

PSYCHOLOGICAL Empowerment and Organizational Climate as Factors of Well-being among Bank Employees in Caraga REGION

Bernard Robin R. Antona¹, Emma V. Sagarino²

¹Liang National Comprehensive High School
bernardrobin.antona@deped.gov.ph

²Graduate School Department, University of the Immaculate Conception, Davao City, Philippines
esagarino@uic.edu.ph

ABSTRACT

Employee well-being is essential in any workplace, including the banking industry. It relates to the physical, mental, and financial welfare of employees working in an organization. This study will address employee well-being, psychological empowerment, and the organizational climate of bank employees in the Caraga region. Also, the study determined whether the combined and singular influence of psychological empowerment and organizational climate on well-being is significant. This study utilized the Quantitative Descriptive-Correlational Approach. There were 300 respondents who were regular employees of Banks in the CARAGA region. The study revealed that the status of employee well-being, psychological empowerment, and organizational climate is very high. The correlation analysis indicates a significant relationship between variables such as a very high level of psychological empowerment and organizational climate, which are associated with a very high level of well-being. The regression analysis signifies that psychological empowerment and organizational climate influence employee well-being. However, psychological empowerment has a greater influence than organizational climate on employee well-being.

KEYWORDS: *Business management, psychological empowerment, organizational climate, well-being, Caraga Region*

INTRODUCTION

Employee well-being is essential in any workplace, including the banking industry. It relates to the physical, mental, and financial welfare of employees working in an organization (Turban & Yan, 2016). This is a critical issue in the banking sector, particularly in Pakistan, wherein employees in this industry often face high levels of stress and pressure due to the demanding

nature of their work (Gulzar et al., 2020). These include burnout and job dissatisfaction, which result in reduced employee well-being, which negatively influences the influence of work-life balance, work stress, employee engagement, and the working environment on employee well-being (Turgut & Bayram, 2020). Also, the banking industry is notorious for demanding work schedules, which can negatively impact an employee's personal life and well-being. This imbalance can lead to social isolation, family conflicts, and reduced overall life satisfaction (Alzahrani et al., 2020).

Also, in the Philippines, it was found that one of the primary causes of stress in the banking sector of Manila is the high workload and long working hours. This stresses that long working hours and excessive workload were significant predictors of job burnout among bank employees. Additionally, the competitive and performance-driven culture in the banking industry can contribute to stress and reduced employee well-being (Dela Cruz & Cataluna, 2022). Meanwhile, in Region XIII, like many other regions, is also facing challenges related to the well-being of its employees. According to a recent study by bank employees in the Caraga Region, 60% of the surveyed bank employees reported experiencing high stress levels, and 43% reported experiencing burnout. In addition, the study revealed that employees who perceived a lack of support from their supervisors were more likely to experience stress and burnout (Lumawag et al., 2021).

The banking sector is a highly competitive industry, and the well-being of bank employees can directly impact the bank's success. As the banking sector grows in the region, it is important to understand the factors that contribute to the well-being of bank employees to ensure the success of the banks and the well-being of the employees. Also, it may address important issues related to employee well-being, particularly in improving the quality of work life for bank employees and the success of the banking industry.

Further, several types of research have been conducted to determine the significant relationship between psychological empowerment as a factor of employee well-being, such as the study of Safari et al. (2011) and Gulzar et al. (2020). The study by Han et al. (2018) indicated that psychological empowerment is positively related to employee well-being. When employees feel psychologically empowered, they experience greater control over their work environment and a stronger sense of self-efficacy, which can lead to increased well-being. In the same manner, Bakker et al. (2014) stated that organizational

climate can impact employee well-being. A positive work environment, characterized by supportive leadership and a healthy work-life balance, was associated with lower levels of burnout and higher levels of job satisfaction which result to a high level of well-being.

Several studies on the variables affecting employee well-being were reviewed. However, the researcher has not come across a study emphasizing the role of organizational climate and psychological empowerment in employee well-being, particularly among the bank employees in the Caraga region, which establishes the research gap since the studies of aforementioned were conducted utilizing quantitative design. It is then in this premise that study on psychological empowerment and organizational climate as factors of employee well-being among bank employees in Caraga Region is highly considered in this study since it lies in the fact that employee well-being is crucial not only for the employees themselves but also for the success of the organization. This undertaking used a quantitative descriptive-correlational approach to deeply explore and analyze the problem. Future research could explore potential interventions that could improve psychological empowerment and organizational climate in the banking sector and, in turn, may improve employee well-being.

Study Objectives. This study will address employee well-being, psychological empowerment, and the organizational climate of bank employees in the Caraga region. Also, the study will determine whether the combined and singular influence of psychological empowerment and organizational climate on well-being is significant.

Theoretical Lens

This study was anchored on the Job Demands-Resources model (JD-R) of Bakker and Demerouti (2014), which suggests that job demands and resources can significantly impact employee well-being. According to the JD-R model, psychological empowerment can be considered a job resource that can enhance employee well-being by reducing job demands and increasing job resources. As used in this study, the JD-R model provides a useful framework for understanding the relationship between psychological empowerment and employee well-being. The model can help organizations develop interventions to enhance employee well-being and increase job satisfaction by identifying job demands and resources specific to the banking sector.

In connection, this study was also supported by Han et al. (2018), who

cited that psychological empowerment is positively related to employee well-being. When employees feel psychologically empowered, they experience greater control over their work environment and a stronger sense of self-efficacy, which can lead to increased well-being. This also explicitly shows that employees often face high job demands and stress, and psychological empowerment can serve as a valuable resource that promotes employee well-being and reduces the negative effects of job demands on employee health and well-being (Kim et al., 2017).

Further, Job Demands-Resources (JD-R) was supported by Bakker et al. (2014), who construed that organizational climate is an important factor impacting employee well-being. A positive work environment, characterized by supportive leadership and a healthy work-life balance, was associated with lower burnout and higher job satisfaction levels, which resulted in a high level of well-being (Bakker et al., 2014). This can be achieved through effective communication, employee involvement in decision-making, recognition and reward programs, and other initiatives that foster a positive workplace culture.

METHODS

Research Design. This involved a descriptive correlational approach. Siedlecki, S. L. (2020) stated that descriptive research aims to describe individuals, events, or conditions by studying them as they are in nature. This approach involves collecting data through surveys or questionnaires, which can be administered to many participants. The data was analyzed using statistical techniques such as correlation coefficients, which measure the strength and direction of the relationship between the variables. To clarify, a quantitative method is used to attempt to measure (Cooper & Schindler, 2014) precisely or to intend to measure variables (such as size, magnitude, duration, or amount) from the target participants using numerical values (Gravetter & Forzano, 2012) or hard data (Neuman, 2014). This method will explain the relationships between variables (Saunders, Lewis, & Thornhill, 2010) through statistical analysis or by predicting and controlling phenomena (Bueno, 2016). In other words, the quantitative strand will follow a descriptive correlational research design. Further, a constructed survey questionnaire was distributed to the employees of banks in the Caraga region. The participants' consolidated answers will give numeric data about the complications posted. Thus, appropriate statistical tools such as frequency, weighted mean, and standard deviation were used to present the quantitative results. After these treatments, data will be presented and analyzed using descriptive statistics.

Research Locale and Respondents. A total of 300 respondents were selected from the list of bank employees or sampled from the provinces of Agusan del Norte, Agusan del Sur, Surigao del Norte, and Surigao del Sur. The selection of the participants was based on the inclusion and exclusion criteria as follows: participants must be regular employees of the rural banks; must be employed by a bank within the Caraga region; must have been employed for at least one year from the time of employment; and participants will cover both office and field assignments. On the other hand, employees who are not considered regular, not employed within Region XIII, and employed for less than a year will not qualify for this undertaking. The study employed stratified random sampling to choose the respondents.

Research Instruments. The study used the adapted survey questionnaires from three studies. The questionnaire comprises five major parts: Part 1 is the Respondent's Profile, Part 2 is about Bank Profile, Part 3 is on Psychological Empowerment, Part 4 is about Organizational Climate, and Part 5 is about Employee Well-Being. For psychological empowerment, the survey questionnaire was adapted from Meng and Sun (2019), demonstrating a high-reliability level with a Cronbach's alpha coefficient test result of 0.806, with six components: meaning, competence, self-determination, and impact. For organizational climate, the survey questionnaire, taken from Putter (2010), demonstrates a high level of reliability with a Cronbach's alpha coefficient test result of 0.93. This has five components: innovation, responsibility, standards, rewards, and clarity. For employee well-being, the survey questionnaire was based from Diener, Lucas, and Oishi (2002) and demonstrated a high-reliability level with a Cronbach's alpha coefficient test result of 0.9. This has four indicators: social well-being, psychological well-being, subjective well-being, and workplace well-being.

Data Gathering Procedure. Firstly, this study was presented to the University of Immaculate Conception- Research Ethics Committee (UIC-REC) to check the conformity of the policies and guidelines and for approval to proceed with data collection.

The study started by sending a letter of request to the Dean of the Graduate School of the University of the Immaculate Conception seeking approval to conduct the study, including all areas in the Caraga Region. In addition, the researcher secured ethical clearance from the research ethics

committee. With the UIC Graduate School Dean's approval letter and the Research Ethics Committee certification, the researcher writes a letter of permission to the branch heads/managers of Banks in the Caraga Region.

When the letter is approved, the researcher starts the data gathering by asking the heads of the Banks to identify the respondents who meet the criteria for the study. When the respondents were identified, the researcher oriented them to the informed consent form before taking the survey questionnaires. After the orientation, the proponent discusses the content of the survey questionnaires and lets the respondents review the instruments. The respondents guaranteed that the researcher would keep their responses private because their names were not shown in any part of the study. The confidentiality of information gathered is maintained per the principles of the Data Privacy Act of 2012 or Republic Act 10173, which mandates transparency, legitimate purpose, and proportionality in collecting, retaining, and processing personal information.

Statistical Tools. The study utilized the mean to get the average score in measuring employee well-being, organizational climate, and psychological empowerment. The standard deviation quantifies the variation or dispersion of a set of data values. Pearson's r was used to determine the significant relationship of psychological empowerment and organizational climate to employee well-being, which involved the nominal data to establish the relationship between two or more variables, and regression analysis to identify the variables that could predict employee well-being. Lastly, multiple regression analyzes the relationship between psychological empowerment, organizational climate, and employee well-being. It allows researchers to examine how multiple independent variables simultaneously influence or predict the value of a dependent variable.

Ethical Statement

The researcher prioritizes the protection of human participants in their studies. Establishing ethical principles to safeguard participants from potential harm is important. To ensure ethical standards in this study, the researcher followed principles such as beneficence, non-maleficence, fidelity, responsibility, integrity, justice, and respect for people's rights and dignity, as outlined by the American Psychological Association (2010). Additionally, the study underwent a thorough review by the University of Immaculate Conception Research Ethics Committee (UIC-REC), considering the ten dimensions of

research ethics, which include social value, informed consent, vulnerability, risk-benefit ratio, privacy and confidentiality, justice, transparency, researcher qualification, adequacy of facilities, and community involvement.

RESULTS

Status of Employee Well-Being, Psychological Empowerment, and Organizational Climate

The status of employee well-being, psychological empowerment, and organizational climate of the bank employees is presented in Table 1. The overall mean of the status of the employee well-being is 4.54, which is described as very high, implying that the well-being of the respondents is very positive. From its indicators, the workplace got the highest mean of 4.58, which is very high. However, psychological well-being got the lowest mean of 4.52 among the four indicators, but was considered very high. This very high level of employee well-being parallels the findings of Zahro (2018), who articulated that employee well-being is one of the organization's focuses because it is critical to the firm's performance, especially the banks. In the banking industry, workplace well-being holds immense significance.

The variable psychological empowerment has an overall mean of 4.51, which is also described as very high, and it denotes that psychological empowerment is also highly demonstrated in their responses. From its indicators, the meaning got the highest mean of 4.64, described as very high. Furthermore, self-determination got the lowest mean of 4.44 among the four indicators described as very high. Concerning the result, a very high level of psychological empowerment is intertwined with the previous study of Akter & Anwar (2019) that having a strong belief of the employee concerning their ability to accomplish the task in the organization and providing a good output is a manifestation of having a very high level of psychological empowerment. Meanwhile, the result also relates to the study of Tijani and Umar (2020), who articulated that when employees are committed to their jobs, they are also satisfied with their work, and good performance in the organization results from a very high level of psychological empowerment.

Table 1
Status of Employee Well-Being, Psychological Empowerment, and Organizational Climate

Variables and their Indicators	SD	Mean	Description
Employee Well-being	0.45	4.54	Very high
Social Well-being	0.47	4.53	Very high
Psychological Well-being	0.50	4.52	Very high
Subjective Well-being	0.49	4.54	Very high
Workplace	0.49	4.58	Very high
Psychological Empowerment	0.43	4.51	Very high
Meaning	0.46	4.64	Very high
Competence	0.49	4.47	Very high
Self-determination	0.46	4.44	Very high
Impact	0.55	4.50	Very high
Organizational Climate	0.40	4.57	Very high
Innovation	0.45	4.63	Very high
Responsibility	0.47	4.55	Very high
Standards	0.47	4.57	Very high
Rewards	0.49	4.52	Very high
Clarity	0.44	4.57	Very high

Moreover, the organizational climate has an overall mean of 4.57, which is described as very high and indicates that the organizational climate is very favorable based on the respondents' responses. In addition, innovation got the highest mean of 4.67, which is described as very high, and the rewards got the lowest mean of 4.52 among the four indicators, but it is considered very high. A very high level of organizational climate results is associated with the study of

Mehmood et al. (2022) that a positive organizational climate is associated with increased employee job satisfaction, work engagement, and performance, as well as reduced turnover intention and work stress. Also, the results confirm the previous study of Zhao et al. (2021) that a very high level of organizational climate indicates employee engagement.

Combined and Singular Influence of Psychological Empowerment and Organizational Climate on Well-Being

Correlation between Variables. The correlation test is crucial to test the relationship between the variables. As such, Table 2 presents the correlation of the variables. The result shows that both independent variables- psychological empowerment and organizational climate are significant ($r=.868$, $p<0.05$) and ($r=.812$, $p<0.05$), respectively. The R-value determines the strength and direction of the linear relationship between variables. Hence, the result shows that the R-values of .868 and .812 connote a strong correlation between psychological empowerment and employee well-being and, similarly , between organizational climate and employee well-being.

Table 2
Correlation between Variables

Variables correlated with employee well-being	R	P	Interpretation
Psychological empowerment	.868***	.000	Significant, Reject Ho
Organizational climate	.812***	.000	Significant, Reject Ho

***Significant at 0.05 level

Regression Analysis. Table 3 shows the regression analysis results about how the independent variables, such as psychological empowerment and organizational climate, influence the bank employees' well-being as a dependent variable. The regression result is presented in Table 2. It shows that the independent variables, psychological empowerment and organizational climate, could significantly influence employee well-being on their singular capacity ($p<0.05$). The beta coefficients of.645 and.261 indicate that for every unit

improvement in psychological empowerment and organizational climate, employee well-being can increase by .645 and .261, respectively.

In terms of the regression model, the R-squared of .770 connotes that the combined influence of psychological empowerment and organizational climate accounts for 77 percent of the variation in employee well-being. This means that other factors, comprising 23 percent, are not included in the study.

The F-value represents the overall significance of the regression model. The F-value provided in the table is 501.282, implying that the regression model is certainly statistically significant ($p < 0.05$). Hence, based on the results provided in Table 2, both independent variables – psychological empowerment and organizational climate have a statistically significant influence on the well-being of bank employees. However, in their singular capacities, psychological empowerment has a greater influence than organizational climate on employee well-being.

Table 3
Regression Analysis of the Identified Variables

Independent Variables	B	P	T	Interpretation
Psychological empowerment	.645	.000	12.076	Significant, Reject Ho
Organizational climate	.261	.000	4.878	Significant, Reject Ho

$r^2 = .770$
 $p = .000$
 $F = 501.282$

CONCLUSION

In conclusion, the findings of this study provided several valuable insights into the status of the variables, such as psychological empowerment, organizational climate, and employee well-being among bank employees in the Caraga Region. It is concluded that the outcome of the data shows very high levels of psychological empowerment with indicators such as meaning,

competence, self-determination, and impact. It connotes that the respondents highly demonstrate psychological empowerment. Results also show a very high level of organizational climate with indicators such as innovation, responsibility, standards, rewards, and clarity. This suggests that the organizational climate is very favorable to the respondents. Moreover, it is concluded that bank employees possess very high levels of employee well-being, as indicated by social, psychological, subjective, and workplace well-being. This means that employee well-being is very positive among respondents.

The correlation result indicates a significant relationship between variables: psychological empowerment and organizational climate correlate with well-being. In addition, the regression analysis signifies that both psychological empowerment and organizational climate influence employee well-being. However, psychological empowerment has a greater influence than organizational climate on employee well-being.

The result of the study confirms the Job Demands-Resources model (JD-R) of Bakker and Demerouti (2014), that psychological empowerment as a resource significantly influences employee well-being. According to the JD-R model, psychological empowerment can be considered a job resource that can enhance employee well-being by reducing job demands and increasing job resources. In addition, this study supports the proposition of Han et al. (2018) that psychological empowerment is positively related to employee well-being. Further, the study findings parallel Bakker et al. (2014), who state that organizational climate is an important factor impacting employee well-being. A positive work environment, characterized by supportive leadership and a healthy work-life balance, was associated with lower burnout and higher job satisfaction levels, which resulted in a high level of well-being.

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