Impact of Work Intensification on Job Satisfaction of Employees: A Moderated Mediation Model

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Work has intensified over the past few years because of financial and technical alterations. This study focuses on how intensification of work increases employees' level of job satisfaction. This study highlights adoptions and involvement in participative decision-making by using the expectancy theory of participation and broadens build theory supporting the moderation of psychological resilience. Moreover, it explores the relationship between participative decision-making and psychological resilience. Data was collected from 450 employees working in the private banks of Lahore, Pakistan, through convenience sampling. A moderated mediation analysis utilizing Process by Hayes was performed to test the hypotheses. The results show a significant relationship between all the variables. Work intensification was positively related to job satisfaction. According to the literature, work intensification was negatively related to participative decision-making. Results show that the relationship between work intensification and job satisfaction is mediated by participative decision-making. When an employee's work gets intensified, it affects the satisfaction level of employees in a productive way by concerning the employee's participation in decisions formulated regarding organizational matters. On the other hand, the result shows a significantly negative connection. Based on the findings, future directions and recommendations of the study are discussed.

Keywords: work intensification, participative decision-making, job satisfaction, psychological resilience, expectancy theory of participation, broaden build theory.

Work effort differs not only in its extent but also in its strength, the load, pressure, and speed under which the work is carried out. Work intensification represents workplace effort

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that varies in intensity, where some or all the employees' occupational stress is related to one's job and depends on employees' job satisfaction (Felstead et al., 2016). The administrative centers of the twenty-first century are a fast-paced, vibrant, incredibly inspiring atmosphere that carries many benefits and opportunities for those who work within it. The constantly fluctuating loads of the functioning world can raise stress levels, particularly for those individuals who are constantly functioning under pressure, such as bank workers, medical workers, etc. At the same time, as pressure has its positive side in raising employees' performance, if such a burden turns into extreme pressure, it can lead to stress, which has negative consequences (Al-khasawneh & Futa, 2013; Issa et al., 2009).

Work intensification includes a growing demand for work through ordinary working hours and the capacity for work to attack private life through burdens on private time (Green, 2006; Gallie, 2007; Macky & Boxall, 2008). It relates to greater opportunities during the person's regular hours, whatever these may be, and with burdens threatening to settle their private life. Extra work and in-work pressures can affect individuals in exceedingly challenging jobs. In recent years, the world of work has modified significantly. Organizational changes, globalized markets, and new technologies stimulate organizations and modify employees' working situations (Cascio, 2016). Employees report an intensification of the pace of work these days. Accordingly, it is claimed that work intensification signifies a thoughtful concern in several jobs. This movement ought to be taken seriously since work intensification is an essential work demand compelling a wide-ranging toll on employees' comfort. The intense work affects the satisfaction level of employees, which can be reduced by concerning their decisions in organizational matters.

Hardworking jobs increased by more than nine percent between 1992 and 1997 yet stayed around the same in 2001 and 2006. Though hard work rose by around three percent from 2006 to 2012 and so on up until now, from 2013 to 2017, it has still not been given much attention, a continuation of workload after a time of little change in Pakistan's banking sector. Work intensification has been linked to closed porosity, as there are no time gaps between the working day and the tasks shortened. This shows that the employees have less chance to recover rationally, mentally, and physically before moving to the next demands. The outcome is an increase in the psychological experience of work overload worth of effort, pressure, and anxiety. Similarly, as stress continues, the employees start losing interest and motivation, affecting their job satisfaction.

Nowadays, in Pakistan's banking sector, work has intensified in the public sector as well as in the private sector, which affects the job satisfaction of employees. Employees' satisfaction can be enhanced by involving them in the organization's decision-making. Today, the growing development of Participative decision-making may possibly be even more critical once banks seen struggling to reinvent themselves to react to a developing demand for adaptability, the concern for quality, and the necessity of an extraordinary amount of assurance and satisfaction of employees' jobs (Scott-Ladd, 2006; Travaglione & Marshall, 2016). Researchers and specialists regularly determine that the issues observed by banks are excessively extraordinary for any individual, making it impossible to settle alone. Concerning employees in the decision-making procedure offers a collection of possible advantages, which can produce the social capability required for incredible banks, enhance the nature of the decisions, improve employee inspiration, and contribute to the standard of their work life (Wong et al., 2018).

Therefore, participating in administrative intention is to adjust the participation of administrators and their staff in procedures such as updating and decision-making. The estimated consequence of performing participatory management in firms expanded satisfaction of employees in their jobs, as argued by (Spreitzer et al., 1997). The influence of

participatory supervision is positive on JS, confirmed by additional writers (Rooney, 1988; Hoerr, 1989; Bernstein, 1993; Daniels & Bailey, 1999; Kim, 2002).

The involvement of employees in the decision-making process has brought positive worth to Pakistan's banking sector. It is the procedure by which managers permit or inspire workers to assign or contribute to organizations' decision-making (Probst, 2015). The arrangement of PDM might be favorable or unfavorable (Cotton et al., 1988). If employees are allowed to contribute to making choices, they will consider that they are appreciated regarding the initiative. Additionally, arrange for essential recommendations and strategies to the organization for achieving its objective. Thus, as a result, progress and required changes take place productively in setting aims, creating decisions, resolving problems, and planning and applying structural modifications (Galbraith et al., 1993).

The fundamental reason is that concerning employees in making decisions, growing their self-reliance, and taking command of their work overload that can organize them increasingly encourage them and extra dedicated towards their organization, extra creative and progressively gratified with their employments (Ford & Fottler, 1995). As a result of the enormous competitive environment, organizations struggle to attain a competitive advantage and recover their matters, as well as every single operational action and management structure in business. Organizations' definitive central demand is to achieve their pre-plan and agenda goals (Nisar et al., 2014). Stewart et al. (1997) define resilience as "the capacity of individuals to cope successfully in the face of change, adversity, and risk." Linking resilience, some researchers (Edward et al., 2009; Kumpfer, 1999) think thoroughly about the capability to rebound as a vital element of accepting resilience. Kossek and Perrigino (2016) hypothesize that resilience is a capability rather than a procedure, and they approve that psychological resilience plays the role of a moderator rather than a mediator for the effect of work intensification. Comparatively, psychological resilience is a moderator that reduces the negative effects of work intensification.

Employee satisfaction depends on their state of mind or awareness, rationale, and sensitivity concerning their job. Because of wide, intense work competition, organizations cope with excessive difficulty in achieving their goals. At this time, the question here arises in what way more satisfied (resilient) employees and in what manner more efficiently and professionally executed. On the other hand, the performance of the employees plays a critical part in the increase in the growth of organizations and employees' job improvement (Peng & Meyer, 2006; Khan et al., 2014).

This study examines the effects of work intensification on employees' job satisfaction through a mediated moderating model of participative decision-making and psychological resilience. Work intensification is adversely affected by job stress, which decreases the job satisfaction of employees according to the previous investigations, as it is the process of raising the standard workload of employees by expanding the measure of assignments undertaken and shortening the period permitted for finishing the tasks. This study focuses on the work intensification faced by employees in different organizations. Work intensification is defined as a degree of the quantity of work exertion consumed concerning one's involvement in extraordinary work burdens and pressure. There is a need to know that work intensification is a major problem in organizations. It brings both stressful situations, profits, and advantages, as hard work can be challenging.

As a result, even if the work intensifies, employees cannot afford to be emotionally affected by their satisfaction level. They need to work hard and face additional pressure and burden because it is very difficult and demanding for the employees to search for any other chance in a situation where they are dismissed from their jobs (Jalal & Zaheer, 2017). The problem has been raised of why the working conditions of consultants have tended to assist these limitations that have encouraged work intensification. Intense work settings are

associated with market insecurity, work ambiguity, and risk exchange from manager to employee (McGovern et al., 2017).

In this case, when we studied the literature, we identified two critical variables, Psychological Resilience and Participative Decision Making, which mitigate the negative effect of work intensification on Job Satisfaction, which either enhances the satisfaction level of employees in the presence of intensified work, or it might decrease. We want to see that as work intensification is coated negatively in the previous literature, does it impact the employees working in the banking sector? Psychological resilience was deliberated several years before as a personality trait associated with adaptability and management (Block, 1961). The present conceptualization of psychological resilience is a state that appeared in the 1970s after inquiries on resilience and a variety of future studies established that resilience is not an occupational occurrence (Luthans et al., 2016)

Meanwhile, at that time, studies on that matter have prolonged notably, and resilience has been inspected in various new additional settings, which include healthcare (McAllister & McKinnon, 2009), education (Jennings et al., 2013), and social policy, including work environments. This study is compelling because banks are having large amounts of intensified work, long sittings, and working extra hours and are not being paid accordingly these days. The present study is significant for both HR managers and their employees. HR managers can identify the reasons behind the lack of satisfaction level of employees and revise the policy in which participative decision-making is used to refine employees' performance. The primary purpose of this research is to highlight the role of psychological resilience as an antecedent of participative decision-making to examine whether employees choose to be resilient enough to retreat or bounce back from adverse events while participating in the decision-making of organizational matters.

Literature Review

The present study focuses on the intensification of work that affects employees' job satisfaction through a mediating role of participative decision-making and a moderating role of psychological resilience. Work intensification was a concept of the early 1990's, after which this concept leveled off. In recent years, new innovations, globalized markets, and various leveled changes have challenged the organization and adjusted the working conditions of the banking division's representatives (Cascio, 2016). Because of worldwide changes, work intensity has expanded in the way of the most recent couple of years (Green, 2016).

Previously, technological and organizational changes were the most important factors faced by most banks (Green & Gallie, 2016). However, other related institutional changes remain that the previous reviews have yet to contribute that have enabled or supported work intensification to more prominent or lesser levels. Consistent with the idea that technological change is "effort biased," previous studies have recognized that work intensification has increased the work pressure on employees because of the increased competition, which is complementary in many environments (Green & Gallie, 2016).

Thus, it is contended that work intensification represents a genuine issue in different employments. This trend should be taken seriously since work intensification is a critical work demand that is taking a toll on employees' well-being. For occurrence, work intensification is related to job dissatisfaction. (Green, 2016; Korunka et al., 2018). By analyzing entire informational collections, such as general improvement in work capacity, i.e., work intensification, has been seen within the banking sector of Pakistan, where employees are under great stress due to intensified work and working extra hours without any time gaps and not getting paid accordingly.

When work intensification increases, employees' job satisfaction decreases. Job fulfillment may be a most pleasing and enthusiastic state resulting from the assessment of

their experiences. Additionally, the individual's work situation satisfies their requirements, and individual appearances lead to a much better, higher, stronger, and improved job satisfaction (Yee et al., 2015). Employees can get fulfilled when they are involved in the decision-making of organizations, which plays a positive role in the presence of intensified work. Three imperative ideas concerning decision support are involvement, contribution, and responsibility. Initially, cooperation implies expressive inclusion instead of ordinary decisive actions. Another perception of support is that it encourages individuals to contribute. They can release their claim assets and imagination to achieve the organization's objective.

Participation particularly progresses inspiration by helping workers realize their pathways concerning objectives. Finally, the corporation consoles individuals to agree on the obligation for their activities. Cooperation could be a social process through which individuals become self-involved and must be determined to work effectively in an organization. Generally, employees' interest may be a matter of psychological right amid structural individuals and has been applied through the interest of employees in data handling, decision making, and problem tackling (Khandakar et al., 2018).

In the existing psychological literature, the construct of resilience refers to a dynamic procedure that includes positive adjustment inside the setting of essential conditions. Even though no research has separately assessed the part of psychological resilience as a mediator of the relationship between work intensification and participative decision-making, past research has shown that psychological resilience moderates the affiliation between frequencies of organizational stressors and burnouts. Psychological reliance has also been shown as a mediator in the relationship between health situations like chronic stress.

Relationship between Work Intensification and Participative Decision-Making

Work intensification is derived from the perceptions of the employee's feelings about their work environment (Zeytinoglu et al., 2017). Due to worldwide changes, work intensity has expanded over the last few years (Green, 2016). Globalization, expanded completion, and modern innovations as cases of changing organizational situations lead to scaling back, outsourcing, and expanding execution expectations. These changes, be that as it may, put more weight on representatives and initiate work intensification (Kubicek et al., 2016). Work intensification affects the employees' well-being, which contributes to their stress, often from sudden responsibilities, work pressure that does not support their knowledge and skills, and their inability to cope (Joseph et al., 2018).

Work intensification should be distinguished from drawn-out work hours (work extension). Longer work hours do not specifically suggest that work has intensified; they seem to emerge from an extended period (culture) (Kubiceket al., 2016). This separation between work intensification and expansion is investigated to demonstrate a reduction in working hours yet an increment in intensified work (Green, 2016). Work intensification prompts expanded efficiency and financial profitability (Green, 2016). Contrary to these benefits for organizations, work intensification harms employees. For occurrence, work intensification increases pressure, urges stress, and diminishes job satisfaction (Green, 2016; Korunka et al., 2016).

Employees feel dissatisfied by the workload placed on them, but participation provides them with opportunities that enable employees to encourage decision-making in the banking sector of Pakistan. The literature depicts that employees' participation is firmly linked to the nature of the workplace or related ideas such as employee comfort or job satisfaction. Concerning earlier research (Green, 2016; Kubicek et al., 2016), work intensification is a complex concept described by the need to work at expanding speed, perform several assessments concurrently, or condense useless time.

Participative decision-making is the workplace exercise or activities recognized as essential for a positive employee state of mind and prosperity (Appelbaum et al., 2017; Nwachukwu et al., 2018). These practices are thought to improve employees' feelings of work, persuade employees' feelings of reliability towards the organization, and increase employees' readiness to contribute emphatically to organizational sustainability (Fernandez & Moldogaziev, 2015; Scott-Ladd et al., 2016). The framework of expectancy theory opposes that for exertion to expand, one must initially have an immaculate expectancy and higher exertion will be linked to consequences that are supposed to be valent. It is sustainable, supporting such a practice that may intensify and simplify the relationship of expectancy between exertion and performance intensities (Purvis et al., 2015; Lawler, 2017).

Relationship between Participation Decision Making and Job Satisfaction

PDM is, as yet a focal subject of investigation, approach, and practice in commerce organizations (Chen & Tjosvold, 2015). This topic has been the subject of broad investigation for over thirty years in academics, as exemplified by the principal work of (Conway, 1984; Shedd et al., 1988; Bacharach et al., 1990; Smylie, 1992). Throughout the most recent two decades, academic literature has turned out to be more extravagant in research and has inspected the impact of work environment advancement on job execution (Barnes & Adam, 2017). The arrangement of participative authority may be formal and casual. Worker speculation in the choice-making can be gathered concerning 3 properties (Khandakar et al., 2018). These are formal-casual, arranged distorted, and degree of impact. Formal participation has a course of action of measures to be sought after, whereas casual participation can be excellent, like a talk with a director. Facilitated support provokes individual inclusion, whereas distorted participation includes a representative portrayal.

A survey of the writing revealed a positive association between PDM and representative job satisfaction (Hammad, 2017). Most PDM investigations within the organizational setting utilized an irregular approach, which is likely distinguished from the discrepancy theory displayed by Reimer and Morse, 1956. When connected to participation, it appears to be the degree of cooperation wanted versus the genuine cooperation seen as occurring. Inconsistencies in each number of ideal ranges given an extent of how fulfilled the representatives are with her or his level of choice cooptation. Participative thinking has regularly centered on the relationship of support to work fulfillment, characterized here as a positive worker state of intellect and convictions about several parts of the action or the calling. Full-of-feeling models see this connection as critical (Kim, 2015). Specialists within the convention of McGregor (1960), Likert (1967), and Coch French (1948) still energize immovably the centrality of cooperation in causing total affective changes in representatives. They anticipate that cooperation will impact fulfillment in a wide assortment of conditions. Confirmation from standard organizations proposes that PDM increments workers' work fulfillment (Witt et al., 2017).

Mediation of Participative Decision-Making between Work Intensification and Job Satisfaction

To the same extent, PDM has become a famous subject, the meanings and implications of the term have become various, and the idea stays covered by misperception (Somech, 2017). Though a few investigations have started to explore the conceptualization and operationalization of the perception itself, no agreement has occurred on the nature and importance of participative decision-making. The definition of PDM defined by Heler et al. (1998):

"Participation is complete of forms, i.e., direct (personal) or indirect (through representatives or institutions) and of intensities, i.e., ranging from minimal to comprehensive, by which individuals, groups, collectives secure their interest or contribute to the choice process through self-determined choices among possible actions during the decision process."

The framework of PDM has four main properties explained by (Pacheco & Webber, 2016). Initially, participation is a proper mediation system, as a rule, shown through the management approach. Second, it incorporates the immediate participation of gatherings rather than their representation, although the amount of participation can differ impressively. Thirdly, the job of complicated gatherings is beyond suggested; they have the privilege to create or intensely encourage the last decision. The fourth part describes the participative frameworks that take part in essential concerns, plus the gatherings concerned view the concerns as imperative. Following the primary point of view, participative decision-making mediates the negative relationship between increased work intensification and employee job satisfaction. The supposition clarifies this method of reasoning that taking part in the work environment happenings might diminish the control among managers and workers and adjust the level of validation of work environment events (Lin & Ling, 2018).

Collectively, followers of the fundamental point of view consider HRM practices as an indication of larger amounts of intensified work, maybe because of the propensity in lieu of administrators to exchange more prominent job duties with workers (Kroon et al., 2015). Consequently, we gather that participative decision-making might function as a mediator of the undesirable association between work intensification and job satisfaction, as shown in the hypothesis below:

Hypothesis 1: Participative decision-making mediates the relationship between work intensification and job satisfaction.

Relationship between Work Intensification and Psychological Resilience

Work intensification has been viewed as the negativity affecting the job fulfillment of employees. In any case, it is favorable. As more worthy demands for work can increase the prosperity for those with low dimensions of challenges through physiological versatility. Scarcely few research techniques demonstrate that individuals who are versatile have hopeful, vivacious, and enthusiastic styles to manage life, are interested, and are exposed to the latest happenchance (Gallie & Zhou, 2013).

PR is a sort of capacity to "bounce back" or retreat after commencing undesirable actions through successfully adapting to highly adverse conditions in the shape of workplace stress, by having the capacity to control stress and counteract negative mental results and decrease work stress with competent functioning (Mei-Ju et al., 2016). People who show constructive adjustment to ensuing practices of misfortune are generally referred to as flexible. For the most part, resilience is characterized as the capacity to keep up versatile working after encounters with pressure or trauma (Sarkar, 2017). Individuals high in physiological strength generally show dispositional good faith and constructive feelings, use dynamic and versatile adapting methodologies (Southwick et al., 2015), and prompt a feeling of direction throughout the everyday lifecycle. Resilience encourages "constructive or positive adjustment regarding critical hazard or difficulty". Resilience indicates a dimension of passionate quality that enables people to avoid the adverse impacts of pressure (Ong et al., 2015). As per the broaden and build theory, versatile people utilize defensive components like positive emotional impact as an asset to "ricocheting back" and discovering positive importance from unpleasant circumstances. Expand build hypothesis of positive feelings (Fredrickson, 2004), proposing that rehashed presentation of positive feelings may fortify an individual's strength.

Relationship between Psychological Resilience and Participative Decision Making

Most people devote a substantial amount of time to their place of work, and the feelings of satisfaction related to work or displeasure influence the complete value of life expectancy and mental health (Miller et al., 2019). Elsewhere, the importance of encouraging feelings for the individual and the advantages for companies have been broadly examined, emphasizing the effect of job satisfaction on several structural consequences (Judge & Kammeyer-Mueller, 2012). In addition, the association between job satisfaction and participative decision-making has long been of concern to managerial psychologists, and numerous researchers have recommended that job satisfaction is a vital aspect of prompting efficiency as well as the performance of employees (Judge et al., 2016). PDM has been learned from some of its antecedents, such as phallocentrism, biocentrism, and efficacy (Lam et al., 2016). However, this study uses psychological resilience as an antecedent, which shows that work intensification affects employees' job satisfaction. However, suppose the employees are involved in participative decision-making. In that case, they can be satisfied, but not in all cases, as if the employees are not concerned with the organizations' decisions, they get dissatisfied. If the employees are resilient, they can cope with all the stressful situations and adverse events.

Some of the contradictory observations show that psychological resilience directly affects participative decision-making. Several criticisms made by researchers, such as Wilpert, have observed that PDM is not only practical, but its consumption by the administrations is a moral obligation that should be followed. PDM will reduce industrial clashes, help increase employees' productivity, and help encourage employees, but it also sure about the criticisms raised by researchers that in the adverse working environment, some individuals believe that whether they are resilient or not plus either they have sufficient coping means of for dealing with adversity. PDM allows employees to utilize effects related to their work and situations. On the other hand, PDM influences formulation decisions that are being shared among managers and their employees (Ding & Shen, 2017).

Where several researchers have investigated associations between PDM and employee consequences, which include job performance in tasks, organizational commitment, turnover, and job satisfaction; however, the present study examines the relationship between participative decision-making and psychological resilience have been examined in this study on the outcome variable job satisfaction. Psychological resilience is used as an antecedent of participative decision-making due to the intensified work placed on the employees working in the banking sector. The study of resilience has been helpful because it is grounded on broad and built theory. This theory expects that positive situations of sentiment, for example, individuals that describe highly resilient people, widen one's understanding and thoughtfulness and result in a rising spiral toward higher emotional comfort. According to the broaden build theory, resilient individuals utilize protective measures such as having a positive emotional impact for rebounding and encouraging the importance of challenging situations (Fredrickson, 2004).

Psychological Resilience Moderates Relationship between Work Intensification and Participative Decision Making

Resilience as an identity trademark that directs the negative impacts of stress and advances modification has been a theme of examination for various years. Often, resilience is credited to individuals who, even with overpowering difficulty, can adjust and reestablish stability in their lives and dodge the conceivably hurtful impacts of stress (Bolton et al., 2017).

In the meantime, psychological resilience is a state-like constructive psychological capacity that uses probability to grow instead of moderately sustained and individual quality

that is difficult to change (Luthanset al., 2015). As a rule, the person with psychological versatility will generally defeat the chances, support skill under pressure, recoup from damages, and so forth (Fredrickson, 2004). At any rate, psychological resilience assumes the vital job of a self-justifying element, ensuring the individual's psychological being and increasing positive alterations when adapting to unpleasant circumstances (Mei-Ju et al., 2016). In this manner, the present investigation is concentrated on testing the diminished impacts of participative basic decision-making on individual execution. Specifically, we center here around psychological strength as an arbiter having consequences for participative decision-making on individual execution.

Hypothesis 2: Psychological resilience moderates the relationship between work intensification and participative decision-making.

Moderated and Mediating Effect of Psychological Resilience and Participative Decision-Making on the Relationship between work Intensification and Job Satisfaction

Psychological resilience is a state of the mediated participative decision-making associations examined. The intervening role of participative decision-making on job satisfaction was stronger for employees who were highly resilient and weaker for employees who had low resilience concerning work intensification. Profoundly resilient employees seemed to have more command than the emotional involvement they consume. This may also permit them to rebound from demanding actions, employing positive feelings as a means or source of coping (Ong et al., 2016). Work intensification could be a collective stressor that prompts destructive feelings and emotions, and psychologically resilient employees probably consume positive emotions to spring back the undesirable special effects of work intensification (Fredrickson, 2004; Bruk-Lee & Spector, 2012). The quantity of intensified work employees practice is because challenging jobs require them to find valuable policies that might boost their intensities of resilience (Skovholt & Trotter-Mathison, 2015). Resilience might be a valued attribute in lieu of employees changing after a while to lessen the undesirable work consequences affected by work intensification.

The most recent decade has perceived an increasing concern for recognizing how resilience can impact employees' functioning in banks (Hart et al., 2015; Rushton et al., 2016). Because of the demanding environment of the place of work, resilience has been placed forth as a significant facility for insecure employees to train and improve their introduction to outrageous requests every single time. However, restricted analysis exists inspecting the part resilience plays within the participative decision-making procedure for employees. Participative decision-making research shows that organizations have specified that the influence of participation on work approaches is primarily positive (Wong et al., 2018). Employees ' participation in decision-making increases organizational assurance and job satisfaction. Participative decision-making raises advanced transformation, recognition, and efficiency levels throughout an organizational change. (Smith and Brannick, 2017) they demanded that the procedure whereby participative decision-making expands assertiveness that is very composite and includes numerous principal factors.

The problem has been raised of why the working conditions of consultants have tended to assist these limitations that have encouraged work intensification. Intense work settings are associated with market insecurity, work ambiguity, and risk exchange from manager to employee (McGovern et al., 2017). Concern connected to job loss has compelled individuals to recognize an intensifying of work difficulties. Consequently, supervisors can be contingent on unpredictable financial conditions to make their tasks more efficient and remove extra effort from the employees.

The present study emphasizes the moderated mediating impact of psychological resilience and participative decision-making, which shows that when work intensifies, it affects the job satisfaction of employees working in organizations. Suppose the employees are included in the decision-making level of organizations. In that case, they work together with the intensified work to be found for them and work challenging to get satisfied with their job. However, this is often not required in all belongings; if the employees are concerned with the imperative decisions of the organizations but are not collaborating with the intensified work placed on them, then solely a resilient person can adapt to these stressful problems and get satisfied with their job.

The relation between positive feelings and improved satisfaction level at work is mediated by one's vary in resilience, a psychological means which supports individuals rebound from demanding or stimulating circumstances (Bajaj & Pande, 2016). Individuals who are pleased are not merely subjected to extra positivity; however, they are likewise emerging a valuable emotional means that adds to their health, which successively contributes to their overall job satisfaction.

Hypothesis 3: Psychological resilience and participative decision-making moderately mediate the relationship between work intensification and job satisfaction.

Theoretical Framework
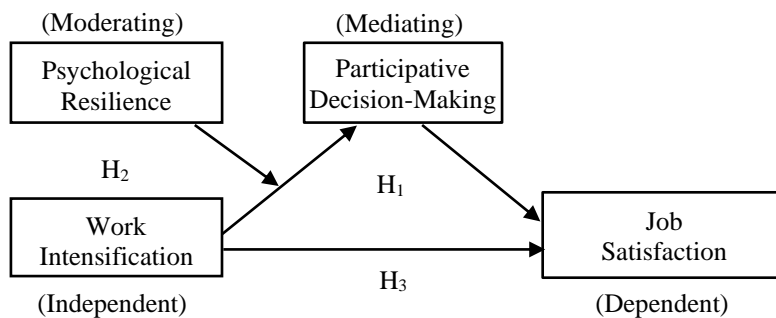
Direct Effect = WI → JS; Indirect Effect = WI → PDM → JS

Methodology

This chapter presents the data collection, research design, population, sample, and calculation of sample size, questionnaire, and sampling technique used in this research.

Data Collection

The data source was primary and secondary, as the information was obtained on factors of enthusiasm for the particular purpose of the investigation. Secondary data was collected from articles, journals, websites, and case studies, whereas primary data was collected from questionnaires, which detailed the characteristics of an individual's job. A structured questionnaire was distributed among the private sector bank employees in Lahore. Every research construct was measured through items adopted from previous research studies. The information was obtained through a self-administered survey of employees working in the private banking sector in Lahore. Most of the banks are private, and employees work long hours. More literate employees were available to collect accurate data using a questionnaire.

To minimize the biases of responses, the respondents were ensured the anonymity of the survey.

Questionnaires were hand-delivered to the respondents to get their responses (self-administered), and the banks were collected on a convenience basis. To conduct this survey, 7 private banks were targeted in total. Questionnaires were distributed by visiting each bank, and the language used for the questionnaires was not multifaceted, which created misunderstandings for the employees. A pilot study was also conducted to test the reliability of a sample of 50 employees.

Instrument: Questionnaire

This study used a uniform questionnaire method for data collection. The questionnaire was divided into two sections. The first section consists of demographics, which include gender, age, organization name, and tenure in this organization. The second section comprises 3 items for the independent variable (work Intensification), 4 items for the dependent variable (job satisfaction), 4 items for the mediator (participative decision making), and the other 14 items for the moderator (psychological resilience). The questionnaire consisted of questions that were inquired within the shape of articulation, and employees were requested to reply to each question as indicated by their perspectives. Each response was appreciated on a Likert scale, from strongly disagree to agree and never to always strongly. Twenty-five questions were asked of the employees, along with demographic data.

Research Design

The survey aimed to examine the impact of work intensification on employee job satisfaction through the mediating role of participative decision-making and the moderating role of psychological resilience. The study's nature was descriptive and analytical, as it was designed to collect data that describes the characteristics of employees working in the banking sector of Lahore, Pakistan. A questionnaire technique was used to get the responses from bank employees. The items for the questionnaire were adopted from different research studies by different scholars. The respondents were ensured of the anonymity of the survey. The questionnaire was hand-delivered to the respondents to get their responses. This research was analyzed by using a quantitative approach.

The unit of investigation of this survey is where an individual measures the responses of employees working in the banking sector of Lahore. According to the State Bank of Pakistan, the total number of banks working in Pakistan is more than 35, with 16 private and 7 public banks and more. Private Banks of Lahore were shortlisted because of convenience, and the employees of private banks provided more reliable data. The data was gathered from 7 private banks' head offices and other branches because more staff will be available in the head offices.

The study was cross-sectional, implying that the information was gathered at a specific time in Pakistan's banking sector. Questionnaires were personally distributed to the respondents and collected after a few days.

Variables and Measures

Work Intensification is "the extent of effort consumed in relation to the amount of hours invested into the lead of one's job." It was measured using a three-item scale to measure the degree of exertion consumed concerning the number of hours contributed to the lead of one's work. These things are measured on a five-point Likert scale extending from 1= "strongly disagree" to 5= "strongly agree" (Ogbonnaya & Valizade, 2015).

Participative decision-making is joint decision-making (Locke & Schweiger, 1979) or influence sharing between hierarchical superiors and subordinates (Mitchell, 1973). It measures an employee's level of impact and association in work environment decision-

making activities. It was captured through four items using a five-point Likert scale extending from 1 = "always" to 5 = "never" (Ogbonnaya & Valizade, 2015).

Psychological resilience is the capacity to manage effectively and adjust to challenges of misfortune, hardship, or difficulty. (Block & Kremen, 1996). *Job Satisfaction* is "the extent to which an individual expresses optimistic affective direction towards job" (Smith et al., 1969). It was measured using a 14-item scale to assess the employees of banks and how resilient they are regarding their intensified work. The items were measured on a four-point Likert scale extending from 1= "strongly disagree" to 4= "strongly agree" (Block & Kremen. 1996).

Job satisfaction is measured on a four-item scale that measures employees' level of satisfaction with diverse perspectives of their work. These items were measured on a four-point Likert scale extending from 1 = "strongly disagree" to 4 = "strongly disagree" (Ogbonnaya & Valizade, 20155).

The control variables are age, gender, organization name, and tenure in the organization. Age and tenure were measured by the number of years, and gender was coded as 0= "male" and 1= "female." All these variables are derived from previous literature used by the authors and are measured in the same way as measured by the authors in their research.

Target Population and Sample

The target population of this survey was the employees of scheduled banks in Pakistan. To conduct this survey, 7 private banks were targeted, and 50 to 100 questionnaires were distributed in each bank. Overall, we distributed 500 questionnaires to the employees of seven private banks. For the 25-item questionnaire, the sample size was decided by Item Response Theory, which states that sample size should be calculated by multiplying the number of items by 20. The standard rule is to suggest that a researcher has at least 10-15 participants per variable. Although this rule bandied about on enormous occasions, its empirical basis is unclear; however, (Nunnally, 1978) did recommend having 10 times as many participants as variables. So, 500 questionnaires were distributed, out of which 450 usable were received.

Data was obtained via convenience sampling with the support of the employees working in the banking sector. Convenience sampling is a non-probability sampling technique where individuals are selected conveniently. "IBM SPS Statistics 22.0, a program, was utilized in this investigation to prepare and analyze the information collected through an instructor survey. Model 6 was utilized from "PROCESS for SPSS" by Andrews F. Hayes to analyze the information.

Results

Of the 450 participants, about 66% were males; 57% were 21-30 years, 30% were aged between 31-40 years, and 13% were 41-50 years. Table 1 details the distribution of the bank and job tenure. All the scales were reliable; the Alpha values are presented in Table 2.

The bi-variate correlation in Table 2 depicts that work intensification has a significantly negative and weak relationship with participative decision-making (r=-.157**, p<.01). Work intensification has a significantly positive and weak relationship with job satisfaction (r=.122**, p<.01). This means that high work intensification predicts more job satisfaction in employees when they are included in participative decision making. Work intensification contains an altogether positive and powerless relationship with psychological resilience. Participative decision-making has a significantly positive and direct relationship with job satisfaction (r=.497**, p<.01) and a significantly positive and weak relationship with

psychological resilience. Whereas job satisfaction has a significantly positive and weak relationship with psychological resilience (r=.112*, p<.01).

Table 1
Descriptive Statistics

Variables	Category	Frequency	Percentage
Gender	Male	295	65.6
	Female	155	34.4
Age	21-30 years	257	57.1
	31-40 years	133	29.6
	41-50 years	60	13.3
Organization	Silk	56	12.4
	HBL	87	19.3
	Meezan	44	9.8
	Askari	66	14.6
	Faysal	78	17.3
	UBL	84	18.6
	MCB	35	7.8
Job Tenure	0-1 year	43	9.6
	Above 1 year-10 years	349	77.6
	11 years-20 years	58	12.9
	Total	**450**	**100**

Table 2
Reliability and Correlation Analysis

Variables	Items	Alpha	1	2	3	4
1. Work Intensification	3	.771	1			
2. Participative Decision Making	4	.763	-.157**	1		
3. Job Satisfaction	4	.722	.122**	.497**	1	
4. Psychological Resilience	14	.763	.223**	.155**	.112*	1

** Correlation is significant at the 0.01 level (2-tailed).

Regression Analysis

The results indicate that work intensification and psychological resilience explain about 11% variance in the outcome variable of participative decision-making, and the model is significant (p<.05). The independent variable, work intensification, has a negative and significant relationship with participative decision-making (β=-2.7912, t=-5.3250, p=.0000). Work intensification and participative decision-making explain about 29% variance in the outcome variable job satisfaction. The model is significant (p<.05). Participative decision-making predicts job satisfaction as (β=.3497, t=13.0880, p=.000). Work intensification predicts job satisfaction (β =.1527, t= .2983, p = .000).

The model of moderated relationship is a good fit (R-square= .1108, F=18.5326, p=.0000), which shows that there is an 11% variance in the outcome variable of participative decision-making. The significant model (β=.8411, p <.05) supports hypothesis 2, as participative decision-making is negatively related to work intensification and psychological resilience. The moderation relationship between work intensification and psychological

resilience is (Effect = .8411, Boot SE =.1711, LLCI = .5047, ULCI = 1.1774) and (t = 4.9148, p=.000), which shows that work intensification is positively significantly related to psychological resilience.

On the other hand, the impact of work intensification on job satisfaction came out to be positive. The relationship is noteworthy, and the impact of participative decision-making on job satisfaction was too optimistic, and once more, the relationship is critical. This model of moderated mediation relationship is a good fit (R-square =.2877, F=.1042, p = .0000), which shows that 28.77 % variance in the outcome variable of job satisfaction and the model is significant (p < .05), which *supports the hypothesis 1* (p < 0.05) as job satisfaction is positively significantly related to work intensification and participative decision making.

Table 3
Moderated Mediation of Psychological Resilience (n=450)

Mediation analysis (PROCESS, Hayes 2013)
Model = 7; Y = Mean JS; X = Mean WI; M = Mean PDM; W = Mean PR
Outcome: Model Summary

			Mean PDM			
R	R-sq.	MSE	F	df1	df2	P
.3329	.1108	.2983	18.5326	3.000	446.000	.0000
Model	Co-eff	SE	T	P	LLC1	ULC1
Constant	9.3495	1.4236	6.5673	.0000	6.5516	12.1473
Mean WI	-2.7912	.5242	-5.3250	.0000	-3.821	-1.7611
Mean PR	-1.8893	.4687	-4.0311	.0001	-2.810	-.9682
Int_1	.8411	.1711	4.9148	.0000	.5047	1.1774

Outcome: Model Summary

			Mean JS			
R	R-sq.	F	MSE	df1	df2	P
.5364	.2877	.1042	90.2807	2.000	447.000	.0000
Model	Co-eff	SE	T	P	LLC1	ULC1
Constant	1.2074	.1237	9.7592	.0000	.9642	1.4505
Mean WI	.1527	.1108	.2983	.0000	.0934	.2120
Mean PDM	.3497	.0267	13.0880	.0000	.2972	.4022

DIRECT AND INDIRECT EFFECTS OF X ON Y

Direct effects(s)	Effect	SE	T	P	LLC1	ULC1
of X on Y	.1527	.0302	5.0591	.0000	.0934	.2120
	Mean PR	Effect	Boot SE	BOOTLLCI	BOOTULCI	
Indirect effect(s)	2.7143	-.1778	.0390	-.2551	-.1022	
of X on Y	3.0000	-.0937	.0259	-.1467	-.0459	
	3.3571	-.0113	.0460	-.0927	-.0880	

Index of moderated mediation:

	Index	BootSE	BootLLCI	BootULCI
Mean PR	.2941	.1047	.0617	.4714

Level of confidence for all confidence intervals in output: 95.0000
Number of bootstrap samples for percentile bootstrap confidence intervals: 5000

The direct effect of work intensification on job satisfaction was significant (β=.1527, t=5.0591, p=.000), which shows that work intensification is positively related to job satisfaction, and this relationship is significant.

The indirect impact of work intensification on participative decision-making and job satisfaction was found to be noteworthy, and it appears that work intensification is adversely related to participative decision-making and emphatically related to job satisfaction. All the paths are significant, thus providing support to hypothesis 3, which states that work intensification has a negative significant relationship with participative decision-making with a confidence interval of 95%. Complete moderated mediation exists between dependent and independent variables. Lastly, the index of moderated mediation shows that (Effect = 0.2941, SE=.1047, LLCI = 0.0617, ULCI = 0.4714), as psychological resilience and participative decision-making tolerably intervene in the relationship between work intensification and job satisfaction.

Discussion

The existing study intends to determine whether the effect of work intensification on one of its consequences was mediated by participative decision-making. Using cross-sectional data, we confirmed that participative decision-making mediates the effect of work intensification on job satisfaction. Secondly, the effect of psychological resilience on participative decision-making moderates this relationship, respectively. In our study, the independent variable is work intensification, which is related to its consequence job satisfaction as the dependent variable.

We need to move further than earlier studies and clarify the procedure that links with work intensification either directly or indirectly. Employees nowadays feel more time pressure, stress, and anxiety than they felt previously. Results indicate that work intensification aims to enhance employee efficiency and monetary effectiveness (Green, 2016). Basically, the sensitivity of work intensification is practiced by the employees working in the organizations; at any time, they feel burden, stress, or pressure from their organizations to complete a cumulative sum of tasks at work (Kubicek et al., 2014).

Work intensification is the essential determining factor of job satisfaction; employees more satisfied with their jobs are those who handle work intensification positively (Jalal & Zaheer, 2017). According to this study, the impact of work intensification on employee satisfaction is positive, contrary to the previous literature. This is because the data collected for the present study is only from the private banking sector. The fear of losing their job and unemployment levels is increasing day by day in Pakistan, and due to the values and culture of our private banks, employees have had to cope with intensified work and to accomplish in a better way. Otherwise, they might be dismissed from their jobs. As a result, even if the work intensifies, employees cannot afford to be emotionally affected by their satisfaction level. They need to work hard and face additional pressure and burdens because it is very difficult and demanding for the employees to search for any other chance in a situation where they are dismissed from their jobs (Jalal & Zaheer, 2017).

To attain this, we tend to examine the mediating role of participative decision-making to understand how work intensification leads to job satisfaction. This study shows not solely that work intensification is evaluated as preventive; additionally, its adverse effects are explained by participative decision-making as a mediator.

Results indicate that participative decision-making is negatively associated with work intensification; however, this association is significant. Once work gets intense, employees feel pressure and stress, which reduces their motivation level to a more significant extent. However, when employees are concerned with a decision-making of structural matters like creating the statement of purpose, forming strategies and procedures, pay fortitude, advertising, and defining incentives, it indicates that work intensification is adversely linked to participative decision-making. Some critics have argued whether PDM is effective, proving that PDM is negatively related to work intensification, but their relationship is significant

(Khandakar & Sultana, 2018). Even with the large amount of workload being placed on the employees, they are still not ready to accept the additional load of participating in the decision-making strategy.

Every organization must have amazingly written guidelines, procedures, and policies regarding the participation of employers as well as employees, and the management considers them to be practiced if the employees are being involved in decision making and these policies are worthless till employees themselves observe them as necessary (Vandenberg et al., 2018).

As prior research suggests, a higher level of participative decision-making is associated with higher levels of job satisfaction (Pacheco & Webber, 2012). According to the results, the bond among PDM is positively linked to JS, and this association is significant. According to the expectancy theory of participation (Neider, 1980), employee participation increases employee satisfaction to the amount that the job achievement is connected to the increased expectancies. The study proposed that the utilization of PDM and having an efficient statement with employees plus the presence of a participative planning process knowingly expect positive levels of satisfaction with jobs for employees working within the banking sector of Pakistan.

Participative practices might aid in simplifying expectations related to jobs that could successively, in turn, decrease the level of intensified work and increase the satisfaction level of employees. However, according to the findings in this study, work intensification and job satisfaction are positively related to each other, as when work intensifies, it benefits the organization's productivity and growth and helps employees enhance their well-being and get experience. Employees must have a logic of belonging to an organization to accomplish the objective of the organization more successfully and professionally.

The organizational programs are responsible for offering employees a lack of restrictions for participating in decisions related to organizational matters. Academic literature has found that permitting employees to participate in decision-making can enhance and satisfy employees and fulfill their needs (Maslow, 1943), which includes assertiveness (Miller & Monge, 1986) and individuality (French et al., 1960) that eventually encourages job satisfaction (JS) of employees (Vroom, 1964). These statements support the results, which show that job satisfaction increases with higher levels of participative decision-making.

Results in this study indicate that employees working in the banking sector play an essential role in enhancing the overall organizational performance, so if the employees have a virtuous relationship and interconnect effectively with their managers, in turn, managers take notice of their involvement and allow them to participate in decisions which enhances the satisfaction level of employees (Johlke et al., 2002; Kim, 2002; Laschinger et al., 2013; Oldham & Cummings, 1996).

Therefore, this analysis focuses on the prominence of participative decision-making in clarifying the procedure of how work intensification affects employee job satisfaction through a mediating effect of PDM; overall, this case is positively significant and supports our first hypothesis. The indirect effect of participative decision-making didn't fully explain the association concerning work intensification affecting job satisfaction in the cross-sectional study. Work intensification is supposed to be a barrier that requires work consumption and reduces employee strength at least to some limit (Van den Broeck et al., 2015). The moderating role of psychological resilience is further investigated in this relationship. Indeed, this study shows that the link between work intensification and participative decision-making is moderated by psychological resilience.

Empirical studies have shown that psychological resilience has a negative association with stress-related anxiety (Krush & Agnihotri, 2013) and emotional exhaustion (Bande et al., 2015). Therefore, supporting previous research, the present study also provides support that psychological resilience helps lessen the positive impact of work intensification on

employees. Prior research recommends that psychological resilience acts to help people avoid being involved in intensified work. For example, individuals who are resilient are less likely to feel stress in the presence of work intensification (Kimura et al., 2018).

In this study, the moderating role of psychological resilience is that it affects the participative decision-making of individuals in assisting jobs. Resilient people act more satisfied and more involved at work than resilient people at a lesser amount. Past studies recommend that positive affect helps people build permanent resources (Cohn et al., 2009; Green, 2001). These resources have played a vital role in defining happier people's improved performance and satisfaction across numerous difficult situations, together with much flexibility in complicated problem-solving and decision-making (Isen, 2008; Lyubomirksy et al., 2005).

Accordingly, resilience is regarded as a form of self-rated coping source. Thus, in the face of an unfavorable work environment, people who believe they are resilient have sufficient means to cope with the most challenging situations. On the other hand, people who believe that they cannot bear more pressure are not likely to be resilient enough to deal with stressful or challenging situations as they lack the means to cope with them (Kimura et al., 2018). Accordingly, we find support for our second hypothesis because the moderating role of psychological resilience is negatively associated with participative decision-making, but this relation is significant.

The present study's findings support our third hypothesis that psychological resilience and PDM moderately mediate the association between work intensification (WI) and job satisfaction (JS). Prior studies recommend that once employees feel that need some inspiration over decisions being prepared at work and feel that they need some inspiration over decisions are being concerned, they not only perform in a better way, but they also feel satisfied with different aspects of their lives (Ramsay et al., 2000). However, few studies have directly examined whether happy people have the emotional impact that helps people build permanent means of coping in times of adversity. This question is vital to help clarify the fundamental mechanism through which happy people manage to bounce back through times of exertion. This study and alternative recent findings recommend that psychological resilience is related to the emotional impact of experimentally encouraged stressful meetings (Ong et al., 2016). People who experience emotional effects succeed through numerous challenges not just because they feel smart but because they have the means to deal with these challenges.

The present study adds to the literature by examining the relative effects of psychological resilience and participative decision-making at work. This permits us to report in the literature about the existing gap and also to evaluate the unique variations that are affected by work intensification. Participative decision-making has been studied with several antecedents, but the current study is adding more literature regarding their relationship.

Conclusion

This study supports the evidence that work intensification is a process that expects extra variability above and beyond total working hours. In the banking sector of Pakistan, employees are required to work from 9 to 5. However, they are working extra hours, which shows that they face pressure and stress to a greater extent because they are required to complete their tasks on time. Expanding the measure of assignments undertaken and shortening the period permitted for finishing the tasks raises the normal workload of employees.

The existing study has examined the impacts of (WI) on (JS) of employees and observed whether participative decision-making plays a mediating role. Secondly, psychological resilience plays a moderating role in this relationship. This survey aimed to determine the extent of employees' participation in decision-making practices in Pakistan's banking sector.

Besides this, there is a need to classify whether employees desire or not to get involved in the decisions of essential matters in the presence of work intensification.

Evidence presented in the current study shows that employees are under great burden and pressure from top management of their organizations. Participative decision-making is favorable primarily for employees, but it's not mandatory in all cases. Employees are allowable to share their thoughts in organizational decision-making measures; additionally, they can do anything possible to improve a sense of work empowerment, but employees are already facing intensified work, as their work effort varies not only in its extent but in its strength, the load pressure under which their work is being carried out.

Participative decision-making is favorable for employees to enhance their efficiency and to improve their satisfaction level, but according to our findings, employees working in the banking sector are already under a large amount of stress from exceedingly challenging jobs that are affecting extra work pressures. On the flip side, participating in the decision-making procedure is an excellent opportunity during the employee's working experience, whatever these may be, but along with burdens that involvement threaten to settle their private life.

In the present study, participative decision-making is examined. It shows distinctive mediating properties toward its antecedent, psychological resilience, and creates changing and differing degrees of effects on employee-level outcomes. Furthermore, psychological resilience through participative decision-making was found to have additional consequences for employees.

We know that no studies have inspected the link between psychological resilience and participative decision-making. In accordance with the broaden-and-build theory (Fredrickson, 2004), once tested, the results confirm that employees' positive emotions can raise psychological resilience and lower stress at work and improve job satisfaction, whereas negative emotions lower employees' psychological resilience and raise stress at work and satisfaction of employees. Consequently, it can be determined that the prominence of the participation of employees can never be undervalued as it enhances employee's satisfaction level and commits them towards their organization. It depends on the employee whether they have sufficient means to adapt to challenging situations, such as the opportunity to make decisions regarding critical organizational matters.

Findings on the possibility that work intensification may create an additional load of responsibility on employees throw light on that, mainly where participative decision-making is distributed to attract employees into intense countless work exertion designed for the organization. Overall, "favorable" as well as "unfavorable" employees perceive not availing themselves of the opportunity as they lack the coping sources, which influences the participatory workplace practices that appear to be equally limited, at the minimum, inside the borders of this study.

As a result, the negative connotation associated with work intensification, which is that the employees are under pressure, is optimistic. If, due to work intensification, management involves employees in the decision-making of organizational matters, this proves our hypothesis, and this is what our findings are. Secondly, this process can only be possible if the employees are psychologically resilient and if they adapt and cope with the intensified work. If they are resilient enough to retreat from adverse events, they are only concerned with the decision-making of organizational matters. As a result, their satisfaction level increases.

Limitations

The first limitation of our study is that the nature of the study is cross-sectional. This limitation suggests that the present study does not authorize sturdy statements of causality. There will be a chance of common method bias. Future research must focus on longitudinal design to establish causality.

The second limitation of our study is that the present study covers an average sample from the banking sector and only from the private sector of Pakistan. In this study, we have targeted only banks in Lahore because of convenience. We cannot confidently generalize our findings to the entire banking sector. Future research must focus on both the public and private banking sectors. Upcoming research may possibly report this limitation by expanding the targeted sample from other cities of Pakistan to examine the effects of work intensification on job satisfaction through a mediating moderated model.

Another limitation is that little literature was found on the moderating effects of psychological resilience with participative decision making. Future studies should focus on investigating other antecedents of participative decision making. The present study examines the effects of PDM on psychological resilience as a moderator; upcoming research should also focus on other causes in the association between participative decision-making and psychological resilience.

Recommendation

All the banks in Pakistan ought to ensure the significance of employees' participation in decisions regarding organizational matters and problem-solving. In a country like Pakistan, private banks do not seem to be positive about the participation of employees in decisions as these banks are ensuing the system of centralized union structure, and the utmost of their decisions are created because of governmental powers. However, they should not exercise these types of actions. Worldwide, banks are functioning in their happenings in our country, and they rely on the involvement of employees in organizations' decisions and furthermore, performing this thought.

Organizations are changing their observance daily and offering their employees motivational initiative influences to create decisions in our private banks. Thus, it's necessary for upper-level administration to allocate decision-making control that permits notably all workers, irrespective of the categorized degrees that encourage decision-making authority in organizations. Banks adopted by the administration in Pakistan need to understand that employee participation is among the foremost essential elements that can expand the running of the banking sector. Additionally, most banks ought to verify participative decision policies originating from laws and guidelines that propose that individuals have the complete privilege of getting involved in the procedure of formulating decisions.

Thus, we can try to raise employees' positive emotions to lower their stress at work and improve their satisfaction level. To retain employees, reduce their stress at work, and increase their motivational and satisfaction levels, there is a serious need to examine reasons that encourage and diminish the stressful work situation of employees in the banking sector of Pakistan. Training sessions should be provided to the employees working in the banks and other organizations so that they can be resilient enough to adapt to challenging and stressful situations and encourage participative decision-making.

Furthermore, this study highlights the importance of coping resources when employees' work intensification increases. The banks of Pakistan ought to be responsible for the accessibility of their employees. As a result, they think participating in decision-making procedures is not a problem at all, even in work overload. Therefore, we must raise the spirits of managers to encourage resources like participative decision making to support their employees to enhance their satisfaction level and psychological resilience in coping with work intensification.

To accomplish organizational growth and efficiency, superiors should take the responsibility to officially state the satisfaction level of employees through utilizing suitable measures of psychological resilience, which helps to bounce back from adverse events; plus, the poor participation of employees in formulating decisions must be reduced.

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