



RESEARCH PAPER

Organizational Stress Antecedents and Emotional Intelligence Role in Pakistani Private Bankers' Organizational Well-Being After Covid-19

¹ Dr. Sadia Anwar* ² Abdul Qadir Patoli ³ Ghulam Murtaza Lahbar

1. Assistant Professor, Institute of Commerce & Management, University of Sindh, Jamshoro, Sindh, Pakistan
2. Assistant Professor, Department of Commerce, Laar Campus, University of Sindh, Jamshoro, Sindh, Pakistan
3. Assistant Professor, Benazir School of Business, Benazir Bhutto Shaheed University Lyari, Karachi, Sindh, Pakistan

***Corresponding Author** qadir.patoli@usindh.edu.pk

ABSTRACT

The present study examines the organizational wellbeing among banking employees that may affect due to organizational stress antecedents, which may arise due to COVID-19, Hyderabad, Pakistan. In this research, cross-sectional data is used to conclude the results with the assistance of an online survey questionnaire based on a convenience sampling technique. From 350 raw samples, 252 usable answers proceed with final results by applying structural equation model (SEM) for the data analysis. The finding explores a significant and positive influence of organizational stress antecedents and emotional intelligence towards organizational wellbeing and its outcomes in the pandemic era. The study provides analytical knowledge about the factors that play an essential role in managing organizational wellbeing. This research study may offer a new vision to the policymakers and banking sector planners in Pakistan to provide the specific consideration and develop such an environment that can help the employees cope with the current pandemic situation of Covid 19. This study is original, empirically confirming the influence of organizational stress antecedents and emotional intelligence on organizational wellbeing and its outcomes during COVID-19 in the private banking sector.

Keywords: Emotional Intelligence, Job Satisfaction, Organizational Citizenship Behavior, Organizational Stress Antecedents, Organizational Wellbeing

Introduction

Organizational well-being (OWB) is an essential factor amidst this pandemic situation. Different health organizations are currently working in extraordinary conditions to get relief from the extensive stress. The spread of COVID-19 can be transmitted through close contact (Al-Osail & Al-Wazzah, 2017; World Health Organization, 2020). Thus, the impacts and challenges raised by this Covid-19 pandemic need to be analyzed that how this situation can affect OWB. The ability of employees to handle the issues efficiently is also affected by OWB; it might affect their approach to work and their subordinates which may ultimately affect their health. The role of the organizations is crucial because they provide stability in their employees' lives when life outside of work is in danger.

Organizations that are supportive of their employees effectively, in return, the employees are also found highly participate in the recovery of the organization with the willingness to go the extra mile in their work (Nilakant *et al.*, 2016; Näswall *et al.*, 2017; Malinen *et al.*, 2019; Walker *et al.*, 2020). The research explored that healthy employers are productive rather than unwell (Perez, 2019). However, the well-being factor among employees corresponds to the cognitive and emotional assessment of their workplace feelings (Di Fabio & Kenny, 2019). Comprehensively, this relates to happiness, the positive effect of the organization on employees that provide them JS and reduces stress (Kelly, Soles,

Garcia, & Kundu, 2020; Khalid, Pan, Wang, & Ghaffari, 2020). Employees willing to make any effort with commitment and motivation to achieve the organizational goal are satisfied (Veličkovska, 2017).

Researchers observed that the antecedents of employee well-being, known as JS, job stress, job engagement, work-life balance, and the influence of organizational culture on employee well-being, need to be modified to establish the strategies that would be employee-friendly (Singh & Srivastava, 2016; Suryani *et al.*, 2019; Nurtjahjono, Setyono, Sugiastuti, & Fisabilillah, 2023). Improving the productivity of organizations might face significant challenges and considerable difficulties for the employees (Allam, George, Yahia, & Malik, 2023). Therefore, based on the available literature on OWB, there is still a gap for more empirical research studies in third-world countries like Pakistan (Naeem, 2016; Imran, Ilyas, & Fatima, 2017). Several human resource management (HRM) scholars are still researching which factor is more critical in implementing policies to achieve high employee performance. Or the approaches that can also secure the OWB to accomplish the organization's desired results (Celma *et al.*, 2018). Therefore, in the countries like Pakistan, the preference for the OWB in the private sector has been thoughtfully considered (Siddiqi, Aftab, Raman, Soucat, & Alwan, 2023).

This research study will examine the influence of organizational stress antecedents that includes task demands (TD); job conflict (JC); workload (WL); customer demand (CD), and emotional intelligence (EI) on organizational well-being (OWB), job satisfaction (JS), and organizational citizenship behaviour (OCB) in the private banking sector of Pakistan. The effect of complicated human resource policies in Pakistan has largely ignored the significance of well-being among employees of the private banking sector (Naeem, 2016; Imran *et al.*, 2017). The banking sector is vital in any country's financial system (Nizam & Hameed, 2023; Soomro, Zehri, Anwar, Abdelwahed, & Shah, 2023). This research will provide new insight into the existing literature on strategic management and organizational behaviour while providing guidelines to organizational executives, legislators in the financial sector, and other related professions on formulating strategies for their employee well-being that is affected because of the pandemic.

Literature Review

Nowadays, the world has seen massive changes due to new infectious diseases known as Severe Acute Respiratory Syndrome (SARS) and Coronavirus Disease 19 (COVID-19). This disease has caused massive damage to people, businesses, and countries. Likewise, the service industry is majorly affected due to the quality of products and services they provide directly to their customers because of the low performance of their employees. Employee performance has an influential impact on organizational performance (Sirgy, 2017). To achieve organizational goals, the executives should ensure sound mental health, JS, organizational commitment, and work-life balance among their employees while working in their organization (Bano, Mubashir, Aijaz, Hayat, & Hakeem, 2023).

The process of productive restructuring has affected the working process of bank employees and their health by enhancing stress and anxiety in their personal and work life, which risks the well-being and health of workers (De Cuyper & Isaksson, 2017; Manjunatha & Renukamurthy, 2017).

Many competent employees face emotional and relational well-being challenges due to economic insecurity, job dissatisfaction, and work rotation issues (Di Fabio, Kenny, & Claudius, 2016). In this current scenario, it is undoubtedly considered the most overwhelming challenge for any organization to maintain the OWB that can enhance employees' efficiency and productivity to deal with job demands, challenges, and obstacles (Kim & Beehr, 2018). According to (Eldor, 2017), consecutive job demands make employees feel bored at the workplace, due to which they face psychological and health issues.

Moreover, employees' self-development can assist them in decreasing the problems of job demands and stress (Bakker & Demerouti, 2017). Such personal development arrives from the human relationships in which employees get involved with other people at work and home, establishing EI. Thus, the origin of EI can be explored when Plato describes it as all learning being based on some emotions (Wharam, 2009). This concept got a solid base from the psychologist (Thorndike, 1920).

In this growing era, most researchers focus on the factors related to the well-being of employees and organizations. Such factors associated with employee well-being are insomnia, burnout, depression, and psychiatric morbidity (Di Fabio & Kenny, 2019). However, the outcomes of OWB are found in JS, organizational commitment, turnover intentions, and work engagement (Perez, 2019). After the reform of the 1990s, employees got interested in working in the banking sector as per the State Bank of Pakistan, but dynamic technological changes changed the work environment in banks. Such changes brought different stress factors to this sector; several researchers highlight the aspects that reduce job stress and maintain OWB. Also, based on the research of (Nielsen *et al.*, 2017), the workplace environment significantly impacts employee health. Most of the literature revealed that organizational stress factors are considered the disease promoter, damaging the employees' social and psychological health and keeping their professional and social lives at risk. Such damages appear in job dissatisfaction, increased absenteeism, staff turnover, providing poor performance (Dalgaard *et al.*, 2017). However, this study will highlight the factors that affect OWB and its outcomes to identify the elements to encourage and promote banking employees. As in this pandemic, there is a need for an organization's workplace to be more humanitarian. Based on vigorous literature, the researchers have explored the need to identify the organizational stress antecedents like TD, JC, WL, and CD along with EI towards the OWB and its outcomes, specifically the JS and OCB in the financial sector like banks. With the help of the conceptual framework shown in Figure 1, the relationship among the variables is hypothesized for testing among employees working in the private banking sector in Pakistan.

TD and OWB

This competitive era has given employees a task-oriented job that has generated stress. An employee devotes more than half of his life to meeting his job's expectations. According to Aldoseri & Almaamari (2020), a bank is where bank executives consume most of their hours under stress, ultimately affecting their performance and behaviours. Thus, modern economic researchers are exploring the significant effects of organizational structures and conditions on executive managers, employees' standards, incompetent supervisory support, and job-related stressors (Antwi *et al.*, 2019). Therefore, the negative effect of TD is explored on the employees' performance and satisfaction. It is summarized that the positive effect of TD stressors is known as satisfaction and eustress. In contrast, its adverse effects can be explored as anxiety, anger, and dissatisfaction affecting the employees' well-being and performance (Ewen, Jenkins, Jackson, Jutley-Neilson, & Galvin, 2020). Thus, the above discussions are hypothesized as follows:

H1: TD has a significant influence on OWB.

JC and OWB

JC is a phenomenon that occurs once a member recognizes variances and differences among themselves and other's entities over shared objectives, values, or beliefs. JC can also arise when employees get engaged in completing multiple tasks simultaneously. Suppose employees' roles are not specified adequately. It harms their productivity as proper work descriptions can provide confidence and belief among employees, enhancing their productivity and reducing stress (Yousefi & Abdullah, 2019). As a result, JCs may create attitude issues among employees because of their lack of clarity regarding job descriptions,

which may cause difficulties while dealing with official matters to achieve beneficial outcomes (Antwi *et al.*, 2019). Thus, the following hypothesis is generated based on the above discussion:

H2: JC has a significant influence on OWB.

WL and OWB

The WL is a substantial factor that significantly influences organizational well-being. This factor is comprised of excessive work pressures, lack of interest due to the extreme burden, and noise pollution because of customers' overcrowding, which may affect the internal environment of the organization and cause mental and physical disorder in the employees' well-being (Kelly, Soles, Garcia, & Kundu, 2020). Thus, Banks have also been reorganized with technological innovation frameworks that affect individual lives in the workplace (Kaur *et al.*, 2017). Consequently, organizations face low productivity, excessive absence, employee turnover, and deviant behaviours that may arise in the workplace (Giorgi, Arcangeli, Ariza-Montes, Rapisarda, & Mucci, 2019). To achieve a competitive advantage, banking employees in the global economy are majorly involved in selling sustainable business models, administration, handling customers and businesses, and managing various services to compete with globalized trade. Thus, the following hypothesis is suggested:

H3: WL has a significant influence on OWB.

CD and OWB

The private banks remain vigilant in creating added-value transactions to sustain this competitive era. They can succeed by generating and developing long-term customer relationships by fulfilling customer demands on time. On the other side create challenges to managing the supplier-customer relationships in the banking industry. Banks are keen to invest in technological and human resources to fulfill customers' requirements and achieve full competitive advantages (Jugovic *et al.*, 2015). Thus, according to customers' perception, long-term relationships are based on the concerned financial organization's trust, loyalty, and satisfaction. Also, banks' effective and value-added services develop such trustworthy relations by providing the customers' with appropriate knowledge about new technology like the Internet and mobile banking. Based on the above discussion following hypothesis is proposed:

H4: CD has a significant influence on OWB.

EI and OWB

The work lays the foundation of EI on emotions and social intelligence. (Thorndike, 1920) developed a dynamic cognitive ability structure: abstract intelligence, which refers to the ability to understand and manage ideas; physical cognition, which refers to understanding natural materials; and social intelligence, and ability to understand and drive people to behave gently in personal interactions. (Gardner, 1983) describes interpersonal intelligence as the ability to understand other people and intrapersonal skills, the ability to understand one's personality to live their life successfully. Based on this discussion, the researchers hypothesized that:

H5: EI has a significant influence on OWB.

JS and OWB

Several researchers have identified a positive link between well-being and performance (Choi *et al.*, 2017). Many researchers believe employee satisfaction is significant in performance and productivity (Sandilya & Shahnawaz, 2018). Hence, it can be further described that if employees balance their job and personal life, they will feel more satisfied and perform their jobs more comfortably at their concerned organizations (Viñas-Bardolet *et al.* 2019). Thus, the researchers proposed the following hypothesis:

H6: JS is a significant outcome of OWB.

OCB and OWB

Researchers and executives are becoming increasingly interested in OCB. Thus, organizational citizenship is considered a significant factor in organizations. The awareness about citizenship behaviours is explored from different contexts and domains. This research study has identified that OCB is an outcome of organizational well-being. This statement can be realized by the fact that the OCB helps increase the efficiency of an organization's employees by making them more optimistic about availing their energies for more productive purposes (Feher & Vernon, 2020). Therefore, the following hypothesis is proposed:

H7: OCB is a significant outcome of organizational well-being.

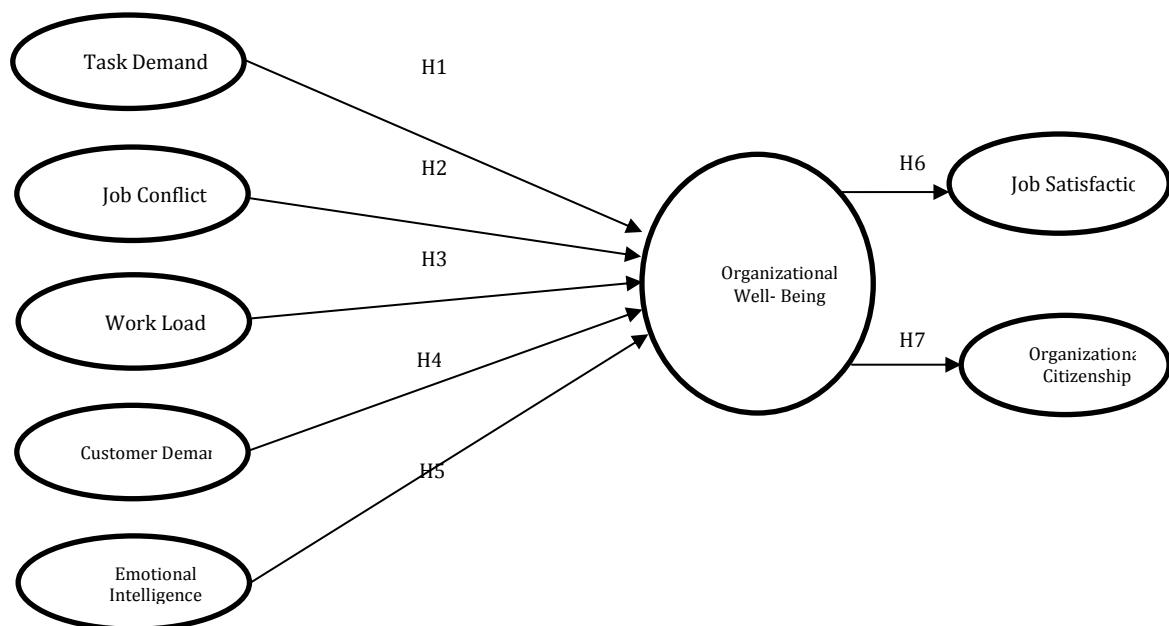


Figure 1. Conceptual framework

Material and Methods

This research study is based on the quantitative approach due to its relationship with expressions than figures for information variety and data assessment. This investigation mode is more famous and frequently applied in empirical banking studies (Khalid, Pan, Li, Wang, & Ghaffari, 2020; Gulzar *et al.*, 2020). For an effective conclusion, cross-sectional data is collected for this research study. Random sampling techniques are applied to provide an equal chance of respondents' participation. The distribution of 350 survey questionnaires was done among the banking employees of Pakistan's private banking sectors through Google Forms. However, some forms were also dispatched through courier services and email services. In return, 252 raw samples were received, yielding a 72

percent response rate. Finally, 252 usable samples were proceeded for inferring the conclusions. Using the 5- point Likert scale, all the adopted items from the literature were evaluated from 1 strongly agree to 5 strongly disagree.

Results and Discussion

Normality of data

Before moving towards the final analysis referring to the evaluation of fitness and hypothesized paths, it was essential to identify the normality of the data. In this study, researchers examine the normality of data through skewness and kurtosis (Pallant, 2007). According to Hair *et al.* (2006), skewness explores the distribution equilibrium by pointing to the "flatness" of distribution. In contrast, kurtosis highlights the taller or more peaked distribution, showing the normal data distribution. The skewness value requires 0, which indicates the normal distribution as an asymmetric shape; on the other hand, the kurtosis value is less than ± 1 , which can be ignored. Thus, it has been explored that the range of skewness and kurtosis values should not exceed ± 2.58 , though the values of the present research study did not exceed the concerning values.

Measurement Model

With the help of confirmatory factor analysis, the items' reliability, convergent validity, and discriminant validity were discovered. The convergent validity can be significantly measured through the loading, average variance extracted (AVE), and composite reliability (CR). Though, the loading scores of each factor were found to be above the recommended value of 0.05 (Hair *et al.*, 2010) (Table 1). On the other hand, for further analysis, some items as for JC [jc3 and jc5], WL [wl6], CD [cd5], JS [js4; js7; js9; js11 and js12], OCB [OCB=ocb3; ocb4; ocb8; ocb18 and ocb21] and OWB [owb3; owb5 and owb11] were excluded as their value was not as per the recommendation of 0.50 (Hair *et al.*, 2019). Similarly, all underlying variables showed values above 0.5 for AVE, which describes more than half the variance of their observable measurement items on average (Fornell & Larcker, 1981). The recommended range of CR was also observed above 0.70. Furthermore, the coefficient value of Cronbach's alpha was also observed with satisfactory values (Table 1).

Table 1
Measurement model

Construct	Items	Loadings	CR	AVE	α
TD	td1	0.887	0.887	0.855	0.809
	td2	0.878			
	td3	0.861			
	td4	0.849			
	td5	0.820			
JC	js1	0.878	0.869	0.879	0.863
	js2	0.864			
	js4	0.843			
	js6	0.809			
	js7	0.799			
WL	wl1	0.898	0.857	0.790	0.849
	wl2	0.880			
	wl3	0.861			
	wl4	0.822			
	wl5	0.802			
CD	Cd1	0.890	0.845	0.824	0.855
	Cd2	0.879			

	Cd3	0.856			
	Cd4	0.850			
	Cd6	0.843			
	Cd7	0.833			
EI	ei1	0.889	0.879	0.883	0.878
	ei2	0.873			
	ei3	0.855			
	ei4	0.839			
OWB	owb1	0.879	0.858	0.823	0.880
	owb2	0.869			
	owb4	0.843			
	owb6	0.834			
	owb7	0.808			
	owb8	0.798			
	owb9	0.783			
	owb10	0.773			
	owb12	0.764			
JS	js1	0.898	0.830	0.847	0.893
	js2	0.879			
	js3	0.863			
	js5	0.860			
	js6	0.857			
	js8	0.843			
	js10	0.836			
	js13	0.825			
	js14	0.786			
OCB	ocb1	0.880	0.860	0.831	0.797
	ocb2	0.872			
	ocb5	0.865			
	ocb6	0.852			
	ocb7	0.844			
	ocb9	0.838			
	ocb10	0.830			
	ocb11	0.826			
	ocb12	0.819			
	ocb13	0.800			
	ocb14	0.798			
	ocb15	0.782			
	ocb16	0.773			
	ocb17	0.770			
	ocb19	0.765			
	ocb20	0.755			
	ocb22	0.742			

Notes: AVE = summation of the square of the factor loadings

CR = square of the summation of the factor loadings

α = Cronbach's alpha

Structural Model

It is an important practice in research to assess the model's fitness to the data by observing the model fit indices. For this purpose, it is essential to find the model scores of the following indicators within acceptable ranges: CMIN 5 χ^2

/chi-square/df, goodness-of-fit index (GFI), normed fit index (NFI), adjusted goodness-of-fit index (AGFI), comparative fit index (CFI) and root mean square error of approximation (RMSEA) (Hair *et al.*, 2019) (Table 2 and Figure 2). In this research study, the hypothesized paths were estimated by SEM based on the critical ratio (CR), standard error (SE), and significance level of $p < 0.01$ (Hair *et al.*, 2019). Thus, as the second-generation statistical technique, with SEM's assistance, it becomes easy to test the extent of factors that can accomplish the requirement of high-quality statistical analysis standards of the respective research (Fornell, 1983). In this regard, the positive and significant impact of TD on OWB (OWB) (SE = 0.044; CR = 5.724; $p < 0.01$) has been explored through the weights of SEM (Table 3 and Figure 2); thus, H1 was accepted. The positive and significant response was also explored through the weights of H2 that were (SE = 0.059; CR = 7.119; $p < 0.01$) (Table 3 and Figure 2), according to which supports that there is a significant impact of JC on organizational well-being (OWB); thus, H2 was accepted. However, H3 was also supported by the data (SE = 0.042; CR = 6.227; $p > 0.01$) (see Table 3 and Figure 2), showing that the WL has a significant influence on organizational well-being (OWB). The weights of SEM show the considerable impact of CD on organizational well-being (OWB) through the (SE = 0.047; CR = 5.500; $p < 0.01$) supporting the H4. The H5 is also supported through the weights (SE = 0.083; CR = 4.552; $p < 0.01$), showing the influence of EI on organizational well-being (OWB). The significant influence of organizational well-being (OWB) on JS through weights (SE = 0.049; CR = 6.302; $p < 0.01$) supports the fact that JS is a significant outcome of organizational well-being. Thus, the H7 was also supported through the weight of (SE = 0.370; CR = 6.048; $p < 0.01$), supporting the fact that OCB is a significant outcome of organizational well-being (OWB).

Table 2
The Model fit indices

Model fit indicators	CMIN/df	GFI	AGFI	NFI	CFI	RMSEA
	2.437	0.929	0.910	0.925	0.946	0.044
Suggested values	< 3	> 0.90	> 0.90	> 0.90	> 0.90	< 0.05

Note: CMIN= χ^2 /Chi-square/df; df= degree of freedom; GFI=goodness of fit index; AGFI=adjusted goodness of fit index; NFI= normed fit index; CFI= comparative fit index; RMSEA=root mean square error of approximation.

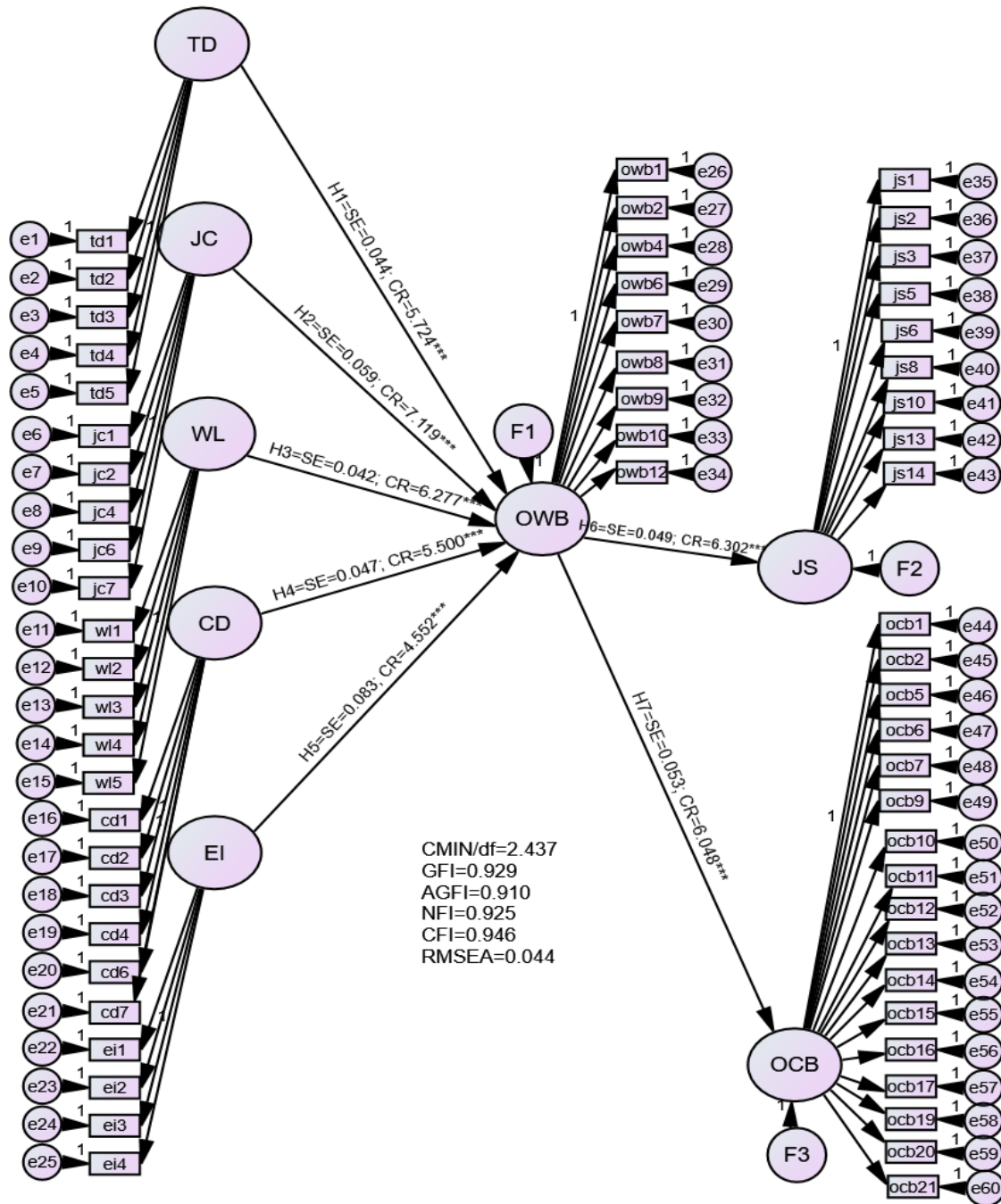


Figure 2. Structural equation model

Table 3
SEM outcomes

Hypotheses	Independent variables	Path	Dependent variable	Estimate	SE	CR	P	Decision
H1	TD	→	OWB	0.275	0.044	5.724	***	Supported
H2	JC	→	OWB	0.280	0.059	7.119	***	Supported
H3	WL	→	OWB	0.259	0.042	6.277	***	Supported
H4	CD	→	OWB	0.320	0.047	5.500	***	Supported
H5	EI	→	OWB	0.238	0.083	4.552	***	Supported
H6	OWB	→	JS	0.328	0.049	6.302	***	Supported
H7	OWB	→	OCB	0.370	0.053	6.048	***	Supported

Note: SE, standard error; CR, critical ratio; p, significance level < 0.01.

TD=task demands; JC=job conflict; WL=work load; CD=customer demand; EI=emotional intelligence; OWB=organizational well-being; JS=job satisfaction; OCB=organizational citizenship behaviour

Discussion

In this research study, the first hypothesis (H1) explores that TDs describe the requirements that must be accomplished by the employer and demanded by the organizations. After, pandemic, every organizational management explores new creative ideas, services, or procedures to achieve a competitive advantage (Antwi *et al.*, 2019). This research study's second hypothesis (H2) is that JC influences OWB in an instant pandemic. They are required to perform multiple tasks simultaneously at their workplace. According to Antwi *et al.* (2019), if employees are guided adequately about their job description, it will help reinforce their self-efficacy to achieve higher performance and reduce stress in the workplace, which shall assist in developing organizational well-being. The third hypothesis (H3) explores how employees' WL influences organizational well-being. Thus, pandemic situations may bring poor job performance in organizations, high levels of employee turnover and absenteeism, and deviant workplace behaviours; such conditions affect the OWB (Giorgi, Arcangeli, Ariza-Montes, Rapisarda, & Mucci, 2019). The fourth hypothesis (H4) explores the influence of CD on organizational well-being. After pandemic situation, it has been considered that increasing customer demand dramatically influences the OWB of the private banking sector employees. The fifth hypothesis (H5) explored the significance of EI in attaining OWB among the banking sector employees. To deal with the factors, the variable of EI plays a vital role in this pandemic situation. Thus, based on the results of this research study, it has been revealed that EI significantly influences organizational well-being. The pandemic affects the physical as well as psychological well-being of employees. According to (Sandilya *et al.*, 2018), organizations must manage their OWB among the employees to achieve their desired outcomes.

The sixth hypothesis (H6) explores the significance of OWB outcomes in the shape of JS. Many studies support that satisfied employees are the main element in enhancing organizational performance and productivity (Dijkhuizen *et al.* 2018; Sandilya & Shahnawaz 2018). The seventh hypothesis (H7) highlighted another essential outcome of organisational well-being: organizational citizenship behaviour. In pandemic, the banking sector requires the attainment of OCB among their employees to improve the organization's performance and well-being and maintain resources to achieve the distinction.

Conclusion

This research study concludes that organizational stress antecedents and EI significantly influence organizational well-being. Thus, on the other hand, it has been further explored that JS and OCB are the significant outcomes of organizational well-being. The positive results of this research study examined the importance of factors known as the antecedents of organizational stress and EI in maintaining OWB and achieving its significant outcomes. The findings of this research may contribute to the literature, in general, and to the human resource management literature in Pakistan, specifically. This research study may provide a new vision to the Pakistan banking sector's Board of Directors and CEOs to give the specific environment that can help the employees cope with the current pandemic situation of Covid 19 and excel.

The finding of this research study will provide insight to the researchers, employers, and policymakers to improve organizational well-being, which significantly positively influences the productivity and performance of the employees working in the private banking sector. This research study may fill the gap in globally adopted policies and strategies imposed in underdeveloped countries like Pakistan to compete in this competitive era. Because of the OWB that the employees enjoy worldwide, Pakistan

employees cannot get some of them. Hence, this research study may help provide the HR policies and strategies that are generally acceptable, especially in Pakistan. This research study faces some limitations as there is no implementation or support of any relevant theory. The sample was collected from private banking sector employees; however, it may provide different perceptions in the public sector. However, the novelty of this study is establishing a comprehensive theoretical framework that explores the factors having a significant influence on OWB and its outcomes in the private banking sector in Pakistan.

References

- Adrian, T., & Ashcraft, A. B. (2016). *Shadow banking: a review of the literature, in banking crises*, ed G. Jones (London: Palgrave Macmillan), 282-315.
- Allam, Z., George, S., Yahia, K. B., & Malik, A. (2023). Emotional exhaustion and job satisfaction: an investigation of the mediating role of job involvement using structural equation modeling. *International Journal of Innovative Research and Scientific Studies*, 6(1), 20-27.
- Aldoseri, F. I., & Almaamari, Q. A. (2020). Factors Influencing Employee Performance at the Banking Sector in Kingdom of Bahrain: Literature Review. *International Journal on Emerging Technologies*, 11(5), 304-309.
- Al-Osail, A. M., & Al-Wazzah, M. J. (2017). The history and epidemiology of Middle East respiratory syndrome corona virus. *Multidisciplinary respiratory medicine*, 12(20), 1-6.
- Antwi, C. O., Fan, C. jun, Aboagye, M. O., Brobbey, P., Jababu, Y., Affum-Osei, E., & Avoronyo, P. (2019). Job demand stressors and employees' creativity: a within-person approach to dealing with hindrance and challenge stressors at the airport environment. *Service Industries Journal*, 39(3-4), 250-278.
- Bakker, A. B., & Demerouti, E. (2017). Job demands-resources theory: taking stock and looking forward. *Journal of Occupational Health Psychology*, 22(3), 273.
- Bano, S., Mubashir, A., Aijaz, U., Hayat, A., & Hakeem, S. (2023). Organizational cease of healthcare workers in Pakistan investigating Covid & Post Covid effects of work-family conflict, lack of appraisal and job demand. *Journal of positive school psychology*, 7(1), 1285-1310.
- Celma, D., Martinez-Garcia, E., & Raya, J. M. (2018). Socially responsible HR practices and their effects on employees' wellbeing: empirical evidence from Catalonia, Spain. *European Research on Management and Business Economics*, 24, 82-89.
- Choi, S. B., Tran, T. B., & Kang, S. W. (2017). Inclusive leadership and employee well-being: the mediating role of person-job fit. *Journal of Happiness Studies*, 18, 1877-1901.
- Dalgaard, V. L., Aschbacher, K., Andersen, J. H., Glasscock, D. J., Willert, M. V., Carstensen, O., et al. (2017). Return to work after work related stress: a randomized controlled trial of a work-focused cognitive behavioral intervention. *Scand. J. Work Environ. Health*, 43, 436-446.
- De Cuyper, N., & Isaksson, K. (2017). *Employment contracts and well-Being among european workers*. Abingdon-on-Thames: Routledge
- Di Fabio, A., & Kenny, M. E. (2019). Resources for enhancing employee and organizational well-being beyond personality traits: The promise of emotional intelligence and positive relational management. *Personality and Individual Differences*, 151, 109278.
- Di Fabio, A., Kenny, M. E., & Claudius, M. (2016). Preventing distress and promoting psychological well-being in uncertain times through career management intervention. In M. Israelashvili, & J. L. Romano (Eds.). *The Cambridge handbook of international prevention science*, 233-254. Cambridge: Cambridge University Press.

- Dijkhuizen, J., Gorgievski, M., van Veldhoven, M., & Schalk, R. (2018). Well-being, personal success and business performance among entrepreneurs: a two-wave study. *Journal of Happiness Studies*, 19, 2187-2204
- Eldor, L. (2017). Looking on the bright side: The positive role of organizational politics in the relationship between employee engagement and performance at work. *Applied Psychology*, 66(2), 233-259.
- Ewen, C., Jenkins, H., Jackson, C., Jutley-Neilson, J., & Galvin, J. (2020). Well-being, job satisfaction, stress and burnout in speech-language pathologists: A review. *International Journal of Speech-Language Pathology*, 0(0), 1-11.
- Feher, A., & Vernon, P. A. (2020). Looking beyond the Big Five: A selective review of alternatives to the Big Five model of personality. *Personality and Individual Differences*, (3), 110002.
- Fornell, C. (1983). Issues in the application of covariance structure analysis. *Journal of Consumer Research*, 9(4), 443-448.
- Fornell, Claes, & David F. Larcker. (1981). Evaluating structural equation models with unobservable variables and measurement error. *Journal of Marketing Research*, 18, 39-50.
- Gardner, H. (1983). *Frames of mind: The theory of multiple intelligences. (10th ed.)*. New York: Basis Books
- Giorgi, G., Arcangeli, G., Ariza-Montes, A., Rapisarda, V., & Mucci, N. (2019). Work-related stress in the Italian banking population and its association with recovery experience. *International Journal of Occupational Medicine and Environmental Health*, 32(2), 255-265.
- Gulzar, S., Ghauri, S., Abbas, Z., Hussain, K., & Jibril, A. B. (2020). Antecedents of employee wellbeing in the banking sector: The moderating role of working environment. *Problems and Perspectives in Management*, 18(4), 448-460.
- Hair, J., Black, W., Babin, B., Anderson, R. & Tatham, R. (2006), *Multivariate data analysis, 6th ed.*, Pearson prentice hall, Pearson education, upper saddle river, New Jersey
- Hair, J.F., Risher, J.J., Sarstedt, M. & Ringle, C.M. (2019). When to use and how to report the results of PLS-SEM. *European Business Review*, 31(1), 2-24.
- Hassard, J., Teoh, K. R., Visockaite, G., Dewe, P., & Cox, T. (2017). The cost of work-related stress to society: a systematic review. *J. Occup. Health Psychol*, 23(1), 1-17.
- Imran, M. K., Ilyas, M., & Fatima, T. (2017). Achieving organizational performance through knowledge management capabilities: Mediating role of organizational learning. *Pakistan Journal of Commerce and Social Sciences (PJCSS)*, 11(1), 106-125.
- Jugovic, T., Petrovic, D., & Kostic-Stankovic, M. (2015). Customer relationship management a source of competitiveness of companies in changing environment. *Marketing*, 46 (4), 285-296, ISSN: 0354-3471.
- Kaur, K., Kaur, P., & Kumar, P. (2017). Stress, coping mechanisms and its socioeconomic impact on organisations-A review. *Indian J. Econ. Dev*, 13, 744-751.

- Kelly, M., Soles, R., Garcia, E., & Kundu, I. (2020). Job stress, burnout, work-life balance, well-being, and job satisfaction among pathology residents and fellows. *American Journal of Clinical Pathology*, 153(4), 449-469.
- Khalid, A., Pan, F., Li, P., Wang, W., & Ghaffari, A. S. (2020). The impact of occupational stress on job burnout among bank employees in Pakistan, with psychological capital as a mediator. *Frontiers in Public Health*, 7, 1-9.
- Kim, M., & Beehr, T. A. (2018). Challenge and hindrance demands lead to employees' health and behaviours through intrinsic motivation. *Stress and Health*, 34(3), 367-378.
- Malinen, S., Hatton, T., Näswall, K., & Kuntz, J. (2019). Strategies to enhance employee well-being and organisational performance in a post crisis environment: A case study. *Journal of Contingencies and Crisis Management*, 27(1), 79-86.
- Manjunatha, M. K., & Renukamurthy, T.P. (2017). Stress among banking employee - A literature review. *Int. J. Res. Granthaalayah*, 5, 207-213.
- Naeem, R. (2016). Organizational virtuousness, perceived organizational support and organizational citizenship behavior: A mediation framework. *Journal of Behavioural Sciences*, 26(1), 113.
- Nizam, K., & Hameed, S. (2023). The impact of knowledge sharing on job performance in banking sector of Pakistan—mediating role of affective commitment. *Pakistan Journal of Social Sciences*, 43(1), 27-40.
- Näswall, K., Malinen, S., & Kuntz, J. (2017). Resilience development through an organisation-led well-being initiative. In N. Chmiel, F. Fraccaroli & M. Sverke (Eds.), *An Introduction to Work and Organizational Psychology: An International Perspective*, 3 ed., 506-513. Wiley.
- Nielsen, K., Nielsen, M. B., Ogbonnaya, C., Kansala, M., Saari, E., & Isaksson, K. (2017). Workplace resources to improve both employee well-being and performance: A systematic review and meta-analysis. *Work & Stress*, 31(2), 101-120.
- Nilakant, V., Walker, B., Kuntz, J., de Vries, H. P., Malinen, S., Näswall, K., & van Heugten, K. (2016). Dynamics of organisational response to a disaster: A study of organisations impacted by earthquakes. In C. M. Hall, S. Malinen, V. R. & R. Wordsworth (Eds.), *Business and Post-disaster Management*, 35-47. Routledge.
- Nurtjahjono, G. E., Setyono, L., Sugiastuti, R. H., & Fisabilillah, R. J. (2023). Predicting turnover intention through employee satisfaction and organizational commitment in local banks in East Java. *Profit: Jurnal Administrasi Bisnis*, 17(1), 94-102.
- Pallant, J. (2007). *SPSS Survival manual: step-by-step guide to data analysis*, 3rd ed., Allen and Unwin, Australia. <https://doi.org/10.4324/9781003117452>
- Perez, A. C. M. (2019). *Program evaluation of the employee health and wellbeing program*. Doctoral dissertation, Walden University, 1-16.
- Pohl, M., & Tortella, T. (2017). *A century of banking consolidation in Europe: The history and archives of mergers and acquisitions*. Abingdon-on-Thames: Routledge.
- Sandilya, G., & Shahnawaz, G. (2018). Index of psychological well-being at work validation of tool in the Indian organizational Context. *Vision*, 22(2), 1-11.

- Singh, U., & Srivastava, K. (2016). Organizational trust and organizational citizenship behavior. *Global Business Review*, 17(3), 594-609.
- Sirgy, M. J. (2017). Views on wellbeing research, policy and practice: An interview with Dr. M. Joseph Sirgy. *Middle East Journal of Positive Psychology*, 3(1), 36-41
- Suryani, N., Gama, G., & Parwita, G. (2019). The effect of organizational compensation and commitment to organizational citizenship behavior in the cooperative and small, middle enterprises department of Bali province. *International Journal of Contemporary Research and Review*, 10(1), 21210-21218.
- Soomro, B. A., Zehri, A. W., Anwar, S., Abdelwahed, N. A. A., & Shah, N. (2023). Developing the relationship between corporate cultural factors and employees' organizational commitment via self-efficacy. *South Asian Journal of Business Studies*, ahead-of-print no. ahead-of-print <http://doi:10.1108/SAJBS-12-2021-0459>
- Siddiqi, S., Aftab, W., Raman, A. V., Soucat, A., & Alwan, A. (2023). The role of the private sector in delivering essential packages of health services: lessons from country experiences. *BMJ Global Health*, 8(Suppl 1), 1-9. <http://dx.doi.org/10.1136/bmjgh-2022-010742>.
- Thorndike, E.L. (1920). Intelligence and its use. *Harper's Magazine*, 140, 227-35.
- Veličkovska, I. (2017). Organizational citizenship behaviour - Definition, determinants and effects. *Engineering Management*, 3(1), 40-51.
- Viñas-Bardolet, C., Guillen-Royo, M., & Torrent-Sellens, J. (2019). *Job characteristics and life satisfaction in the EU: A domains-of-life approach*. Applied Research Quality Life
- Walker, B., Malinen, S., Nilakant, V., Näswall, K., & Kuntz, J. (2020). Resilience-in-action through an extended disaster: the christchurch earthquakes. In E. H. Powley, B. Caza & A. Caza (Eds.), *Handbook of organizational resilience*. Edward Elgar Publishing.
- Wharam, J. (2009). *Emotional intelligence: Journey to the centre of yourself*. John Hunt Publishing
- World Health Organization. (2020). Naming the coronavirus disease (COVID-19) and the virus that causes it. *Brazilian Journal of Implantology and Health Sciences*, 2(3), 1-4.
- Yousefi, M., & Abdullah, A. G. K. (2019). The impact of organizational stressors on job performance among academic staff. *International Journal of Instruction*, 12(3), 561-576.