

# The Affect of Employee Engagement Practices Towards Occupational Stress

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**ABSTRACT**--- This study examines the role of employee engagement practices on employee occupational stress. With the theoretical support the study constructs are determined and accordingly propositions are made and this study is to understanding of different approaches and drivers of employee engagement. Review on literature on determinants of employee engagement and comparison of these determinants with the organizations employee engagement system. After comparison the literature review, Employee Engagement is very essential and profitable to the organization. Employee engagement practices would be a take-over factors for occupational factors.

## INTRODUCTION:

Employee engagement is becoming a buzz word for business because of Employee and management is the symbiotic relationship mediated by good employee engagement practices in an organization. The term "employee engagement" described as being different from other employee role constructs such as job involvement, commitment or intrinsic motivation, asserting that it focus on how psychology experiences of the work shape the process of people presenting and absenting themselves during task performance defined by khan in 1990.

## REVIEW ON LITERATURE:

**Occupational stress:** Professionals, advisers, professionals and human resources managers of several organizations are concerned about the impact of work stress on organizations. Work stress affects revenue, productivity and business performance. Managers in several organizations face a dilemma about which interventions should be used to minimize the cost of work stress. Therefore, it is important to understand the causes, symptoms and effects of work stress in organizational performance (Kazmi, Amjad, & Khan, 2008; Ongori & Agolla, 2008).

A Study by Motowidlo, Packard, & Manning (1986), determines the effective conditions for occupational stress and its effects on job performance. Job conditions and individual characteristics such as job experience, type A

pattern and fear of negative evaluation would significantly affect the frequency and intensity of stressful events. In turn these stressful events indulge to subjective stress and it again causes in result to anxiety, hostility and depression. Finally the effect of the resultants show and an immediate significant direct impact on performance decrements such as tolerance for frustration, clerical accuracy, interpersonal sensitivity and altruism.

Work stress is a universal phenomenon that, in various organizational and behavioral studies, has caused problems with health, performance and general well-being. But claiming that work stress is a complex scientific construction that requires an initial understanding of the "parenting" called stress. In general, stress is generally seen as a general physiological and psychological response that causes physical or mental problems in conflict when a person's coping skills are too extensive. Therefore, stress in the workplace is generally described as occurring when there are differences between the physiological requirements at the workplace and the employees' inability to cope or cope with such requirements (Babatunde, 2013; Kazmi et al., 2008; Mansoor & Ali, 2011; Motowidlo et al., 1986; Ongori & Agolla, 2008). However, it has been suggested that the diversity and perception of stressful workplace experiences make it difficult to find a uniform definition of stress in a set of studies and reports on the impact of stress on the workplace.

From the above, various management perceptions to restrict stress at the workplace have become important in increasing the psychological capital of workers and wellbeing (Babatunde, 2013; Manshor, Chong, & Agency, 2015; Walsh, Winefield, & Stough, 2001). It is also necessary that this proactive intervention be integrated into the work structures (work controls, work plans, staffing levels, physical work environments and organizational structures) and psychological frameworks of the employees (work commitments, psychological support, employee engagement and business initiatives) (Babatunde, 2013; Mind & Stress, 1994; Walsh et al., 2001). In addition, key actions include managing stress awareness training, workload adjustment, hazard identification, creating a social structure that reduces the impact of stress and clarifies roles, suggesting effective strategies to improve organizational performance (Babatunde, 2013).

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It is also practical that the working conditions are adapted to the difference of physical, mental and contextual life of the person. Therefore, organizations should put more emphasis on the livelihoods of their employees (WLB) by trying to implement various WLB practices and policies such as flexible working hours, work sharing, work-to-practice part-time, home-based management, recreational activities and subsidized periods, including family-friendly policies (Johnson, 1986; Motowidlo et al., 1986; Ongori & Agolla, 2008; Walsh et al., 2001).

**Employee Engagement:** According to Kahn, 1990, 1992 and Luthas & Peterson, 2002 employee engagement concept has two dimensions respectively cognitive engagement where the worker knows his role and function in the organization and emotional or physical engagement where the worker empathizes with his coworkers in the organization. Employee engagement is a control of organizational members and workers to selves to their roles. The employee expresses their physical and cognitive emotions during role performance in the employee engagement (Khan 1990). In private sector organizations the engaged employees are dedicative workers for the growth of organization, stay long time, more productive and give maximum satisfaction to the customers this will be more profitable to the organization (Gallup, 2005). They complete their task to good standards, for the personal sense not for the financial gain and take pride to the work because of discretionary effort (Frank et al, 2004).

The employee engagement is defined as both attitudinal and behavioral components because of it has contains an organizational purpose, involvement, commitment, passion, enthusiasm, focused effort.

Robinson et al. (2004, p. 9) defines the engagement as the “employees positive attitude towards the organization and its values, an engaged employee improves their performance for the organization benefits and knows about how to work with the colleagues”. In general the most of the engagement surveys are focus in the positive behavior of the employee (e.g. Organ and Paine, 1999) and organizational commitment and attachment (e.g. Meyer, 1997). The employee engagement as the cognitive, emotional and the behavioral state of an individual employee to a desired organizational outcomes (Shuck and Wollard, 2010, p. 103). Attentiveness and mental absorption are exhibited by the engaged employee in their work (Saks, 2006).and they have a deep emotional connection about their work station (Wagner and Harter, 2006; Kahn, 1990).

Employee engagement is treated as the competitive advantage by some organizations and this can solve the challenging organizational problems i.e., increase in workplace performance and productivity (Macey and Schneider, 2008; Macey et al., 2009).Kular et al., (2008); Harter et al., (2002); Shuck and Wollard (2010) suggest that the high level of employee engagement leads to the positive outcome to the organization.

In the opinion of Soni Agarwal the employee engagement have different and are not exactly the job satisfaction, motivation, organizational commitment, and organizational citizenship behavior (OCB).

- Job satisfaction is a positive emotional state where having the roles and responsibilities.

- The organizational commitment is defined as degree of that an individual as an employee’s commitment to its goals (Meyer and Allen, 1997).
- Organizational citizenship behavior is the outcome of job satisfaction and organizational commitment (Little and Little, 2006). OCB is relates to the job satisfaction and organizational commitment.

**Job involvement:** Job involvement was a self image that the employee experience in their role. Results in the cognitive judgment of need satisfaction ability. Job involvement is cognitively preoccupied degree with, engaged with the present job (Paullay et al. 1994). The cognitions can also be added by the behavior and also by the active use of emotions in the employee engagement. May et al. (2004) defines the engagement as the antecedent to the job involvement and it is a positive state and relatively a complete state in the core aspects of job itself in the engagement (Brown, 1996). Thus there is difference between both the job involvement and the engagement where the job involvement is only focus on the work rather than the organization.

**Narrow engagement:** The commitment or citizenship is focused on the narrow engagement approach. This approach reveals that the organization success is mainly depending on the employee’s commitment and citizenship. So many questionnaires are also focused in addition with the narrow engagement thus employee psychology well-being questionnaire is mostly focused item in these studies. There is no difference in between the factors of employee’s psychology well-being and narrow engagement. Although the narrow engagement (good citizenship and strong commitment towards the organization) is very key factor to the organizational development but it has less importance to the employee perspective.

The full employment concept by Ivan T. Robertson & Cary L. Cooper is-when psychological well-being and narrow engagement is high in the organization then it lead to a positive impact on the full engagement, and similarly it shows negative impact of low engagement when psychological well-being is poor.

**Job satisfaction:** The most important factor of employee engagement is job satisfaction there are several researches conducted on employee engagement based on following parameters. They are:

- A good career path which offers most of the opportunities for development
- Fair wages or salaries including benefits
- The perception of the organization which offers good value to its customers and
- Well defined satisfactory work environment with less work load, effectiveness in supervisors interaction, good communication internally, smooth functioning organizational operations and friendly relationship with colleagues

Finally it concludes that the employee engagement is mainly based on two parameters those are job satisfaction and compensation.



In the study of Blessing White (2011) reported that during 2010 the employee engagement level in India is 37%. This engagement levels vary from the structural functions at work place, organizational structure, organizational size, gender of the employee and also differed to the organization to organization. Employee engagement levels are low in young level managers when we compare to the old and married employees because of the personal reasons. And the maximum engagement levels are in health care and chemical sectors where as low in banking and finance sectors employees. The three factors that contribute to job satisfaction such as career development, to do what one dos the best and more challenging work are identified by the manager in India.

**EMPLOYEE ENGAGEMENT DETERMINANTS & RESULTS**

Gambler(2007)defines 10C’s to determine the employee engagement they are:

1. Connect: indicates the extent to which the administration is not concerned about values and employees.
2. Career: insofar as the administration offers the life stream of employees, the meaning of "work", and to the advantage of professional practice.
3. The glory so far for some, business rules and order are transparent and easy to understand, for the employee.
4. Sending the field is, as well as those things that go with the feedback, and provides the administration of the communion to the aliquot.
5. He congratulated the extent to which it is good for praise and recognition.
6. Contribute to the extent to which it contributes to "happiness", you understand.

7. Control: With measures management the employee can participate in and promote initiatives for new plans.
8. Collaboration, the extent to which the order is to protect their own interests of being teamwork.
9. Credibility and a much more transparent administration with high ethical standards.
10. Trust, and also regarding the disposition of, which has high performance standards, and morality, creating a positive feeling for the same as employees were hired.

**Demographics of the respondents:** It can be interpreted form the table 1 that, from the total 660 male respondents about 63.2 percent are male and the rest are female respondents. When comes to age of the respondents, majority about 42.20 percent are under the age category of 20-25 years and the only 6.70 percent are above age of 30 years. To the next category, about 65.20 percent of the respondents are married and the rest are unmarried. To the most important factor, the experience of the employees which is considerable for implementation of wellness intervention majority about 57.60 percent are have 5 to 10 years of experience and the only few about 2.40 percent of respondents have more than 10 years of experience. With respect to the qualification of the respondents, majority, 64.20 percent of the respondents are graduates and few only 3.90 percent possess post-graduation. Finally, with regard to income status of the respondents: about 50.80 percent of the respondents earn 10000-20000/- per month and only few about 11.50percent of the respondents earn above 40,000/-.

*Hypothesis Testing and Results:*

H1: Employee engagement practices significantly associate with high participation and active involvement at work.

Q1. High participation and active involvement by Wellness programs						Total
Level of job	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	
Operational Level	0	0	3	6	4	13
Tactical Level	29	23	27	269	132	480
Strategically Level	7	10	14	52	58	141
Others	3	0	4	13	6	26
Total	39	33	48	340	200	660
Chi Square Test	Value	df	Asymp. Sig. (2-sided)			
	30.602	12	0.002			

**Table 2: Association of Wellness Programs and Participation and active involvement**

It can be interpreted form table 2, that the majority of the respondents are from tactical level (72%) and from all the level of employees about 51 percent of the employees agree thatwellness programs has an positive significant association with employee participation and involvement.

Chi-Square results that there is an (30.602, df12, P<0.05) association between worksite wellness programs and employees’ participation and involvement.

H2: Employee engagement practices significantly associate with absenteeism reduction.

Q2. Absenteeism has reduced by these Wellness Programs						Total
Level of job	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	
Operational Level	0	0	0	10	3	13
Tactical Level	13	26	16	374	51	480
Strategically Level	0	15	3	88	35	141



Others	0	3	0	20	3	26
Total	13	44	19	492	92	660
Chi Square Test	Value	df	Asymp. Sig. (2-sided)			
	33.068	12	0.001			

**Table 3: Association of Wellness Programs and Absenteeism**

It can be interpreted from table 3, that the majority of the respondents are from tactical level (72.7%) and from all the level of employees about 74.5 percent of the employees agree that wellness programs has an positive significant association with reduction of absenteeism.

Chi-Square results that there is an (33.068, df12, P<0.05) association between worksite wellness programs on reduction of absenteeism.

H3: Employee engagement practices significantly associate in overall stress elevation / reduction

Q3. The overall stress levels has decreased						Total
Level of job	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	
Operational Level	3	0	0	6	4	13
Tactical Level	64	39	57	108	212	480
Strategically Level	11	6	10	55	59	141
Others	0	0	0	17	9	26
Total	78	45	67	186	284	660
Chi Square Test	Value	df	Asymp. Sig. (2-sided)			
	45.9	12	0.000			

**Table 4: Association of Wellness Programs and Overall stress levels**

It can be interpreted from table 4, that the majority of the respondents are from tactical level (32.12%) and from all the level of employees about 43 percent of the employees agree that wellness programs has an positive significant association with reduction of stress levels.

Chi-Square results that there is an (45.9, 12df, P<0.01) association between worksite wellness programs on reduction of stress levels.

H4: Employee engagement practices significantly associate with Workers behavior in ownership feeling.

Q4. We take 'ownership' of our behaviors						Total
Level of job	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	
Operational Level	1	0	0	8	4	13
Tactical Level	38	22	11	278	131	480
Strategically Level	4	2	1	94	40	141
Others	1	0	0	18	7	26
Total	44	24	12	398	182	660
Chi Square Test	Value	df	Asymp. Sig. (2-sided)			
	13.167	12	0.357			

**Table 5: Association of Wellness Programs and Ownership behavior**

It can be interpreted from table 5, that the majority of the respondents are from tactical level (72.7%) and from all the level of employees about 60 percent of the employees agree that wellness programs has no positive significant association with 'ownership' of our behaviors.

Chi-Square results that there is no (13.167,12df, >0.05) association between worksite wellness programs on 'ownership' of our behaviors.

H5: Employee engagement practices significantly associate to establish a culture of health and wellbeing

Q5. Employee engagement practices establish a culture of health and wellbeing						Total
Level of job	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	
Operational Level	3	1	1	3	5	13
Tactical Level	37	23	14	277	129	480
Strategically Level	14	3	2	78	44	141
Others	2	1	0	10	13	26
Total	56	28	17	368	191	660
Chi Square Test	Value	df	Asymp. Sig. (2-sided)			
	18.679	12	0.097			

**Table 6: Association of Wellness Programs and establishment of health culture**

It can be interpreted from table 6, that the majority of the respondents are from tactical level (72.7%) and from all the level of employees about 55.7 percent of the employees agree that wellness programs has a positive



significant association in establishment of health and wellbeing culture. Chi-Square results that there is a (18.679, 12df, <0.10) association between worksite wellness programs in establishment of health and wellbeing culture.

#### CONCLUSIONS AND RECOMMENDATIONS:

Studies show that training will not affect welfare payments to employee participation. The hospital sector should give importance to the development and peace to all his employee workers, and job satisfaction can be improved. (Robertson, Lucius Marcus, Cary L. Cooper). When a developer especially in middle-aged groups, in order to face problems campaigns. Currently, short-term plans training to improve skills and these new procedures can help employees to continue their work (Desai, Malavika and Bishakha Majumdar Ganapathy Prabhu grams). Spain, Mauritania, according to the complexity of the work, the current television. This can take for their employees need great pride in the hospital sector. We can determine energy management staff of all tariffs (for Abraham, Susan). In addition, you can, in the manner of communication between the upper and the two subjects by means of the strength of the ordinary meeting. This can resolve misunderstandings in the workplace. This may also help explain a key meeting the objectives of the hospital sector values (Abraham, Susan).

Performance feedback sessions on the bubble can evaluate the performance issues of their subordinates to participate. It will also help to strengthen the relationship between the employer and the subordinate (Abraham, Susan) in the hospital sector.

He has a strong mind workman to establish a relationship with a younger generation requirements by reason of which transactional work (Robertson, Lucius and Marcus Cooper, Cary L.).

#### MANAGERIAL IMPLICATIONS:

By doing the literature review the psychological well-being of employees, the interaction between the employer and employee plays very vital role in the organization to the development of the organization as well as the employee. This reveals that the employee engagement is very essential in the organization. This study is an attempt to understand the employee engagement and its impact on the sunrise hospital. Employee engagement in Sunrise Hospital is very low because of unfair treatment of employees and their psychological well-being. Since the organization providing the effective salary and increments for the date to the employees this organization need to improve. The full engagement may provide a practically useful approach to improving organizational effectiveness.

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