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## **Resilience, Stress, Self-Compassion, Self Esteem and Financial Well Being Among Corporate Employees**

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DOI: <https://doi.org/10.55248/gengpi.2023.42006>

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### **Abstract**

The well-being of employees has become an increasingly important topic for organizations, as it has been linked to a range of positive outcomes such as increased job satisfaction, productivity, and employee engagement. By examining the connections between resilience, stress, self-compassion, self-esteem, and financial well-being among corporate employees, this study hopes to add to the increasing body of research in this area. A total of 60 corporate employees in the age 25-45 were collected. Standardized scales were used to measure resilience, stress, self-compassion, self-esteem & financial well-being. The results found out a significant negative correlation of stress with resilience. Self-esteem had a significant positive correlation to resilience but negative significant correlation with stress whereas self-compassion was significantly negatively correlated with stress and significantly positively correlated with self-esteem. Financial well-being came out to be significantly positively correlated with resilience and self-esteem, both. Organizations should emphasize employee wellbeing by fostering work-life balance, establishing a good work environment, promoting a culture of health and wellness, and giving access to mental health resources, such as an Employee Assistance Program (EAP)

**Keywords:** Resilience, Stress, Self-Compassion, Self Esteem, Financial Well Being, Corporate Employees

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### **Introduction**

In college, we exist in a delicate bubble surrounded by encouragement, when this bubble bursts we collide head on with the number of unexplored avenues, untapped potential and unacted upon opportunities that will influence our lives. When one shifts in a corporate job, many challenges arise which may include work-life balance, time management, working in a team, unsuitable workplace culture, lack of job satisfaction, to name a few.

For several years now, the term financial well-being has become popular in the business world. Businesses are beginning to recognize the important role financial wellness plays within overall well-being, just as mental health & emotional well-being has moved up the corporate agenda. A person's overall financial health and the absence of stress related to money are referred to as their financial wellness or financial well-being which is a result of effective expense management. Physical, mental, and financial wellness all play a significant role in employees overall well-being.

Poor financial well-being can have an impact on one's physical, mental, and social well-being, which can lead to subpar work performance, poor judgment, difficulty focusing, absenteeism and lower productivity (Osman, Madzlan, Ing, 2020).

Modern organizations require resilient employees who can deal with unprecedented changes and successfully adapt to challenging roles, tasks, and situations because of constant global competition, technological innovation, organizational restructuring, and the turbulent business environment. When we make mistakes, self-compassion encourages resilience and welcome growth. Instead of viewing our errors as complete failures, we view them as teaching moments and are kind to ourselves. Self-compassion at work, however, requires practice, particularly if we are accustomed to being critical of ourselves. Self-compassion builds up performance as it serves a path to overcome mental barriers, aversive thoughts, negative emotions, and fear of failure (Neff & Knox, 2017)

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### **Resilience**

The American Psychological Association (2014) defined resilience as "the process of adapting well in the face of adversity, trauma, tragedy, threats or even significant sources of stress". Masten (2014) defined resilience as the capacity of a dynamic system to adapt successfully to disturbances that threaten system function, viability, or development. Luthans (2002) defined resilience as "developable capacity to rebound or bounce back from adversity, conflict and failure or even positive events, progress & increased responsibility." "Rather than an individual phenomenon, resilience is developed, sustained and grown through discourse, interaction and material consideration" as argued by Buzzanell (2010).

Resilience is defined as “the demonstration of positive adaptation in the face of significant adversity” (Fadden, 2013). According to Ryff & Singer (2003) a resilient personality is one who is physically healthy, psychologically well, assertive, verbally expressive, energetic, dependable, open minded, smart, and self-confident.

King et al., (2016) views resilience as a crucial strategy for assessing workers in demanding environments. At work, resilient individuals are those who demonstrate improved awareness, show the capacity to be more adaptable, improvise solutions and adapt quickly (Coutu, 2002). Kim (2018) conducted a study involving 830 employees and discovered that organizational resilience was positively and significantly related to: employees' intentions for competence, adaptability, and proactivity of organizational members, contributing to organizational effectiveness following a crisis situation.

In their study, Dhoopar et al. (2022) discovered a partial mediation effect of emotional intelligence on the relationship between organizational resilience and employee performance. Additional findings showed that employees with higher levels of emotional intelligence positively contribute to the level of organizational resilience, which further improves performance levels at work.

A study by Lu et al. (2022) indicated that sustainable HRM practices have a beneficial impact on employee resilience and raise levels of workplace engagement.

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## **Stress**

Selye (1936) defined stress as “non-specific response of the body to any demand.” Lazarus & Folkman (1984) defined stress “as a process whereby an individual perceives and responds to events that he appraises as intimidating and threatening to his well-being”.

Physical and psychosocial stressors at work are different categories. Noise, poor lighting, an uncomfortable workspace, and ergonomic issues like poor posture at the desk are examples of physical stressors. High job demands, rigid work schedules, poor job supervision, poor work design and poor work structure are common psychosocial stressors. Stress at work has negative effects on employee performance as well as company performance. The effects of stress at work are visible in employee's behavior, mental health, and physical health.

In their study on bank employees, Bashir & Ramay (2020) discovered a strong negative correlation between workplace stress and job performance. Their findings showed that organizations should encourage a positive work environment and supportive culture.

Dar & Naseem (2011) in their study on 143 employees found a negative relationship between job stress and employees job performance. Their results demonstrated that job stress has subjective impacts on employees, including feelings of undervaluation, workplace victimization and bullying, unclear roles and responsibilities, work-home integration, fear of losing one's job, exposure to traumatic events at work, and economic instability.

In research involving 651 workers from five different businesses, Gupta & Beehr (1979) discovered a connection between employee withdrawal tendencies and working stress.

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## **Self-Compassion**

According to Neff (2003), self-compassion is the belief that one must be compassionate towards oneself, as one is towards others. Neff (2003) asserts that self-compassion has three components as well as their opposites that includes, self-kindness vs self-judgment, common humanity vs self-isolation and mindfulness vs over identification. Self-kindness refers to being kind and understanding towards oneself in instances of pain and failure rather than being harshly criticized. Common humanity refers to perceiving one's experiences as part of the larger human experiences rather than seeing them as separating and isolating. Mindfulness refers to holding painful thoughts and feelings in balanced awareness rather than over-identifying with them.

According to Barnard & Curry (2011), self-compassion is associated with more happiness, greater life satisfaction, better emotional regulation, less self-criticism, and a more accurate understanding of academic failure (Neff, Hsieh & Dejitterat, 2005). Trompeter et al., (2017) suggests that the capacity for self-compassion seems to be linked to resilience to mental health issues.

In a research by Sulphrey (2021) that involved 333 employees from diverse businesses in India, self-compassion and mindfulness were found to have an impact on employees' mental wellness. In their study of 831 clinical social workers, Miller et al. (2019) discovered that self-compassion was a singular and significant predictor of both personal and professional self-care.

Andel et al. (2021) conducted research in the initial stages of COVID-19 to study employees working under isolating and difficult conditions. They found that self-compassion mitigated the positive within-person relationship between work loneliness and employee depression, indicating that more self-compassionate employees were better able to cope with their feelings of work loneliness.

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## **Self Esteem**

According to Coopersmith (1967), self-esteem is defined as “the evaluation which the individual makes and customarily maintains with regards to himself; it expresses an attitude of approval or disapproval and indicates the extent to which the individual believes himself to be capable, significant, successful and worthy.”

According to self-esteem expert, Rosenberg (1965), self-esteem is defined as one's attitude towards oneself. Self-esteem refers to a person's overall sense of his or her value or worth. It can be considered a sort of measure of how much a person "values, approves of, appreciates, prizes, or likes him or herself (Adler & Stewart, 2004).

In their study of 414 South African employees, Jackson & Jackson (2019) discovered that high self-esteem levels predict emotional organizational commitment by reducing a feeling of workplace prejudice. Racial, ethnic, and gender differences have an impact on this. Low self-esteem, on the other hand, was associated with a greater likelihood of quitting owing to perceived workplace prejudice.

In their empirical investigation, Gardner & Pierce (1988) discovered that organization-based self-esteem was the greater predictor of performance evaluations and employee satisfaction. Additionally, it seemed to mediate the link between generalized Self-Efficacy and these employee reactions. According to Tharenou & Harker (1982), the relationship between job level and overall self-esteem and job satisfaction was strongest.

A crucial component of mental health was found to be self-esteem. The degree of somatic health problems was also influenced by the interaction of self-esteem, role conflict, and role ambiguity (Ganster & Schaubroeck, 2020),

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## **Financial Well Being**

According to Bruggen et al., (2017) defined financial well-being as "the perception of being able to sustain current and anticipated desired living standard and financial freedom". Financial well-being is a feeling of being financially healthy and free from worries based on subjective evaluations or perceptions of one's financial situation in the present and future (Joo, 2008).

Kempson, Finney & Poppe (2017) defined financial well-being as "the extent to which individuals can meet all of their current commitments and needs comfortably and have the financial resilience to maintain this ability in the future". Financial well-being refers to "a condition where an individual is satisfied and comfortable with her or her financial situation including the ability (a) to meet current expenses from current income (b) save (c) maintain debt at sustainable levels (d) deal with financial problems (e) being generally satisfied with one's financial condition (Agyei et al., 2019)

A positive perception of one's financial situation supports joy, feeling, encouragement, good health and solid mutual relationships (Judge et al, 2010; Taylor et al., 2014); whereas negative perception of financial well-being can cause anxiety, brutality, exhaustion as well as poor health (Bridges & Disney, 2010; Fitzpatrick, 2018). Physical issues include higher anorexia or obesity, hypertension, headaches, insomnia and weakened immunity and psychological issues include increase in irritability, impatience, apathy, emotional distance, and loss of professional enthusiasm because of financial problems.

Kahana et al., (1995) states that people with uncertain financial circumstances may perceive their overall satisfaction as being lower because they find it harder to get by each month on their income and have less control over their spending.

A study was conducted on 2000 employees from both the private and public sector in Malaysia, to investigate the factors of employees' financial well-being. The results found that the determinants of financial well-being included financial literacy, financial behavior, and financial capability. The results further stated that financial stress partially mediated the effect of factors on predicting financial well-being (Sabri & Falahati, 2003). Netemeyer et al., (2017) states that financial well-being is a key predictor of overall well-being and comparable in magnitude to the combined effects of other life domains.

### **Purpose**

The purpose is to study resilience, stress, self-compassion, self-esteem, and financial well-being among corporate employees.

### **Hypothesis**

There will be a significant positive relation of financial well-being with resilience, self-compassion, and self-esteem.

There will be a significant negative relation of financial well-being with stress.

### **Method**

#### **Sample**

A sample of total 60 corporate employees was collected within Kuala Lumpur, Malaysia in the age of 25 to 45 years.

#### **Measures**

**Brief Resilience Scale (BRS):** as developed by Smith et al. (2008) to measure resilience, consists of 6 items, ranging on a five-point scale from strongly agree to strongly disagree.

**Perceived Stress Scale (PSS):** as developed by Cohen, Kamarck & Mermelstein (1983), consists of 10 questions, each rated on a five-point scale from 'never' to 'very often'.

**Self-Compassion Short Form (SCS-SF):** as developed by Neff et al. (2011), consists of 12 items, measured on a five-point rating scale from almost never to almost always.

**Rosenberg Self Esteem Scale:** as developed by Rosenberg (1965) consists of 10 items, 4-point scale ranging from strongly agree to strongly disagree.

**Financial Well Being:** as developed by The Consumer Financial Protection Bureau (CFPB) (2017) consists of 10 items which is measured on a 5-point scale. Part 1 of the scale consists of 6 items, rated as completely (4) and not at all (0) and part 2 of the scale consists of 4 items and rated as Always (0) and Never (4).

### Procedures

The questionnaires were filled through google forms. Google forms were circulated among the desired sample. Standardized Psychological Tests were administered to the participants.

Each participant was thanked for their participation.

## Analysis of Data

### Results

**Table 1: N, Mean and Standard Deviation**

	Resilience	Stress	Self Esteem	Self-Compassion	Financial Well Being
<b>N</b>	<b>60</b>	<b>60</b>	<b>60</b>	<b>60</b>	<b>60</b>
<b>Mean</b>	<b>2.97</b>	<b>18.6</b>	<b>29.0</b>	<b>38.0</b>	<b>54.7</b>
<b>Standard deviation</b>	<b>0.550</b>	<b>5.22</b>	<b>4.93</b>	<b>6.68</b>	<b>6.36</b>

**Table 2: Correlation of all variables**

	Resilience	Stress	Self Esteem	Self-Compassion	Financial Well Being
<b>Resilience</b>	—				
<b>Stress</b>	<b>-0.414</b> **	—			
<b>Self Esteem</b>	<b>0.354</b> **	<b>-0.388</b> **	—		
<b>Self-Compassion</b>	<b>0.327</b> *	<b>-0.503</b> ***	<b>0.665</b> ***	—	
<b>Financial Well Being</b>	<b>0.570*</b>	<b>-0.157</b>	<b>0.691</b> **	<b>0.178</b>	—

Note. \*  $p < .05$ , \*\*  $p < .01$ , \*\*\*  $p < .001$

### Discussion of Results

The results found that stress is negatively significantly correlated to resilience ( $r = -0.414$ ,  $p < .01$ ). Self-esteem is significantly positively correlated with resilience ( $r = 0.354$ ,  $p < .01$ ), and significantly negatively correlated to stress ( $r = -0.388$ ,  $p < .01$ ). The results further found out self-compassion is significantly positively correlated with resilience ( $r = 0.327$ ,  $p < .01$ ), significantly negatively correlated with stress ( $r = -0.503$ ,  $p < .001$ ) and significantly positively correlated with self-esteem ( $r = 0.665$ ,  $p < .001$ ). Financial Well Being is significantly positively correlated with resilience ( $r = 0.570$ ,  $p < .05$ ), significantly positively correlated to self-esteem ( $r = 0.691$ ,  $p < .01$ ). However, there was no significant relation of financial wellbeing with stress and self-compassion.

Manohar et al. (2022) found in their study a negative correlation between stress and resilience. Supervía et al. (2022) found self-esteem to be positively correlated with resilience. Johnson et al. (2020) discovered that healthcare employees who had poor self-esteem were approximately three times more likely to experience severe stress. In a study done by Garcia et al. (2022), they found significantly positive correlations between mindful self-care, self-compassion, and resilience. In a study done on working individuals by Palermo & Olivier (2022) it was found that self-compassion and self-esteem were highly correlated. According to the research by Adam et al. (2021), indications of perception, strength, insufficiency, and retention inherent in financial attitudes can act as a catalyst for assessing the resilience of financial well-being.

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## Conclusion

The aim of the current research was to investigate resilience, stress, self-compassion, self-esteem & financial well-being among corporate employees. A total of 60 corporate employees in the age 25-45 were collected. Standardized scales were used to measure resilience, stress, self-compassion, self-esteem & financial well-being. The results found out a significant negative correlation of stress with resilience. Self-esteem had a significant positive correlation to resilience but negative significant correlation with stress whereas self-compassion was significantly negatively correlated with stress and significantly positively correlated with self-esteem. Financial well-being came out to be significantly positively correlated with resilience and self-esteem, both.

There is a need for organizations to prioritize employee well-being and support their employees in developing resilience, self-compassion, and high self-esteem, which can help enhance their overall financial well-being. Organizations can ensure their employees' wellbeing by providing them with access to mental health resources and encouraging work-life balance through flexible work arrangements and paid time off. This can be done by offering competitive compensation and benefits packages that include financial planning resources as well as access to Mental Health resources such as an Employee Assistance Program (EAP).

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