

**Dr.Kanika Garg, Ms. Ritika and Ms. Manvi Tyagi (July 2022). Measuring impact of Work Stress on Employee Engagement among Banking Sector Employees**

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**Measuring impact of Work Stress on Employee Engagement among Banking Sector Employees**

**Dr.Kanika Garg**

*Assistant Professor, Tilak Raj Chadha Institute of Management and Technology, Yamuna Nagar, Haryana*

**Ms. Ritika**

*MBA, Tilak Raj Chadha Institute of Management and Technology, Yamuna Nagar, Haryana*

**Ms. Manvi Tyagi**

*MBA, Tilak Raj Chadha Institute of Management and Technology, Yamuna Nagar, Haryana*

**Abstract**

In today's era work stress has become a common problem. Work stress directly affect the employee engagement. Which creates hindrance in their work performance. So, the present study measured the effect of work stress on employee engagement. In order to attain the objective study selected 124 respondents, who were employees in the banking sector. To fulfill the objective Descriptive statistics have been used. The study conclude that work stress positively influences the employee engagement. The study also believed that A little stress is healthy and productive but stress beyond the limits creates problem for the employees.

**Keywords:** -*Work Stress, Employee Engagement, Banking Sector, Employee Performance*

**Introduction**

work stress is a global issue because of which many employees face the consequences like low performance, absenteeism. It's not only the loss of employees, but also a loss of company's reputation. In today's era work stress has become a common problem and in a country like India seven in 10 Indian workers (70) percent said that they were experiencing stress at least once during the working week on a regular basis. Work stress directly affect the employee engagement. In the banking sector the job nature is very hectic like long working hours, organizational structure, conflict's role, improper reward system, lack of management. Which creates hindrance in their work performance (Bajpai et al 2015). Nowadays banking sector has become very competent sector in India with large number of employees. Handsome salaries and social status associated with banking industry has attracted number of people to take these jobs. But in today's competitive scenario banks are restructuring themselves. Which ultimately results in the workload on the employees. A little

stress is healthy and productive but stress beyond the limits creates problem for the employees, which ultimately lowers their productivity as an individual as well as organization.

### **Work Stress**

work stress is the body's response towards demands and circumstances facing by employees. Stress may be challenging as well as negative(Nadzirah Abdul Hamid 2007). Challenging stress pulls the employees to achieve target goals, whereas negative stress reduces employee's performance. Work stress can arise in every sector, be it an IT sector, Banking sector. In banking sector work stress can arise due to arguments between employees, mood swings, low motivation, bad communication etc. (Nadzirah Abdul Hamid 2007).

### **Employee Engagement**

Employee engagement is involvement of employees in their work. Engaged employees are more likely to be productive and good performers(Rasool et al 2021). It's an approach that increases the chances of business success. Employee engagement provides several benefits like lower absenteeism, higher employee retention, more opportunities, higher motivation, greater team spirit, cordial relation between employees etc. employee engagement plays a very crucial role in banking sector. It's very important to examine the present employee engagement strategies adopted by banks in order to come up with a new and revised employee engagement strategy.

## **Review of Literature**

**Lloyd et.al. (2002)** conducted a study to investigate the effect of social work stress and stress burnout. This research paper talks about two questions, is social worker stress is greater than other health professionals? Ans second is what factors cause stress and stress burnout. Findings shows that social work profession is high risk stress and burnout.

**Nelson and Simmons (2003)** conducted a study to investigate how eustress(positive) manage the work stress and health of employees and eustress complement distress.in this research four theories were used psychoanalytic approach, cognitive appraisal approach, preventive stress management approach, the person-environment fit approach. Findings shows that eustress or holistic approach really manages the work stress.

**Malhotra and Mukherjee (2004)** depicted a study to test the relationships organisational commitment and job satisfaction have with service quality of customer contact employees. A study comprising 342 employees was conducted in four telephone call centres of a major UK retail bank. Findings indicate that job satisfaction and organisational commitment of employees have a significant impact on service quality delivered.

**Muhammad Aldi Putra (2006)** conducted this research compares construct employee engagement with other validated constructs. This research talks about the positives and negatives of employee engagement and application of the same to the construct of organisational occupation. Huge data was collected by Gallup survey from employees. Findings of this research shows that it's important to understand the nature of the construct and its relationships to behaviours, attitudes, intentions of the employees in the organisation.

**Nadzirah Abdul Hamid (2007)** analysed a study to investigate the effect of stress on job performance. For this study cross-sectional and longitudinal analyses was used to know how work stress factors are related with current productivity and long-term productivity in title of absence, disability, and reduced work activities. Findings shows that excessive workhours increase the stress among employees mainly when combined with shift work.

**Arasali and Tumer (2008)** investigated a study to measure the impact of nepotism, favouritism and cronyism on job stress. For this study a survey was carried out with 576 respondents working in the banking industry in Northern Cyprus. Objective was to assess the impact of these practices on job satisfaction. Findings of this study shows that nepotism, favouritism and cronyism create job stress in the workplace

**Ganster and Schaubroeck (2009)** conducted a study to investigate the impact of work stress on employee's health. For this study sample was taken from 306 employees working in the organization. Findings were impact of work stress on employees is not good at all because stress make them feel lazy, angry and fatigue.

**Mark Attridge (2009)** investigated a study to manage and measure employee work engagement. In this study case study concept was used, findings shows that data collected from employees reveals that engagement is a good concept for business and it's also good for employee's health.

**Gruman and Saks (2011)** analysed a study of performance management and employee management. In this study model of performance and employee management was used, which includes performance agreement, engagement facilitation, employee engagement, performance engagement appraisal and feedback, improved performance. Findings shows that the organisations who use the process of performance and employee management can achieve competitive advantage.

**Ram and Prabhakar (2011)** analysed a study to investigate the antecedents and consequences of employee engagement in Jordanian industry. A sample of 310 respondents from the Jordanian industry was interviewed using the research instruments (descriptive statistics).

**Bedarkar and Pandita (2013)** conducted a study to investigate the impact of employee engagement on employee performance. The study was done on three drivers of engagement drivers namely communication, Work life balance, leadership which have an impact on the performance of an employee.

**Anitha.j (2014)** investigated a study to search out the antecedents of employee engagement and counted upon the concept. For this study 383 questionnaire were collected by simple random sampling method from all levels of employees in the organisation. Findings shows that working culture and relationships between co-workers and team badly affects employee performance.

**Bajpai et al (2015)** studied research to measure the impact of work stress on job satisfaction. In this research job stress is an independent variable and job satisfaction is a dependent variable. Simple stratified sampling was used with a sample of 120 employees from public and private sector banks in Indore region. Primary data was collected through five-point Likert scale. Correlation and Regression method was used in this research.

**Simon and Amarakoon (2018)** conducted a study to know the effect of occupational stress on employee engagement excessive stress level cause anxiety, depression, fatigue and because of that don't feel engaged at workplace. Literature suggests negative relationship between occupational stress and employee engagement. But findings states that relation between both is not negative linear rather it is an inverted 'U' relationship.

**Liat Eldor (2018)** This research was analysed to investigate the impact of stress on employee engagement in the public service workplace. For this research a longitudinal study of 166 employees and 333 of their citizens was conducted. Predictor and moderator variables were used. Findings of this study was compassion in the public sector is important for every manager for establishing relations with public service employees, clients and others in public sphere.

**Yunitaet, al, (2019)** this research depicted the effect of work mutation on work stress along with employee performance. 108 questionnaires were filled by employees. Findings of this research shows that mutation have negative effect on employee's performance and work stress.

**Suryanthini et al (2020)** depicted a study to investigate and test the influence of job stress and employee engagement to organisational commitment and performance. A sample was taken from 106 respondents. Data were analysed using Partial least square. Results of this study indicate that job stress does not affect the performance of employees, job stress has positive or significance effect on employee's performance.

**Dhruba Lal Pandey (2020)** this research depicted the effect of stress on employees. In this research 200 questionnaire were collected from Kathmandu bankers. Descriptive

methodology was used in this research. The result shows that work pressure within the banking sector is very high.

**Rasool et al (2021)** this study investigated the effect of toxic workplace environment on employee engagement. Quantitative research approach was used and data were collected from 301 workers employed in the small and medium size enterprises of China. Findings of this research confirms that organizational support and employee well-being significantly mediate a toxic workplace environment and employee engagement.

**Wang et. al. (2022)** analysed a study to investigate the effect of mobile workplace stress on employee behaviour. For this study 426 samples were collected and data was collected through questionnaire. Findings states that mobile workplace stress has negative effect on employee behaviour.

### **Material & Methods**

#### **Objective: -**

To measure the impact of work stress on employee engagement among banking sector employees.

#### **Research design: -**

Descriptive research has been used to measure the effect of work stress on employee engagement

#### **Participants: -**

To analyse the work stress & employee engagement, the study selected respondents of banking sector employees from Haryana.

To collect the data convincing sampling has been used. The study selected 200 banking employees as a total population, after the data clearing process 125 respondents' data have been used.

#### **Sample size: -**

To achieve the objective 125 respondents who are presently working in banking sector in Haryana.

#### **Tools and data collection procedure: -**

To achieve the objective standardized questionnaire has been used, developed by (Schaufeli, W.B., Bakker, A.B. (2010), Preek and Purohit1990).

The data was developed from various banks in Haryana.

The data was collected in the form of standardized questionnaire on a likert scale 5.0 and 7.0 rating scale. The employees who are working manager, general manager, branch manager for obtaining data, firstly questionnaire was administrative in front of employees. After this respondent were able to respond the questionnaire.

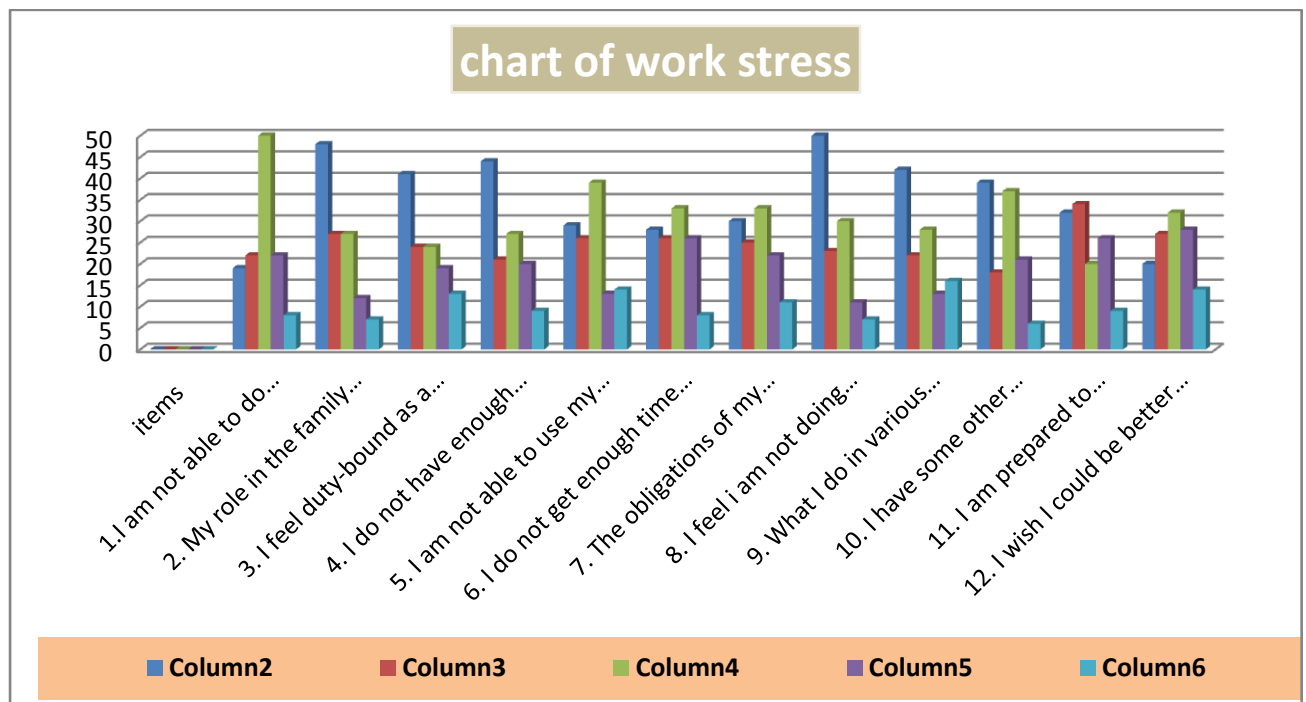
**Measuring instruments**

**Data analysis: -**

In order to fulfil the objective descriptive statistics regression analysis has been used.

**Table 1.1 Work Stress**

items	(never) 0	(occasionally) 1	(some times) 2	(frequently) 3	(always) 4
1.I am not able to do many things for which I have a great liking.	19	22	50	22	8
2. My role in the family conflicts with my work role.	48	27	27	12	7
3. I feel duty-bound as a student/employee/son/father, etc.	41	24	24	19	13
4. I do not have enough knowledge/skills needed to do justice in my roles.	44	21	27	20	9
5. I am not able to use my strengths in the various things I do.	29	26	39	13	14
6. I do not get enough time for my family friends because of my other responsibilities.	28	26	33	26	8
7. The obligations of my roles are more important to me than my own wishes.	30	25	33	22	11
8. I feel I am not doing justice to my family role (as a son/husband/father).	50	23	30	11	7
9. What I do in various spheres (home, institutions, organizations etc) conflicts with my values.	42	22	28	13	16
10. I have some other obligations (in a club, a voluntary organization, a party etc). Which conflict with my main work.	39	18	37	21	6
11. I am prepared to sacrifice my own values. If they conflict with duties in various roles.	32	34	20	26	9
12. I wish I could be better equipped to perform my roles more adequately.	20	27	32	28	14



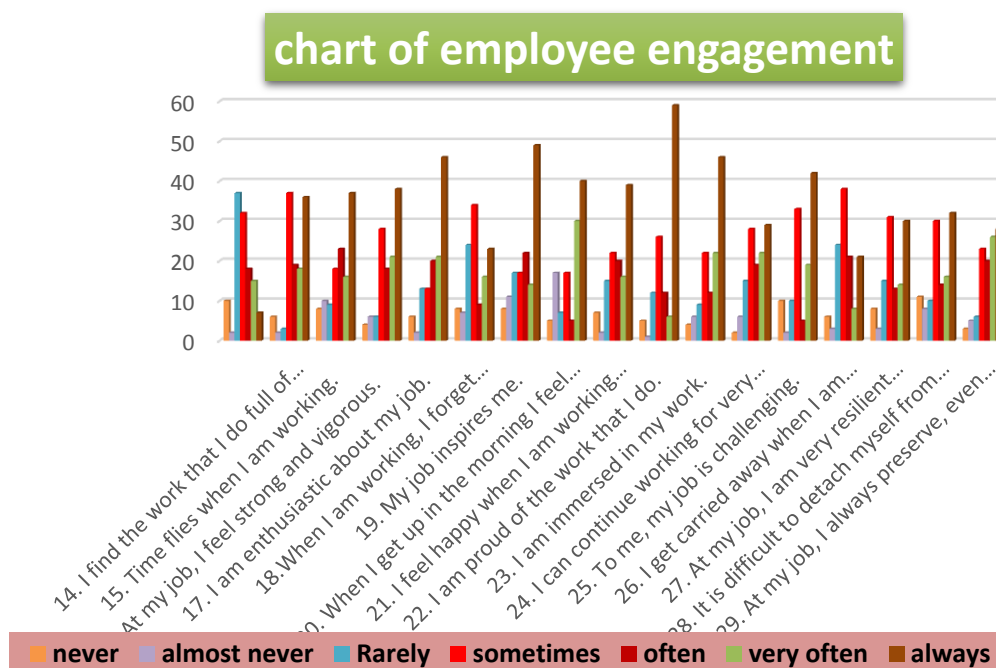
**Interpretation: -**

From the above table 1.1 it is clear that most of the people think they never do justice with their family (50) that’s why work role conflicts with their family & also they don’t have enough knowledge to do justice with their work roles (44). they don’t able to do their liking things (19) they wish to perform roles adequately. (20) because of other responsibilities they never have enough time. From the above table 1.1 discussion it is clear that sometimes respondents don’t able to do things they like (50). They don’t able to do use their strengths (39) sometimes obligation conflict with their work (37). Respondents prepare to sacrifice value (20) sometimes they feel duty bounded (24) various spheres conflicts with their role (28). From the prior table it can be seen that those spheres always conflict with their role (16). They wish to be better equipped to perform roles (40). they always feel bursting with energy (13). Their obligation conflicts with main work (6) work always conflict with their family role (7) they always prepare to sacrifice their own values (8).

**Table 1.2**

items	(Never)0	(Almost never)1	(Rarely)2	(Sometimes)3	(Often)4	(Very often)5	(Always)6
13. At my work, I feel bursting with energy.	10	2	37	32	18	15	7
14. I find the work that I do full of meaning and purpose.	6	2	3	37	19	18	36
15. Time flies when I am working.	8	10	9	18	23	16	37
16. At my job, I feel strong and vigorous.	4	6	6	28	18	21	38
17. I am enthusiastic about my job.	6	2	13	13	20	21	46
18. When I am working, I forget everything else around me.	8	7	24	34	9	16	23
19. My job inspires me.	8	11	17	17	22	14	49
20. When I get up in the morning, I feel like going to work.	5	17	7	17	5	30	40
21. I feel happy when I am working intensely.	7	2	15	22	20	16	39
22. I am proud of the work that I do.	5	1	12	26	12	6	59
23. I am immersed in my work.	4	6	9	22	12	22	46
24. I can continue working for very long period at a time.	2	6	15	28	19	22	29
25. To me, my job is challenging.	10	2	10	33	5	19	42
26. I get carried away when I am working.	6	3	24	38	21	8	21
27. At my job, I am very resilient mentally	8	3	15	31	13	14	30
28. It is difficult to detach myself from my job.	11	8	10	30	14	16	32
29. At my job, I always preserve, even when things do not go well.	3	5	6	23	20	26	28





**Interpretation: -**

From the table it can be seen that employees face difficulty to detach their self from job. (11) They also feel bursting at their work for themselves (13) job is so challenging (25) but their job inspires them (8) they never feel preserve when things don't go well. (29) Respondents say they never continue their work for long period. (24) They never feel strong vigorous (16) & also never feel immersed at their work (23). From the table 1.2 it is clear that respondents often feel times flies when working (23). Job inspires them (22). They often feel happy when they work intensely (20). Respondents think their job is challenging (5). They often forget everything else while working (9) they feel proud for the work they do (12). From the prior table it is clear that respondents always feel proud for the work they do (59). Job inspires them. They always immersed towards their work (46). Respondents always feel bursting with energy (7) they get carried away while working (21).

**Table2. Regression Analysis for measuring the effect of Work stress on Employee Engagement.**

Table 2.1 Represents the Model Summary of Banking Sector Employees

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.641 <sup>a</sup>	.411	.407	.30582

a. Predictors: (Constant), AverageofEE

The table 2.1 shows R and R square values. The R values represents the simple correlation and is .641<sup>a</sup> which indicates a positive correlation among work stress and employee engagement. The R square value (.411) indicates 41% of the total variation in the dependent

Table 2.2 Represents the Analysis of Variance of Banking Sector Employees

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.132	1	3.132	1.379	.000 <sup>b</sup>
	Residual	270.295	119	2.271		
	Total	273.427	120			

a. Dependent Variable: AverageofWS

b. Predictors: (Constant), AverageofEE

The ANOVA table 2.2 indicates the regression model and predicts the dependent variable as well. The ANOVA table represents the statistical significance of the regression model where the p-value is 0.00 which is less than 0.05, indicates the regression model is significantly predicts the outcome variable, i.e. it is good fit of the data. variable work stress can be explained by the independent variable employee engagement.

Table 2.3 Represents the Unstandardized Coefficients of Banking Sector Employees

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	1.268	.250		5.069	.000	1.286	3.488
	AverageofEE	.648	.065	.641	9.926	.000	-.110	.431

a. Dependent Variable: AverageofWS

The coefficient table 2.3 predicts the effect of work stress on employee engagement as well as determine whether employee engagement contributes statically significantly to the model. Analysis depicts that the work stress has effect on employee engagement in the organization. On the basis of obtained data values which interpret that work stress has the positively significant impact on employee engagement with 95.0% confidence interval.

### **Discussion**

Nowadays work stress has become a major issue in banking sector. It is not only the loss of employees but also a loss of company's reputation. Work stress directly affects the employee engagement. A little stress is healthy and productive but stress beyond the limit creates a problem for the employees. The study attempts to major the impact of work stress on employee engagement. The result shows that most of the respondents think time flies whenever they work, while some of the respondents think their job inspires them. In the present study **Liat Eldor (2018)** concluded that the impact of stress on employee engagement in the banking sector. Compassion in the public sector is important for every manager for establishing relations with public service employees, clients and others in public sphere.

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