

Original Article

Employee Engagement and Mental Stress

Muhammad Waseem¹, Muhammad Azeem², Muhammad Asif

*Association of family physician Pakistan¹⁻³, Philips University Lamias Strovolos Nicosia,
Republic of Cyprus, Europe²*

ABSTRACT

Objectives: The study sought to investigate the effects of work environment on employee's reduced turn over intention in Khyber Teaching Hospital Peshawar and Pakistan Institute of Medical Sciences Islamabad.

Methods: The research design for this study was the survey research design to assess the relationship between work environment and reduced turnover intention. Population size of employee's was 110. In an attempt to realize the objectives of study, 100 questionnaires were administered to the employees of both hospitals. Random sampling was used to select a sample.

Results: The response rate of 91% was achieved. The data collected from employees was analyzed using descriptive statistics in SPSS. It was found that; work environment was not statistically significant to reduce turnover intention in employees. Autonomy in employees can arise the employee engagement to their organization.

Keywords: Work environment, Employee engagement, Autonomy, Reduce turnover intention

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Corresponding Author: Muhammad Waseem **Email:** waseem.mmg.pu@gmail.com

INTRODUCTION:

Employee engagement is the key success for every organization. Healthcare employees can strengthen the chain of employees and healthcare systems. There is the gap in studies and finding tools for upgrading the workplace. Experts measure the work environment to increase the engagement of work and employees with healthcare organizations.

This study fills the gap by providing the tools for employee engagement through work environment and autonomy. High quality and performing organizations have best and healthy staff with employee engagement.

Emerging research on employee engagement is focusing on the connection between employees in healthcare and organizational outcomes with patient safety (Harter *et al.* 2002).

Working environment has great influence on employees work engagement and turnover. Work environment of the organizations make the employees capable of success and perform well. The most important trait of the employee engagement is how an employee is engaged to its work and how organization gives rights to employee to do and perform well.

The most important trait of the organization is to value the employees and give them authority to perform well (Lowe 2010). A healthy organization is that where employees give high quality performance and support on patient's care (Eisenberg *et al.*, 2001). A good employee engagement with organization is to provide good care to patients and safe them.

Employees will improve their work performance and work engagement, if the organizational problems will be handled by the management. These problems are flexibility in work, supervisory interruptions, job aid and feedback system. Better output from employees can be the result of increased productivity. Studies revealed that the improper physical approach of organizations can lead to a loss of employee productivity and cause absenteeism (Carnevale 1992, Clements-Croome 1997).

Dawson's reviewed the work engagement by connecting engagement and to satisfy the patients from diseases and reduced rate of mortality. Employee turnover is checked routinely by organization to get data on managing staff (YadavaBapuraoJave 2015). A growing number of organization in many industries, including healthcare systems a level of engagement is a basic and strategic

goal for employees are satisfied with their work and work place and effort to attain the all goals of the organization. Significant goal of an organization is to achieve reduced turnover intention from its employees.

Evidence have suggest that the employee engagement influences the human major resources goals, such as, job performance, absenteeism retention and (indirectly through the employer's reputation) recruitment (Graham Lowe 2012).

At work place, the work, the goals, the interactions and everyday jobs has great influence on psychology of man. A psychological secure person has no extra negative thoughts related to his work and has no fear. At work place, job interactions and work style can influence the man psychologically and giving the sense of emotions at workplace.

Work engagement of employee makes him willing to perform well and provide energy for work. If they are engaged to the work they can deal better and perceive better thought collections to their work. It can influential on getting satisfied job with good providing quality (YadavaBapuraoJeeve 2015).

Employee engagement is deeply concerned with autonomy of job and directly connected

to employee performance (Doucet o *et al.*, 2008). This is how an employee performs in an organization and creates an clear image on relation among work environment, job characteristics and autonomy (job characteristics).

The purpose of the study is to focus on the organizational plans where they must improve their strategies regarding their employees and to reduce the turnover intention of their employees. Staff retention should be the first aim of an organization to start its upgrading in field of health care.

It is very important to apply purposeful strategies to get advance work engagement. The facts indicates that the work engagement of employees can be better through adopting certain workplace behavioral health practices that deal with supervisory communication, job design, resource support, working conditions, corporate culture, and leadership style (Attridge 2009).

It is important to study on work engagement, because studies showed that employee engagement is related to many factors like employee performance, outcome of an organization, reduced turnover intention among employees, worker's satisfaction and profit (Seijts, 2006). Traditional methods of organizations must be stop for the ease of

employees to perform well and without any mental pressure to receive good outputs.

Kaisa explains the worker compensation programmed is supporting for employee satisfaction, employee engagement and personal satisfaction. Employee satisfaction is directly related to good work environment. It promotes good influence on employees and giving a proper environment of organization. Positive waves of organization are depending on manageable and good working environment. Organizational managing plans are related to employee's engagement to the organization, and these plans are linked to employee's satisfaction and good performance (Kaisa 2019).

Blossoms writes an organization give authority to its employee's, it is referred a responsibility of worker to its work and work place. Work or organizational autonomy needs a proper identity of work. There are three channels, work environment, autonomy and turnover intention are affecting employee psychology positively and negatively. All these relations can motivate an employee and lessen the turnover. Autonomy in work organization has two kinds of outputs in employee's by

reducing or increasing their satisfaction level (Blossoms, 2011).

Noraini explains that the organization is providing a good environment and potential to its worker, and then there is reduced turnover and absenteeism. Healthcare systems provide two initial roles in employee engagement by giving them "intrinsic and extrinsic" benefits. Intrinsic resources are basically involved internal organizational roles like, good salaries, autonomy, good work cultures etc. Extrinsic roles are given by social support of employees among them. Both these roles strengthen a employee with satisfied jobs and to less the turnover. Employee engagement in healthcare systems is restricted for only public sector nursing staff in Malaysia. Later the nursing staff of private hospitals also included in studies of employee engagement (Noraini, 2019).

Diana identifies the workers or employee's who are happily engaged to their works and work designs are mentally and physically satisfied. They have positive thoughts and emotions in daily life. They are energetic in their field and perform properly in work place. They are emotionally stable and active in other works of life. They are spending a proper happy life and ultimately

presenting reduced absenteeism and clear mind about turnover (Diana, 2018).

West determines the employee engagement in healthcare systems is also related to patient's health and security. Employee engagement is correlates with patient safety. Because an engaged employee pay more attention to patient's health and provide quality of treatment. Engagement in healthcare organizations is linked to morbidity rate, death rate and rate of infection caused by specific pathogen. Employee engagement, work environment, reduced turnover, patient safety, morbidity and mortality are measured in equal channel by depending on each other. In hospital, Patient's experience is directly related to how an attending employee is engaged mentally and physically to its organization and work environment. A mentally satisfied worker can perform active work with patient's health and improved by giving treatment securities. Sometimes involvement of employee to its job is psychological based. His mood and emotions are also involved in performing well. Positive/negative thoughts, behavior of employee, motivations/emotions and job characteristics are collectively involved in good job engagement (West, 2012).

Myers pointed that every organization has separate approaches and strategies to provide job characteristics for enhancement of employee engagement. These strategies are linked to organizational setups and financial criteria. Good and safe work environment can stable the employee's in organization. Every hospital has its own criteria's to manage their staff according to their potentials and wills (Myers, 2016).

Katjau determines the internal relationships of an employee and patient are described by stakeholders by making artifacts. It explains that how health care system's employee is connected to the patients and leads the patient safety (Katjapadaya, 2016).

Edem describes that there was no any concept of employee engagement in research before 1990s. William Kahn (1990) defined engagement as "the behaviors by which people bring in or leave out their personal selves during work role performances". Engagement is basically attachment of employee to its work. This attachment is connected to job characteristics and in feedback, an employee is giving reduced turnover and organization gets good benefits. In engagement, an employee is cognitively, emotionally and socially connected to its job and ultimately an

organization gets positive outputs with patient safety (Edem, 2017).

METHODOLOGY:

Sample and Procedures:

We collected data from Peshawar (KPK) and Islamabad through questionnaire survey of 110 health care employees in Khyber Teaching Hospital (KTH) Peshawar and Pakistan Institute of Medical Sciences Islamabad (PIMS). The surveyed employees are representative for organizational environment, organizational autonomy, employee engagement and reducing turnover intention. We have distributed 110 questionnaires in employees (via paper pen method) in which, 40 are paramedical staff (20 are from Radiology department and 20 are from pathology department). And 60 are doctors including (20 are from gynaecholgy department (females), 16 are from medical ward, 16 from surgical ward and 12 from orthopedics. We have 100 responses out of 110 and total response rate is 91%. 30% of data were females. We conducted studies in senior and experienced employees. 80% of data were collected from above 11 years experienced staff.

We collected data mostly from senior staff. They have normally good engagement with their organization including little issues. We distributed questionnaires during their working hours. We assured them their data will only use for research purposes. Since we collected information from doctors and paramedical staff first, participants were assured that their responses would be remain confidential. In questionnaire, the used variables would improve common method variance. Now finally we described and conducted the work environment and organizational autonomy engaged an employee and reduced turn over intention.

Measures:

Work environment is crucial in employee engagement. Positive or negative outputs for organization and employee are come from working environment (Chandrasekar K, 2011). Emerging research on employee engagement is focusing on the connection between employees in healthcare and organizational outcomes with patient safety (Harter *et al.*, 2002). The most important trait of the organization is to valued the employees and give them authority to perform well (Lowe 2010).Evidence have suggest that the employee engagement influences the human major resources goals,

such as, job performance, absenteeism retention and (indirectly through the employer's reputation) recruitment (Graham Lowe 2012). All given following scales 5 points on Likert scale from (strongly disagree to `strongly agree) (Christian 2015).

Employee engagement:

Employee engagement is the key success for every organization. We measured employee engagement scale using 5 item scale developed by Christian 2015. Sample item include "I devote lot of attention to my job."

Work environment:

Positive waves of organization are depending on manageable and good working environment. Scale is measured by using 5 item scale given by Christian in 2015. Sample items include, "My organization has safe work environment,"

Autonomy:

Autonomy in work organization has two kinds of outputs in employees by reducing or increasing their satisfaction level. Scale is measured by using 5 item scale given by

Christian in 2015. Sample item include, "Job allow me to make lot of decisions on my own."

Reduce turn over intention:

Better output from employees can be the result of increased productivity. Studies revealed that the improper physical approach of organizations can lead to a loss of employee productivity and cause absenteeism. We use 5 liker scales to measure reduced turnover intention in healthcare organizations given by Christian in 2015. Sample item include, "There is no absenteeism."

Data analysis:

Collected data from resources is analyzed by the SPSS. After coding the variables on SPSS variable sheet, reliability test is applied to check reliability or consistency among data. Significant reliability lies above .70. It will be significant when reliability will above the given value.

Correlation Analysis:

Correlation analysis describes the relation among all variables. It cannot explain the hypothesis is accepted or not but can identify the relation between variables. It

explains that how much the putting variables are related to each other.

Regression Analysis:

Regression analysis is used to identify that which variable is influential on topic of interest. Regression explains which given factor is more influential and which factors can ignored.

Mediation analyses:

Mediation analysis explores the relation of two variables by given mediator variable. Or how a mediator can has impact on dependent and independent variable.

Moderator Analysis:

It explains the relationship of two variables how depends on moderator.

RESULTS

The study sought to investigate the effects of work environment on employee’s reduced turn over intention in Khyber Teaching Hospital Peshawar and Pakistan Institute of Medical Sciences Islamabad. Simple regression analysis is used in a situation where one dependent variable (Work environment) is hypothesized to affect independent variable (Reduce turnover intention) Our study based on the tools for

employee engagement through work environment and autonomy and to reduce turnover intention.

Analysis with the help of SPSS Chronbach’s alpha test:

Cronbach’s alpha test has been used to measure reliability and consistency of data. This test can describe the consistency of internal sets of data. High value of cronbach’s alpha test indicates the questionnaire scale is unidirectional. Cronbach’s alpha test is not proved statistically. It is coefficient of reliability analysis.

Table 1: Reliability statistics

| Variables | No. of items | Cronbach’s alpha |
|-----------|--------------|------------------|
| We | 6 | .917 |
| Rti | 5 | .944 |
| A | 4 | .843 |
| Ee | 7 | .778 |

Table: 1.1-a *Reliability coefficient is more than .70 is indicating that data is reliable and consistent.

Correlation analysis:

Correlation analysis is used to check the relationship of two varying variables, dependent variable (Work environment) and independent variable (Reduce turnover intention). Other factors employee engagement and autonomy are moderator and mediator. Correlation has two directions. When both sets of variables are running up then the direction will be positive, and if one variable is going down and one is going up, then the direction will be negative in indication.

Table 2: Correlation analysis

| Variabl es | Mea n | S.D v | 1 | 2 | 3 |
|---------------|----------|----------|-----|-------|-----|
| We | 4.16 | .555 | -- | | |
| Rti | 4.24 | .488 | - | -- | |
| A | 3.45 | .767 | .13 | 0.272 | -- |
| Ee | 3.98 | .367 | - | -.172 | .22 |
| | | | .06 | | .2 |

Table: 1.2 *Correlation is significant at the level of 0.05 (1-tailed)

There is no significant correlation among the variables. They have no proper relation.

Regression analysis:

After the correlation analysis step, the next is regression analysis. Main purpose of regression analysis is to find the value of one variable depends on another variable or independent variable. Work environment is dependent on reduced turnover intention can be find through regression analysis. If the work environment will be efficient and proper then there will be reduced absenteeism is proved or rejected by regression analysis.

Table 3: Regression analysis model summary

| Variab les | Eff ect of IV on M | Eff ect of M on DV | Dir ect effe ct | Tot al effe ct | Bootstra ping LLCI ULCI |
|---------------|-----------------------------------|-----------------------------------|--------------------------|-------------------------|----------------------------------|
| Rti | - | .16 | 0.5 | .87 | - |
| | .14 | 9 | 27 | 5 | .48 |
| | | | | | 8 |
| A | .12 | .10 | 0.5 | 1.1 | - |
| | 3 | 7 | 24 | 4 | .93 |
| | | | | | 0 |
| | | | | | 4 |

Table: 1.3 *Dependent variable (work environment is not dependent on reduce turnover intention

*rti (Reduced turnover intention), *a (Autonomy) has insignificant regression

DISCUSSION

Working environment has great influence on employees work engagement and turnover. Work environment of the organizations make the employees capable of success and perform well. The most important trait of the employee engagement is how an employee is engaged to its work and how organization gives rights to employee to do and perform well. Work environment is crucial in employee engagement. Positive or negative outputs for organization and employee are come from working environment (Chandrasekar K, 2011). Emerging research on employee engagement is focusing on the connection between employees in healthcare and organizational outcomes with patient safety (Harter *et al.*, 2002). Autonomy in work organization has two kinds of outputs in employees by reducing or increasing their satisfaction level. Better output from employees can be the result of increased productivity. Studies revealed that the improper physical approach of organizations

can lead to a loss of employee productivity and cause absenteeism.

Myers pointed that every organization has separate approaches and strategies to provide job characteristics for enhancement of employee engagement. These strategies are linked to organizational setups and financial criteria. Good and safe work environment can stable the employee's in organization. Every hospital has its own criteria's to manage their staff according to their potentials and wills (Myers, 2016).

There is no correlation in variables in my research. Working environment has no proper effect on reducing the turnover intention. Working environment is no strong as to reduce absenteeism and to claim for higher productivity in a healthcare organization. Mediator in this research is autonomy or given authority to an employee given by organization. There is no mediation find in the research variables. Dependent variable is work environment and independent variable is reduced turnover intention. Employee engagement is moderator. If an employee is not engaged with his/her organization then there is no more important to have autonomy and good working environment. Autonomy has some

effects on reduced turnover intention. But working environment directly has no important effect in reduced turnover.

Diana identifies the workers or employee's who are happily engaged to their works and work designs are mentally and physically satisfied. They have positive thoughts and emotions in daily life. They are energetic in their field and perform properly in work place. They are emotionally stable and active in other works of life. They are spending a proper happy life and ultimately presenting reduced absenteeism and clear mind about turnover (Diana, 2018).

A study conducted in Irish hospital reveals the idea of two concepts: one is work engagement and other is workaholism. The two different concepts can increase or decrease the organizational productivity and lessen the absenteeism (Schaufeli, 2006). Work engagement is performing the basic role in prosperity of an organization. It can increase by increasing job characteristics. Set the strategies and goals for proper employee engagement (Halm, 2011).

There is the limitation in this study is not use entire comparable occupational study cohort. There should be employee

engagement used as dependent variable in further studies for independent variable with reduced turnover or increase productivity. Employee engagement is the achievement or goal for an organization to achieve from their employees. Organizations should use some smart scales to achieve this attention. Organizations should provide respect, valuable culture, profit, soft communication, authority, rewards and trust.

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