014). Meyer et al (2002) highlight that OC strengthens the emotional connection to work, thereby improving JP. Among female executives, OC enhances not only individual performance but also team performance (Albrecht et al, 2015). However, Cole et al (2012) suggest that this effect may depend on the availability of resources. Overall, studies confirm the positive relationship between OC and JP (Bernales-Turpo et al, 2022). Therefore, the following hypothesis is proposed: H4: OC has a significant positive effect on JP. Similarly, OC enhances JP by motivating employees, transforming tasks into challenges, and mitigating BO (Dai et al, 2021). It acts as a mediator between PSE, LS, and BO, strengthening efficiency and job satisfaction (Bernales-Turpo et al, 2022; Nayak & Sahoo 2015). Employees with a high quality of life show greater commitment to organizational goals, improving social networks and amplifying JP (Carmeli & Freund 2003). Accordingly, the general hypothesis is based on the study by Bernales-Turpo et al (2022), which demonstrated that the mediation of OC in the relationship between PSE, LS, and BO had a positive effect as a predictor of JP.

4. Conclusion and Discussion

The study has limitations that provide opportunities for future research. The cross-sectional design limits causal conclusions, while its small, female-focused sample reduces generalisability. Future studies should expand sample sizes and consider factors like prior mental health and family support. This research examines how BO, PSE, and LS influence JP through OC in the financial sector, where women face gender barriers. Workplace

exhaustion increases absenteeism and turnover, affecting costs and efficiency (ILO, 2019). Findings highlight key strategies: for companies, mental health policies, flexible work models, and gender-sensitive leadership; for employees, resilience-building strategies, and professional support networks; for policy makers, regulations that promote equity and workplace well-being. Strengthening OC through workload management and support enhances performance, while diversity fosters inclusive workplaces, benefiting employees and society (Virtanen et al., 2022; ILO, 2019).

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