

Impact of Work Experience, Interpersonal Relationship and Employee's Capability On Work Stress of Industrial Bank's Employees In Zhengzhou, China

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Abstract

Abstract should be concise, and should include Problem statement, objectives, methodology, results and discussion, and summary for research paper. The novelty or new findings of the research should be highlighted as well. Increase in digitalization has transformed the banking industry. The advantage of the location in which companies have a competitive advantage is disappearing, as companies have started operating globally. This phenomenon of expansion, which is also referred to as globalization, has empowered the customers but overstressed the employees in all sectors of life. The banking industry is no exception. Due to increased competition, the work stress of employees in the bank sector in China is rising. It has been proved through many studies that, the work stress is caused by excessive workload, which ultimately impacts both mental and physical health of employees. Impact on psychological and physical health ultimately affects job satisfaction and employee work performance. Therefore this paper has studied the work stress of Industrial Banking employees in Zhengzhou Branch of Industrial Bank. The study, core hypothesis is that work stress can be reduced by work experience, interpersonal relationships, and enhancing employees' capability. The responses were collected using a questionnaire. The study is a quantitative and cross-sectional study. Total 320 respondents' responses were collected and analyzed using SPSS. Through using multiple regression analysis, the researcher found that the study hypotheses are valid for Zhengzhou Industrial Banking employees. The study concluded that interpersonal relationship, work experience and employee capability has a significant positive impact on work stress of industrial bank's employees in Zhengzhou, CHINA. The study concluded that if the employees get the experience and training; their interpersonal skills are better, and if they are capable of doing their job, then they can also handle the work stress. The human resources managers are recommended to train employees to improve the interpersonal skills of employees for better job performance and reduction in stress. Future researchers are recommended to study the stress impact on the demographic level.

Keywords

Employees' Capability, Interpersonal Relations, Work Experience, Work Stress



Introduction

Work Stress is one of the commonly studied topics among management researchers and psychologists across the globe (Goswami & Tulsee, 2015; Lei et al., 2015). The importance of work stress has increased with increased digitization. The digitalization has empowered the end users (Farooq & Raju, 2019). Ender users demand better services (Farooq et al., 2019). Therefore, the employees have the pressure to perform better. It has been proved in many studies that, those companies which keep customers happy, perform better. However, the increased work job and pressure to produce maximum with minimum out, the companies are putting all this pressure on employees. Employee satisfaction is essential, as a satisfied employee can only create happy customers. In human resources management these days, managers focus more on the relationship between job stress and employee performance. It has been observed that if a person working under pressure for a long time, it can cause multiple problems for him. The first effect which work cause is stress.

The stress has several symptoms which appear in the form of anxiety, depression, anger, overwork, neurasthenia, and even physical and mental illness (Sakshi & Jashandeep, 2016). Moreover, excessive work can have many other problems, which are workplace delinquency and reduction incapability to learn (Michelle et al., 2017). Furthermore, one another study says that delinquency, including foul language, fragmentation, terrifying the employees, are terrific for the progress of a company. These increase the stress in employees, result in dissatisfied employees with poor performance (Shoaib et al., 2017). Excessive work also harms health (Stewart & Barbara, 2014). Workload causes psychological disorder, mental illness, such as anxious and depressed employees, In context of different culture, it is proved by many researchers (Yu et al., 2015; Margaret et al., 2016; Francesco et al., 2016).

Work stress does not only impact on employee's physical and mental health. It has been observed that absenteeism also increases with work stress. It has been proved in many studies the output of the people reduces with the increased work (Elizabeth & Zakkariya, 2015; Lan, 2015). The dynamics of business has changed, the researcher are recommended to reevaluate exiting concepts because of changes in academia, industry and society as whole (Farooq, 2019). Increased digitalization has increased work stress which needs to be studied again However, there has been very studies on employee work stress relationship between work experience, interpersonal relationship and employee capability. Therefore this study is aimed to study:

1. The impact of work experience and employee work stress among Industrial bank's employees in china.
2. The impact of Interpersonal Relationship and employee work stress among Industrial bank's employees in china.
3. The impact of Employee's Capability work experience and employee work stress among Industrial bank's employees in china.

Work Stress

Work stress means the psychological stress caused by work or work-related factors (Cullen et al., 2012). Excessive work stress can lead to fatigue, anxiety, depression, and decline of working ability, even to burnout, and so on, which will be troublesome in people's daily life. Therefore, it is necessary to find out the causes of work stress, and figure out the method to improve people's experience (McGuigan, et al., 2012).

The term work stress was used in 1936 by Hans Selye. He defined stress as what the body does to withstand the various demands, with a non-specific rejoinder (Cantor & Ramsden, 2014). In recent years, the definition of work pressure varied from one scholar to another scholars based on research objective (Anca, 2012; Everly & Lating, 2013). For example, work stress is defined based on stimulus theory, arguing that (stress) event refers to the typical externalities that cause intense, unpleasant emotions (such as shame, anxiety, sin) and influence standard information processing of environmental changes, which ignores individual differences (Kasperson & Stallen, 2012). The other scholar defines the combination states of physiological responses that occur while the impact of the job conditions of the body and represents the body's response to the stress of the environment, while the ultimate goal of work pressure is to enable employees to adapt themselves to the environment (Sharon & Cong, 2017).

Person-environment Matching Model

As per Bhagat, et al. (2012), Person-environment Matching Model originated from the concept of psychological interaction of Lewin. The theory argues that the work pressure is not only determined by individual differences or external environmental conditions, but the communication of the environmental conditions in which employees work with personal reactions can also create stress when there is the conflict between the individual values and organizational values (Tracey, 2012).

The matching of the model can be divided into two kinds: the matching between environmental supply and individual needs; the matching between ecological requirements and unique capabilities, such as Chinese cultural assumptions could inform the person, the environment, and their interactions, which generate the match between the person and the situation (Chuang et al., 2015). Corresponding individuals and the environment are mainly two kinds of matching: independent of the perception of the individual and the environment to match the state is called an objective match (Gardner, 2012). Self-perception and environmental perception are called the game between the game, which pressure management in the organization provides technical support, and considered the reason for the formation of work pressure from the organizational perspective, which is the management of the stressor (Lu et al., 2014). Although the theoretical model can reveal the process of working pressure more meticulously, it ignores the dynamic of pressure itself (Fall et al., 2017).

Cognitive Interaction Model

The theory of cognitive interaction was proposed early (Schepers & Markus, 2015). Stange et al. (2013) studied a similar approach that emphasizes the importance of individual cognition in work stress. It is believed that work stress arises from the interaction between people and the environment (Bowen, 2014).

The measurement and definition of work stress are the most important in the process of cognition and assessment, and the operation of the evaluation can be divided into three parts: initial assessment, secondary assessment, and reassessment (Leine et al., 2016). The first evaluation referred to the potential harm, threat, and challenge to the stress environment and caused by the pressure measurement, which is influenced by different individuals' different concepts and characteristics (Tziner et al., 2015).

Secondary assessment refers to how much resources that individuals can mobilize in a stressful environment and cope with the situation, and in what circumstances, they can take

appropriate measures to change the number of resources that can be mobilized in their own and stressful situations (Figley & McCubbin, 2016). In the case of taking appropriate measures to change their relationship with the stressful environment (Blum, 2018).

Work Stress Model

Cooper (2013) studied the work stress model mainly based on Robbins' work stress model, that work pressure can be divided into three factors influencing the work pressure environment, organization, and individual factors.

- The external environmental factors are mainly economic development, policies, cultural changes, and technological innovation.
- The internal factors of the organization mainly include organizational structure, tasks, roles, relationships, and management systems (Johnston, 2016).
- Individual factors include personality traits, financial status, for these three aspects will cause the actual work pressure, depending on the perception of different individuals (Geller, 2016).

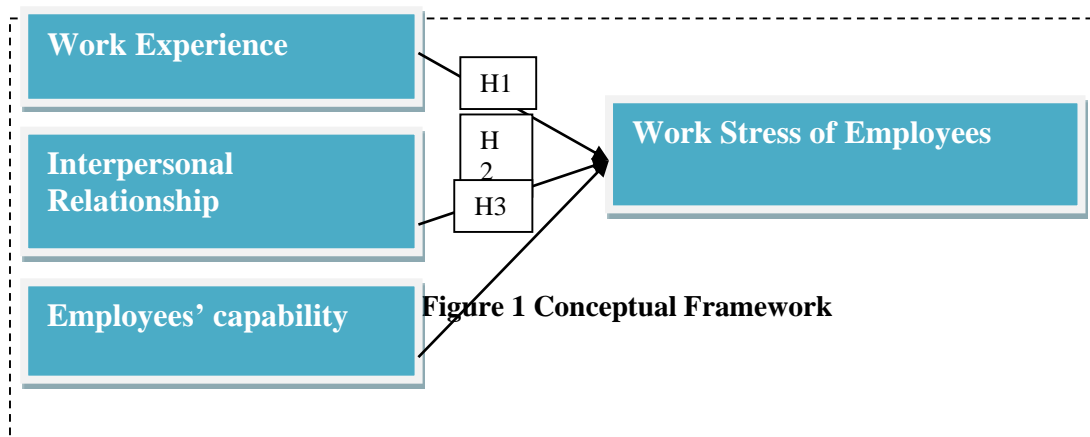
Even if it is the same pressure source, different individuals will feel the pressure differently, including individual differences such as self-awareness, work experience, social support (Schaufeli & Taris, 2014).

Adopted Model from Work Stress Model

The research model of this paper is mainly based on Robbins' working pressure model, taking the influencing factors of working pressure as independent variables, and the pressure results as dependent variables. It focuses on the characteristics of bank employees, the work pressure of the factors that influence the work experience, interpersonal relationships, and employees' capability, with the same influencing factors which act on different individuals. The idea of the study model is setting working experience, interpersonal relationships, and employees' ability as stress factors that work on the individual, and there will be stress results when subjected to the stress factors.

Research Framework of the Study

Based on the literature and above models, this proposes three factors based research framework, which is given below.



Hypothesis

Based on the objectives, literature, and conceptual framework of the study, the research will test the following questions.

H1: There is a significant positive relationship between work experience and employees' work stress of Industrial Bank's employees

H2: There is a significant positive relationship between interpersonal relationship and work stress of employees

H3: There is a meaningful positive relationship between employees' capability and employees' work stress of employees

Research Methodology

This is a quantitative, cross-sectional study to answer the research objectives. The researcher has designed a questionnaire. The study sample was the population of employees of the Industrial Bank Zhengzhou Branch. As per defined sampling plan, the investigator has taken a the sample for the study to get the responses and draw on a conclusion based on the response. Selecting a sample from a population to draw outcomes is a widely used methodology in social sciences (Aziz et al., 2017; Moser & Kalton, 2017).

The population, for the study, was Industrial Bank's Zhengzhou Branch, who represented employees of Chinese banks. Earlier these type of research has been conducted in a different context to understand the employee's behavior. The sample numbers were identified through Krejice and Morgan (1970) which is most often used in social sciences (Buzdar, Janjua, & Khurshid, 2016).

The Unit of analysis for the research was an employee working in the banking sector. Unit of analysis in any study can be a person or group to represent the population. The word element and subject is also used for the unit of analysis (Neuendorf, 2016).

As per earlier studies, defined methodology, the questionnaire was distributed among employees. The questionnaire was self-administered. It was made sure the author has the least interference on customers responses. Before distribution, both content and face validity of the questionnaire was performed.

Data Collection for Correlation Study

For data collected, the article used primary data collection technique, the questionnaire data collection procedure. The survey questionnaire was defined as Likert five-point scale scoring method and will be sent out with paper or e-mail, which is to investigate the work pressure of the Industrial Bank employees (Harpe, 2015). Employees have filled the questionnaire according to their own situation, and feedback was sent to the researcher. The Likert point scale has many advantages. It is easy to understand and get multidimensional responses from respondents. Therefore following the other research, the author used the Likert scale. (Harpe, 2015; Boone & Boone, 2012).

The questionnaire was based on the Occupational stress index (OSI). It combined with the independent variables and dependent variables of the paper; the paper developed a survey on the factors influencing the pressure of employees of Zhengzhou Branch of Industrial Bank (Almale et

al., 2014). The investigation is separated into three portions, including personal information, work stress results, and influencing factors of work stress.

Questionnaire Design

The adapted questionnaire had three parts: personal information, work stress results, and influencing factors of work stress.

The first part is the necessary information about the sample. The section mainly includes statistics on the sample's gender, age, and working years. The third part is the working pressure influencing factors. The article adopts mostly the OSI questionnaire framework (Irimie et al., 2015). At the same time, combining the characteristics of the bank's new employees, the OSI scale has been partially deleted by referring to past research examples of scholars. Therefore, the questions in the section contain Interpersonal Relationship (IR), Working Experience (WE), and Employees' Capability (EC) 3 dimensions. The second and third parts of the questionnaire, which are all measured by using the Likert 5-point scale, with "Strong Agree," "Agree," "Neutral," "Disagree" and "Strongly Disagree." In the second and third portion of the questionnaire, the article counts 5 points for "Strong Agree," 4 points for "Agree," 3 points for "Neutral," 2 points for "Disagree" and 1 point for "Strongly Disagree." Eventually, the result of each factor will be calculated by adding their scores together.

Table 1. Research Variables and Items

Variable	Items	Source
Demographics	Three Demographic variables	
Work Stress	5 Items	HSE (2018)
Work Experience	5 Items	Tom (2018)
Interpersonal Relationship	5 Items	Quest Meraki (2018)
Employees Capability	5 Items	Mckinsey(2018)

Results

The research distributed 350 questionnaires. Out of a total of 350, 124 copies were distributed online, the others' responses were sent out by hard-copy. The research has received 302 filled questionnaire, in which 27 were rejected as they were incomplete. In terms of demographics, the respondents were mainly graduates; most of them were working in the bank and had at least a bachelors or master's degree. Surprisingly, 34.9% of the respondents had postgraduate education.

Reliability

After collection of the responses, the raw data was cleaned using Microsoft Excel. The incomplete questionnaires were discarded. The next step was the validation of the items and the reliability of the scale. The author checked reliability using Cronbach's. For the test of reliability, Cronbach's Alpha is recommended by many researchers. The literature argues that the value of Cronbach Alpha should be above 0.7 and below 0.9. The idea is, the numbers should be consistently measuring the same concept. However, the questions should be different. If the value is above 0.9, it means that the researcher is asking the same question again (Bonett and Wright, 2015; Cortina, 1993).

Table-2 Reliability Statistics

Item	Cronbach's Alpha	Cronbach's Alpha based on standardized Items	No. of Items	Reliable or not
Work Experience	0.728	0.737	5	Reliable
Interpersonal relationship	0.827	0.827	5	Reliable
Employee capability	0.880	0.884	5	Reliable
Work stress	0.837	0.837	5	Reliable

The table shows the Cronbach's α values for all variables. The value is within the range of an acceptable number of the α . The value of the work experience is 0.728. For interpersonal skills, it is 0.827, for employee capability, it is .88, and work stress has shown the reliability of 0.837. These statistics allow the research to further draw the inference on the data as the data is reliable and collected responses are reliable.

Hypotheses Testing

To draw the inferences, the researcher has used multiple regression techniques. Below table shows the results of Multiple regression.

Table 2 Hypothesis Result

Hypothesis	t-test	p-value	Supported
H1: There is a significant positive relationship between work experience and employees' work stress of Industrial Bank's employees	2.98	0.01	Yes
H2: There is a significant positive relationship between interpersonal relationship and work stress of employees	5.67	0.01	Yes
H3: There is a meaningful positive relationship between employees' capability and employees' work stress of employees	8.23	0.01	Yes

Table 3 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of Estimate
1	0.652*	0.425	0.419	0.552

a. Predictors: (Constant), Employees' Capability, Work Experience, Interpersonal Relationship

R^2 shows the effect size of variables at the structure level, it usually ranges from 0 to 100%, if the value of R^2 is higher, the effect size of a variable is larger (Cohen, 2013). From the model summary, it can be seen that the model fit is good so that the independent variables (working experience, interpersonal relationship, employees' capability) have an influence on the dependent variable (work stress).

Conclusion and Recommendation

The objective of the study was to test the relationship between interpersonal relationship, work experience and employee capability on work stress of industrial bank's employees in zhengzhou, china. The study objective has been achieved by quantitative data analysis which collected through survey from the banking employees. The study has concluded that all the independent variables have an impact on the dependent variable. The results of the study are unswerving with the earlier researches results. For instance, the research conducted by of Dauda & Lee (2015) and Bergström

et al. (2017) and Kamarde & Sunindijo (2017) have found a positive and significant relationship between employees' capability, work experience interpersonal relationship and work stress.

The primary objective was to find the factors that influence work stress of Industrial Bank's employees of Zhengzhou branch in China with substantial proof. The research has both practical and academic contribution. It has validated the earlier researchers in the context of China.

The policymakers in China can also get benefit from the findings to reduce the work stress of employees. For employees, they can find out the reason why they are stressed at work. From the study findings, such as inadequate working experience, high work stress, and bad interpersonal relationships in the company. For companies in the banking industry, in Zhengzhou, China, it will be helpful to figure out the work stress reason of their employees, so as to adjust their work tasks and rules to decrease work stress, so as to enhance employees

The study also provides direction for future researchers. Below are listed areas which can be studied.

1. Firstly the future research can focus on more factors.
2. The future researcher can focus on other areas of China.
3. Future researchers can compare the banking sector with other industries.
4. Future researchers can increase the sample size to get more general results.

Moreover, through empirical analysis, it is observed that work experience, interpersonal relationship and Employees' Capability has a positive significant impact on the job stress of employees. Therefore, based on the relevant analysis results, this part also suggests the countermeasures to improve the work pressure of banking sector employees all over the world.

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