

# Work Motivation and Burnout among Corporate Sector Employees: Emotional Regulation as Mediator

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## ABSTRACT

**Aim of Study:** This study analyzes the relationship between burnout and work motivation with the mediating role of emotional regulation among corporate sector employees.

**Research Methodology:** Around a sample (N= 350) of corporate sector employees participated in the study among which there were males (n= 230) and females (n=120). The three measures used in this current study are Work Extrinsic and Intrinsic Motivation Scale (WEIMS), Burnout Assessment Tool (BAT), and Emotional Regulation Questionnaire (ERQ).

**Results:** The result findings show that there is a significant positive relationship between work motivation and emotional regulation (cognitive reappraisal). Moreover, the findings depicted that there is a significant negative relationship between work motivation and emotional regulation (expressive suppression). The findings depicted that there is a non-significant negative relationship between burnout and emotional regulation (cognitive reappraisal) and a positive relationship between burnout and emotional regulation (expressive suppression). Furthermore, the findings depicted that there is a significant negative relationship between Work Motivation and Burnout.

However, while exploring the mediational role of cognitive reappraisal and expressive suppression, it was observed that cognitive reappraisal emerged as a more impactful mediator for the relationship between work motivation and burnout as compared to expressive suppression.

**Conclusion:** This study has implications for the corporate sector to become more aware of work motivation, burnout, and emotional regulation so they can cater to the issue by filling the void.

**Keywords:** Work Motivation, Burnout, Emotional Regulation, Cognitive Reappraisal, Expressive Suppression, Corporate Sector Employees.

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## Introduction

As the work culture evolves, employees face burnout rigorously and become more concerned about their work lives (Shah et al., 2020). Workload, stress, and fast paced work culture may cause burnout for working individuals. Burnout is a multidimensional notion of emotional exhaustion (Zhang and Feng, 2011). People who work closely with others under heavy time constraints may experience weariness, depersonalization, and limited personal accomplishment (Maslach, 2001). Employees may face burnout when they sense a gap between the effort they put in and the results they hoped to get, as a result, an individual facing burnout may impact their motivation to work (Kristiana et al., 2016). Work motivation is a significant component in enhancing performance and producing favorable attitudes and outcomes about one's job (Ryan & Deci, 2000). Therefore, role of emotion is pertinent in this context and emotional regulation is essential for working individuals and being emotionally regulated can results into an efficient work performance.

Work motivation of an employee is described as how energized an individual is while performing tasks and achieving performance goals (Karabay et al., 2014). Employees are emotionally regulated, innovative, and perform efficiently when motivated to work (Abu Orabi, 2016). An emotionally regulated employee directly impacts the team's emotional state and employees' work efficiency (Bhullar, 2012). Emotion regulation is a goal-directed mechanism that influences the strength, length, and kind of emotion experienced (Gross, 1998). Considering this empirical and theoretical relationship the current study aimed to focus on how work motivation and emotional regulation impact burnout among corporate sector employees. It further focuses on the mediating role of emotional regulation on work motivation and burnout among corporate sector employees (Baumeister et al., 2007).

In today's era, firms are more prone to getting more work done with fewer employees, an increased workloads and job expectations contributes leading to high- stress levels (Shah et al., 2020) which may lead towards burnout. Both companies and employees have long been concerned about burnout. Emotional exhaustion (extreme emotional tiredness), depersonalization (detachment or alienation), and lack of accomplishment (deficit of achievement) are three major dimensions of burnout (Shirom, 1989). Workers may experience a loss of excitement and motivation due to severe stress or disappointment at work. Job burnout is a factor that has been greatly suffered by employees and as a result, it has a detrimental influence on organizational productivity, motivation, and self-confidence of the employees (Khan et al., 2020).

Emotional regulation is defined as a mechanism through which the emotions of humans can be controlled and monitored to achieve desired emotional states or consequences. Defining emotions is essential for comprehending the concept of emotion management. Emotion regulation is understood through engaging, avoiding inhibiting, sustaining, or modifying the occurrence, severity, or period of internal feelings, and emotion-related physiological objectives (Spinard & Eisenberg, 2004). Emotion regulation refers to the various methods through which people control the type and trajectory of their enthusiastic participation (Aldao et al., 2010).

Researchers have focused their efforts on two critical emotion management strategies i.e. cognitive reappraisal and expressive suppression (McRae et al., 2012). Cognitive reappraisal is the process of modifying how a person interprets a situation and hence their feelings. Individuals may also use a technique known as active suppression to suppress their feelings. Individuals utilize many techniques to manage their emotions. Individuals with psychological flexibility employ these emotion management skills to deal with social expectations in a socially acceptable manner (Kotsou et al., 2011).

Employees bring their emotions, work-related attitudes, and perceptions of their employer, coworkers, and customers to work every day. In today's organizations, employees must be able to effectively manage their emotions in order maintain their well-being (Milyavsky et al., 2019) The affective demands at work is the existing social rules of emotion manifestation, also known as "feeling rules," which require people to exert sustained emotional effort in order to perform their work-related tasks to the desired standard—

represent one of the most significant occupational stressors that modern jobs and workplaces present to employees. This entails a process of emotion regulation. (Biron and van Veldhoven, 2012).

## **Literature Review**

Self-determination (Deci & Ryan, 2000) states to complete tasks with intrinsic, extrinsic, and prosocial motivations. Intrinsically motivated conduct happens when a person appreciates the work at hand and the task is itself enjoyed by him. For example, considering the corporate sector, an employee at a bank serving as an accountant is passionate about numbers and loves dealing with accounts. This may be due to the significant positive adaptations and intrinsic motivation (Brummelhuis et al., 2011). Superior coping mechanisms are observed in intrinsically motivated people, that is they have better ways to handle stress than others (Brummelhuis et al., 2011). It may be important to understand work motivation and burnout when a person is motivated by external incentives such as money or rewards, they are known to be externally motivated and such individuals experience the accumulation of stressors as they deal with stress passively (Brummelhuis et al., 2011).

Attempts are made by people to manage their emotions daily only to enhance social interactions, however, favorable influence is not always cast on the individual by emotional regulation (English & John, 2013). Re-appraisers tend to experience happier emotions when they adopt a more optimistic mindset. Whereas, in the later stage of the "emotion-generative process," the action is taken by suppressors. Furthermore, because of experiencing more unpleasant emotions, individuals suppress their feelings and become inauthentic or insincere which may lead to burnout and emotional dysregulation (Gross & John, 2003).

When an individual's emotions are well regulated he can adapt to the various circumstances well, it will not be wrong to conclude that they will experience high work motivation. On the other hand, if an individual experiences an inability to regulate emotions that is dysregulation, in his case the motivation to work tends to be low, that is with a lack of emotional regulation. Employees' job satisfaction and burnout can be impacted by suppressing their unpleasant feelings. (Grandey, 2003). Emotional regulation allows an individual to tune into, recognize or know the feelings of a person and control them. Emotional regulations help one in adapting to different situations and circumstances and individuals experience dysregulation when there's a lack of emotional regulation. (Gratz & Roemer 2004; Aldao et al. 2010; Hofmann et al. 2012; John & Gross 2004; McLaughlin et al. 2011).

Emotional exhaustion is the most consistent job burnout feature, which has explained in both public and private sector institutions (Zeeshan et al., 2018). Certain emotional elements, mostly about the work environment, influenced by their relative significance to the individual, may amplify the presence of burnout experience (Lisbona et al., 2018). Employees are noticed regularly attempting to regulate their emotions in the workplace despite varying tendencies of different emotional responses to work-based incidents and problems (Grandey, 2015). These forms of self-administered emotional regulations may allow employees restricting experiences of emotional burnout (Arnold et al., 2015).

Management methods that anticipate surface-level adherence can influence burnout through indirect means via the use of regulative methods of emotional expression (Holmgren et al., 2017). Analysis of customer service emotion research, it may be deduced that surface-level adherence/ acting is related to increased negative and disruptive results in personal well-being for individuals (Grandey, 2003). Such acting is related to emotional exhaustion, and depersonalization. It is also related to inefficient performance in the workplace.

Workplace stress reduces job motivation and workers who are satisfied with their job experience less burnout than others who experience more burnout and dissatisfaction with their employment (Tawale et al., 2011). Moreover, it is rightly said that continuous interpersonal engagements aggregate burnout in employees (Mondy, 2008). Job burnout is attributed to the scarcity of self-determination drive (Cresswell

& Eklund, 2005). Moreover, it can be connected to both extrinsic motivation and intrinsic motivation as per the notion of self-determination theory (Kim, 2018).

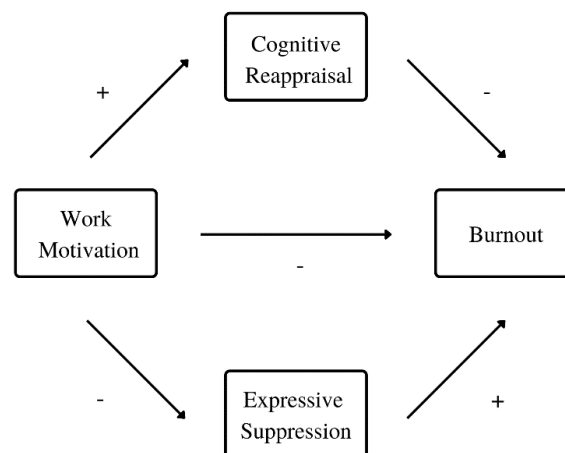
The importance of the core of human resources that evolved for personality development and self-regulation is highlighted by self-determination theory, which distinguishes between intrinsic and extrinsic motivation (Ryan & Deci, 2000). Job burnout has less negatively influenced by extrinsic motivation and control extrinsic motivation (Ryan & Deci, 2000). According to Kim (2018), there is a significant negative influence of extrinsic motivation on burnout.

A study by (Delgado et al. 2016) elaborated that when individuals manage the environment and emotions using emotional regulation skills, they are to experience one kind of competence which is emotional regulation. This has an impact on burnout as well as grade point average (GPA) due to the motivation affected by competence (Gagne & Deci, 2005).

The relationship of work motivation, emotional regulation, and burnout is essential to be studies in context to the rapidly evolving corporate sector. Work motivation, emotional regulation and burnout all play a significant role in the efficacy of an individual's performance at work. There are gaps in the literature in terms of work motivation, burnout, and emotional regulation studies. With respect to Pakistan and corporate sector in Pakistan, very few studies were found specifically focusing on the relationships of these three constructs together (Delgado et al. 2016; Cresswell & Eklund, 2005). There is a significant void in the literature on emotional regulation in the context of burnout and work motivation among corporate sector personnel. Therefore, the current study aims to explore and explain the relationship between work motivation, emotional regulation, and burnout. This research will help individuals and organizations to understand the importance of motivation to reduce burnout. There is a scarcity of published research related to the variables undertaken into this study from Asian and Pakistani sample specifically. This study would provide the empirical evidences regarding the relationship of all the variables undertaken into this research in context to Pakistani socio-cultural and organizational context. Based on the literature cited in this study, the proposed theoretical model is established to test on the data collected in this study.

### ***Proposed Conceptual Framework***

*Figure 1.* First time proposed conceptual parallel mediation for this study.



### ***Problem Statement***

The current study aims to explore the empirical understanding of the relationships between work motivation, emotional regulation (cognitive reappraisal and expressive suppression), and burnout among corporate sector employees. Specifically, the research seeks to investigate how respondents with higher levels of work motivation perceive their ability to regulate emotions, as reflected in their employment of cognitive reappraisal, and the impact of this emotional regulation on their perceived level of burnout. Additionally, the study aims to examine whether respondents with elevated work motivation face challenges in emotional regulation, leading to lesser use of expressive suppression, and subsequently, increased perceived burnout. This research aims to address existing gaps in the published literature, particularly in the context of Pakistan, pertaining to the relationship between work motivation, emotional regulation, and burnout among corporate sector employees.

### ***Significance of the Study***

The study of the relationship between work motivation, burnout, and emotional regulation is crucial, particularly within the rapidly evolving corporate sector. Each of these elements has a big impact on how well someone does at work, and how they interact is key to preserving a good work-life balance. While emotional regulation enables people to maintain great control over their emotions in the workplace, work motivation works as the driving force that feeds an individual's devotion and dedication to their responsibilities. As a result of their capacity to successfully control their emotions, those with stronger work drive may experience less burnout.

It can have significant effects on both employees and businesses to recognize and comprehend the interplay between job motivation, burnout, and emotional regulation. Employers must understand that motivated workers who are emotionally stable are more likely to suffer lower burnout, which raises levels of job satisfaction and general well-being.

Studying job motivation, burnout, and emotional regulation becomes even more important in the context of Pakistan's corporate sector, where the needs and challenges may differ. The study's goal is to shed light on the particular elements that affect workers' experiences at work and mental health by examining these linkages among Pakistani corporate sector employees.

### ***Research Objectives***

The current study is having two folded objectives:

1. To explore the relationship between work motivation, emotional regulation (cognitive reappraisal & expressive suppression) and burnout. among corporate sector employees.
2. To explore the mediation role of emotional regulation (cognitive reappraisal & expressive suppression) for predicting the relationship between work motivation and burnout among corporate sector employees.

### ***Research Methodology***

This study is quantitative, correlational based on a survey method. The data was collected on self-report measures of work motivation, emotional regulation and burnout.

### ***Participants***

A sample of (350) corporate sector employees (men = 230) and (women = 120) with age range between (22-55) years were selected from the various organizations located in Rawalpindi/Islamabad. The participants were employed in (AlHabib Bank Limited), (Alfalah Bank Limited), (Allied Bank Limited), (Askari Bank Limited), (The Bank of Punjab, Habib Bank Limited), (Dubai Islamic Bank Limited), (ICI Pakistan), (Jazz Pakistan), (Meezan Bank Limited), (Pakistan Telecommunication Company Limited) (PTCL) and (United Bank Limited). The job tenure of these employees was 6 months to 10 years and at the current organization. Data was collected through convenient random sampling. The participants were

assured about the confidentiality pertaining to the data and were guaranteed that the responses collected through the study would be used for research purposes only. Informed consent was also taken.

### Measures

There are three main measures along with demographic variable sheet.

**Work Extrinsic and Intrinsic Motivation Scale:** In this study Work Extrinsic and Intrinsic Motivation Scale (Tremblay et al., 2009) was used. The Work Extrinsic and Intrinsic Motivation Scale (WEIMS) is an 18-item work motivation assessment that is theoretically based on self-determination theory (Deci & Ryan, 2000). The internal consistency (Cronbach's alpha coefficient) of the W-SDI was .84. The "Work Self-Determination Index (W-SDI) is used to express the attainment of either self-determined or nonself-determined motivational pro-files." W-SDI is generated using the score of each subscale by using the following formula:  $W-SDI = (\pm 3 \times IM) + (+2 \times INTEG) + (+1 \times IDEN) + (-1 \times INTRO) + (-2 \times EXT) + (-3 \times AMO)$ . This scale includes six subscales; Intrinsic Motivation, Integrated Regulation, Identified Regulation, Introjected Regulation, External Regulation, and Amotivation.

**Burnout Assessment Tool:** The Burnout Assessment Tool (BAT) is a new self-report burnout questionnaire. The general version of BAT is composed of four subscales; 1. Exhaustion, 2. Mental distance, 3. Emotional impairment, 4. Cognitive impairment. Cronbach's alpha values reveal how well the BAT scale is internally consistent.  $\alpha$ - values in general .70 are deemed adequate and valued at .80 points.

**Emotional Regulation Questionnaire:** Emotional Regulation Questionnaire was developed by Gross and John (2003). The respondents' ability to control their emotions is assessed using a 10 item scale, and it is done in two distinct ways: Cognitive Reappraisal and Expressive Suppression. From one to seven (strongly disagree - strongly agree respectively), each item is rated by respondent on seven-point likert scale. The score ranges from (6 - 42) for cognitive reappraisal that comprises of 6 items (item no. 1,3,5,7,8 & 10). Whereas, the score ranges from (4 - 28) for expressive suppression. That comprises of remaining 4 items. High scores indicate higher cognitive reappraisal and low scores indicate less cognitive reappraisal.

### Results

Table 1: *Descriptive Statistics, Alpha Reliability and Inters-scale correlation among all the study variables (=350)*

Variables	K	$\alpha$	M	SD	WSDI	BAT	CR	ES
<b>WSDI</b>	18	.93	4.34	13.13	-	-.34**	.34**	-.35**
<b>BAT</b>	23	.92	68.08	15.3		-	-.34**	.10*
<b>CR</b>	6	.85	24.46	6.76			-	.76**
<b>ES</b>	4	.78	17.13	4.66				-

The results in table 1 shows mean, standard deviation, alpha reliability coefficients and interscale correlations. The reliability coefficients exhibit stability and consistency of the scores on the scales used in this study. There's a significant negative relationship between work motivation and the Burnout. A significant positive relationship was found between work motivation and Cognitive Reappraisal whereas significant negative relationship was found between work motivation and Expressive Suppression. Moreover, cognitive reappraisal is negatively related with burnout whereas expressive suppression is positively related with burnout.

### Mediation Analysis

In order to fulfill objective of this study the mediating role of emotional regulation (cognitive reappraisal and expressive suppression) for predicting the relationship between work motivation and burnout was explored through testing the proposed conceptual model. This proposed conceptual model was

statistically tested in SPSS process macro by following model number 4. Both mediators' cognitive reappraisal and expressive suppression were added in the same model number 4 following parallel mediation approach.

Table 2: *Mediation Analysis between Work Motivation and Burnout through Cognitive Reappraisal (Emotional Regulation, N=350)*

Antecedent	Consequent					
	Cognitive Reappraisal			Burnout		
	Coeff.	SE	p	Coeff.	SE	p
Work Motivation	.11	.02	.041	-.33	.11	.000
Cognitive Reappraisal	-	-	-	-.17	.25	.005
	$R^2 = .013$			$R^2 = .125$		
	$F(1,348)=3.96, p<.041$			$F(3,346) = 5.157, p<.000$		

Note: Coeff= standardized regression coefficient

The results in the Table 2 exhibit that the mediating role of cognitive reappraisal for predicting burnout from work motivation was significant. Work motivation is a significant positive predictor for cognitive reappraisal and significant negative predictor for burnout. However, Cognitive Reappraisal was found to be significant negative predictor for burnout.

Table 3: *Mediation Analysis between Work Motivation and Burnout through Expressive Suppression (Emotional Regulation, N=350)*

Antecedent	Consequent					
	Expressive Suppression			Burnout		
	Coeff.	SE	p	Coeff.	SE	p
Work Motivation	-.04	.26	.496	-.30	.06	.000
Expressive Suppression	-	-	-	.22	.25	.005
	$R^2 = .001$			$R^2 = .125$		
	$F(1,348)=3.96, p<.041$			$F(3,346) = 5.157, p<.000$		

The results in the Table 3 indicate that mediating role of expressive suppression for predicting burnout from work motivation was significant. Work motivation was found as a significant and negative predictor for burnout. However, expressive suppression was found to be significant and positive predictor for burnout whereas work motivation was not found to be non-significant predictor for expressive suppression.

Moreover, direct effect of Work Motivation on Burnout is significant (effect size is -.35 with standard error .06 and  $P<0.00$ ). Completely standardized total indirect effect is significant (effect size is .02 with standard error .01). Completely standardized indirect effect of first mediator (cognitive reappraisal) is also significant (effect size is .02 with standard error .01), and the completely standardized indirect effect of second mediator (expressive suppression) is also significant (effect size is -.00 with standard error .02). These results indicated that both the mediators are significant mediators for the relationship between work motivation and burnout among corporate sector employees.

## Discussion

This study aimed to investigate the relationship between work motivation, emotional regulation (cognitive reappraisal and expressive suppression) and burnout among corporate sector employees in Pakistan. To achieve this objective, data was collected from corporate organizations. Descriptive statistics (mean and standard deviation), reliability, and correlation coefficients were estimated to analyze the study's data. To explore the mediating role of emotional regulation (cognitive reappraisal and expressive suppression) in

understanding the relationship between work motivation and burnout a conceptually proposed parallel mediation model was tested in the SPSS process macro latest version.

Satisfactory evidences of reliability were observed on all the scales used in this study i.e. work motivation, burnout, and emotional regulation (cognitive reappraisal and expressive suppression). This revealed that all these scales are consistent and stable in measuring the respondents' scores in this study. These reliability evidences are consistent with the previous studies (Karambay et al., 2014; Thomas & Daniel, 2013).

In establishing the validity of evidence of the scales of work motivation, burnout, and emotional regulation (cognitive reappraisal and expressive suppression) used in this study were also found through inter-scale correlations. For the first time, this empirical evidence provided convergent validity evidences for studying the relationship between work motivation, burnout, and emotional regulation (cognitive reappraisal and expressive suppression).

To fulfil the first objective of this study, the correlation coefficients results depicted a significant positive relationship between work motivation and emotional regulation (cognitive reappraisal), which has supported the assumption empirically in this study. These research findings were consistent with various prior studies (Brummelhuis et al., 2011; Gross & John, 2003), which stated the same direction of these variables.

The results of this study's findings depicted a significant negative relationship between work motivation and emotional regulation (expressive suppression). The previous literature was consistent with this study's findings. Research on emotion management stated that there is an association between expressive suppression with poor outcomes (Brummelhuis et al., 2011). The results of this study's findings depicted a significant negative relation between Burnout and emotional regulation (cognitive reappraisal). These findings are consistent with the previous literature (Karambay et al., 2014; Thomas & Daniel, 2013). The results of this study's findings depicted a significant positive relationship between Burnout and emotional regulation (expressive suppression). The previous literature was consistent with this study's findings (Kim, 2018; Cresswell & Eklund, 2005).

The results of the findings depicted a significant negative relationship between work motivation and Burnout, which has supported the assumption empirically in this study. Research findings were consistent with findings of various prior studies, like Kim's (2018) research, which found that internal motivation seems to have a large detrimental effect on burnout job and extrinsic motivation has a substantial beneficial effect. Cresswell and Eklund's (2005) study investigated a negative relationship between job burnout and intrinsic motivation, whereas there's a positive relationship between job burnout and self-determination's low motivation. Motivation for accomplishment and achievement is known for fading in employees, while job burnout is experienced in them (Mondy, 2016).

To fulfill the second objective of this study, parallel mediation analysis by following (Haeyns, 2018) model number 4 through the SPSS process macro was run (Table 2 & Table 3). From these results, it is inferred (Table 2) that work motivation is a significant predictor of burnout through the first mediator (cognitive reappraisal). Work motivation and cognitive reappraisal was found as positively related, which means a higher perception of motivation also resulted in higher cognitive reappraisal, reducing the perceived burnout of corporate sector employees. Cognitive reappraisal as a mediator has played the role of a negative predictor for Burnout. However, previous studies (Karambay et al., 2014; Thomas & Daniel, 2013) are consistent with our findings.

It has also been inferred (Table 3) that work motivation is a significant predictor of burnout through a second mediator (expressive suppression). Work motivation and expressive suppression were negatively related with each, which means a lower perception of motivation resulted in higher expressive suppression, which increased the perceived burnout of corporate sector employees. Work motivation turned out as a negative predictor for expressive suppression, while expressive suppression as a mediator



has played the role of a positive predictor for burnout. However, previous studies (Brummelhuis et al., 2011; Kim, 2018; Cresswell & Eklund, 2005) are in line with the findings of this study.

Furthermore, the overall effect of the models tested revealed a significant impact of cognitive reappraisal and expressive suppression on the relationship between work motivation and burnout. However, the completely standardized indirect effects of work motivation on burnout through cognitive reappraisal were positively impactful, and expressive suppression was found as negatively impactful among corporate sector employees.

## **Conclusion**

In conclusion, burnout has emerged as a critical issue in numerous industries as work cultures change and demands on employees rise (Shah et al., 2020). People that are motivated are more likely to be emotionally in control, creative, and productive at work (Abu Orabi, 2016). Employees can cope with stress and obstacles and lower their risk of burnout by managing their emotions well (Bhullar, 2012). Tools for adaptive emotion regulation include cognitive reappraisal and expressive suppression techniques (McRae et al., 2012; Kotsou et al., 2011).

The results of this study indicated work motivation, emotional regulation (cognitive reappraisal and expressive suppression) and burnout are empirically related. The results indicated a significant positive relationship between work motivation and emotional regulation (cognitive reappraisal) and a negative relationship between work motivation and emotional regulation (expressive suppression). The results indicated a significant negative relationship between Burnout and emotional regulation (cognitive reappraisal) and a positive relationship between Burnout and emotional regulation (expressive suppression). Furthermore, the results indicate a significant negative relationship between work motivation and Burnout. However, while exploring the mediational role of emotional regulation (cognitive reappraisal and expressive suppression), it was observed that cognitive reappraisal emerged as a more impactful mediator for the relationship between work motivation and Burnout than expressive suppression for corporate sector employees.

A more resilient and flourishing workforce will result from understanding the importance of job motivation and emotional control in reducing burnout, which will be advantageous to both people and companies. Companies can promote a successful and long-lasting work culture by putting evidence-based treatments that prioritize employee well-being into practice (Shah et al., 2020).

## ***Limitations and Future Considerations***

Following are a few limitations and suggestions for future studies. Few constraints to this study may have impacted the causality inferred from the results of this study, as it is cross-sectional research.

Moreover, it is only applicable to the corporate sector employees in Pakistan, as the participants were selected from the corporate sector of Pakistan. This may limit the generalizability of the findings of this research.

Furthermore, the environment and culture of the corporate sector are quite different and diverse compared to other organizations in Pakistan. Therefore, this study should be replicated with other organizations context in Pakistan.

## ***Implications***

1. Empirically, these results are useful for understanding the relationship between work motivation, emotional regulation and burnout in relation to corporate sector employees.
2. This research can be utilized to make employees and organizations aware of the role of work motivation, emotional regulation and burnout, which can impact performance and productivity of corporate sector employees.

3. Based on the study's findings, awareness seminars and training workshops can be conducted to reduce burnout, enhance work motivation and increase emotional regulation skills among employees.

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### Conflict of Interest


Authors declared no conflict of interest.


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