

Impact of Hindrance and Challenge Stressor on Working Engagement Influencing Motivational Factors

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Abstract

This research is based on the impact of hindrance and challenge stressor on work engagement with the influence of additional motivational factors. In past scenario challenge and hindrance stressor is an approach to increase the employees' capacity and productivity to achieve organizational goals. The research study was supported with a consideration of transactional theory of stress that highlighted the negative association between hindrance stressor with work engagement. The method used in this research study is based on the purposive approach and data has been collected using quantitative approach. The data has been collected from banking sector. The finding of this research demonstrated the negative impact of hindrance stressor on work engagement. While, other factors such as training, reward, empowerment, career opportunity and challenge stressor has a positive impact on work engagement. Potential recommendation demonstrated the significant consideration on the positive factors such as reward, training and career opportunity to engage employees in different projects.

Keywords: Challenge Stressor, Banking Sector, Employee's Motivation, Organizational Success, and Hindrance Stressor.

Introduction

A renowned Scottish philosopher David Hume stated that societies are the collection of people (Brittan, 2013). This highlights the fact that for development of any entity the human part plays an essential role. When it comes to organizational structure the presence of a human cannot be ignored. Organizations work better if people working in it are devoted, hardworking and committed. People at work and their management has long been the most debated issue in the 20th century (Zhu & Warner, 2018; Jackson, Schuler & Werner, 2009; Bowen, & Ford, 2004; Bontis, Crossan & Hulland,

2002). According to Daniels, Tapscott & Caston (2011) successfully managing people in the organizations aim towards exceptional individual performances that, as a result, direct towards organizational performance. There is an extensive level of research that highlights towards the fact human resources plays a significant role in organizational success. . However, it has been witnessed that earlier studies have less focused on human resource practices significance on services sector (Bartel, 2004). Moreover, the element of work engagement in human resource has been considered to be the most vital factor that positively links performance. According to Schaufeli, Bakker & Van Rhenen (2009) work engagement is a positive work-associated mental state that is explained by absorption, dedication and vigour, the statement was supported by (Bakker & Schaufeli, 2008). Andrew Carnegie stated that one must attain and retain the heart of the supremely able and original man beforehand his brain can do its best (Weinger, 2015). The idea explicitly and flawlessly elucidates how important it is for managers to engage their employees so they can feel happy and perform to the best of their capacities. Studies have revealed the fact that in services sectors, many apprentices after completion of their training leave the company before the company has actually started to materialize their efforts on trainees into any profits (Luthans, & Youssef, 2004). They further added that it requires four years for the firm to recover that gap. A possible reason for employees work-life balance has been negatively affected as there are fewer growth opportunities, lack of training development for employees, work-related stress and ineffective reward policies. It has been observed from the support of past studies that frontline employees are mentally and emotionally disengaged; they usually turned off to most of the customers and rapidly become a liability. However, on the other perspective, it shows the reversing trend regarding the closing the “engagement gap” (Babakus, Yavas&Karatepe, 2017). It has been noticed that high level of stress disturb the work and organizations are likely to give more work in least salary payment. The employees working engagement in such scenario with the influence of customers had not been determined by considering the career opportunity in their mind (Babakus, Yavas & Karatepe, 2017). On the other hand, it has been observed that the influence of employees at workplace may affect the employees personal life due to the additional work load imposed on the employees. Most of the time, additional reward and benefits cannot cover the stress of an employee and they need a proper time to relax and refresh their mind. With the support of past literature, it has also identified that there is no such or enough research made to identify the stress level of employee considering the element of career opportunity affect the work engagement in banking sector of Pakistan.

Review of Related Literature

Knight et al. (2017) have evaluated work engagement by investigating the effectiveness of work engagement interventions. The study has included a systematic review along with meta-analysis to evaluate the evidence for the work engagement interventions effectiveness. The study has explored controlled workplace interventions effectiveness in implementing a validated work engagement measure. Similarly, the study has indicated that job resource building, leadership training,

health promotion and personal resource building are important interventions that affect the work management development. The findings have indicated a significant effect for intervention style with a medium to large influence for group interventions. Moreover, the success of adoption differs with respect to the heterogeneity between the studies. Similarly, the study has indicated that low work engagement might contribute to reduce work performance and well-being. Thereby, it is foremost for number of organizations to boost and sustain work engagement. More studies are needed, and researchers are encouraged to collaborate closely with organizations to design interventions appropriate to individual contexts and settings, and include evaluations of intervention implementation. It has been accepted that this study will be beneficial in influencing academics and practitioners in informing the direction of future research and practice intended to sustain and develop work engagement. A research conducted by French, Allen & Henderson, (2018) on the approach of challenge and hindrance stressor. This study is based on differences between the breaks and the challenges of breaking and metabolism are based on factors based on the National Survey of the US Middle East (MIDUS II). This research is based on the challenge-hindrance stressor model and researcher will be the way to it. Examples that are guided by two ideas: Assume the stress and pressure challenge from the barriers to anticipate the risk factors for health and mobile. Determining different restrictions, what is the status of the Afghanistan Stadiums and as a result, in major danger? There are limitations and risk factors for challenge stressors and metabolic among factors. Some Evidence that a smart dog supports is a link between factors of pressure-disrupting factors and risk factors for metabolism and dehydration. This type of detection helps with the differences between the challenges and obstacles. It prevents the characteristics and obstacles. And busy developing literature, when it is aware of how this study, ideas and experiences are about, is located in the field of healthcare.

Challenge stressors and Work Engagement

In the past literature, challenge stressors were adequately discussed and distinguished from other types of stresses. In addition, practical implications in the organization and workplace scenario were also discussed sufficiently in the past studies (LePine, LePine, & Saul, 2007; Podsakoff, LePine, & LePine, 2007). However, all the authors were of the similar opinion that challenge stressors are categorically positive and optimistic approach to stresses in the workplace. These stresses are considered as pathway to opportunities, growth and development. Challenge stressors help to achieve ones' goals and increase involvement in the workplace (LePine, Podsakoff, & LePine, 2005; Pindek, Arvan, & Spector, 2018). Therein, in the light of above argument and empirical evidences, the study has hypothesized as follows:

H1. Challenge stressors has positive relationship with Work Engagement

Hindrance stressors and Work Engagement

There are certainly some pressure points that trigger deviant and counterproductive behavior and aids negative attitude at the workplace (Liu & Li, 2018; Pearsall, Ellis,

& Stein, 2009). Authors have entitled them as hindrance stressors and these are considered as restraining factors toward productivity and high-performance expectations. These hindrance stressors usually deviant individuals from being productive and discourage their performance in the larger perspective (Liu & Li, 2018; Pearsall et al., 2009). Basically, empirical studies categorically emphasized that hindrance stressors restraint ones' functionality and performance, reduces their interest and involvement at the workplace and ultimately, deteriorates work engagement (LePine et al., 2005; Pindek et al., 2018). Hence, the study has hypothesized significant relationship between hindrance stressors and work engagement:

H2. Hindrance stressors has negative relationship with Work Engagement

Training and Work Engagement

Past studies have manifested that training leads to higher degree of work engagement in various organizations, industries and sectors. It was mainly accented that timely and adequate training opportunities and facilities helps to improve job satisfaction and ultimately increase work engagement (Jaworski, Ravichandran, Karpinski, & Singh, 2018). Moreover, studies also established that adequate improvement in skills of the employees helps to perform better jobs and timely accomplishment of the tasks (Knight, Patterson, & Dawson, 2017). Therein, previous studies emphasized that training opportunities and facilities can positively and significantly affect work engagement (Knight et al., 2017; Nel, Stander, & Latif, 2015; Van De Voorde, Veld, & Van Veldhoven, 2016). Therefore, the study has hypothesized following relationship between training and work engagement:

H3. Training has a positive relationship with Work Engagement

Empowerment and Work Engagement

Past studies focused on empowerment that leads to higher productivity through various perspectives of the organization. In this regards, it has been clearly manifested that empowering employees can helps to achieve organizational goals and objectives in an effective manner (Wang & Liu, 2015). Therein, the importance of empowerment to work engagement was also highlighted in numerous past studies (Ginsburg et al., 2016; Joo, Lim, & Kim, 2016; Sahin, Çubuk, & Uslu, 2014). Consequently, the implications of employee empowerment leverages workplace environment and working conditions and thereby, the degree of engagement at workplace also affected positively (Moura, Orgambidez-Ramos, & de Jesus, 2015; Nel et al., 2015; Van De Voorde et al., 2016). Thus, it has been evidently established by the literature that employee empowerment positively influence work engagement and therein, the study hypothesized as follows:

H4. Empowerment has positive relationship with Work Engagement

Rewards and Work Engagement

Another important aspect of the human resource management and significant contributor to employees' motivation is the reward system. Past studies have

explained the importance of adequate reward system and signified that reward can help to achieve organizational goals objectives and goals in an effective manner (Chawla, Dokadia, & Rai, 2017; Hoole & Hotz, 2016; Taufek, Zulkifle, & Sharif, 2016). The reward can be one of the important motivation factors that increase employee engagement at the workplace (Hoole & Hotz, 2016). It was also emphasized in the literature that reward increases work engagement in adequate manner (Chawla et al., 2017) and therefore, the study hypothesized as follows:

H5. Rewards has positive relationship with Work Engagement

Career opportunity and Work Engagement

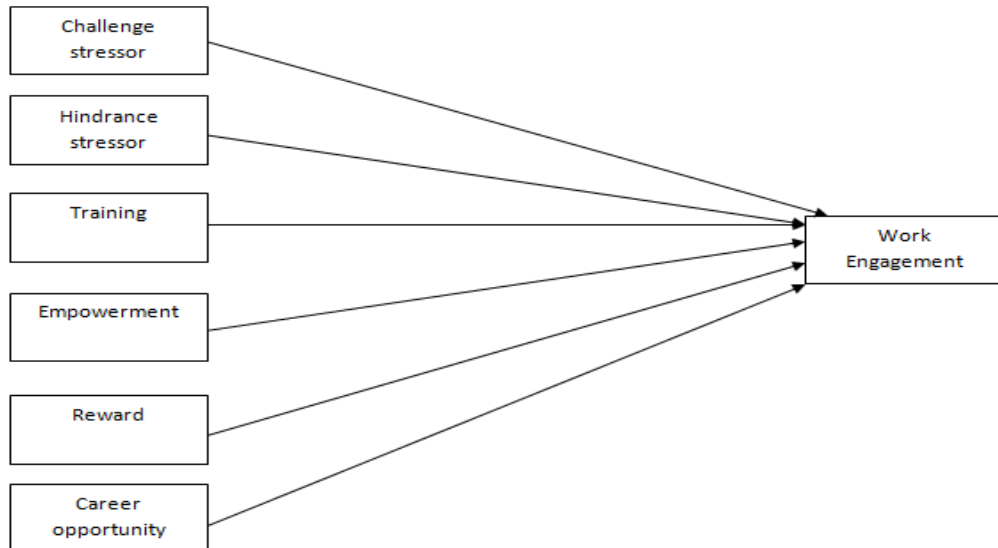
Professional and career growth is an important aspect that every organization focuses to elevate and retain their talented and skilled human resource (Beygi, Kharazmi, & Rahnama, 2017). Empirical studies also supported this perspective and manifested that career growth can provide beneficial foundations to employee engagement at the workplace (Chawla et al., 2017; Weer & Greenhaus, 2017). Similarly, various past literatures supported the argument that career growth can be an effective strategy to increase work engagement in the larger perspective (Beygi et al., 2017; Chawla et al., 2017; Qingxiong, Hui, & Xianxia, 2017). Therefore, the study has hypothesized significant relationship between career growth and work engagement.

H6. Career opportunity has a significant impact on Work Engagement

Methodology

For this research, quantitative approach was deployed that brought the combination of data collection techniques. Understanding was built by collecting secondary data; while, theory was tested through using quantitative data. Scientific testing reduced the issue of bias. These types are exploratory and explanatory research design. The objective of this research lies in the type of exploratory that is further divided into two main approaches. For this research, correlation research design would be an appropriate approach which is the part of explanatory research design. For this study, it is necessary to have an appropriate target population that can help in collecting the primary data. The target population for this research will be the human resource executive and managers that can participate in this research with their glorious knowledge and expertise (Creswell and Creswell, 2017). The method of collecting data is a significant phase of the research. It is essential for the researcher to collect data from the specified method. The collection of data is divided into two major categories. These 2 types of data collection method are Primary data & Secondary data collection method. In primary data collection, researcher requires to collect data through survey questionnaire or by conduction interviews. In secondary data collection, the data used to gather from authentic sources. These tests include Regression, and EFA. Regression Test is simply used to examine the relationship between the control variables and dependent variable. The regression test is used to evaluate the significance between the variables. . EFA test is used to identifying the relationship between the measured variable.

Conceptual Model



Equation of the Proposed Model

$$WE = \alpha + \beta_1(CS) + \beta_2(HS) + \beta_3(T) + \beta_4(E) + \beta_5(R) + \beta_6(CO) + e$$

Data Analysis

Composition of Data

After the execution of finishing data screening process, it is essential to check the demo-graphical statistics of the developed study. An aggregate of 296 respondents was contributed to the present research. The aggregate responses for this research study were 31.67% of female and 68.33% of male respondents working in the banking sector. The distribution of surveys to the participants based on their age went beneath 25-27 years old was 21%, between 28-30 years old was 29% and more than 31 years old was 42.33%. Most of the respondents were highly qualified and about 59.67% were Masters and 99% were graduated. The working experience of these respondents was in between of 5-10 years or more than 10 years.

Table 4.1

Composition of Data (n=300)

		Frequency	Percentage (%)
Education	Graduated	99	33
	Masters	179	59.67
	Others	22	7.33
Age	20-24 years old	23	7.67
	25-27 years old	63	21.00
	28-30 years old	87	29.00

	more than 31 years old	127	42.33
Gender	Female	95	31.67
	Male	205	68.33
Designation Level	Clericals	13	4.33
	Executives	67	22.33
	Officers	220	73.33
Experience	1 to 5 years	75	25.00
	5 to 10 years	104	34.67
	More than 10 years	121	40.33

Exploratory factor analysis (EFA)

Exploratory factor analysis (EFA) was applied in order to explore the 37 items under 7 variables, which influence the management practices in the Banking Sector of Karachi. While applying exploratory factor analysis seven factors are requested since the items are designed for six constructs. Constructs are talent management, which was dependent variable in the study, organization commitment with a dimension named as effective challenge stressor, hindrance stressor, training, empowerment, reward, and career opportunity are the independent variable in the study and work engagement is the dependent variable. The principal component analysis was used in order to transform the Likert scale items into factors. Initially, 5 items of each variable were requested but when the initial solution was rotated in order to improve the readability of the data by using the varimax orthogonal rotation function, the construct did not reduce any factor.

Table 4.2 Rotated Component Matrix

	Component						
	1	2	3	4	5	6	7
CS1					.665		
CS2					.809		
CS3					.749		
CS4					.743		
CS5					.703		
HS1				.769			
HS2				.786			
HS3				.790			
HS4				.733			
HS5				.649			
T1		.780					
T2		.789					
T3		.837					
T4		.868					

T5	.867	
E1		.621
E2		.758
E3		.684
E4		.624
R1	.750	
R2	.757	
R3	.798	
R4	.844	
R5	.798	
CO1		.755
CO2		.662
CO3		.683
WE1	.744	
WE2	.760	
WE3	.812	
WE4	.768	
WE5	.724	
WE6	.735	
WE7	.713	

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 6 iterations.

The above table demonstrated the outcome after the removal of items that correlates with the items of another variable. The items which had been eliminated were E5, CO4, and CO5. The E5 value had been removed by simply suppressed the value by 0.45 and rest of the items were removed due to their multicollinearity issue. Above 4.2 Table that was created in the wake of barring issue items. Rotated component matrix tells the loading of the variables that how well the factor is stacked. In rotated component matrix there ought to be no cross loading in the information and if there is any cross loading so we should expel it one by one. In any case, the cumulative percentage ought not to be fewer than 50 %. The outcome demonstrates the estimation of the cumulative percentage of over 70%. Toward the finish of the test, we have organized the information with the assistance of arranged by size and demonstrates the best possible course of action of factor loading with no cross loading.

Pearson Correlation

The correlation analysis is based on the relationship between DV and independent variables. The analysis also shows the standard deviation and mean of the variables. The variables included in this analysis are Challenge Stressor, Hindrance Stressor, training, empowerment, reward, Career opportunity and work engagement that fulfills the demand of this research model.

Pearson Correlation and Descriptive Statistics (n=283)									
	Mean	Std. Deviation	CS	HS	T	E	R	CO	WE
CS	3.9709	.67244	1						
HS	3.1568	.84229	.196**	1					
T	3.5480	1.01907	.183**	.019	1				
E	3.6630	.79739	.219**	-.009	.612**	1			
R	3.2993	.92087	.022	-.123*	.422**	.418**	1		
CO	3.5338	.92322	.203**	.171**	.443**	.476**	.488**	1	
WE	3.7529	.79554	.227**	.048	.392**	.498**	.381**	.557**	1

Multiple Regression Analysis

Regression analysis is used to determine the impact of the independent variable on the dependent variable. A regression test is used to figure the estimation of one variable with the assistance of different variables. The variable to be conjecture is known as dependent, target or result variable while the variable which is utilized to determine dependent variable is called independent or indicator variable.

Table 4.4 Model Summary

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate
1	.627 ^a	.393	.380		.62637

a. Predictors: (Constant), CO, HS, CS, T, R, E

b. VIF stands for Variance Inflation Factor

c. CS = Challenge Stressor, HS = Hindrance Stressor, T = training, E = empowerment, R = reward, CO = Career opportunity and WE = work engagement

In the model summary table, consider the “R” value which tells about the correlation between the variables; in this case, this value means that there is a 62.7% correlation between variables. The “R Square” value depicts the model accuracy that is how much the independent variables are accurately predicting or explaining the dependent variable; in the above case, the independent variables (CS, H, R, E, CO) are 39.3% predicting the dependent variable (WE).

Table 4.5 ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	73.315	6	12.219	31.144	.000 ^b
Residual	113.387	289	.392		
Total	186.702	295			

a. Dependent Variable: WE
 b. Predictors: (Constant), CO, HS, CS, T, R, E
 c. VIF stands for Variance Inflation Factor
 d. CS = Challenge Stressor, HS = Hindrance Stressor, T = training, E = Empowerment, R = reward, CO = Career opportunity and WE = work engagement
 The f-stats value shows the significance of the overall model. It is important to check the impact of the overall model based on the acceptance or rejection of the Hypothesis. For this research, the hypotheses of this study are:
 H0 = overall model is insignificant
 Ha = overall model is significant
 In this research study, the acceptance of a hypothesis can be determined at some sort of significance level. If the value is less than the determined value than the H0 will be rejected and Ha will be accepted. If the value is higher than the determined value than H0 will be accepted and Ha will be rejected. In this research study, the above table is based on the acceptance of 0.05 which is 5% at a 95% interval.

Table 4.6 Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients		Collinearity Statistics		
	B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1 (Constant)	1.030	.287		3.585	.000		
CS	.111	.057	.094	1.945	.053	.896	1.116
HS	-.021	.046	-.022	-.453	.651	.889	1.125
T	.018	.047	.023	.379	.705	.577	1.733
E	.252	.062	.252	4.089	.000	.552	1.810
R	.068	.049	.079	1.397	.164	.655	1.527
CO	.321	.051	.373	6.334	.000	.606	1.649

a. Dependent Variable: WE
 b. Predictors: (Constant), CO, HS, CS, T, R, E
 c. VIF stands for Variance Inflation Factor
 d. CS = Challenge Stressor, HS = Hindrance Stressor, T = training, E = Empowerment, R = reward, CO = Career opportunity and WE = work engagement
 In the above table, the initial value needs to be considered is T-stats which show the individual independent variable impact and its significance Based on the above result, it can be demonstrated that all the alternative hypothesis has been accepted and has a positive impact on work engagement in the banking sector of Pakistan. Considering the outcome of the above table, it can be analyzed that the significance value for CS is 0.053. Moreover, the significance value for empowerment and career opportunity is less than 0.05. However, the rest of the variable such as hindrance stressor, training,

and reward has an insignificant impact on work engagement. The beta value shows the positive and negative influence of independent variables such as CS, HS, T, R, E, and CO on dependent variable as work engagement. In the above result, all the values are positive except hindrance stressor as per the defined hypothesis. Variance Inflation Factor (VIF) esteem tells that whether the independent variables are associating with one another or not. The threshold point considered for VIF is underneath 10% and if any variable has its incentive above 10% then it implies that it is associating with another independent variable on a high degree and isn't satisfactory for further examination. For this situation, everyone of the estimations of VIF is beneath 10% demonstrating that there is no danger of relationship among independent variables.

Discussion

In the above entire finding, it has been found that the challenge stressor, training, empowerment, reward, and career opportunity has a positive impact on the work engagement. Based on the literature review, a various study supported this finding to determine the impact of these defined variables on work engagement. However, hindrance stressor has a negative impact due to this characteristics and association with work engagement. This is because it's presented as a barrier for the employee to restrict them from engaging them in work. Based on this approach, it can be found that the hindrance stressor has a significant and inverse relationship with work engagement. On the other hand, training and other variables such as empowerment, career opportunity, challenge stressor, and reward have a positive relationship with work engagement. But not every variable has a significant impact. The finding of this research determines the insignificant impact of training and reward on work engagement. This is because of the employees' interest in job and responsibility for the execution of the task. Moreover, this outcome can be supported by the literature regarding the additional impact of challenge stressor with reward and training on work engagement. At last, it can be determined that the reliability of the data is high and almost all the variables provide a significant influence on the dependent variable work engagement.

Conclusion

A few valuable deductions rise up out of the consequences of our investigation. To begin with, the outcomes propose that both challenge and hindrance stressors compound WE. As proposed by the value-based theory of stress (Lazarus, 1999) and appeared by observational proof (Babakus et al., 2009), WE assess hindrance stressors as dangers to their self-improvement and learning and in this manner show a negative impact. In this investigation, the outcomes recommend that challenge stressors elevate WE stopping aims. It gives the idea that representatives don't evaluate these stressors as open doors for self-awareness and learning; rather, they assess them as dangers. This might be because of the way that they are not any more ready to adapt to issues surfacing from challenge stressors characteristic in their occupations. This research conducted by Bakker and Sanz-Vergel's (2013) contention that what is a challenge

stressor in one work setting might be a hindrance in another. This may likewise be clarified dependent on the pressure and trouble impacts (Babakus et al., 2009). In particular, a representative who is as often as possible presented to challenge stressors (e.g. work over-burden) can never again evaluate such stressors as open doors for self-awareness and learning. Therefore, functional/stress impacts of challenge stressors on WE end up being trouble/broken impacts. Based on the finding and previous literature, some valuable recommendations are on the path to determine the impact of stressors on work engagement. Previously, in the literature of Babakus, Yavas, & Karatepe, (2017), it had been found that the challenge stressor had an insignificant impact on the work engagement. However, in current studies positive and significant impact has been determined on work engagement. Therefore, it is recommended that human resource management needs to an emphasis on this aspect in order to retain their employees for long-term in the company and resolve their relevant concerns. Moreover, the positive and significant impact of empowerment and career opportunity also motivates the employees to involve in the work engagement process and attain a position. Nowadays, employees seek for the position and authority that the company provides them for professional growth. Therefore, a human resource manager in the banking sector needs an emphasis on these aspects in order to motivate their employees and retain them for a long time in a respective company with the same dedication.

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