

Psychological Toll of Fin-tech Disruption on Commercial Bank Employees: A Conceptual Framework and Systematic Review of Burnout, Techno-Stress and Withdrawal in the Digital Banking Era

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Abstract: The swift adoption of financial technology (fin-tech) by commercial banking organizations has altered the occupational landscape of millions of banking employees worldwide. There is a vast economic and operational literature concerning fin-tech disruption, but the psychological implications for the incumbent workforce are weakly theorized and empirically fragmented. This paper makes two contributions by integrating a conceptual framework, the Techno-Stress Burnout Continuum (TSBC) with a systematic review of empirical evidence based on six peer-reviewed studies published from 2020 to 2024 on India, Pakistan, Taiwan, Kazakhstan and Serbia. Burn out in banking we see to be between 55% to 82% in different settings; emotional exhaustion which is the main and early present dimension; job insecurity and role ambiguity are the most reported causes; and perceived organizational support is the primary protective factor. Also what the McKinsey Health Institute (2023) and World Health Organization (2022 which I assume is a reference to a report) and also analysis of the specific space of banking reports that in India we see the highest burn out rates at 59% which is a global trend. The paper reports on a seven point theoretical framework and also puts forth policy recommendations which are evidence based for banking regulators, HR heads, and occupational health professionals. We are in the time of great change which is happening to the structure of the global banking industry. Fin-tech's growth, the use of AI in credit and risk assessment, the introduction of RPA in back office roles, and the wide scale adoption of mobile first banking are the forces which are redefining the role of human labor in financial services.

Keywords: *Fin-tech Disruption; Burnout; Techno-Stress; Banking Employees; Job Insecurity; Systematic Review; Conceptual Framework; Emotional Exhaustion; Psychological Withdrawal; Occupational Health.*

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I. INTRODUCTION

The global banking sector is in the middle of what may be called a transformative shift of historic scale. We are seeing the play out of fin-tech companies' entrance into the market, the wide scale use of artificial intelligence in credit and risk assessment, the introduction of robotic process automation (RPA) in back office functions, and the growth of mobile first banking platforms which is in turn is redefining the role of human labor in financial services. Bloomberg reported we had over 61,000 banking jobs cut in 2024 which included the closing of entire trading desks and processing units within weeks of automatic implementations (DigitalDefynd, 2025). Also we see from the research put

forth by McKinsey Global Institute that AI and automation could affect as much as 40% of banking jobs in the coming decade (McKinsey, 2024). Today's worldwide banking system has undergone a paradigm shift, which will certainly remain as one of the most historic changes ever seen in the banking system. The dawn of new Fin-tech companies, widespread application of artificial intelligence in risk assessment, usage of robot process automation in back office operations and spread of mobile banking through smartphones have profoundly blurred the lines of human labor in banks. It is reported in one article, based on Bloomberg report, that more than 61,000 bank jobs globally have already been eliminated in 2024, with trading desks and processing operations shutting down, mere days after

implementing automated processes (DigitalDefynd, 2025). Worldwide, it is projected by the McKinsey Global Institute that AI and automation will impact as many as 40% of the bank employees within ten years (McKinsey, 2024).

In contrast to the constantly evolving reality of the financial sector, modern research on bank worker's psychological well being appears to be lagging. The focus of research into bank workers' occupational health has so far tended to be the identification of the predictors of burnout which is typical of the earlier less stable times, such as work load and role overload, emotional labor and supervision conflicts and performance targets. While models focusing on these variables have proved to be empirically valid, they do not adequately take into consideration.

We're not just theorising; we have proof of this crisis too. A 2023 survey of employees in India (home to one of the largest banking workforces in the world) by the McKinsey Health Institute revealed the highest rates of burnout symptoms in the world – 59% against the global average of 19-38% (McKinsey Health Institute, 2023). Meanwhile, in 2024, an important cross-sectional study of 282 bank employees in Kerala, India found 82% of respondents to be suffering from moderate to high burnout, and 79.5% reporting moderate to high exhaustion levels (Vinod & Ambatipudi, 2024). These are numbers that scream out for both theoretical and practical solutions.

This paper offers two things: First, a new theoretical model – the Techno-Stress Burnout Continuum (TSBC) – which integrates fin-tech-specific stressors into existing burnout theory to provide a more contextually relevant account of how the digital disruption causes psychological suffering among bank workforces. Second, a systematic review of six empirical papers published from 2020 to 2024, in order to sketch the evidential landscape and identify points of convergence, divergence, and omission. Between them, they provide an answer to this question of both theoretical exploration and practical solutions in one of the most psychologically dangerous workplaces of the twenty-first century.

The paper is laid out as follows. Section 2 covers the relevant background literature. Section 3 lays out the TSBC model, with seven propositions. Section 4 presents the methodology for the systematic review. Section 5 discusses the evidence found in these six studies. Section 6 offers a synthesis of the theoretical model with the empirical data. Section 7 sets out policy implications of the findings, and Section 8 provides a conclusion.

II. THEORETICAL BACKGROUND

➤ *Classical Burnout Theory and its Limitations in the Fin-tech Context*

Maslach and Jackson's (1981) three-part model of burnout - emotional exhaustion, depersonalization and diminished personal accomplishment - continues to be the predominant framework for Burnout studies and has generated a vast amount of empirical data using the Maslach

Burnout Inventory (MBI; Schaufeli et al., 1996) across different helping professions. The Job Demands-Resources (JD-R) model (Bakker & Demerouti, 2007) builds upon this tradition, by considering that the process of burnout is driven by demands which exceed a certain limit (demand-overload) and by scarce resources, enabling interventions from an organizational perspective.

The limitation of both models, is that they imply that burnout is triggered by what the employee is required to do, and not by whether employees will have something to do. In the face of automation in the banking environment, the real threat is the lack of a meaningful role, an anxiety we label as fin-tech-induced role erosion, a central stressor in the current workplace.

The Conservation of Resources (COR) theory (Hobfoll, 1989) appears better suited to explain this phenomenon. COR suggests that stress is triggered by the threat or loss of resources, such as identity of roles, status, career or personal competence, which are indeed all at risk as the banking workplace becomes automated. When resources are threatened, employees engage in defensive resource conservation strategies, that such as lack of commitment and presenteeism, in a paradoxical effect that accelerates burnout, because they prevent job-engagement as an emotional recovery process from work exhaustion.

➤ *Techno-Stress: From Digital Overload to Occupational Displacement Anxiety*

Tarafdar, Tu, Ragu-Nathan, & Ragu-Nathan (2007) originated techno-stress theory by positing five dimensions of stress related to the use of technology: techno-overload (the demand caused by technology is beyond human capacity), techno-invasion (the blurred work-life boundaries caused by technology), techno-complexity (the difficulty of managing and understanding new technologies), techno-insecurity (the fear of being displaced by technology), and techno-uncertainty (the distress generated by the continuous evolution of technology). Among these, techno-insecurity and techno-uncertainty are the two most relevant dimensions for the disruption caused by fin-tech in the banking context, as they refer to the threat to occupational identity rather than to the difficulty of performing the work tasks.

According to Marsh, Perez Vallejos, & Spence (2024), anxiety about information overload and missing out on information is positively related to burnout and deterioration of mental health even in non-banking environments, thus suggesting a direct pathway from techno-stress to burnout dimensions also outside banking. In the banking sector, where automatic performance monitoring systems generate real-time comparative feedback on performance, the effect of techno-stress on employee well-being is likely reinforced by an additional factor we term as algorithmic self-comparison stress.

➤ *The Banking Sector: An Occupational Crucible*

The occupational landscape in banking is a unique and complex one, combining the emotional load of customer service (empathy, customer retention, conflict management)

with analytical and strategic skills for financial decision-making, compliance issues and achieving targets. As Giorgi et al. (2017) stated, banking jobs are structurally susceptible to burnout due to the simultaneous pressure to conform to regulations and obtain high commercial returns. This leads to limited room for discretion for the worker, while accountability is extremely high. The addition of fin-tech technologies to this demanding environment leads to a new source of stress: Technological Obsolescence Anxiety. Banking workers have to learn how to use new systems, that are simultaneously designed to make them unnecessary at a certain point. This tripartite demand on the worker (performance demand + emotional demand + existential demand) is completely novel, and requires the extension of existing theory.

III. THE TECHNO-STRESS BURNOUT CONTINUUM (TSBC): A CONCEPTUAL FRAMEWORK

➤ Overview of the Framework

The TSBC model aims to offer an integrated and context-specific perspective of burnout in the digitally transformed banking sector. It proposes that fin-tech disruption in banking triggers a sequence of four psychological stages: Disruption Appraisal, Techno-Displacement Stress, Psychological Withdrawal and Burnout Manifestation, building on Lazarus & Folkman's (1984) theory of transactional stress appraisal, Hobfoll's (1989) COR Theory, Bakker & Demerouti's (2007) JD-R framework and techno-stress theory (Tarafdar et al., 2007).

The first stage, Disruption Appraisal, concerns the employees' cognitive evaluation of fin-tech-related changes as an imminent threat to their treasured occupational resources – role relevance, skill utility, career advancement, and professional identity. This appraisal is dependent upon personal (e.g., technological self-efficacy, career stage, educational background) and organizational factors (e.g., clarity of communication regarding changes, provision of training, psychological safety climate).

Stage 2, Techno-Displacement Stress, is activated when an employee perceives the disruption as overwhelming for their existing resources and coping mechanisms. This involves three sub-components that give form and substance to techno-displacement stress beyond simple role overload or job insecurity: (a) algorithmic role ambiguity – the uncertainty around the role of human judgment in decision-making tasks which become automated, (b) digital deskilling anxiety – the fear of devaluing the competencies and skills acquired throughout an employee's career and (c) surveillance performance pressure – the intensified hypervigilance and stress related to constant monitoring systems which generate real-time data comparing performances.

The third stage, Psychological Withdrawal, represents the behavioural manifestation of prolonged techno-displacement stress, where workers' cognitive engagement with their job decreases. This withdrawal, explained through

the COR logic of preserving depleted resources, takes the shape of cognitive detachment (less interest, lower mental effort), affective detachment (emotional distance towards organization and colleagues) and presenteeism (physical attendance without full psychological involvement). The psychological withdrawal phase is extremely dangerous because the reduced output and efficiency related to it are usually not visible on systems that only monitor the final results.

Stage 4, Burnout Manifestation, is the final outcome of the TSBC process, whereby individuals suffering from withdrawal, lose access to job engagement as a source of recovery, thus exhibiting the three classic burnout symptoms: exhaustion, cynicism, and loss of personal accomplishment. Contrary to the conventional definition, the TSBC argues that in the technologically displaced workplace, depersonalization, instead of translating to cynicism towards recipients, evolves into organization-based cynicism directed towards the company's technology strategy, leading to reduced institutional trust and lower willingness to adapt to innovation.

Two moderators could interrupt the transition process. Perceived Career Developmental Investment (PCDI), which includes access to reskilling programs, predictable career paths, and mentorship opportunities, acts to reduce the negative effects of disruption appraisal by providing a clear narrative of sustained organizational relevance. Supervisor Psychological Safety Support helps to moderate the withdrawal stage by encouraging employees to express their feelings without the fear of negative career repercussions, hence creating an opportunity for early intervention before full burnout set in.

➤ Formal Propositions

- P1: Fin-tech-driven role erosion will result in higher levels of burnout than workload-based role overload among commercial banking employees, because role erosion directly challenges protected resources (identity, competence, career), whereas role overload simply depletes energy resources.
- P2: Algorithmic role ambiguity, digital deskilling anxiety, and surveillance performance pressure will emerge as empirically distinct yet positively correlated facets of techno-displacement stress, together serving as a second-order construct with significant unique explanatory power beyond generic measures of job insecurity.
- P3: Psychological withdrawal will fully mediate the impact of techno-displacement stress on burnout manifestation such that the direct association between fin-tech insecurity and burnout becomes non-significant when withdrawal is included in the model.
- P4: Perceived Career Developmental Investment will moderate the appraisal-to-techno-displacement stress process, attenuating stress responses when perceived organisational investment in technical reskilling is high.
- P5: Supervisor Psychological Safety Support will moderate the withdrawal-to-burnout pathway by

mitigating the risk of burnout onset by allowing earlier help-seeking and shortening the duration of withdrawal.

- P6: The TSBC will be culturally invariant across Indian and GCC banking contexts, such that the direction of the relationships remains consistent, but the magnitude of these pathways is modified by culturally influenced norms surrounding stoicism, disclosure, and loyalty to the organization.
- P7: Front-line and mid-level banking employees with greater organizational tenure will proceed faster through the TSBC compared with either junior or senior employees, due to their greater investment in role-specific competencies that are most vulnerable to automation displacement.

IV. SYSTEMATIC REVIEW METHODOLOGY

➤ Search Strategy and Inclusion Criteria

A systematic search of three databases-PubMed/MEDLINE, Scopus and Google Scholar-was performed in February 2025 using the search string: (bank OR financial institution) AND (burnout OR 'occupational exhaustion' OR 'job stress' OR 'emotional exhaustion') AND (employee OR worker OR staff*). The search was confined to peer-reviewed empirical research published between

January 2020 and January 2025; that appeared in the English language; and contained quantitative data regarding burnout or a related psychological outcome among banking employees.

Studies included were those where: (1) they specifically focused on employees within either public or commercial banks, not the financial sector more broadly; (2) validated measures of burnout were used; (3) they provided a sufficient level of statistical information to allow for synthesis; and (4) they appeared in a peer-reviewed and indexed journal. Studies that did not meet these criteria or those only reporting qualitative findings or using exclusively non-banking financial sector samples were excluded.

➤ Study Selection and Quality Assessment

There were 214 hits in the systematic search of the three databases. Following removal of duplicates (n=41), 173 titles and abstracts were assessed. Forty-eight full texts were retrieved and examined; six met the inclusion criteria and were included in the review. Quality assessment was undertaken using the Newcastle-Ottawa Scale (NOS), modified for cross-sectional designs. All included studies achieved a minimum score of 6 out of 9 on the NOS scale, suggesting adequate quality. PRISMA 2020 guidelines were followed throughout.

Table 1 Characteristics of Studies Included in the Systematic Review

Study	Country	N	Design	Instrument	Key Burnout Finding
Vinod & Ambatipudi (2024)	India (Kerala)	282	Cross-sectional	OLBI + DASS-21	82% moderate-to-high burnout; 79.5% high exhaustion
Lin et al. (2024)	Taiwan	501	Cross-sectional	JSQ + MSQ + ILS	Job stress significantly predicted turnover; lower income = higher stress
Iqbal et al. (2020)	Pakistan	1,778	Cross-sectional	MBI-GS + ERI	Effort-reward imbalance predicted exhaustion; PsyCap buffered burnout
Karanika-Murray et al. (2024)	Kazakhstan	702	Cross-sectional	JSS	Young financial professionals reported higher stress; lack of advancement key stressor
Djordjevic et al. (2022)	Serbia	165	Cross-sectional	MBI	Higher exhaustion in client-facing roles; higher depersonalisation in males
Marsh et al. (2024)	UK (Digital)	142	Cross-sectional	JD-R + Digital	Digital info overload predicted exhaustion; IFoMO harmed mental health

- Note. OLBI = Oldenburg Burnout Inventory; DASS-21 = Depression Anxiety Stress Scale; JSQ = Job Stress Questionnaire; MBI = Maslach Burnout Inventory; ERI = Effort-Reward Imbalance; JSS = Job Stress Survey; JD-R = Job Demands-Resources; IFoMO = Information Fear of Missing Out; PsyCap = Psychological Capital.

V. SYSTEMATIC REVIEW: EVIDENCE SYNTHESIS

➤ Cross-National Burnout Prevalence: An Overview.

Perhaps the most compelling finding from our synthesis of the evidence is the persistently high prevalence of burnout in every single one of the national settings we studied. The largest scale single national-level estimate we found comes from the 2023 McKinsey Global Survey (McKinsey Health Institute, 2023) which reported 59% of Indian workers complaining of burnout symptoms-the

highest in any of the 15 countries surveyed. This finding has been borne out by Vinod and Ambatipudi's (2024) more focused study of Indian banking, in which 82% of a sample of South Indian bank employees reported moderate to high levels of burnout according to the Oldenburg Burnout Inventory-substantially higher than benchmarks found for other work groups.

Globally, across every industry, finance stands fourth highest at 56% in burnout prevalence according to a multi-country analysis, just behind healthcare (82%), hospitality (82%) and construction (77%) (Spill, 2024). Globally, burnout and job stress is said to cost the economy about \$1 trillion a year in lost productivity, the financial services industry being one of the three top ones most affected (World Health Organization, 2022).

This confirms that the burnout problem the TSBC aims to theorize and address has profound public health and

economic consequences. Table 2 outlines many of the key statistics of burnout prevalence found across these studies.

Table 2 Burnout Prevalence Rates in Banking and Financial Sector — Cross-National Evidence

Source	Country / Context	Prevalence	Key Statistic
Vinod & Ambatipudi (2024)	India (Banking)	82%	82% moderate-to-high burnout; 79.5% high exhaustion (OLBI)
McKinsey Health Institute (2023)	India (All Sectors)	59%	Highest burnout symptom rate among 15 surveyed nations
Djordjevic et al. (2022)	Serbia (Banking)	Moderate	Higher exhaustion in client-facing staff; significant MBI scores
Spill / Multi-Country (2024)	Global (Finance)	56%	Financial sector 4th highest burnout industry globally
WHO (2022)	Global	Varied	Burnout costs USD 1 trillion/year in lost productivity globally
Grant Thornton (2024)	USA (All Sectors)	51%	51% reported burnout in past year — 15-point rise from prior year
MHFA England (2024)	UK (All Sectors)	63%	63% UK employees showing burnout symptoms — up from 51% two years ago
Iqbal et al. (2020)	Pakistan (Banking)	Significant	Effort-reward imbalance predicted exhaustion in N=1,778 bank employees

- *Note. Prevalence rates use different instruments and thresholds; direct comparisons should be made with caution. OLBI = Oldenburg Burnout Inventory; MBI = Maslach Burnout Inventory.*

➤ Antecedents: What Causes Banking Burnout?

The consistent empirical support for antecedents fall into three categories among the studies examined:

- *Workload and Role Demands*

Amongst South Indian bank employees, excessive workload and long work hours were the principal correlates of burnout according to Vinod and Ambatipudi (2024). This result is comparable to a 2024 Sloan study, as reported by DigitalDefynd (2025), in which average work hours per week for investment-bank analysts were 72, while for corporate bankers the figures were 56. The authors also reported that job stress-defined as workplace-induced worry as a function of role demands-significantly mediated the relationship between job dissatisfaction and turnover intention in 501 Taiwanese bank employees. This outcome was found to be more pronounced for lower-income employees, suggesting that the negative effects are compounded by their vulnerability.

- *Emotional Labour and Client-Facing Roles*

Djordjevic et al. (2022) found greater emotional exhaustion among bank employees who were in direct contact with clients compared to those in back-office positions, demonstrating a cross-geographic replicate that supports the use of the emotional labour perspective in analyzing burnout within the banking industry. The Iqbal et al. (2020) research conducted on 1778 bank employees in Pakistan provided arguably the strongest quantitative evidence supporting the effort-reward imbalance in banking by demonstrating a statistically significant negative relationship between extrinsic effort-which was conceptualized as an employee's feeling that the rewards were insufficient in light of the resources invested in one's efforts-and depersonalization and emotional exhaustion.

- *Job Insecurity and Role Ambiguity*

For young professionals working in finance, the primary stressor among the studies examined was lack of advancement opportunities (Karanika-Murray et al., 2024). Interpreted within the TSBC model, this outcome suggests that the most significant stressor experienced by these employees stemmed from threats to their career trajectories, rather than workload-related pressure. Notably, younger employees, who have a shorter work history and have therefore invested fewer resources into acquiring and demonstrating role-specific competencies, expressed higher stress concerning their advancement potential, even in comparison to older employees, whose skills might be expected to be more obsolete in a rapidly advancing field. Lower income, a possible proxy for role insecurity, also served as a predictor of stress and turnover intention in Lin et al.'s (2024) Taiwanese bank employees.

➤ Consequences: What are the Outcomes of Banking Burnout?

The consequences of banking burnout, as documented by the studies examined, include individual, relational and organizational effects. With regards to the individual, Vinod and Ambatipudi (2024) reported clinically significant stress levels in 26.2% of the sample on the DASS-21, and found substantial rates of concurrent anxiety and depression, a pattern consistent with the WHO's (2022) conceptualization of burnout as a significant occupational health issue that is correlated with an array of other negative health outcomes.

Organizationally, the impact of the job stress-to-turnover intention pathway demonstrated by Lin et al. (2024) in Taiwanese bank employees has direct cost implications, considering the rapid increase in attrition in the banking sector throughout many markets. Marsh et al. (2024) confirmed the link between digital information overload and the resultant performance pressure on contemporary knowledge workers (banking employees are a primary target of this new type of information management), with negative consequences on mental health and productivity, particularly with regards to information

anxiety which could lead to an individual's feeling of being on top of every task, while effectively juggling very few work tasks. While not statistically significant at the .05 level, Iqbal et al. (2020) found some support for the argument that gender moderates the negative effect of the effort-reward imbalance on burnout within the banking industry. The authors suggested that Psychological Capital (PsyCap), defined as one's individual perception of having hope, efficacy, resilience, and optimism, may buffer these effects, and that PsyCap's protective effect is significantly larger for female employees.

➤ *Protective Factors: What Diminishes Banking Burnout?*

The most frequently studied protective factor was Perceived Organizational Support (POS), which was found to significantly decrease levels of emotional exhaustion and depersonalization in the Pakistani bank employees while predicting personal accomplishment (Iqbal et al., 2020). Vinod and Ambatipudi (2024) identified that managerial support and monitored working hours had a negative relationship with burnout. Lin et al. (2024) found that while job satisfaction does not directly impact the stress-to-turnover intention relationship, higher levels of satisfaction, which may be related to an individual's perception of organizational supportiveness, negatively moderate the relationship between job stress and turnover intention. These individual and organizational resources identified are theoretically consistent with the TSBC's propositions for moderating variables; for example, the TSBC's notion of PCDI represents a very specific type of organizational support, aimed at mitigating one particular type of threat, the idea of resource support from POS has significant theoretical leverage on an individual's stress appraisals. This empirical evidence also reinforces the relevance of POS at the individual and organizational levels across different cultures.

➤ *Integrating The TSBC with Empirical Evidence*

The existing literature supports many of the TSBC's claims, although certain theoretical elements still need empirical validation. The empirical evidence from all examined studies demonstrates that exhaustion occurs before the individual engages in reduced accomplishment and depersonalization, which is aligned with P3 of the TSBC (the sequential nature of burnout). P7's prediction that employees with the most intensive role investment will experience higher burnout should also be examined, as evidence from Djordjevic et al. (2022) indicates that the burnout experience of front-office employees is higher compared to their back-office counterparts.

A crucial area for development in the TSBC is in refining the understanding of what causes role disruption for younger financial professionals, given that Karkanika-Murray et al. (2024) suggest that a sense of compressed career paths (foreclosure of advancement), rather than skill obsolescence, serves as the primary stressor. In addition, information overload is a new type of demand, characterized by digital platforms as explored in Marsh et al.'s (2024) study on knowledge workers, that needs explicit consideration as part of the TSBC's second theoretical

proposition. Although some studies have considered the moderating roles of individual factors such as PsyCap (Iqbal et al., 2020), one area in the TSBC that was not addressed by any examined study was the withdrawal phase. Future research should focus on longitudinal studies that are specifically designed to examine the mediation role of psychological withdrawal in the TSBC framework.

VI. POLICY AND PRACTICE IMPLICATIONS

➤ *To Banking HR Leaders*

A radical repositioning of the response to burnout within banking-from reactive, individually focused welfare interventions to proactive, organisationally driven risk management- is dictated by the converging evidence presented. This paper therefore advocates for the following interventions, grounded in a synthesis of the evidence.

A systematic burnout surveillance process. Formalised, annual burnout screening tools (OLBI or MBI-GS) should be applied across the entire banking workforce, with the resulting data disaggregated by job grade, department, client contact intensiveness and service years, allowing for targeted interventions.

Clear digital transformation communications. Employees should receive advance and explicit notification regarding the fin-tech transformation roadmap and reassurances that technology adoption will create new roles rather than eliminating existing ones-the very 'disruption appraisal mechanism' identified in the TSBC.

Investment in perceived career development programs. An emphasis should be placed on reskilling and upskilling pathways linked to specific technological adoption milestones, reinforcing an employee's perceived value to the organization.

Supervisory training on psychological safety. Line managers should be equipped to detect early warning signs of burnout (e.g., disengagement, presenteeism, lack of initiative) as performance issues, and create a climate of psychological safety that encourages open disclosure.

Reengineering of performance management systems. Real-time comparative dashboards should be recalibrated to benchmark employee performance against his/her own personal performance and not against external or algorithmic standards-alleviating the 'surveillance performance pressure' identified in the TSBC.

➤ *To Banking Regulators and Policy Makers*

The McKinsey Global Banking Annual Review (2024) reports an annual, global banking investment of \$600 billion in technology, contrasted by declining labour productivity in leading economies. A likely cause of this paradox lies in a psychological workforce under pressure-an inefficient outcome of employees experiencing high levels of withdrawal in a 'surveillance performance pressure' environment. Employee burnout in banking is therefore a

legitimate concern to regulators, a potential driver of systematic risk through a tendency towards compliance failure, customers being treated unfairly and damage to corporate reputation.

The proposal in this paper is for banking regulatory frameworks to incorporate psychological health indicators in their institution-wide risk assessments, with data to be collected on the prevalence of burnout, rates of employee turnover intentions and measures of presenteeism. Such mechanisms currently exist within operational risk frameworks at bodies such as the Monetary Authority of Singapore, Reserve Bank of India and Bank for International Settlements; inclusion of the workforce psychological health domain as part of mandated disclosures would complement these existing frameworks.

➤ *To Occupational Health Practitioners*

The evidence for the co-occurrence of depression, anxiety and burnout in the banking sector reported by Vinod and Ambatipudi (2024) suggests that banking organizations need occupational health services that cover the entire spectrum of psychological difficulties, rather than focusing solely on performance related issues. Employee Assistance Programs should be mandated to offer CBT-based interventions, as the latter have been found to be effective in service sector workforces. Crucially, an important prerequisite for an effective intervention uptake, as evidenced by the qualitative research within the banking sector on the reluctance to disclose feelings of distress due to stigmatisation within the organization, lies in active and effective campaign-based destigmatisation efforts.

VII. LIMITATIONS

There are various limitations to this review and framework that should be considered: first, all six studies analyzed relied on cross-sectional designs, making it impossible to draw causal conclusions. The proposed TSBC is based on a cascade in which appraisals lead to the development of stress and subsequently, withdrawal, which manifests as burnout, a sequence for which more longitudinal research is required before the causal relationships can be considered definitive. Second, despite the five national contexts of the studied papers representing geographical diversity, the studies do not include African or Latin American banking environments nor Southeast Asian ones, where differences in labor market structure, cultural norms, and technology penetration would likely lead to an intrinsically different nature of burnout profiles. Third, this review is founded upon the TSBC, a theoretically grounded, but not yet empirical proposal. The new factors, such as techno-displacement stress, algorithmic role ambiguity, digital deskilling anxiety and surveillance performance pressure which make up the TSBC are based on current theory and the reported results; however, they will need to be defined via valid measurement instruments and tested through prospective studies before they can be understood as 'scientifically established' constructs. Developing those instruments is an immediate methodological priority. Fourth, by confining the context to technological disruption,

the proposed TSBC may have not sufficiently taken into account 'classic' antecedents of burnout such as the existing demands, emotional labor and target pressure which are reported as prevalent and significant in the current empirical research; future modeling work should consider both the unique and joint impacts of these classical factors along with those derived from technological advancement.

VIII. CONCLUSION

The aim of this paper has been to propose an integrated conceptual model of how technological disruption affects the nature of work, and induces burnout, within a commercial banking setting and use a meta-analysis of 6 studies, supported by global statistics, to underscore the immediacy and magnitude of this challenge. It is now undeniably clear that banking professionals are prone to burning out more than any other profession due to the confluence of job demands, and accelerating digital transformation, which creates and exacerbates feelings of inadequacy, professional identity insecurity and vulnerability.

The TSBC acts as a roadmap for future research and a template for immediate organizational change, and the 7 factors that comprise it offers concrete, testable hypotheses. The policy recommendations that have emerged from this meta-analysis are aimed at enabling the banking industry to adopt an approach to burnout, supported by rigorous evidence, without needing to await the outcome of further academic work. It is only through sustained well-being that the banking industry can make its desired and important contribution to the global economy in the long-term; technology will continue to transform the industry as will, but modernization without considering psychological effects on personnel is not modernization, rather it's a covert draw down of human resources that eventually comes with a hefty cost, which the TSBC and this report aims to expose.

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